

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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### **1. CALL TO ORDER - CHAIRMAN**

### **2. APPROVAL OF WORK SESSION AGENDA - CHAIRMAN**

2.1. BOC - Changes to the Agenda Pg. 3

### **3. DISCUSSION ITEMS FOR ACTION**

3.1. BOC - Appointments to Boards and Committees Pg. 5

3.2. County Manager - Boys & Girls Club of Cabarrus County Funding Request Pg. 7

3.3. County Manager - Funding to begin the MIT Mentoring Program at The Cabarrus Center Pg. 10

3.4. County Manager - Juvenile Crime Prevention Council (JCPC) FY22 Allocation of Funds Pg. 20

3.5. County Manager - Sale of Former Infrastructure and Asset Management Building Pg. 33

3.6. Finance - Health Insurance Fund Balance Amendment Pg. 35

3.7. Finance - Update of Capital Project Fund Budget and Related Project Ordinance for Mobile Units Pg. 38

3.8. Infrastructure and Asset Management - Cabarrus County Courthouse Expansion Construction Manager at Risk Contract Extension (GMP 2) Increase from Contingency Funding Pg. 44

3.9. Planning and Development - Carolina Farm Stewardship Association Annual Report on Elma C. Lomax Research and Education Farm Pg. 47

3.10. Planning and Development - TEXT2021-00001, Proposed Text Amendments to Chapter 2, Chapter 4, Chapter 6 and Chapter 13 of the Cabarrus County Development Ordinance Pg. 64

3.11. Property and Liability - Move Funds from Property and Liability Insurance Internal Service Fund to the General Fund Pg. 83

3.12. Tax Administration - Resolution of Administration of Ad Valorem Taxes Pg. 86

### **4. DISCUSSION ITEMS - NO ACTION**

4.1. Communications and Outreach - Presentation of 2021 Community Survey Results Pg. 90

4.2. Elections - ADA Voting Equipment Pg. 284

4.3. Infrastructure and Asset Management - Cabarrus County Emergency Medical Services Headquarters Project Update Pg. 286

- 4.4. Infrastructure and Asset Management - Courthouse Expansion Project Update Pg. 287
- 4.5. Innovation and Technology - Innovation Report Pg. 294
- 4.6. County Manager - Presentation of St. Stephens Park Report by UNC Charlotte MPA Students Pg. 296

**5. APPROVAL OF REGULAR MEETING AGENDA**

- 5.1. BOC - Approval of Regular Meeting Agenda Pg. 425

**6. CLOSED SESSION**

- 6.1. Closed Session - Pending Litigation and Economic Development Pg. 429

**7. ADJOURN**

*In accordance with ADA regulations, anyone in need of an accommodation to participate in the meeting should notify the ADA coordinator at 704-920-2100 at least 48 hours prior to the meeting.*

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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**AGENDA CATEGORY:**

Approval of Work Session Agenda - Chairman

**SUBJECT:**

BOC - Changes to the Agenda

**BRIEF SUMMARY:**

A list of changes to the agenda is attached.

**REQUESTED ACTION:**

Motion to approve the agenda as amended.

**EXPECTED LENGTH OF PRESENTATION:**

1 Minute

**SUBMITTED BY:**

Lauren Linker, Clerk to the Board

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- Changes to the Agenda



**CABARRUS COUNTY BOARD OF COMMISSIONERS  
CHANGES TO THE AGENDA  
MAY 3, 2021**

**ADDITIONS:**

**Discussion Items - No Action**

- 4.2 Elections - ADA Voting Equipment**

**SUPPLEMENTAL INFORMATION:**

**Discussion Items for Action**

- 3.3 County Manager - Funding to begin the MIT Mentoring Program at The Cabarrus Center**
- PowerPoint Presentation
- 3.9 Planning and Development - Carolina Farm Stewardship Association Annual Report on Elma C. Lomax Research and Education Farm**
- PowerPoint Presentation

**Discussion Items - No Action**

- 4.1 Communications and Outreach - Presentation of 2021 Community Survey Results**
- PowerPoint Presentation
- 4.4 Infrastructure and Asset Management - Courthouse Expansion Project Update**
- Photo Added

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

BOC - Appointments to Boards and Committees

### **BRIEF SUMMARY:**

The following appointment to Boards and Committees are recommended for May:

#### Appointments - Active Living and Parks Commission

The terms on the Active Living and Parks Commission for members Mike Kirby (Harrisburg) and Robin Phillips' (Central) ended January 31, 2021. The Commission unanimously voted at the April meeting to recommend the appointment of Kevin Hutchins (Harrisburg) and Kenny Robinson (Central) to fill their positions.

Representative recommendations are Kevin Hutchins and Kenny Robinson.

#### Appointments - Nursing Home Community Advisory Committee

Evelyn Miller's term on the Nursing Home Community Advisory Committee ended February 28, 2021. Ms. Miller would like to serve another term. Ms. Miller also serves on the Home and Community Care Block Grant Committee. An exception to the service on multiple boards provision of the Appointment Policy will be needed for her.

Representative recommendation is Evelyn Miller.

#### Appointments and Removals - Home and Community Care Block Grant Advisory Committee (HCCBG)

Susan Donaldson currently serves on the Home and Community Care Block Grant (HCCBG) Advisory Committee as the Active Living and Parks Designee. The position will become vacant when Ms. Donaldson retires at the end of May 2021.

It has been recommended to the HCCBG Advisory Committee that Byron Haigler fill the vacant Active Living and Parks Designee position. Mr. Haigler is currently the Assistant Director of the Active Living and Parks Department. He resided in Union County. An exception to the residency provision of the Appointment Policy will be needed for him. Per the HCCBG Rules of Operation, agency representative appointments are perpetual.

Representative recommendation is Byron Haigler.

**REQUESTED ACTION:**

Provide information.

**EXPECTED LENGTH OF PRESENTATION:**

1 Minute

**SUBMITTED BY:**

Lauren Linker, Clerk to the Board

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

County Manager - Boys & Girls Club of Cabarrus County Funding Request

### **BRIEF SUMMARY:**

From June 7 to August 13, the Boys & Girls Club of Cabarrus County will operate a summer program serving 450 youth from 8 a.m. to 6 p.m. Monday through Friday. The program will address learning loss resulting from COVID-19 and provide breakfast, lunch, snack and an evening meal to take home. The Club expects the total cost of the summer program to be \$540,000 and is requesting a grant from the County of \$150,000.

### **REQUESTED ACTION:**

Motion to approve a grant of \$150,000 to the Boys & Girls Club of Cabarrus County and the associated budget amendment.

### **EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

### **SUBMITTED BY:**

Valerie Melton, Executive Director

### **BUDGET AMENDMENT REQUIRED:**

Yes

### **COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- Funding Request





**BOYS & GIRLS CLUB**  
OF CABARRUS COUNTY

The past year has been a very challenging time for the Boys & Girls Club of Cabarrus County, but nothing compared to the challenges of the children and families we serve. In the past year, the Club has provided virtual programming and meals to our members during the school shut-down, served as a full-day virtual learning site for youth when schools opened virtually, and provided afternoon transportation to the Club for children when school re-opened with face-to-face learning. During this time, the Club served over 600 children.

We still have a huge job ahead of us – to get the kids of Cabarrus County back on track to their great future. We are committed to stemming learning losses and making sure kids do not slip through the cracks. Summer Learning Loss is a critical issue facing the children we serve. The loss of academic skills by students over the summer, particularly by students from low-income communities has always been an issue, but this summer the effect of the COVID pandemic has placed an even greater emphasis on the need.

We began registration for our Summer Program just last month and have already reached capacity at 450 youth. We will operate the Summer program under our COVID-19 precautions with social distancing, required masks and extensive cleaning procedures. The Summer Program will include breakfast, lunch, and a snack as well as an evening meal for each youth to take home with them. Children will also attend Camp Spencer for at least one week during the summer again following our COVID-19 precautions.

From the beginning, we felt strongly that we should work to ease the pressure the families we serve were experiencing. The Club has not charged families any fees since the pandemic began. This will continue through our Summer Program. While this was the right thing to do, it has placed a financial burden on the Club. Along with our loss of fundraising revenues since March 2020 we have lost an additional \$420,000 in fee-based revenues.

We anticipate the cost of our Summer Program will be \$540,000. We have been fortunate to maintain funding through educational grants and to have received COVID emergency funding from a number of sources. These funds unfortunately will not cover the full expense of this Summer. We would like to ask Cabarrus County to consider a grant of \$150,000 to support the Boys & Girls Club's Summer Program. Your funding will help us to serve 450 youth from 8am to 6pm Monday through Friday from June 7<sup>th</sup> to August 13<sup>th</sup>.

Long-term, the Boys & Girls Club will be vital to rebuilding our community. For parents and families getting back on their feet, the Club will continue to save them money when funds have never been tighter and provide a safe place for their children to go while they are working. For kids, the Club will provide a positive and inclusive environment where they can reach their full potential.

Thank you for your consideration.

Valerie Melton  
Executive Director

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

County Manager - Funding to begin the MIT Mentoring Program at The Cabarrus Center

### **BRIEF SUMMARY:**

As our Cabarrus County businesses of all sizes recover from impacts of COVID, as well as new start-up businesses emerge, The Cabarrus Center has identified the need for providing a mentorship program that would pair teams of highly trained business professionals as mentors to work with these businesses. The gold standard for these programs is the MIT Venture Mentor Services Program that has shown amazing outcomes over the twenty years it has been in existence. More program details are attached.

We are asking for \$65,000 as a one-time investment from Cabarrus County Government paid through federal COVID relief dollars to purchase the licensing fee (\$40,000), training (\$15,000) and fourth quarter salary for a program director (\$10,000) who would oversee and administer the mentoring program. We believe the supporting and benefiting partners at The Cabarrus Center would absorb the operational costs going forward, and if you could approve this request, we would be able to begin the mentoring program by fourth quarter. That will also allow each organization to add the ongoing administration fees to their fiscal budgets for 2022.

### **REQUESTED ACTION:**

Motion to approve \$65,000 grant, of former Coronavirus Relief Funds, to the Cabarrus Center to create a mentorship program.

### **EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

**SUBMITTED BY:**

Page Castrodale, Cabarrus Economic Development Corporation  
Barbi Jones, The Chamber, Leading Business in Cabarrus  
Peter Marsh, Flywheel

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- ▣ Presentation
- ▣ Request
- ▣ Mentor Program Summary

# Cabarrus Center Request for Funding

## Implementation of Mentor Program

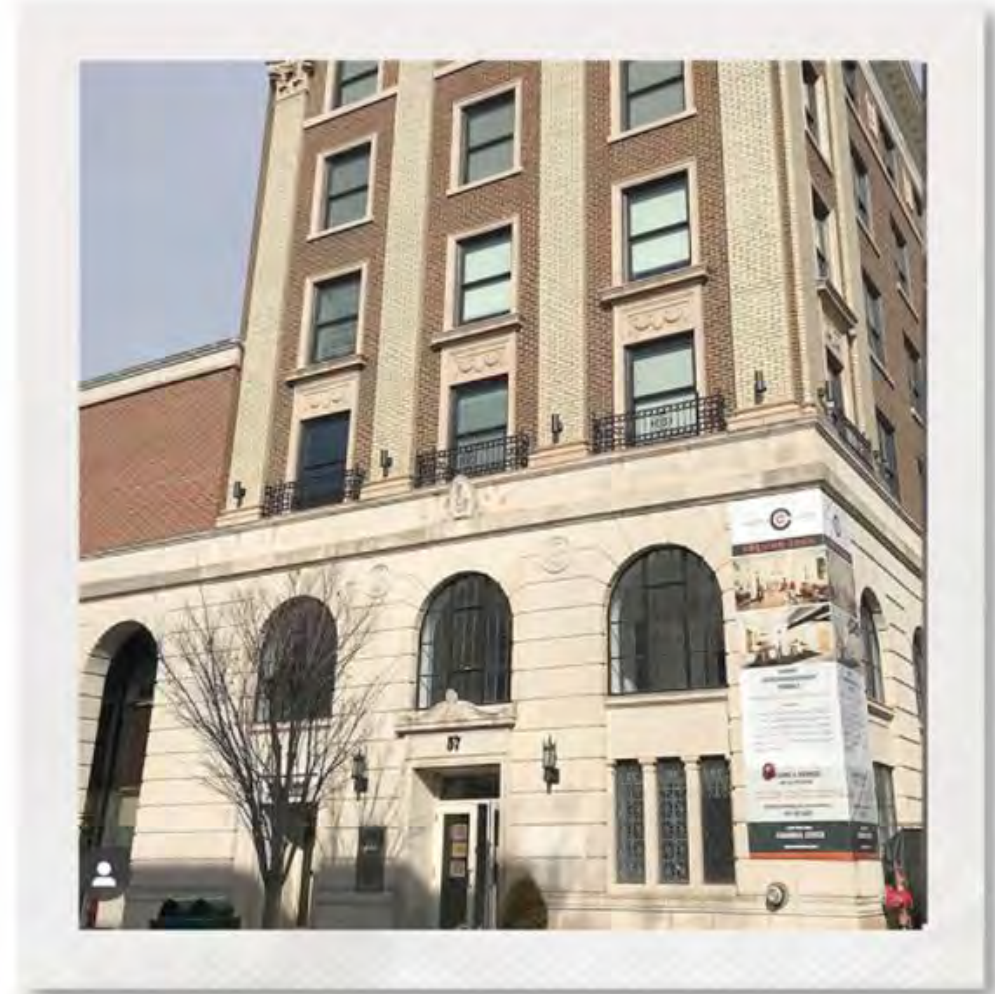


# Cabarrus Center for Innovation and Entrepreneurship

The Cabarrus Center welcomes aspiring entrepreneurs, existing businesses, and our diverse community to learn, grow, and accelerate their businesses through education, networking, and mentoring.

## CORE VALUES

- >> Accelerate Growth
- >> Embrace Community
- >> Thrive Together



# Strategic Focus for 2021

- Stimulate pipeline of entrepreneurs
- Help small businesses recover and grow
- Create a mentor program



# MIT Program

- Best of class
- Credentialing improves mentor recruitment.
- Strict guidelines for mentee and mentor participation.
- The program includes a 6-week immersion training and additional mentor training
- An asset for all EC organizations



## One-Time Implementation Costs:

- \$40,000 Licensing Fee
- \$15,000 Mentor Training
- \$10,000 Program Manager for Q4

All future administrative and staff costs will be by participating EC organizations.





Date: April 27, 2021

Memo to: Cabarrus County Commissioners, Mike Downs

From: Page Castrodale, Executive Director, Cabarrus County EDC  
Barbi Jones, Executive Director, The Chamber, Leading Business in Cabarrus  
Peter Marsh, Co-Founder, Flywheel

As Cabarrus County positions itself for the last half of 2021 and into 2022, we see a more prosperous future for our current and future businesses following crushing COVID impacts of 2020 and first half of 2021. We also know that following turbulent times, successful start up companies have disrupted business as usual and have found roots necessary to grow and flourish.

The Cabarrus Economic Development Corporation, The Chamber, Leading Business in Cabarrus, and Flywheel are working together offering programing at The Cabarrus Center to help strengthen and grow new and existing businesses. While very few businesses have survived COVID unscathed, many are at vital turning points, needing guidance and direction to get back on track and grow.

One way to help with this is to offer a superior business mentoring program that would be open to all businesses. Peter Marsh, Co-Founder, Flywheel, has done extensive research to determine the best program that offers the best outcomes, processes, templates and reduces the risks and downfalls that could come with such programs. By far, that program is the MIT Venture Mentor Services Program.

We are attaching an overview of the program, including what makes it so successful. With over 20 years of experience, the MIT team has worked through all the challenges and needs a new program would face, and through their extensive training and continuing education, we could replicate that program in Cabarrus County to help meet the needs of our existing and new businesses.

We are asking for \$65,000 as a one-time investment from Cabarrus County Government paid through federal COVID relief dollars to purchase the licensing fee (\$40,000), training (\$15,000) and fourth quarter salary for a program director (\$10,000) who would oversee and administer the mentoring program. We believe the supporting and benefiting partners at The Cabarrus Center would absorb the operational costs going forward, and if you could approve this request, we would be able to begin the mentoring program by fourth quarter. That will also allow each organization to add the ongoing administration fees to their fiscal budgets for 2022.

Please see the attached document for a thorough review of the program.

Thank you for your consideration.

# Mentor Program

## Summary and Recommendations

### **Mentor Program Workgroup:**

Barbi Jones, Cabarrus Chamber  
Irene Sachs, Kannapolis Economic Development  
Mark Spitzer, North Carolina Research Campus  
Natalie Williams, The Women’s Business Center of Charlotte  
Bill Aimutis, North Carolina Food Innovation Lab  
Peter Marsh, Flywheel  
Page Castrodale, Cabarrus Economic Development

### **Introduction**

Following our Strategic Doing planning sessions, the development of a Mentor Program was identified as a priority near-term project to be pursued by the Cabarrus Center. The development of a quality volunteer mentor program can be leveraged across all organizations contributing to the Entrepreneurship Council and is a vital resource for the support of early- and growth-stage companies as well as business support programs, accelerators and incubators. This report recaps the research and due diligence this workgroup has conducted, leading to the recommendations below.

### **Mentor Program Basics**

Our workgroup researched a variety of mentor programs, including a very useful interview with the NEXT organization in Upstate South Carolina and their decade-long experience with running their mentor organization. Mentor networks in our region tend to be tied to specific organization or programs, examples of which would be Launch LKN / Davidson’s network or that of QC Fintech. Mentor groups function as a pool of impartial, all-volunteer advisors, independent of investors and service providers with vested interests.

The mentor program has the following elements:

- Qualification and triage of interested entrepreneurs, founders and businesses seeking the service of the mentor program (the demand side).
- A shared CRM tool that administers the mentees and mentors and tracks the interactions and progress of the mentoring relationship.
- A mentor Program Manager who administers the program, triages and intakes founder teams into the program, arranges the match-making with the full mentor group resulting in a curated mentor team and lead mentor, and follows up on the interactions between the parties.
- A set of ground rules and guidelines to ensure mentors are properly trained and avoid conflicts of interest and self-dealing in the relationship with the mentees.
- A mentor training program on how to give valuable feedback and how to properly engage with mentees, as well as training on the spectrum of resources available through the Cabarrus Center.
- A system for getting feedback from the mentees on the quality of the engagement and any course corrections needed.

### **MIT Venture Mentor Services (VMS Program)**

Our workgroup coalesced around the MIT VMS program as the gold standard program framework that the Cabarrus Center should pursue. The benefits of this approach include:

- Decades of experience with what works best.

- The credentialing of the MIT program improves mentor recruitment.
- The MIT program has strict guidelines for mentee and mentor participation.
- The program includes a 6-week immersion training
- The MIT program is built around Three Pillars
  - How to build a trusted environment between mentors and mentees
    - Vet, screen, formally interview, set clear expectations
    - Mentors are expected to be honest, but there is no judgement
  - Formal methodology of team mentoring (no one-on-one); one mentee company per team
    - Having 3-5 mentors engaged with one entrepreneur is very powerful
    - Mix of backgrounds is critically important
    - Teams start in a random fashion and evolve based on the needs of the entrepreneur
    - This contributes to the sustainability of the program because mentors really enjoy being part of a team
  - Nothing is ad hoc, the engagements are structured
    - There is a lead mentor
    - Entrepreneur has to set the agenda
    - Implementation/Training is initiated by MIT
    - Training includes templates for how to run the program
    - Not an in-person program at this time

### Program Details

The MIT program is licensed by a host non-profit organization. The onetime perpetual non-exclusive licensing fee of \$40,000 includes a six-session immersion training program for local implementation, a fully documented playbook, agreement templates and access to ongoing VMS support. Up to five participants can go through the training. The initial cohort of mentors then goes through a training program run by MIT, an additional fee of \$15,000. The services agreement and full details of the program are attached to this summary. Once the program is implemented the only ongoing expense is the cost of a program manager to administer the program, which is estimated to take 20 hours per week.

### Recommendations

**Step 1:** We are recommending adopting the MIT VMS program with the Flywheel Foundation serving as the Host Organization and administrator of the program on behalf of the Cabarrus Center.

**Step 2:** Funding for the \$55K implementation cost. Barbi is investigating availability of state grants. The entire EC should collaborate on additional funding sources including foundation grants and corporate sponsors.

**Step 3:** Determine who should be included in the training, including the identification of a Program Manager

**Step 4:** Funding the ongoing program manager – we are recommending this be a shared expense among participating organizations budgeted annually. Depending on the number of organizations using the mentor network, the cost could be in the \$2,500-\$3,000 range annually.

**Step 5:** Schedule the training – MIT has training sessions available late summer 2021 – we'd like to hit this date for program implementation in 2021.

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

County Manager - Juvenile Crime Prevention Council (JCPC) FY22 Allocation of Funds

### **BRIEF SUMMARY:**

The County receives Juvenile Crime Prevention Council (JCPC) funding and passes the majority of funds on to JCPC approved sub-recipients. The total amount of funds to be received from the North Carolina Department of Public Safety for FY22 is \$459,927. The funding plan, which includes \$15,500 for administrative expenses and \$444,427 for awarded programs, is presented to the Board for approval.

### **REQUESTED ACTION:**

Motion to approve the FY22 JCPC Certification and Funding Plan.

### **EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

### **SUBMITTED BY:**

Rodney Harris, Deputy County Manager

### **BUDGET AMENDMENT REQUIRED:**

No

### **COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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### **ATTACHMENTS:**

- Certification
- Funding Plan

## Juvenile Crime Prevention Council Certification

Fiscal Year: 2021-2022 \_\_\_\_\_

<b>County: Cabarrus County</b>	<b>Date: 03/05/2021</b>
G.S. 143B-853 allows for a 2-year funding cycle for programs that meet the requirements of the statute and have been awarded funds in a prior funding cycle. Indicate below if the JCPC plans to allow for a 1-year or 2-year funding cycle. <b>(Check 2-year if the JCPC has a mixture of 1-year and 2-year funding.)</b>	
1-Year Funding: FY 2021-2022 _____	2-Year Funding: FY _____ and FY _____

### CERTIFICATION STANDARDS

#### STANDARD #1 - Membership

- |   |              |
|---|--------------|
| A. Have the members of the Juvenile Crime Prevention Council been appointed by county commissioners?                              | Yes<br>_____ |
| B. Is the membership list attached?   | Yes<br>_____ |
| C. Are members appointed for two-year terms and are those terms staggered?  | Yes<br>_____ |
| D. Is membership reflective of social-economic and racial diversity of the community?   | Yes<br>_____ |
| E. Does the membership of the Juvenile Crime Prevention Council reflect the required positions as provided by N.C.G.S. §143B-846? | No<br>_____  |

If not, which positions are vacant and why?

Cabarrus County has two vacant positions, Chief of Police, our Chairperson will be speaking with our city Chief of Police to inquire if he would be willing to serve. Cabarrus County Student seat vacant. Our Superintendent designee of Cabarrus County Schools will be looking for a youth to fill this seat.

#### STANDARD #2 - Organization

- |  |              |
|--|--------------|
| A. Does the JCPC have written Bylaws?  | Yes<br>_____ |
| B. Bylaws are <input type="checkbox"/> attached or <input checked="" type="checkbox"/> on file (Select one.)   |              |
| C. Bylaws contain Conflict of Interest section per JCPC policy and procedure.  | Yes<br>_____ |
| D. Does the JCPC have written policies and procedures for funding and review?  | Yes<br>_____ |
| E. These policies and procedures <input type="checkbox"/> attached or <input checked="" type="checkbox"/> on file. (Select one.)   |              |
| F. Does the JCPC have officers and are they elected annually?  | Yes<br>_____ |
| JCPC has: <input checked="" type="checkbox"/> Chair; <input checked="" type="checkbox"/> Vice-Chair; <input type="checkbox"/> Secretary; <input type="checkbox"/> Treasurer. |              |

#### STANDARD #3 - Meetings

- |  |              |
|--|--------------|
| A. JCPC meetings are considered open and public notice of meetings is provided.  | Yes<br>_____ |
| B. Is a quorum defined as the majority of membership and required to be present in order to conduct business at JCPC meetings? | Yes<br>_____ |
| C. Does the JCPC meet six (6) times a year at a minimum?   | Yes<br>_____ |
| D. Are minutes taken at all official meetings?   | Yes<br>_____ |
| E. Are minutes distributed prior to or during subsequent meetings?   | Yes<br>_____ |

**Juvenile Crime Prevention Council Certification (cont'd)**

**STANDARD #4 - Planning**

- A. Does the JCPC conduct a minimum of biennial planning process which includes a needs assessment, monitoring of programs and funding allocation process? Yes
- B. Is this Annual or Biennial Plan presented to the Board of County Commissioners and to DPS? Yes
- C. Is the Funding Plan approved by the full council and submitted to Commissioners for their approval? Yes

**STANDARD #5 - Public Awareness**

- A. Does the JCPC communicate the availability of funds to all public and private non-profit agencies which serve children or their families and to other interested community members? ( RFP, distribution list, and article attached) Yes
- B. Does the JCPC complete a minimum of biennial needs assessment and make that information available to agencies which serve children or their families, and to interested community members? Yes

**STANDARD #6 – No Overdue Tax Debt**

- A. As recipient of the county DPS JCPC allocation, does the County certify that it has no overdue tax debts, as defined by N.C.G.S. §105-243.1, at the Federal, State, or local level? Yes

Briefly outline the plan for correcting any areas of standards non-compliance.

Having complied with the Standards as documented herein, the Juvenile Crime Prevention Council may use up to \$15,500 of its annual Juvenile Crime Prevention fund allocation to cover administrative and related costs of the council. Budget pages (sections VI and VII) printed from NCALLIES detailing the expenditure's must be attached to this certification.

The JCPC Certification **must be received by DPS by June 30<sup>th</sup> annually.**

**JCPC Administrative Funds  
SOURCES OF REVENUE**

<b>DPS JCPC</b>	
Only list requested funds for JCPC Administrative Budget.	_____ \$15,500
<b>Local</b>	_____
<b>Other</b>	_____
<b>Total</b>	_____ \$15,500

*Megan Baumgardner*  
JCPC Chairperson

04/21/2021  
Date

Chairman, Board of County Commissioners

Date

Juvenile Crime Prevention Council Certification (cont'd)

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DPS Designated Official

Date



**Juvenile Crime Prevention Council Certification (cont'd)**

Cabarrus

County

FY 2021/2022

Instructions: N.C.G.S. § 143B-846 specifies suggested members be appointed by county commissioners to serve on local Juvenile Crime Prevention Councils. In certain categories, a designee may be appointed to serve. Please indicate the person appointed to serve in each category and his/her title. Indicate appointed members who are designees for named positions. Indicate race and gender for all appointments.

Specified Members	Name	Title	Designee	Race	Gender
1) School Superintendent or designee	Amy Jewell	School Superintendent	<input checked="" type="checkbox"/>	W	F
2) Chief of Police or designee	Vacant	Chief of Police	<input type="checkbox"/>		
3) Local Sheriff or designee	Brian Heintz	Cab. Co. Sheriff	<input checked="" type="checkbox"/>	W	M
4) District Attorney or designee	Beth Street	DA	<input checked="" type="checkbox"/>	W	F
5) Chief Court Counselor or designee	David Wall	Chief Court Counselor	<input type="checkbox"/>	B	M
6) Director, Local Management Entity/Managed Care Organization (LME/MCO), or designee	Noel Thomas-Lester	Mental Health	<input checked="" type="checkbox"/>	B	F
7) Director DSS or designee	Sharon Reece	DSS	<input checked="" type="checkbox"/>	B	F
8) County Manager or designee	Rodney Harris	Finance	<input checked="" type="checkbox"/>	W	M
9) Substance Abuse Professional	Terry Wise	Sub Abuse		W	M
10) Member of Faith Community	Steven Ayers	Faith Base		W	M
11) County Commissioner	Steven Morris	Co. Commissioner		W	M
12) Two persons under the age of 21, or one person under the age of 21 and one member of the public representing the interests of families of at-risk juveniles	Baylee N Barkley (KCS)	Student for Kann Cty		B	F
	Vacant	Cab. Co. School			
13) Juvenile Defense Attorney	Heather Mobley	Juvenile Def Atty		W	F
14) Chief District Judge or designee	Nathaniel M Knust	Judge	<input checked="" type="checkbox"/>	W	M
15) Member of Business Community	Mark Boles	Business		W	M
16) Local Health Director or designee	Sonja Bohannon-Thacker	Cab. Health Alliance	<input checked="" type="checkbox"/>	W	F
17) Rep. United Way/other non-profit	Carolyn Carpenter	Non-Profit		W	F
18) Representative/Parks and Rec.	Perry Gabriel	Active Living/Parks		W	M
19) County Commissioner appointee	Connie Philbeck	At-Large		W	F
20) County Commissioner appointee	Michelle Wilson	At-Large		W	F
21) County Commissioner appointee	Marta Mears	At-Large		W	F

**Juvenile Crime Prevention Council Certification (cont'd)**

22) County Commissioner appointee	Joy Butler	At-Large		W	F
23) County Commissioner appointee	Beth Downs	At-Large		W	F
24) County Commissioner appointee	Jamica LaFranque	At-Large		B	F
25) County Commissioner appointee	Megan Baumgardner	At-Large		W	F

<b>SECTION VI: BUDGET NARRATIVE</b>			
<b>JCPC Administration</b>		<b>Fiscal Year</b>	<b>FY 21-22</b>
<b>Item #</b>	<b>Justification</b>	<b>Expense</b>	<b>In Kind Expense</b>
190	Contracted service with Cabarrus Co Sheriff's Dept to provide administrative support for the JCPC.	\$15,000	
340	JCPC Public Outreach (replenishing/ordering brochures, flyers, etc.)	\$500	
<b>TOTAL</b>		<b>\$15,500</b>	

<b>Job Title</b>		<b>Annual Expense Wages</b>	<b>Annual In Kind Wages</b>
<b>TOTAL</b>			

**SECTION VII**

Program: JCPC Administration

Fiscal Year: FY 21-22

Number of Months: 12

	Cash	In Kind	Total
<b>I. Personnel Services</b>	<b>\$15,000</b>		<b>\$15,000</b>
120 Salaries & Wages			\$0
180 Fringe Benefits			\$0
190 Professional Services*	\$15,000		\$15,000
*Contracts MUST be attached			
<b>II. Supplies &amp; Materials</b>			<b>\$0</b>
210 Household & Cleaning			\$0
220 Food & Provisions			\$0
230 Education & Medical			\$0
240 Construction & Repair			\$0
250 Vehicle Supplies & Materials			\$0
260 Office Supplies and Materials			\$0
280 Heating & Utility Supplies			\$0
290 Other Supplies and Materials			\$0
<b>III. Current Obligations &amp; Services</b>	<b>\$500</b>		<b>\$500</b>
310 Travel & Transportation			\$0
320 Communications			\$0
330 Utilities			\$0
340 Printing & Binding	\$500		\$500
350 Repairs & Maintenance			\$0
370 Advertising			\$0
380 Data Processing			\$0
390 Other Services			\$0
<b>IV. Fixed Charges &amp; Other Expenses</b>			<b>\$0</b>
410 Rental or Real Property			\$0
430 Equipment Rental			\$0
440 Service and Maint. Contracts			\$0
450 Insurance & Bonding			\$0
490 Other Fixed Charges			\$0
<b>V. Capital Outlay</b>			<b>\$0</b>
<b>[This Section Requires Cash Match]</b>			
510 Office Furniture & Equipment			\$0
530 Educational Equipment			\$0
540 Motor Vehicle			\$0
550 Other Equipment			\$0
580 Buildings, Structure & Improv.			\$0
<b>Total</b>	<b>\$15,000</b>		<b>\$15,000</b>

## Cabarrus County Juvenile Crime Prevention Council Request for Proposals

**\$459,927**

Anticipated County Allocation

**30%**

Required Local Match

**January 2, 2021**

Date Advertised

The Juvenile Crime Prevention Council (JCPC) has studied the risk factors and needs of Juvenile Court involved youth in this county and hereby publishes this Request for Proposals. The JCPC anticipates funds from the NC Dept. of Public Safety in the amount stated above to fund the program types specified below. Such programs will serve delinquent and at-risk youth for the state fiscal year 2021-2022 beginning on, or after, July 1, 2021. The use of these funds in this county require a local match in the amount specified above.

**The JCPC will consider proposals for the following needed programs:**

- |                                     |                                      |                                |
|-------------------------------------|--------------------------------------|--------------------------------|
| *Substance Abuse Treatment          | *Temporary Shelter Care              | *Vocational Development        |
| *Sex Offender Assessments/Treatment | *Mentoring                           | *Interpersonal Skill Building  |
| *Counseling Services                | *Therapeutic/Specialized Foster Care | *Parent/Family Skill Building  |
| *Restitution/Community Service      | *Teen Court                          | *Tutoring/Academic Enhancement |
| *Mediation/Conflict Resolution      | *Experiential Skill Building         | *Juvenile Structured Day       |

**Proposed program services should target the following risk factors for delinquency or repeat delinquency:**

\*Serious school behaviors, \*Runaway Behaviors, \*Substance Use, \*Youth association with others involved in delinquent/criminal activity, \*Youth association with Gang members, \*Adverse Childhood Experiences, \*Human Trafficking, \*Reduction in Juvenile Recidivism

**Programs should address the following concerns as reported in the Needs Assessments for adjudicated youth:**

- Peer Domain: Juveniles who associate with other delinquent youth, who are gang members or associate with gang members.
- Individual Domain: Substance abuse or use, youth with mental health needs, and youth who sexually victimize others, and vocational services.
- Family Domain: Parental support and/or parental enhancement skills needed for juvenile court referred youth, and family criminality.
- School Domain: Youth involved with Cabarrus County Juvenile Justice system have increased risk of school behavior issues.

**Applicants are being sought that are able to address items below:**

1. Program services compatible with research that are shown to be effective with juvenile offenders.
2. Program services are outcome-based.
3. The program has an evaluation component.
4. Program services detect gang participation and divert individuals from gang participation. 5.
- Program/agency provides a sustainability plan at the time of application.
6. Program/agency utilizing trauma focus modalities. 7.
- Programs and agencies committed to addressing racial and ethnic disparities in the justice system.

Local public agencies, 501(c)(3) non-profit corporations and local housing authorities are invited to submit applications to provide services addressing the above elements.

**Dianne Pennell**

at

**704-920-3157**

JCPC Chairperson or Designee

Telephone #

**In order to apply for FY 2021-2022 JCPC funding, you must complete and submit your application online by accessing NC ALLIES. Please read and follow all instructions at the following link:**

<https://cp.ncdjjdp.org/CP/>

**After submitting the application electronically, print and submit hard copies as indicated below. Private non-profits are also required to submit No Over Due Tax forms, Conflict of Interest Statements, Agency Conflict of Interest Policy and proof of 501(c)(3) status.**

**A mandatory information session will be held on January 13, 2021 @9AM - 11:30PM OR January 20, 2021 @2PM- 4:30PM. You must RSVP to Dianne Pennell to reserve your times. Location: Cabarrus County Governmental Center, 2nd Floor Multi-Purpose Room.**

**NOTE:** For further information, or technical assistance about applying for JCPC funds in this county, contact Daniel Sevigny, Div. of Adult Correction and Juvenile Justice, Area Consultant, at (704) 754-8215.

Deadline for Application is: February 17, 2021 by 5:00 P.M.

Mail or deliver applications to: Cabarrus County Sheriff's Department  
P.O. Box 525  
Concord, NC 28015 (attn: Dianne Pennell or deliver to Sheriff's Department, 5th Floor/Civil Records)

Number of original copies to submit: 5 Telephone: 704-920-3157

## Hiott, Katherine

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**From:** Cynthia Pennell <CDPennell@cabarruscounty.us>  
**Sent:** Monday, January 4, 2021 10:47 AM  
**To:** Amy.jewell@cabarrus.k12.nc.us; Street, Sarah B; Brian Heintz; Carolyn Carpenter; Philbeck, Connie; Sevigny, Daniel; Wall, David; E. Steven Ayers (estevena@gmail.com); Eshan Shah; Etta E. Downs (edowns1@carolina.rr.com); Alston, Gayle; heather@mobleylegal.com; Hiott, Katherine; Jamica La Franque; joy Butler; Mark Boles; Marta Meares (martameares@msn.com); Megan Baumgardner (mebattorney@gmail.com); Michelle Wilson (mlwilson@crhc.org); Nathaniel M Knust; Noel Thomas-Lester; Perry Gabriel; Sharon Reese; Sonja J BohannonThacker; Stephen Morris; Susan Fearington; Terry Wise; Barry White; Claude Whitfield; Crystal Whitfield; Cynthia Seaforth - Program Managers Contact (cnseaforth@nomoreconflict.org); Darryl Bego; Dwayne Carter; Emma Flores; Estefany Mejia; Jeannie E. King; Jeff Green (jgreen@bgclubcab.org); Jonathan Helms; Karen South Jones; Kathy Walker (4cabcotruancy@nomoreconflict.org); Kim Castano (kim@aspirenc.org); Kim Roseboro (kroseboro@firmfoundationsinc.org); Kimberly Townsend; Rachele Morrow; Reggie McNeil; Stoker, P; Shannon Chambers; Sharon McNeil; Bailey Schadler; Muslimah Young; NeQueela Deas-Blanton; Pamela Alzubeidy; Robert Reynolds; Shavonda McClure; Stephanie Acosta (stephanie@aspirenc.org); Valerie Melton  
**Subject:** [External] FW: JCP RFP  
**Attachments:** Cynthia Dianne Rahme2.vcf  
**Importance:** High

**CAUTION:** External email. Do not click links or open attachments unless you verify. Send all suspicious email as an attachment to [Report Spam](#).

Good morning onto the 2021 New Year, hope everyone had a great Christmas and now into a fresh year we have our RFP posted. Was posted on Saturday the 2<sup>nd</sup>. Marci Jones was kind enough to let me know where to locate it. Web link is below. Have a good day.



The RFP was posted on Saturday.

When you go here are you selecting the RFP tab? It's the first one. Can you try refreshing your browser?

<https://cabarruscounty.us/postings>



# Postings

RFQ   RFP   IFB   Archive

## Juvenile Crime Prevention Council

Submission Deadline:

2/17/2021 5:00 PM

## Courthouse Expansion Phase 2 Notice to Contractors Rebid

Submission Deadline:

11/4/2020 11:00 AM

## Courthouse Expansion Phase 2 Notice to Contractors

# Cabarrus County

## NC DPS - Community Programs - County Funding Plan

Available Funds: \$ 459,927      Local Match: \$ 217,246      Rate: 30%

DPS JCPC funds must be committed with a Program Agreement submitted in NC Allies and electronically signed by authorized officials.

#	Program Provider	DPS-JCPC Funding	LOCAL FUNDING			OTHER	OTHER	Total	% Non DPS-JCPC Program Revenues
			County Cash Match	Local Cash Match	Local In-Kind	State/Federal	Funds		
1	JCPC Administration	\$15,500						\$15,500	
2	Conflict Resolution Center, Inc. (Teen Court)	\$32,237			\$65,055			\$97,292	67%
3	Transforming Youth Movement, Inc. (Mentoring)	\$53,948			\$30,000			\$83,948	36%
4	Transforming Youth Movement, Inc. (Fostering Solutions)	\$41,752			\$15,075			\$56,827	27%
5	Transforming Youth Movement, Inc. (Get Hired)	\$37,000		\$2,000	\$14,200			\$53,200	30%
6	Transforming Youth Movement, Inc. (Restitution and Community Service)	\$72,320		\$2,000	\$23,040			\$97,360	26%
7	Rowan Youth Services Bureau, Inc. (Sex Offender Evaluations/Treatment)	\$15,171			\$5,519			\$20,690	27%
8	Youth Development Initiatives (YDI Family Life Skills)	\$55,590			\$18,900			\$74,490	25%
9	Youth Development Initiatives (YDI Vocational and Career Development)	\$49,921			\$18,900			\$68,821	27%
10	Aspire Youth and Family, Inc. (Kids at Work)	\$75,123			\$22,557			\$97,680	23%
11									
12									
13									
14									
15									
16									
17									
18									
<b>TOTALS:</b>		\$448,562		\$4,000	\$213,246			\$665,808	33%

**The above plan was derived through a planning process by the Cabarrus County Juvenile Crime Prevention Council and represents the County's Plan for use of these funds in FY 2021-2022.**

Amount of Unallocated Funds \$11,365

Amount of funds reverted back to DPS \_\_\_\_\_

Discretionary Funds added \_\_\_\_\_

check type  initial plan  update  final

-----DPS Use Only-----

Reviewed by \_\_\_\_\_  
Area Consultant Date \_\_\_\_\_

Reviewed by \_\_\_\_\_  
Program Assistant Date \_\_\_\_\_

Verified by \_\_\_\_\_  
Designated State Office Staff Date \_\_\_\_\_

\_\_\_\_\_  
Chairperson, Juvenile Crime Prevention Council (Date)

\_\_\_\_\_  
Chairperson, Board of County Commissioners (Date)  
or County Finance Officer



# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

---

### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

County Manager - Sale of Former Infrastructure and Asset Management Building

### **BRIEF SUMMARY:**

County staff anticipates completion of the relocation of Infrastructure and Asset Management operations from 242 General Services Drive in Concord to the new Operations Center located at 484 Cabarrus Ave. West in Concord by the middle of May 2021. The City of Concord has been in discussion with the County about purchasing the building as the City owns the land the building is on via ground lease. Both the City and County have both conducted appraisals on the building.

### **REQUESTED ACTION:**

Motion to allow County Manager to negotiate the sale of the building with the City of Concord.

### **EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

### **SUBMITTED BY:**

Kyle Bilafer, Area Manager of Operations  
Mike Downs, County Manager

### **BUDGET AMENDMENT REQUIRED:**

No

### **COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**



# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

---

**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

Finance - Health Insurance Fund Balance Amendment

**BRIEF SUMMARY:**

The Finance Department annually reviews revenue and expenditures for the Health Insurance Fund based on actual activity and anticipated activity for the remainder of the fiscal year. Based on this analysis, a budget amendment is needed. This budget amendment appropriates funds balance and adjust revenues and expenditures as needed.

**REQUESTED ACTION:**

Motion to approve the Health Insurance Fund budget amendment.

**EXPECTED LENGTH OF PRESENTATION:**

1 Minute

**SUBMITTED BY:**

Wendi Heglar, Finance Director

**BUDGET AMENDMENT REQUIRED:**

Yes

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

▣ Health Insurance Budget Amendment

Date: **May 17, 2021**

Amount: **1,297,950.00**

Dept. Head: **Suzanne Burgess for Wendi Heglar**

Department: **Finance**

Internal Transfer Within Department

Transfer Between Departments/Funds

**X** Supplemental Request

This budget amendment will budget for additional pharmacy rebate revenues and appropriate fund balance for the Health Insurance Fund based on anticipated medical claims for fiscal year 2021. Funds are also budgeted to cover H S A fees and waist incentives.

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
610	6	1917-6661	INSURANCE PREMIUMS	12,792,242.00	57,500.00	-	12,849,742.00
610	6	1917-6804	INSURANCE REFUNDS	400,000.00	337,000.00	-	737,000.00
610	6	1917-6901	FUND BALANCE	-	903,450.00	-	903,450.00
610	9	1917-9485	ADMIN FEES - CIGNS / USI / BENEFIT FIRST	1,337,229.00	-	24,000.00	1,313,229.00
610	9	1917-948501	ADMIN H S A / ORIGINATION FEE	600,000.00	16,725.00	-	616,725.00
610	9	1917-948502	H R A ACCOUNT	2,500.00	-	1,500.00	1,000.00
610	9	1917-9645	SELF INSURED MEDICAL CLAIMS	10,709,206.00	1,300,000.00	-	12,009,206.00
610	9	1917-9647	WELLNESS PROGRAM - WAIST	92,850.00	6,725.00	-	99,575.00

**Total** 0.00

**Budget Officer**

**County Manager**

**Board of Commissioners**

Approved

Approved

Approved

Denied

Denied

Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

---

### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Finance - Update of Capital Project Fund Budget and Related Project Ordinance for Mobile Units

### **BRIEF SUMMARY:**

The budget amendment and project ordinance updates the School Construction Fund (Fund 390) to include \$1,850,000 to purchase and update two mobile units for Cabarrus County School to use at RCCC for Early College.

This is funded with a transfer from the Community Investment Fund to the School Construction Fund.

### **REQUESTED ACTION:**

Motion to adopt the project ordinance and budget amendment.

### **EXPECTED LENGTH OF PRESENTATION:**

1 Minute

### **SUBMITTED BY:**

Wendi Heglar, Finance Director

### **BUDGET AMENDMENT REQUIRED:**

Yes

### **COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- ▣ Early College Budget Amendment
- ▣ Fund 390 School Construction Project Ordinance

### Budget Revision/Amendment Request

Date: 5/17/2021

Amount: 1,850,000.00

Dept. Head: Wendi Heglar (Prepared by Max Thorne)

Department: Finance, 390 School Capital Project Fund

- Internal Transfer Within Department     
  Transfer Between Departments/Funds     
  Supplemental Request

**This budget amendment transfers funding for new Early College Mobile Unit project from the Community Investment Fund.**

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
100	9	0000-9708	Cont to Capital Project Fund	2,100,000.00	1,850,000.00	-	3,950,000.00
100	9	0000-9830- AVAIL	Other Improvements	13,536,376.86		1,850,000.00	11,686,376.86
390	6	7343-6902-MOBIL	Cont'b from General Fund	-	1,850,000.00		1,850,000.00
390	9	7343-9830-MOBIL	Other Improvements	-	1,850,000.00		1,850,000.00

**Budget Officer**

- Approved  
 Denied

**County Manager**

- Approved  
 Denied

**Board of Commissioners**

- Approved  
 Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*



# CABARRUS COUNTY SCHOOL CAPITAL PROJECTS BUDGET ORDINANCE

**BE IT ORDAINED** by the Board of Commissioners of Cabarrus County, North Carolina that, Pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby adopted:

Section I.

- A. The project authorized is for the construction and renovations of School Facilities. Details of the project are listed in section C. of this Project Ordinance.
- B. The officers of this unit are hereby directed to proceed with this capital project within the terms of the Generally Accepted Accounting Principles (GAAP) and the budget contained herein.

It is estimated that the following revenues will be available to complete capital projects as listed.

Contribution from General Fund	\$ 2,920,509
Contribution from Capital Projects Fund	9,522,511
Debt Proceeds 2020 Draw Note	49,635,043
Debt Proceeds 2022 Draw Note	6,496,609
Contribution from Capital Reserve Fund	1,662,314
<b>TOTAL REVENUES</b>	<b>\$70,236,986</b>

- C. The following appropriations are made as listed.

CCS Mobile Unit Renovation	\$ 900,000
Concord High Fire Alarm Replacement	89,314
Northwest High Fire Alarm Replacement	89,314
JM Robinson Renovation	81,195
R. Brown McAllister Replacement	450,000
CCS New Middle School	55,299,331
CCS New High School Land	5,214,821
Kannapolis Middle School	138,897
AL Brown Football Stadium ADA/Drainage	228,000
AL Brown Roof Replacement	190,000
RCCC Building 1000 Boiler	105,000
RCCC Building 2000 Roof Replacement	335,000
RCCC CBTC HVAC	265,000
Contribution to Capital Reserve	5,001,114
Early College Mobile Units	1,850,000
<b>TOTAL EXPENDITURES</b>	<b>\$70,236,986</b>
<b>GRAND TOTAL – REVENUES</b>	<b>\$70,236,986</b>
<b>GRAND TOTAL – EXPENDITURES</b>	<b>\$70,236,986</b>

## Section II.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.
- B. The County Manager or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:
  - 1. The Manager may transfer amounts between objects of expenditure and revenues within a function without limitation.
  - 2. The County Manager may transfer amounts up to \$500,000 between functions of the same fund.
  - 3. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
  - 4. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
  - 5. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or designee may adjust budgets to match, including grants that require a County match for which funds are available.
  - 6. The Manager or designee may adjust debt financing from estimated projections to actual funds received.
  - 7. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
  - 8. The County Manager may award and execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
  - 9. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
  - 10. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
  - 11. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

## Section III.

This ordinance and the budget documents shall be the basis of the financial plan for the County of Cabarrus.

- a. The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient detailed accounting records to satisfy the requirements of the law.
- b. The Finance Director is directed to report, at the request of the Board, on the financial status of each project element in Section I and on the total revenues received or claimed.
- c. Copies of this capital project ordinance shall be furnished to the Clerk to the governing Board, and to the Finance Director for direction in carrying out this project.
- d. At the completion of a construction project, all unrestricted excess funds are transferred to the General Fund, Community Investment Fund or other Capital Project Fund and the portion of the Capital Project associated with the project is closed.

Adopted this 17<sup>st</sup> day of May, 2021.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: \_\_\_\_\_  
Stephen M. Morris, Chairman

ATTEST:

\_\_\_\_\_  
Clerk to the Board

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

---

### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Infrastructure and Asset Management - Cabarrus County Courthouse Expansion Construction Manager at Risk Contract Extension (GMP 2) Increase from Contingency Funding

### **BRIEF SUMMARY:**

Currently Cabarrus County has a GMP (Guaranteed Maximum Price) based contract with Messer Construction for Courthouse expansion Construction Manager at Risk services. On December 13, 2019, Messer Construction bid out the scope of work for the site enabling portion of the project. This will be referred to as GMP (Guaranteed Maximum Price) #1 and is considered an extension to their original contract which was for preconstruction services. GMP 1.5 was executed in August of 2020 and included the bid packages for the rammed aggregate piers, below grade concrete, and tower crane. The GMP # 2 package which represents the remainder of the bid packages for new Courthouse building was executed at the end of December 2020. Currently the contract with Messer does not contain any owners contingency. The only funds in the contract for owner driven changes is surplus funds from buyout packages. County Staff is requesting \$900,000 be transferred from the project contingency fund into the actual contract with Messer. This owners contingency will be used to fund owner requested scope changes as well as bulletin updates. County staff will present a summary on the current bulletins and the issues driving them.

### **REQUESTED ACTION:**

Motion to approve the GMP #2 increase and authorize the County Manager to execute the contract amendment between Cabarrus County and Messer Construction, subject to review and revision by the County Attorney.

### **EXPECTED LENGTH OF PRESENTATION:**

15 Minutes

**SUBMITTED BY:**

Kyle Bilafer, Area Manager of Operations

Wendi Heglal, Finance Director

**BUDGET AMENDMENT REQUIRED:**

Yes

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

---

**ATTACHMENTS:**

- ▣ Budget Amendment

**Budget Revision/Amendment Request**

Date:

Amount:

Dept. Head:

Department:

Internal Transfer Within Department     
  Transfer Between Departments/Funds     
  Supplemental Request

**This budget amendment transfers \$900,000 from court contingency funds to the Courthouse Construction account.**

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
380	9	2210-9660- COURT	Contingency	4,506,945.84	-	900,000.00	3,606,945.84
380	9	2210-9820-COURT	Construction - Courthouse	93,596,195.36	900,000.00		94,496,195.36

**Budget Officer**

Approved  
 Denied

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**County Manager**

Approved  
 Denied

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Board of Commissioners**

Approved  
 Denied

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

---

### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Planning and Development - Carolina Farm Stewardship Association Annual Report on Elma C. Lomax Research and Education Farm

### **BRIEF SUMMARY:**

Carolina Farm Stewardship Association(CFSA) operates the county owned Elma C. Lomax Research and Education Farm located off of Atando Road in Concord. CFSA provides an annual update to the Board of Commissioners regarding activities for the past year and plans for the upcoming year. The end of the fiscal year is also renewal time for the contract with CFSA for operation of the farm. Staff is seeking Board approval for the staff to complete negotiations with CFSA regarding new language in the contract and with county attorney approval of the revised language execute the contract.

### **REQUESTED ACTION:**

Hear annual report and approve staff to execute a new contract with Carolina Farm Stewardship Association to operate the farm pending review and revision by the county attorney. .

### **EXPECTED LENGTH OF PRESENTATION:**

15 Minutes

### **SUBMITTED BY:**

Kelly Sifford, AICP  
Planning and Development Director

### **BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- ▣ PowerPoint Presentation



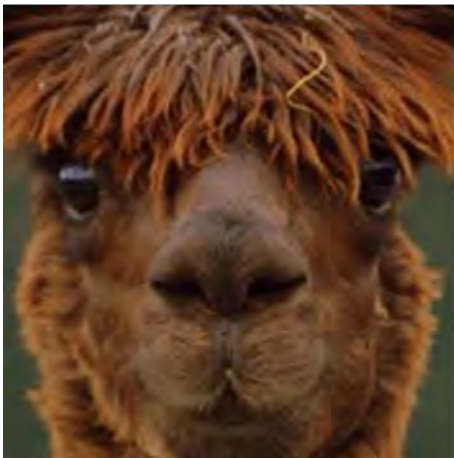
# Elma C. Lomax Research and Education Farm

Carolina Farm Stewardship Association

Karen RM McSwain

Associate Executive Director for Programs

A sustainable regional food system that is good for all consumers, farmers, farmworkers, and ecosystems.



Advocate, educate, and build connections to create sustainable food systems in the Carolinas centered on local and organic agriculture.



- **Farm Services:** Works to sustain and grow an environmentally sound, economically viable, and socially just food system.
- **Education:** Increases knowledge, understanding, and commitment in all aspects of organic, local, and regenerative food and agricultural systems.



Conservation  
Activity Plans



Organic  
Certification



GAP  
Certification



High  
Tunnels



Business  
Development

## Supports local, organic farming while encouraging a new generation of farmers.

- Farmers in Training (FiTs)
- Grow-to-Donate
- Students Outside Immersive Learning at Lomax (SOILL)
- On-Farm Research
- Community Engagement



- 2021 FiT Participants:
  - Andrew Acosta, Wandering Bean Farm
  - Matthew Oates
  - Naga Middisetti, Farm2Home
  - Shelly Stamper, Shell Belle Farms
- 16 FiT graduates and community partners utilized infrastructure and land at Lomax.



- Increased our Grow- to - Donate efforts.
  - Donated over 7,000 pounds to Cooperative Christian Ministries
  - Donated over 2,000 pounds to the Bulb.



- Operates 12 pay-as-you-can mobile markets in food insecure neighborhoods; two in Concord.
- Educational community garden at Lomax growing food to donate.
- Bulb staff mentor apprentices who manage the garden.
- CFSA recently submitted a proposal to increase the Bulb's production to support 500 more households



### FARMER'S MARKET SCHEDULE

The Bulb is a nonprofit, donation-based organization bringing fresh produce to food insecure communities.

**TUESDAY**  
Renaissance West, 3:30pm - 4:30pm, 3241 New Renaissance Way, Charlotte, NC  
Cokesbury Methodist Church, 4:00pm - 5:00pm, 6701 Idlewild Rd., Charlotte, NC  
The Grove Charlotte, 4:30pm - 5:30pm, 5735 East W.T. Harris Blvd., Charlotte, NC

**WEDNESDAY**  
Tuckaseegee Elementary, 11am - 12pm, 2028 Little Rock Rd., Charlotte, NC  
Amity Presbyterian Church, 4pm - 5pm, 2831 N Sharon Amity Rd., Charlotte, NC  
Grier Heights Community Center, 4pm - 5:30pm, 3100 LeRoy St., Charlotte, NC

**THURSDAY**  
Bruns Elementary, 3pm - 4:30pm, 501 S. Bruns Ave., Charlotte, NC  
Gibson Village, 4pm - 5:30pm, 194 Kerr St. NW, Concord, NC  
Cokesbury Methodist Church, 4:00pm - 5:00pm, 6701 Idlewild Rd, Charlotte, NC

**FRIDAY**  
Drive-Thru Market & Home Delivery, 10am - 12pm, 1100 Eastway Dr., Charlotte, NC // <https://bit.ly/BulbDriveThrough>  
Grace Lutheran Church, 3pm - 4pm, 58 Chestnut Dr. SW., Concord, NC  
\*Advance sign up is required for home delivery

P: 980.224.3972  
E: [INFO@thebulbgallery.org](mailto:INFO@thebulbgallery.org)  
W: [thebulbgallery.org](http://thebulbgallery.org)  
  @thebulbmobilemarkets





- Pre-pandemic we typically:
  - Host 500+ 6th graders
  - Conduct 8 - 10 workshops
  - Host RCCC classes
  - Host Davidson College interns
- During the pandemic we have:
  - Conducted 4 webinars with Extension Agents for 140 participants bridging the gap between hands on and virtual learning.
  - Worked with CHS engineering and carpentry classes to design and build mobile tool sheds.
  - Supported Cabarrus County schools career and STEM programs though videos and virtual collaborations.



- Evaluating scale appropriate no-till equipment.
- Demonstration project on small-scale sprouting broccoli production with Cooperative Extension.
- Variety demonstration with Vitalis Organic Seeds.
- Butternut squash variety trials evaluating downy mildew resistance.
- Evaluating the efficacy of bio-pesticides.



Lomax typically hosts 300 - 400 visitors a year from:

- Great Outdoors University
- Cannon School
- Leadership Cabarrus
- Boy Scouts and Girl Scouts
- Master Gardeners, Garden clubs
- Convention & Visitors Bureau's Media Showcase & Local Flavor Voluntourism
- Monthly Community Meetings
- Collaborative Growing Projects



Lomax was featured in the Independent Tribune in May of 2020 for our efforts to grow our produce donation program.



Lomax was featured in S&D Coffee & Tea's® Sustainability Report in Dec. of 2019 demonstrating their support for Lomax.

- Secured funding through the Carolina Farm Credit Corporate Mission Fund for two additional high tunnels.
- Tunnels will be utilized for demonstration, teaching and to enhance the Grow to Donate program



LINE ITEM	TOTAL COST	COUNTY SUPPORT
Land Management	\$55,000	\$55,000
Equipment, Maintenance, Repair	\$13,000	\$12,000
Fuel, Propane, Electricity, Internet/Phone	\$7,000	\$6,000
County Tax	\$1,500	
Organic Certification, Auto Insurance	\$1,200	
Community Engagement	\$20,000	
Programs: Research , SOILL, FiT	\$70,000	
Fundraising	\$40,000	\$7,000
Administration	\$15,000	
<b>TOTAL</b>	<b>\$222,700</b>	<b>\$80,000</b>

## Lomax Coordinator

[dylan@carolinafarmstewards.org](mailto:dylan@carolinafarmstewards.org)

## Organic Research Coordinator

[gena@carolinafarmstewards.org](mailto:gena@carolinafarmstewards.org)

## Associate Executive Director for Programs

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## Associate Executive Director for Operations

[jacob@carolinafarmstewards.org](mailto:jacob@carolinafarmstewards.org)



# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Planning and Development - TEXT2021-00001, Proposed Text Amendments to Chapter 2, Chapter 4, Chapter 6 and Chapter 13 of the Cabarrus County Development Ordinance

### **BRIEF SUMMARY:**

Attached you will find proposed text amendments to Chapter 2, Chapter 4, Chapter 6 and Chapter 13. The purpose of the amendments is to provide additional clarification for three separate items discussed in the Ordinance.

Item #1 Junk Vehicles - The proposed amendment to Chapter 6 clarifies that junk vehicles are not permitted in any zoning district.

Item #2 Recreational Vehicles (RVs) - The proposed amendments to Chapter 2, Chapter 4 and Chapter 6 clarify that RVs cannot be used as a temporary or permanent dwelling, or as accessory to a dwelling.

Item #3 Minor Modifications to Previously Approved Plans - The third item is a proposed change to Chapter 13, Part IV, to provide additional flexibility in administration of approved plan modifications.

The Planning and Zoning Commission voted at the April meeting in favor (8-1) of forwarding the amendments to the Cabarrus County Board of Commissioners (BOC) for final consideration.

The BOC will need to hold a public hearing to receive comments on the proposed amendments. Once comments are received, the BOC will need to consider acting on the proposed amendments.



**REQUESTED ACTION:**

Set Public hearing for May 17, 2021.

**EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

**SUBMITTED BY:**

Susie Morris, AICP, CFM, CZO  
Planning and Zoning Manager

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- Memo, Text and Ordinance

# Memo

To: Cabarrus County Board of Commissioners

From: Susie Morris, Planning and Zoning Manager

cc: File

Date: April 19, 2021

Re: Proposed Amendments to Chapter 2, Chapter 4, Chapter 6 and Chapter 13  
TEXT2021-00001

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Attached you will find proposed text amendments to Chapter 2, Chapter 4, Chapter 6 and Chapter 13. The purpose of the amendments is to provide additional clarification for three separate items discussed in the Ordinance.

Item #1 Junk Vehicles - The proposed amendment to Chapter 6 clarifies that junk vehicles are not permitted in any zoning district. One hobby car per parcel is still permitted, as long as certain standards are met for storage of the vehicle.

Item #2 Recreational Vehicles (RVs) - The proposed amendments to Chapter 2, Chapter 4 and Chapter 6 clarify that RVs cannot be used as a temporary or permanent dwelling, or as accessory to a dwelling, except when located in a Manufactured Home Park or on a parcel where a home is being rebuilt after a natural disaster, but for no more than 180 days. It also places all of the standards related to Recreational Vehicles in one area of the ordinance for ease of reference. Standards are currently located in various sections of the document.

Item #3 Minor Modifications to Previously Approved Plans - The third item is a proposed change to Chapter 13, Part IV, to provide additional flexibility in administration of approved plan modifications. The new language clarifies how modifications to plans are approved, when minor modifications may be approved and what standards are to be used to determine if the proposed change is considered a minor modification.

The Planning and Zoning Commission voted at the April meeting in favor (8-1) of forwarding the amendments to the Cabarrus County Board of Commissioners (BOC) for final consideration.

The proposed amendments were suggested, and have been reviewed, by Legal.

Proposed changes are in red text. Language to be deleted is in strikethrough text.

The BOC will need to hold a public hearing to receive comments on the proposed amendments. Once comments are received, the BOC will need to consider acting on the proposed amendments.

CABARRUS COUNTY DEVELOPMENT ORDINANCE  
CHAPTER 2-RULES OF CONSTRUCTION AND DEFINITIONS

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RECREATIONAL FACILITY, OUTDOOR - An establishment providing amusement, entertainment or recreation outdoors, typically for an admission charge or membership fee. Types of outdoor recreational facilities include but are not limited to:

- a. Ball field, ball field complex
- b. Soccer field, soccer field complex
- c. Miniature golf
- d. Outdoor Adventure Facilities, including zip lines, ropes courses and rock climbing walls
- e. Amphitheater
- f. Campground
- g. Non-competitive kart racing
- h. Radio controlled race car or truck course
- i. Radio controlled airplane flying fields, drone flying fields
- j. Paint ball fields
- k. Outdoor pools or waterparks open to the general public

RECREATIONAL THERAPY FACILITY, RURAL SETTING - A facility that provides recreational therapy to individuals with a wide range of cognitive, physical and emotional disabilities. Recreational therapy is the provision of services to an individual to restore and rehabilitate using recreational techniques, in order to improve functioning and independence, as well as reduce or eliminate the effects of illness or disability and promote well-being.

RECREATIONAL TRAIL - Any paved or unpaved surface used as a greenway, blueway or recreational facility.

RECREATIONAL VEHICLE **or RV** - A vehicular or portable unit mounted on a chassis and wheels, and which is primarily designed to provide temporary living quarters and either has its own motive power or is mounted on, or drawn by, a motor vehicle. **Examples are: Recreational Vehicles include** travel trailers, truck campers, camping trailers, motor homes and tiny homes on wheels. ~~Recreational vehicles are intended for temporary occupancy and may not be used as a permanent residence.~~

RECYCLABLE MATERIALS DROP OFF - A bin or container-like device situated for the receipt and temporary storage of recyclable materials which is not enclosed within a building or structure.

REGISTERED LAND SURVEYOR - A person who, by reason of his special knowledge of mathematics, surveying principles and methods, and legal requirements which are acquired by education and/or practical experience, is qualified to engage in the practice of land surveying, as herein defined, as attested by his registration as a registered land surveyor by the North Carolina State Board of Registration for Professional Engineers and Land Surveyors.

A manufactured home is defined as a dwelling unit that:

- Is not constructed in accordance with the standards of the North Carolina Residential Building Code for One- and Two-Family Dwellings;
- Is composed of one or more components, each of which was substantially assembled in a manufacturing plant and designed to be transported to the home site on its own chassis;
- Exceeds forty feet in length and eight feet in width; and
- Is constructed to the Federal Manufactures Construction Standards and is so labeled. For purposes of this Part, a "manufactured home" does not include a structure which otherwise complies with this subsection, but which was built prior to June 15, 1976, which units shall be classified as "mobile homes."

#### **Section 4-21 Modular Homes Exempted**

Manufactured Housing Constructed to meet the N.C. State Building Code (Modular Homes) shall be treated the same as stick-built housing.

#### **Section 4-22 Establishment**

This Section establishes three Manufactured Home Overlay Districts in order to provide flexibility with regard to various manufactured home products: MH-1, MH-2 and MHP.

#### **Section 4-23 Classification of Manufactured Homes and ~~Recreational Vehicles~~**

The following classification system is hereby adopted for purposes of this Section:

MANUFACTURED HOME TYPE I- A single-section manufactured home.

MANUFACTURED HOME TYPE II- A multi-section manufactured home.

~~RECREATIONAL VEHICLE - A vehicular or portable unit mounted on a chassis and wheels, and which is primarily designed to provide temporary living quarters and either has its own motive power or is mounted on, or drawn by, a motor vehicle. Examples are: travel trailers, truck campers, camping trailers, and motor homes.~~

#### **Section 4-24 MH-1, Manufactured Home Overlay 1**

**1. Purpose** -The purpose of the MH-1, Manufactured Home Overlay District, is to provide for the principal use of land developed in harmony with the Underlying Zoning District regulations; however, permitting the substitution of a Manufactured Home as a Principal Building, provided the specific design and/or installation regulations appearing in Section 4-28, are met.

#### **2. Uses Permitted**

Use permitted as of right within the MH-1 Overlay District include:

### Section 6-9 Height limitation on fences in residential districts

Fences and walls are subject to the following limitations:

1. Rear and side yard fences are not to exceed seven (7) feet.
2. Front yard fences are not to exceed five (5) feet.
3. Recreational fences are exempt.

A zoning permit is not required to install a residential fence. However, property lines should be identified prior to installation to prevent encroachments onto adjacent properties and/or into public right-of-ways. Fences installed in the regulated floodway must not impede the flow of water or the natural function of the floodway.

### Section 6-10 Fencing Around Swimming Pools

Appendix G of the North Carolina Building Code requires that all outdoor swimming pools be protected by a barrier or fence, a minimum of four (4) feet in height and equipped with a self-closing and positive self-latching gate provided with hardware for permanent locking. See Appendix G, North Carolina Building Code, Swimming Pools, Spas and Hot Tubs for requirements.

### Section 6-11 Abandoned and Junk Vehicles

A. Abandoned and junked motor vehicles constitute a hazard to the health, safety, and general welfare of the citizens of Cabarrus County. Such vehicles can harbor noxious disease, provide shelter and breeding places for vermin, and present physical dangers to the safety of our children as well as the general public. These vehicles also detract from the physical appearance of the community. Therefore, the purpose of this section is to eliminate existing junk and abandoned vehicles and to prevent future storage of these vehicles.

B. ~~In general, no person may store a junked or abandoned vehicles shall be stored on any lot within any residential, commercial, or industrial zoning district.~~ **parcel**

Exceptions to Subsection (B) ~~This section~~ does not apply to any motor vehicle that is

- (1) Stored in an enclosed building;
- (2) Stored on the premises of a business enterprise being operated in a lawful place and manner if the vehicle is necessary to the operation of the business, **such as in a salvage yard; or**
- ~~3. Is (3) presently being restored to an operable stage (limited to one vehicle per parcel) as long as:~~ **if the vehicle**
  - a. ~~The vehicle~~ (A) cannot be seen from a public right-of-way;

- ~~b. The vehicle (B) cannot be seen from adjacent properties;~~
- ~~e. The vehicle (C) is covered with a car cover when not being actively worked on;~~
- ~~and~~
- ~~(D) is the only junk or abandoned vehicle on the parcel.~~

~~“Agricultural/Open Space District: This section does not apply to the Agricultural/Open Space Zoning District where the lot of record is 3 acres or greater.~~

~~“Any violation of this section will be processed as a violation of this Ordinance.”~~

### **Section 6-12 Antennae and Accessory Use of Solar Panels to be treated as accessory building use for setbacks**

Antennae and accessory use of solar panels (collections up to 20 panels) are subject to the same placement requirements as accessory buildings set forth in Chapter 7, Section 7-3 #1, Accessory Building, Accessory Dwelling Unit and Swimming Pools Accessory to Single Family Residential.

### **Section 6-13 Exceptions and modifications**

#### *Front setback requirements for dwellings*

Setback requirements for dwellings may be modified when the setbacks of contiguous existing buildings are less than required. These decreased setbacks are determined by computing the average setback on adjacent lots 500 feet on either side of the lot of the proposed dwelling.

The modified setback may be equivalent to the average of the existing structures or 25 feet from the street right-of-way line, whichever is greater. For lots on any roadway planned for widening as shown on the approved North Carolina Department of Transportation Comprehensive Transportation Plan, the setback shall be established from the proposed right-of-way line.

#### *Height limitations for certain types of structures*

The following are exempt-from height limitations unless they are located in the vicinity of an airport. See Airport Overlay District, Chapter Four, for clarification.

Church spires, belfries, cupolas, domes, and other architectural embellishments not intended for human habitation

1. Monuments
2. Towers: water, observation, transmission, radio, television and cellular telephone
3. Chimneys

### **Section 6-16 Accessory structures on individual lots**

Unless specifically allowed by this ordinance, accessory structures shall not be permitted as primary structures. Additionally, no new lot shall be created having an accessory structure as the primary structure unless said structure is specifically allowed by this ordinance and properly permitted.

### **Section 6-17 Easement encroachment not permitted**

In no case shall an encroachment be permitted into an easement of record area unless the applicant provides sufficient evidence from the easement holder that the encroachment is permitted.

### **Section 6-18 Effect of county line and municipal ETJ boundary**

When an existing lot of record is located near the county line or a municipal ETJ boundary or extends across the county line or into the municipal ETJ boundary, the county line or ETJ boundary shall be recognized as the property line. The same shall apply for existing lots of record being subdivided.

Proposed structures must be located on either side of the county line or the municipal ETJ boundary. Structures that straddle the county line or the municipal ETJ boundary are not permitted.

### **Section 6-19 More stringent requirement applies**

When applicable requirements of this ordinance differ or when applicable state and local requirements differ, the more stringent requirement shall apply.

### **Section 6-20 Recreational Vehicles**

#### **A. Storage on a Residential Parcel**

A person may not store a Recreational Vehicle (RV) on a residential parcel unless the recreation vehicle meets the following requirements:

1. The RV is not used as a temporary or permanent dwelling or accessory to a dwelling.
2. The RV is not used to store any personal property unrelated to the Recreational Vehicle, including animals, building materials, business inventory, and agricultural products
3. The RV is not connected to any permanent utility service, such as electric, water, or sewer.
4. The RV is attached to wheels and axels.



5. The RV is properly insured, registered, and licensed for use on public roads and highways.
6. The RV does not support any accessory structures, such as decks, porches, and awnings.

**B. Permanent Habitation Prohibited**

A person may not use or occupy a Recreational Vehicle as a dwelling or accessory to a dwelling unless:

1. The Recreational Vehicle is temporarily installed in a Manufactured Home Park in compliance with section 4-26; or
2. The Recreational Vehicle is
  - a. Used as a temporary dwelling for no more than 180 days within any one-year period; and
  - b. Located on a parcel on which the occupant of the Recreational Vehicle is rebuilding or repairing a single-family dwelling or manufactured home due to damage to the dwelling by fire, flood, hurricane, tornado, or other peril.

#### Effect of Zoning Map Amendment

A vote to rezone property will result in the appropriate change being made to the zoning maps. In the event of a Conditional District rezoning, the final site specific development plan is itself a condition of the rezoning. Accordingly, the site specific development plan must be filed in the Planning and Zoning Office and will be enforced as part of the Cabarrus County Ordinance. The site specific development plan will also be filed in the Cabarrus County Register of Deeds Office as a restriction (runs with the land) upon the subject property. It will be binding in perpetuity on the property upon which it is issued unless another rezoning request is brought forth and approved.

Where substantial construction has not begun within two (2) years of a Conditional District rezoning approval, the property in question may be changed to another designation after a public hearing is held in compliance with the required procedure for a zoning map amendment.

#### Issuance of Permit

Prior to the commencement of any development or land disturbing activity on property that has been rezoned, the petitioner must secure a Zoning Compliance Permit.

#### ~~PART IV BOARD OR COMMISSION APPROVED SITE PLAN, MINOR CHANGES VERSUS~~ ~~MODIFICATION TO PLAN~~ **MODIFICATION TO DEVELOPMENT APPROVAL**

(a) The terms of a development approval may not be modified unless such modification has been reviewed and approved through the same development review and approval process required for issuance of the previously development approval.

(b) Minor modifications. Notwithstanding subsection (a), the Zoning Administrator may approve minor modifications to the terms of an existing development approval. A proposed change is considered a minor modification if:

- (1) the modifications would not significantly change the development's general function, form, intensity, character, appearance, demand on public facilities, relationship to adjacent properties, impact on adjacent properties, or other characteristic from that indicated by the plans and materials approved as part of the application for the development approval;
- (2) the minor modification does not involve a change in uses permitted or the density of overall development permitted; and
- (3) the minor modification complies with all other applicable requirements of the Ordinance.

~~The Zoning Administrator is authorized to approve minor modifications to an approved site development plan, as long as the proposed changes are in harmony with action of the approving Board or Commission, but shall not have the power to approve changes that constitute a modification of the approval. A modification shall require approval of the Board or Commission and shall be handled as a new application.~~

The Zoning Administrator shall use the following standards in determining whether a proposed action is a minor change or a modification:

(c) Site design. If a minor modification adjusts the terms or design of an approved site development plan or plat, including a site plan attached as a condition to a conditional zoning approval or special use permit, such modification must also comply with the following requirements, in addition to the requirements of subsection (b):

- (1) A change in building location of 20 feet or less that does not impact any other site design elements shall be considered a minor ~~change~~ **modification**. Any change in building location of more than 20 feet or that changes the overall lot design or configuration is ~~considered a major modification and must be considered by the approving body~~ not a minor modification.
- (2) A decrease in the number of parking spaces that is less than 10% of the overall proposed parking spaces shall be considered a minor ~~change~~ **modification**. In no case shall the number of spaces be reduced below the minimum required by this Ordinance.
- (3) Changes proposed to sidewalk configuration for pedestrian access shall be considered a minor ~~change~~ **modification** as long as the amount of impervious area does not increase and access is provided as originally proposed for the project. Applicant must provide sufficient evidence of why the change is needed.
- (4) Changes to the proposed landscape plan due to unavailability of product shall be considered a minor ~~change~~ **modification** if the following conditions apply:
  - The change is consistent with the approved plan, is only a substitution and does not cause a reduction in number of plants proposed.
  - The tree, shrub or ground cover must be of the same general Ordinance classification, genus and species type. For example, a Red Maple, which is listed as a canopy tree in the Ordinance, could be substituted with a Sugar Maple or a Florida Maple, but not a Loblolly Pine.
- (5) A reduction in the square footage of a proposed building shall be considered a minor change as long as the original footprint of the larger building is shown on the approved plan.
- (6) Changes to proposed signage locations, on the building or on the site, shown on the approved plan shall be considered a minor ~~change~~ **modification**, as long as the proposed location complies with the standards outlined in Chapter 11, Signage. In no case shall signage be permitted where it would not normally be permitted or that does not comply with the standards in Table 11-1.

- (7) Changes to proposed trail locations on preliminary plats shall be considered a minor ~~change~~-**modification** provided that the overall amount of trail approved on the plan is being provided and installed for the development.
- (8) Changes to open space provisions that constitute an increase in the overall amount of open space being provided shall be considered a minor ~~change~~ **modification**.
- (9) Changes proposed to accommodate additional emergency vehicle access as determined by the Fire Marshal's Office during construction shall be considered a minor ~~change~~ **modification**.
- (10) Changes to architectural plans approved by the Design Review Committee (DRC) shall be considered minor when the following apply:
- (i) The proposed change/modification does not modify the overall building design or character.
  - (ii) Any proposed changes/modifications to building materials are consistent with the originally approved materials and colors.
  - (iii) ~~Changes are required to~~ **Modifications** comply with state or local building construction standards that were unknown at the time of approval or that became effective after the architectural plans were approved by the DRC.

**(d) Process.** For any proposed minor ~~change~~ **modification**, a revised, updated site plan or preliminary plat shall be submitted for review and approval. Where the proposed changes impact outside agency permits, those permits shall also be updated.

~~Review of record required~~

(e) Review. The Zoning Administrator shall, before making a determination as to whether a proposed action is a minor change or a modification, review the record of proceeding on the original application for approval.

**PART V AMENDING CONDITIONAL DISTRICT SITE SPECIFIC DEVELOPMENT PLANS,  
VIOLATIONS, AND REAPPLYING**

**Section 13-13 Minor changes and modifications to approved Conditional District development plans**

The Zoning Administrator is authorized to approve minor changes in the implementation of a site specific development plan as long as such changes are in harmony with the overall intent of the rezoning. A proposed change that becomes a modification of the rezoning shall not be within the authorizing scope of the Zoning Administrator but instead, shall be handled as a new application. In determining the degree of change, the Zoning Administrator may refer to those criteria set forth in Section 13-12 of this Ordinance. Administrative decisions on change must be made in writing and kept on file within the Office of the Zoning Administrator.

**Section 13-14 Violation of the terms and conditions of a Conditional District rezoning**

# **Proposed Amendment of the Cabarrus County Development Ordinance**

## **TEXT2021-00001**

**BE IT ORDAINED** by the Board of County Commissioners of Cabarrus County, North Carolina the following ordinance is hereby is adopted:

### **SECTION 1. PURPOSE AND FINDINGS.**

(a) **PURPOSE.** The purpose of this ordinance is to:

- (1) clarify existing regulations on the use of recreational vehicles in Cabarrus County and to provide clear requirements for the storage and temporary use of recreational vehicles as dwellings;
- (2) remove the exception to the storing of junk and abandoned vehicles on parcels 3 acres or greater in size in the Agricultural/ Open Space zoning district; and
- (3) clarify the criteria for administrative review and approval of minor modifications to development approvals.

(b) **FINDINGS.** The Cabarrus County Board of Commissioners finds that:

- (1) recreational vehicles are designed for temporary living quarters for recreational, camping, travel, or seasonal use;
- (2) the use of recreational vehicles as permanent dwellings threatens the health, safety, and welfare of its occupants and surrounding community;
- (3) the storage of junk and abandoned vehicles is a hazard to the health, safety, and general welfare of the citizens of Cabarrus County;
- (4) the efficient review and approval of minor modifications to development approvals provides better services to the public, while ensuring continued compliance with the law.

### **SECTION 2. RECREATIONAL VEHICLE AMENDMENTS.**

(a) Section 2-2 of the Cabarrus County Development Ordinance is **AMENDED** by revising the definition of "Recreational Vehicle" to read as follows:

"RECREATIONAL VEHICLE or RV - A vehicular or portable unit mounted on a chassis and wheels, and which is primarily designed to provide temporary living quarters and either has its own motive power or is mounted on, or drawn by, a motor vehicle. ~~Examples are:~~ Recreational Vehicles include travel trailers, truck campers, camping trailers, motor homes and tiny homes on wheels. ~~Recreational vehicles are intended for temporary occupancy and may not be used as a permanent residence."~~

(b) Section 4-23 of the Cabarrus County Development Ordinance is **REVISED** to read as follows:

~~“Section 4-23 Classification of Manufactured Homes and Recreational Vehicles~~

“The following classification system is hereby adopted for purposes of this Section:

“MANUFACTURED HOME TYPE I- A single-section manufactured home.

“MANUFACTURED HOME TYPE II- A multi-section manufactured home.

~~“RECREATIONAL VEHICLE—A vehicular or portable unit mounted on a chassis and wheels, and which is primarily designed to provide temporary living quarters and either has its own motive power or is mounted on, or drawn by, a motor vehicle. Examples are: travel trailers, truck campers, camping trailers, and motor homes.”~~

(c) Chapter 6 of the Cabarrus County Development Ordinance is **AMENDED** by adding the following:

“Section 6-20 Recreational Vehicles

“(a) Storage on Residential Parcel. A person may not store a Recreational Vehicle (RV) on a residential parcel unless the recreation vehicle meets the following requirements:

- “(1) The RV is not used as a temporary or permanent dwelling or accessory to a dwelling.
- “(2) The RV is not used to store any personal property unrelated to the Recreational Vehicle, including animals, building materials, business inventory, and agricultural products
- “(3) The RV is not connected to any permanent utility service, such as electric, water, or sewer.
- “(4) The RV is attached to wheels and axels.
- “(5) The RV is properly insured, registered, and licensed for use on public roads and highways.
- “(6) The RV does not support any accessory structures, such as decks, porches, and awnings.

“(b) Permanent Habitation Prohibited. A person may not use or occupy a Recreational Vehicle as a dwelling or accessory to a dwelling unless—

- “(1) the Recreational Vehicle is temporarily installed in a Manufactured Home Park in compliance with section 4-26; or
- “(2) the Recreational Vehicle is—
  - “(A) used as a temporary dwelling for no more than 180 days within any one-year period; and
  - “(B) located on a parcel on which the occupant of the Recreational Vehicle is rebuilding or repairing a single-family dwelling or manufactured home due to damage to the dwelling by fire, flood, hurricane, tornado, or other peril.”.

**SECTION 3. JUNK AND ABANDONED VEHICLE AMENDMENTS.**

Section 6-11 of the Cabarrus County Development Ordinance is **REVISED** to read as follows:

## **“Section 6-11 Abandoned and Junk Vehicles**

“(a) Purpose. Abandoned and junked motor vehicles constitute a hazard to the health, safety, and general welfare of the citizens of Cabarrus County. Such vehicles can harbor noxious disease, provide shelter and breeding places for vermin, and present physical dangers to the safety of our children as well as the general public. These vehicles also detract from the physical appearance of the community. Therefore, the purpose of this section is to eliminate existing junk and abandoned vehicles and to prevent future storage of these vehicles.”

“(b) In general. No junked person may store a junk or abandoned vehicles shall be stored on any parcel lot within any residential, commercial, or industrial zoning district.”

“(c) Exceptions. Subsection (b) This section does not apply to any motor vehicle that is:

“1. Stored (1) stored in an enclosed building;

“2. Stored (2) stored on the premises of a business enterprise being operated in a lawful place and manner if the vehicle is necessary to the operation of the business, such as in a salvage yard; or

“3. Is (3) presently being restored to an operable stage (limited to one vehicle per parcel) as long as: if the vehicle—

“a. The vehicle (A) cannot be seen from a public right-of-way;

“b. The vehicle (B) cannot be seen from adjacent properties;

“c. The vehicle (C) is covered with a car cover when not being actively worked on; and

“(D) is the only junk or abandoned vehicle on the parcel.”

~~Agricultural/Open Space District: This section does not apply to the Agricultural/Open Space Zoning District where the lot of record is 3 acres or greater.~~

~~Any violation of this section will be processed as a violation of this Ordinance.”~~

## **SECTION 4. MINOR MODIFICATIONS.**

Section 13-12 of the Cabarrus County Development Ordinance is revised to read as follows:

### **“Section 13-12 Minor changes or modifications, action by Zoning Administrator or approving Board or Commission Modifications to Development Approval**

“(a) In general. The terms of a development approval may not be modified unless such modification has been reviewed and approved through the same development review and approval process required for issuance of the previously development approval.

“(b) Minor modifications. Notwithstanding subsection (a), the Zoning Administrator may approve minor modifications to the terms of an existing development approval. A modification is considered minor if:

“(1) the modifications would not significantly change the development's general function, form, intensity, character, appearance, demand on public facilities, relationship to adjacent properties, impact on adjacent properties, or other characteristic from that indicated by the plans and materials approved as part of the application for the development approval;

“(2) involve a change in uses permitted or the density of overall development permitted;  
and

“(3) complies with all other applicable requirements of the Ordinance.

~~“The Zoning Administrator is authorized to approve minor changes to an approved site development plan, as long as the proposed changes are in harmony with action of the approving Board or Commission, but shall not have the power to approve changes that constitute a modification of the approval. A modification shall require approval of the Board or Commission and shall be handled as a new application.~~

~~“The Zoning Administrator shall use the following standards in determining whether a proposed action is a minor change or a modification:~~

“(c) Site design. If a minor modification adjusts the terms or design of an approved site development plan or plat, including a site plan attached as a condition to a conditional zoning or special use permit, such modification must also comply with the following applicable requirements, in addition to the requirements of subsection (b):

- (1) A change in building location of 20 feet or less that does not impact any other site design elements shall be considered a minor ~~change~~ modification. Any change in building location of more than 20 feet or that changes the overall lot design or configuration is ~~considered a major modification and must be considered by the approving body~~ not a minor modification.
- (2) A decrease in the number of parking spaces that is less than 10% of the overall proposed parking spaces shall be considered a minor ~~change~~ modification. In no case shall the number of spaces be reduced below the minimum required by this Ordinance.
- (3) Changes proposed to sidewalk configuration for pedestrian access shall be considered a minor ~~change~~ modification as long as the amount of impervious area does not increase and access is provided as originally proposed for the project. Applicant must provide sufficient evidence of why the change is needed.
- (4) Changes to the proposed landscape plan due to unavailability of product shall be considered a minor ~~change~~ modification if the following conditions apply:
  - (A) The change is consistent with the approved plan and is only a substitution and does not cause a reduction in number of plants proposed.
  - (B) The tree, shrub or ground cover must be of the same general Ordinance classification, genus and species type. For example, a Red Maple, which is listed as a canopy tree in



the Ordinance, could be substituted with a Sugar Maple or a Florida Maple, but not a Loblolly Pine.

- (C) A reduction in the square footage of a proposed building shall be considered a minor change as long as the original footprint of the larger building is shown on the approved plan.
- (D) Changes to proposed signage locations, on the building or on the site, shown on the approved plan shall be considered a minor ~~change~~ modification, as long as the proposed location complies with the standards outlined in Chapter 11, Signage. In no case shall signage be permitted where it would not normally be permitted or that does not comply with the standards in Table 11-1.
- (E) Changes to proposed trail locations on preliminary plats shall be considered a minor ~~change~~ modification provided that the overall amount of trail approved on the plan is being provided and installed for the development.
- (F) Changes to open space provisions that constitute an increase in the overall amount of open space being provided shall be considered a minor ~~change~~ modification.
- (G) Changes proposed to accommodate additional emergency vehicle access as determined by the Fire Marshal's Office during construction shall be considered a minor ~~change~~ modification.
- (H) Changes to architectural plans approved by the Design Review Committee (DRC) shall be considered minor when the following apply:
  - (i) The proposed change does not modify the overall building design or character.
  - (ii) Any proposed changes or modifications to building materials are consistent with the originally approved materials and colors.
  - (iii) ~~Changes are required to~~ Modifications comply with state or local building construction standards that were unknown at the time of approval or that became effective after the architectural plans were approved by the DRC.

“(d) Process. For any proposed minor ~~change~~ modification, a revised, updated site plan or preliminary plat shall be submitted for review and approval. Where the proposed changes impact outside agency permits, those permits shall also be updated.

~~Review of record required~~

“(e) Review. The Zoning Administrator shall, before making a determination as to whether a proposed action is a minor ~~change~~ or a modification, review the record of proceeding on the original application for approval.”

#### **SECTION 5. CONSISTENCY STATEMENT.**

Pursuant to G.S. 160D-605(a), having reviewed and considered the accompanying documents, the analysis of the planning staff, and comments from the public, the Cabarrus County Board of Commissioners finds that the amendments made to the Cabarrus County Development Ordinance as outlined in this ordinance are consistent with the adopted Area Land Use Plans because:

- (1) use of recreational vehicles as permanent dwellings threatens the health, safety, and welfare of its occupants and surrounding community and the plans seek to promote the public safety, health, and general welfare of residents of Cabarrus County;

(2) storage of junk and abandoned vehicles is a hazard to the health, safety, and general welfare of public and detracts from the physical appearance of the community, which does not align with the plans' intent to promote the public safety, health, and general welfare of residents of Cabarrus County; and

(3) the administrative approval of minor modification to development approvals supports the more efficient administration of the Plans, while ensuring continued consistency with the Development Ordinance and the Plans.

**SECTION 5. CONFORMING AMENDMENTS.**

The Cabarrus County Development Ordinance is amended by renumbering and revising the Table of Contents, numbered lists within the text and table and page numbers within the Ordinance to correspond to the text changes as needed.

Adopted this \_\_\_\_\_ day of \_\_\_\_\_ by the Cabarrus County Board of Commissioners.

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Chairman  
Cabarrus County Board of Commissioners

ATTEST:

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Clerk to the Board

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

Property and Liability - Move Funds from Property and Liability Insurance Internal Service Fund to the General Fund

**BRIEF SUMMARY:**

Motion to approve the related Budget Amendment to appropriate funds from the Property and Liability Internal Service Fund to the General Fund to replace the Sheriff's Animal Control Vehicle that was destroyed in 04/16/21 accident.

**REQUESTED ACTION:**

Motion to adopt the budget amendment.

**EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

**SUBMITTED BY:**

Jon Bradley, Risk and Safety Manager  
Kyle Bilafer, Area Manager of Operations

**BUDGET AMENDMENT REQUIRED:**

Yes

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- Budget Amendment

### Budget Revision/Amendment Request

Date: May 17, 2021

Amount: 58,725.00

Dept. Head: Suzanne Burgess for Kyle Bilafer

Department: ISF - PROPERTY AND LIABILITY FUND

Internal Transfer Within Department     
  Transfer Between Departments/Funds     
  Supplemental Request

**This budget amendment is to transfer funds from the Property and Liability Internal Service Fund to the Sheriff's Department to purchase an Animal Shelter truck, including equipment, that was destroyed due to a traffic violation by another driver. Nothing is salvageable in terms of vehicle and equipment.**

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
600	9	1919-9641	Insurance Claims	336,395.00	-	58,725.00	277,670.00
600	9	1919-9704	Contribution to General Fund	42,000.00	58,725.00	-	100,725.00
001	6	2110-6931	Contribution from Internal Service Fund	42,000.00	58,725.00	-	100,725.00
001	9	2110-9863	Motor Vehicles	1,688,171.56	58,725.00	-	1,746,896.56

**Budget Officer**

Approved  
 Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

**County Manager**

Approved  
 Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

**Board of Commissioners**

Approved  
 Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Tax Administration - Resolution of Administration of Ad Valorem Taxes

### **BRIEF SUMMARY:**

In an effort to reduce administrative costs associated with collecting and refunding small amounts of money the Tax Administration is proposing a resolution to utilize certain tools provided by two NC General Statutes. The first, NCGS 105-357(c), authorizes the handling of small underpayments and overpayments of \$1.00 or less. Allowing the Tax Collector not to collect on small underpayments and not to refund small overpayments, unless requested by the taxpayer. The second, NCGS 105-321(g), authorizes the handling of overpayments less than \$15.00. Allowing the Tax Collector to not send a refund less than \$15.00, but instead to apply those amounts as credits to the next year's tax bill.

### **REQUESTED ACTION:**

Motion to adopt the resolution.

### **EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

### **SUBMITTED BY:**

David Thrift, Tax Administrator  
Wendi Heglar, Finance Director

### **BUDGET AMENDMENT REQUIRED:**

No

## COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

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### ATTACHMENTS:

- Resolution



## **Resolution on the Administration of Small Underpayments and Overpayments of Ad Valorem Taxes**

**WHEREAS**, the administrative costs associated with the collecting and refunding of small ad valorem tax overpayments and underpayments exceeds the value of the overpayments and underpayments; and

**WHEREAS**, G.S. 105-357(c) authorizes a local government to adopt a resolution that eliminates the need to collect small underpayments of \$1.00 or less and that eliminates the need to refund small overpayments of \$1.00 or less unless the taxpayer requests a refund of the overpayment before the end of the fiscal year in which the such overpayment is made; and

**WHEREAS**, G.S. 105-321(g) authorizes a local government to adopt a resolution directing its tax collector not to mail a refund of an overpayment if the refund is less than \$15; and

**WHEREAS**, G.S. 105-321(g) provides that upon adoption of a resolution authorizing the tax collector not to make a refund of an overpayment if the refund is less than \$15, the tax collector shall make a report of the amount of these refunds to the Board of Commissioners, implement a system by which payment of the refund may be made to a taxpayer who comes into the office of the Tax Collector seeking the refund, and as to refunds that are not requested in person by the end of the fiscal year, implement a system to apply the minimal refund as a credit against the tax liability of the taxpayer for taxes due for the next succeeding year; and

**WHEREAS**, the Board of Commissioners previously adopted Resolution No. 2002-21 on June 13, 2002, which directs the Tax Administrator to not collect ad valorem taxes when the original principal amount due is \$5.00 or less pursuant to G.S. 105-321(f).

**NOW, THEREFORE BE IT RESOLVED** as follows:

- (1) Pursuant to G.S. 105-357(c), the Board of Commissioners directs the Cabarrus County Tax Administrator to treat small underpayments of \$1.00 or less as fully paid and not to refund small overpayments of \$1.00 or less unless the taxpayer requests a refund of the overpayment before the end of the fiscal year in which the small overpayment is made. The Tax Administrator must implement processes required by G.S. 105-357(c).
- (2) Pursuant to G.S. 105-321(g), the Board of Commissioners authorizes the Cabarrus County Tax Administrator not to mail a refund of any overpayment if the refund is less than \$15. The Tax Administrator must implement processes required by G.S. 105-321(g).



(3) This resolution shall remain in effect until repealed or amended by resolution of the Board of Commissioners.

**BE IT FURTHER RESOLVED** that this resolution shall be in effect with respect to Fiscal Year 2022 and shall remain in effect until amended or repealed by resolution of the Cabarrus County Board of Commissioners.

**ADOPTED** this 17<sup>th</sup> day of May, 2021.

\_\_\_\_\_  
Stephen M. Morris, Chairman  
Cabarrus County Board of Commissioners

Attest:

\_\_\_\_\_  
Clerk to the Board

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items - No Action

**SUBJECT:**

Communications and Outreach - Presentation of 2021 Community Survey Results

**BRIEF SUMMARY:**

The Board of Commissioners will receive the Cabarrus County 2021 Community Survey results. ETC Institute designed and implemented the survey instrument.

**REQUESTED ACTION:**

Receive input.

**EXPECTED LENGTH OF PRESENTATION:**

15 Minutes

**SUBMITTED BY:**

Kasia Thompson, Communications and Outreach Director

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- ▢ Presentation
- ▢ Report

▣ Comments

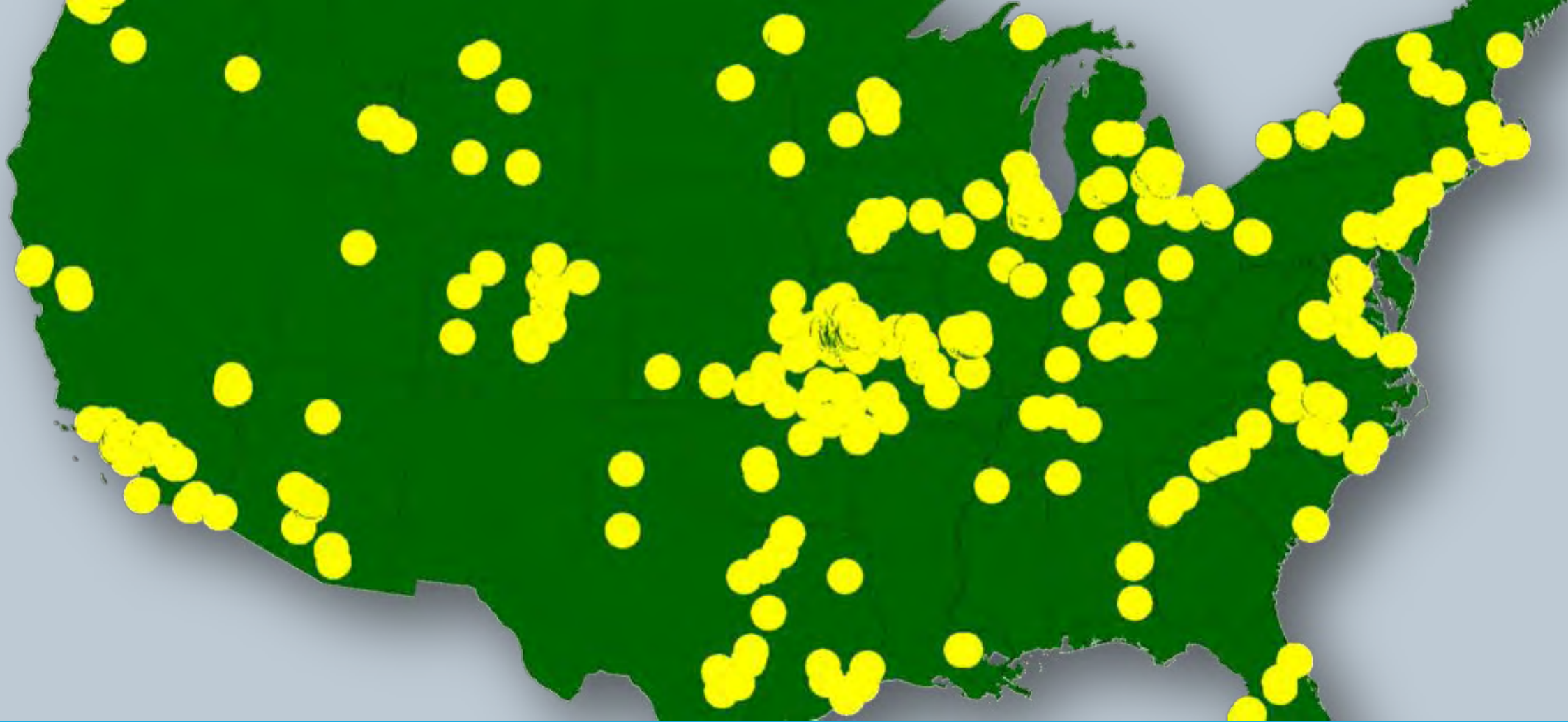


CABARRUS COUNTY  
*America Thrives Here*

# Cabarrus County Community Survey

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PRESENTED BY  ETC  
INSTITUTE



# A National Leader in Market Research for Local Governmental Organizations

More than 2,000,000 Persons Surveyed Since 2009 in more than 900 cities in 49 states

Helping organizations make better decisions

# Purpose

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**To objectively assess satisfaction with the delivery of services**

**To measure trends from previous surveys**

**To compare the County's performance with other communities**

**To help determine priorities for the community**

# Methodology

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## **Survey Description**

- 6<sup>th</sup> Community Survey conducted for the County by ETC Institute
- Seven-page survey
- Included many of the same questions that were asked in previous years

## **Method of Administration**

- By mail and online to random sample of households in the County
- Each survey took approximately 15-20 minutes to complete

# Methodology

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## Sample Size

- **Goal:** 400 surveys
- **Actual:** 420 surveys

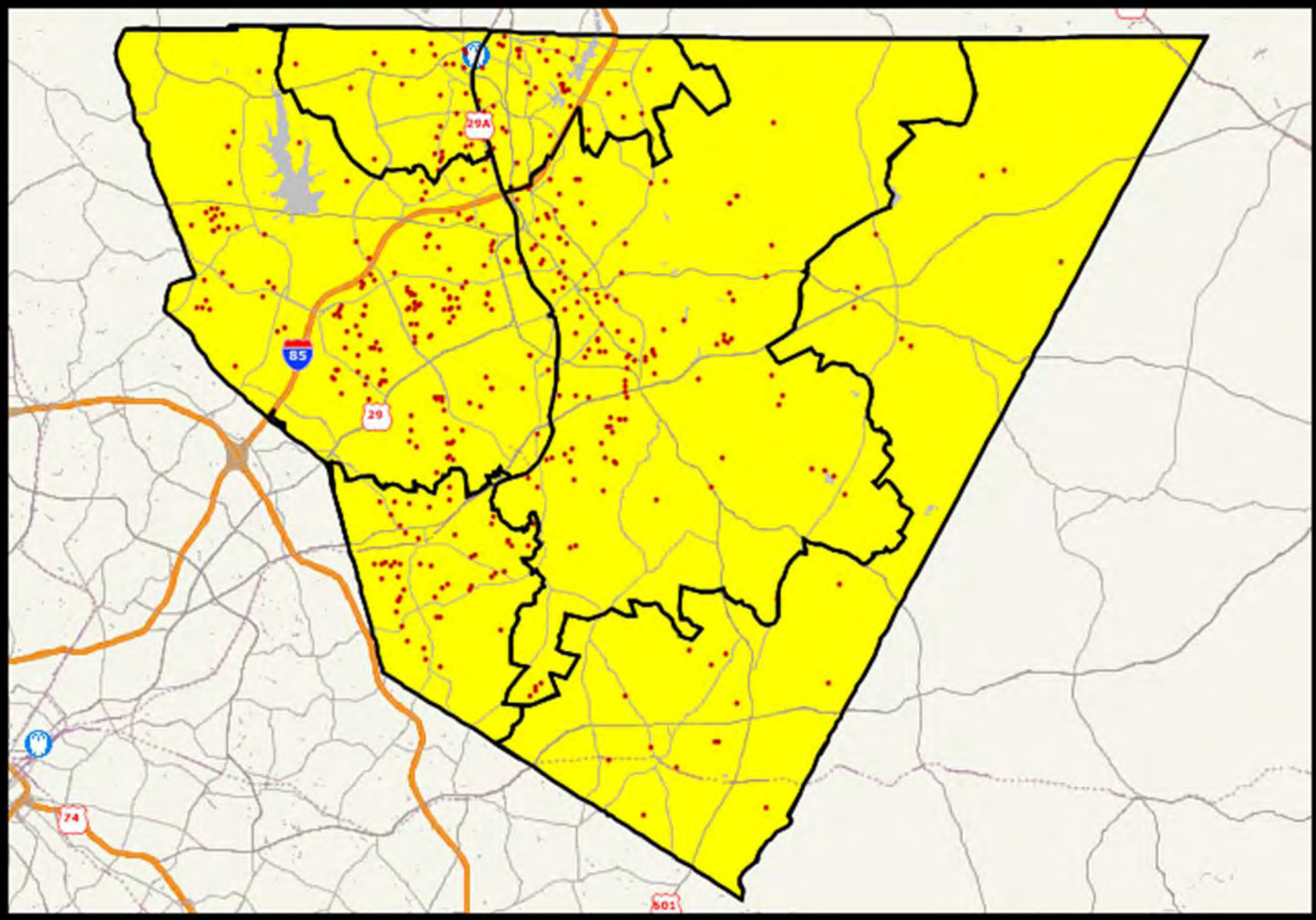
## Margin of Error

- +/- 4.8% at the 95% level of confidence



# Location of Survey Respondents

Good distribution of responses throughout the County



**2021 Cabarrus County Community Survey**

# Bottom Line Up Front

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## Residents have a positive perception of the County

- 92% indicated they are satisfied with the County as a place to raise children
- 87% indicated they are satisfied with the overall quality of life in the County

## Satisfaction is much higher in Cabarrus County than other communities

- The County rated significantly above the national average in all 21 areas that were assessed
- Satisfaction with the overall quality of services and the County as a place to live both rated 18% above the U.S. average

# Priorities for Improvement 2021

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- 1. Growth management**
- 2. Availability of affordable housing options for all residents**
- 3. Open space preservation**
- 4. Crime prevention**

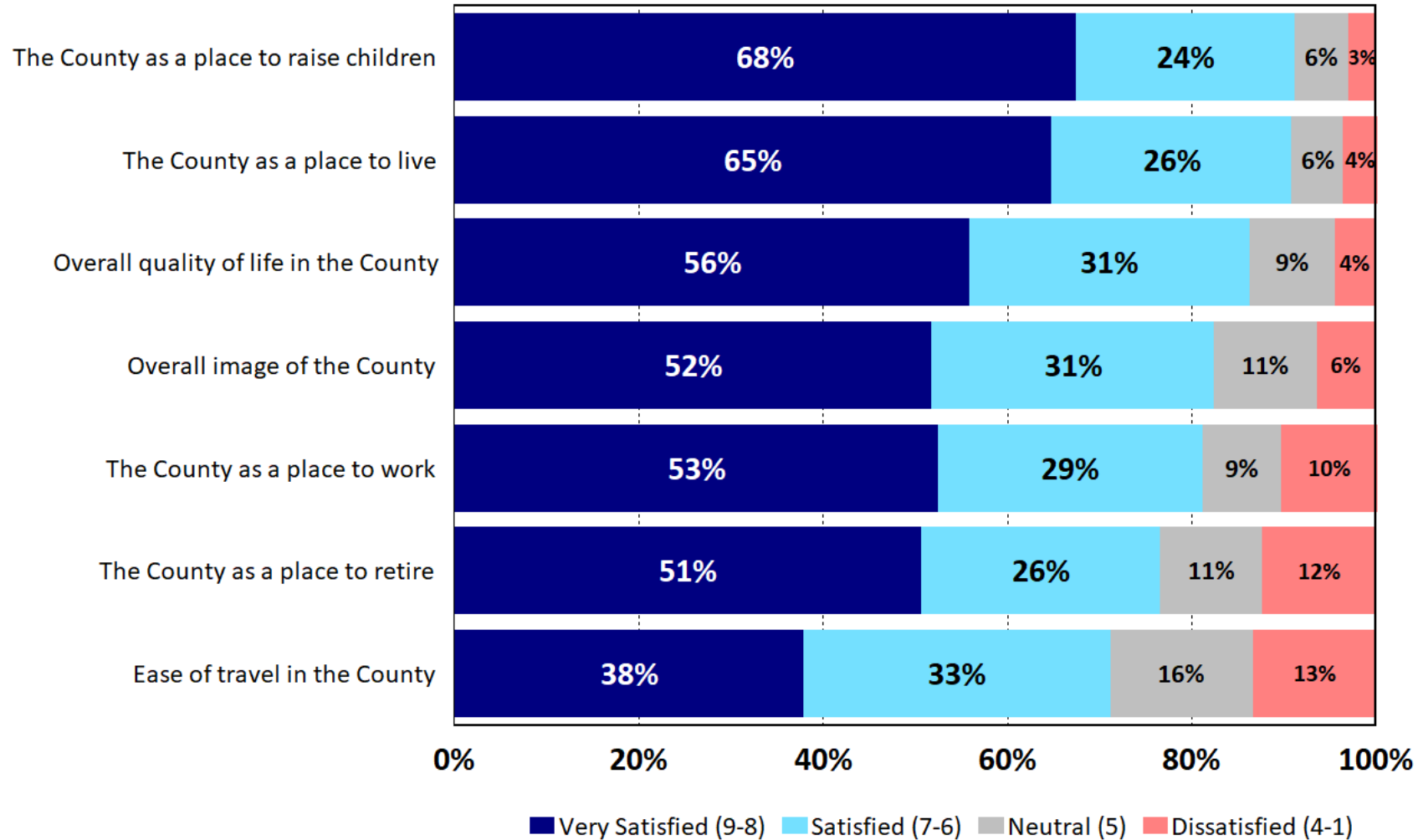
# Perceptions

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RESIDENTS HAVE A POSITIVE PERCEPTION OF THE COUNTY

# Q2[1-7]. Satisfaction with Items That Influence Perceptions of Quality of Life

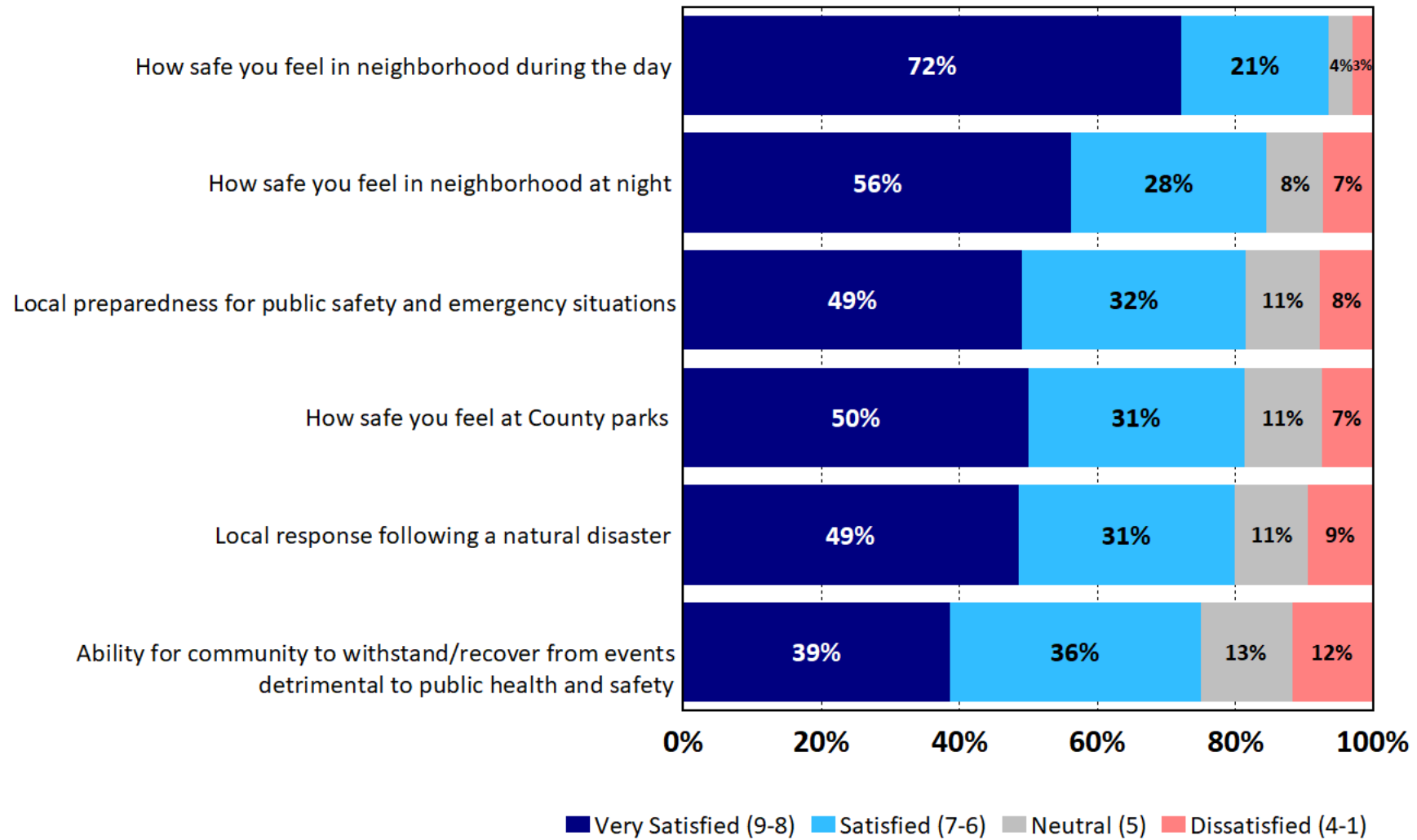
by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



Source: 2021 ETC Institute

# Q2[8-13]. Satisfaction with Items That Influence Perceptions of Safety and Preparedness

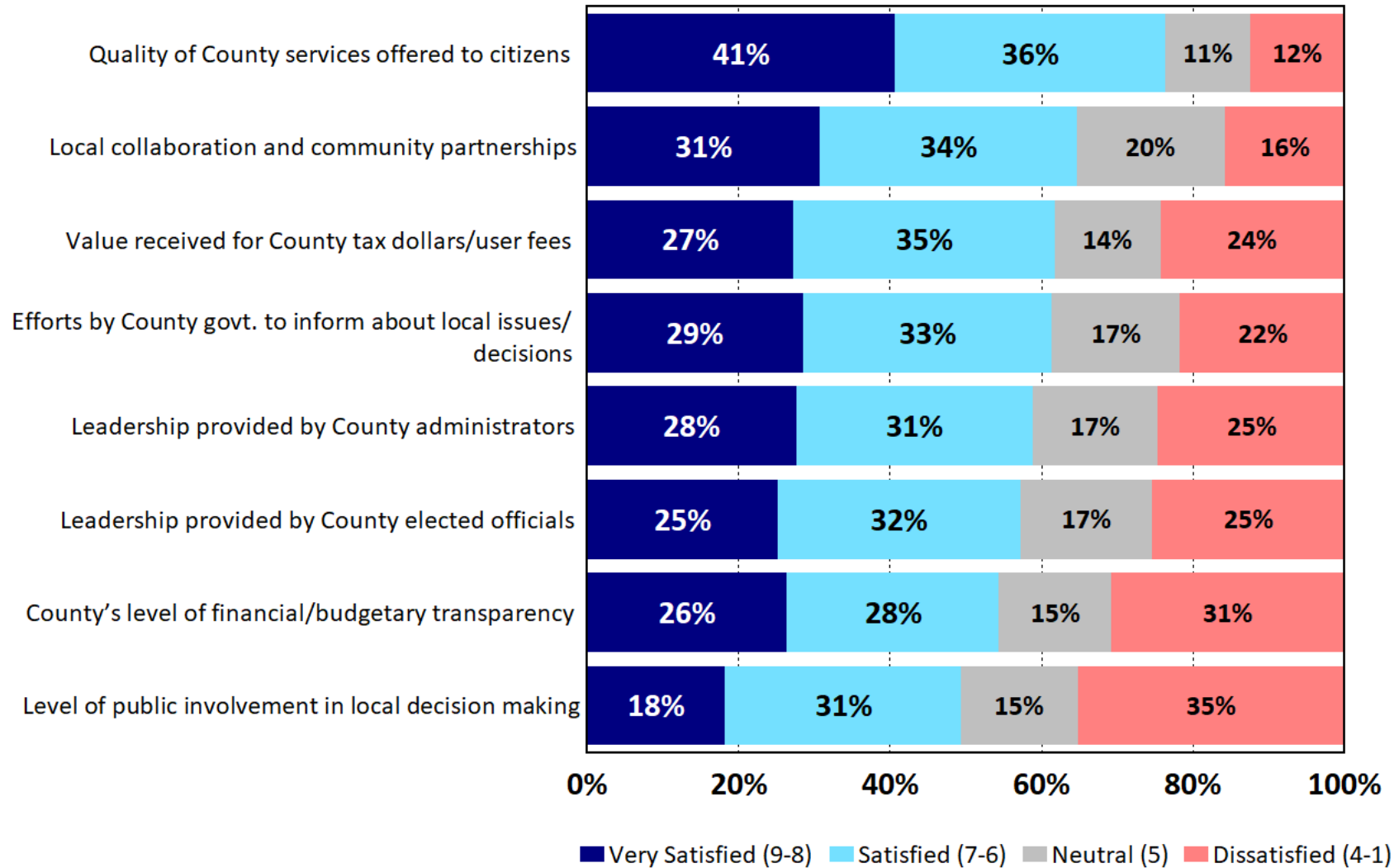
by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



Source: 2021 ETC Institute

# Q2[14-21]. Satisfaction with Items That Influence Perceptions of Government Administration

by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)

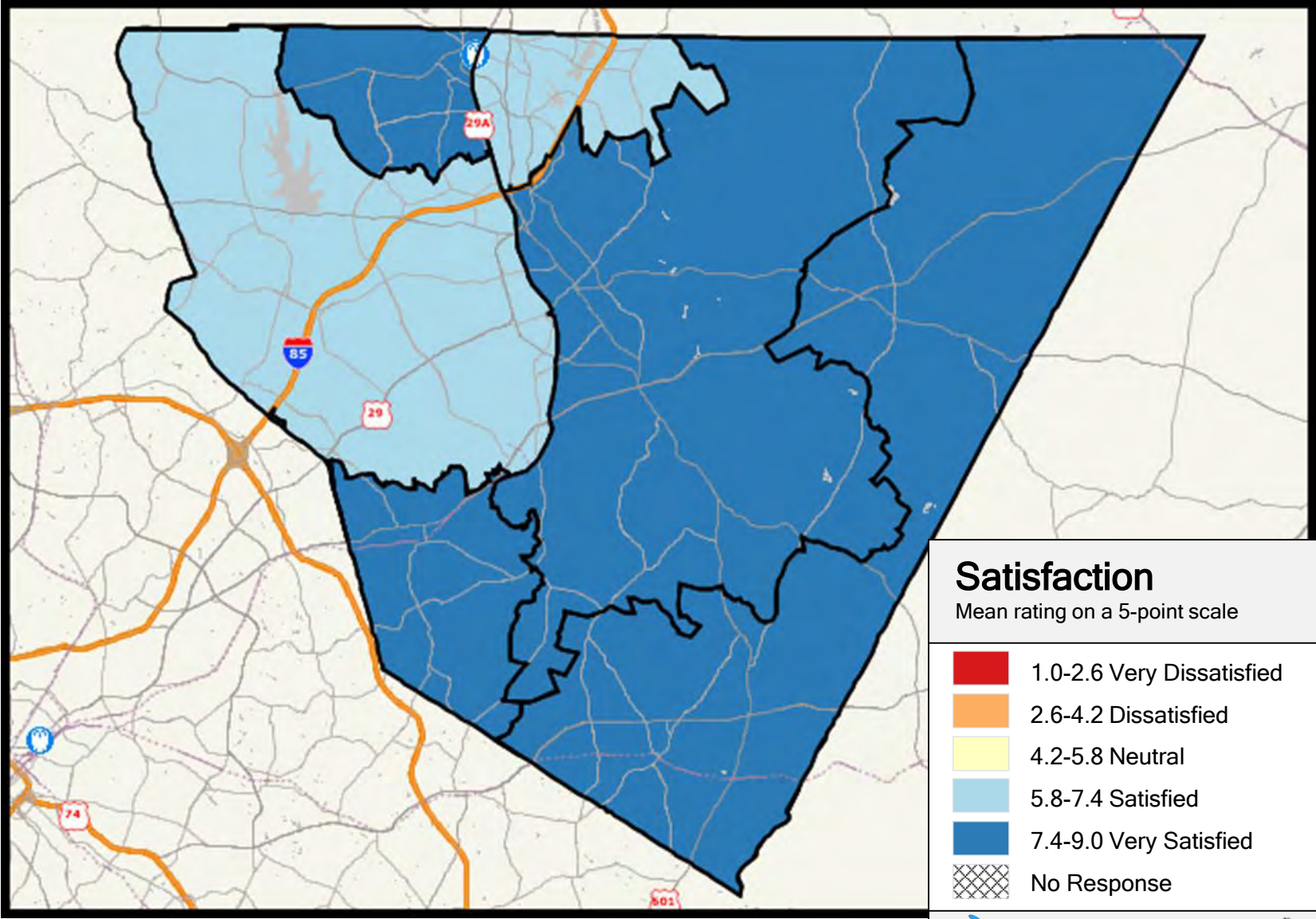


Source: 2021 ETC Institute

# Rating the Overall Quality of Life in the County

All areas of the map are in blue

Any areas of yellow, orange, or red should receive additional focus.

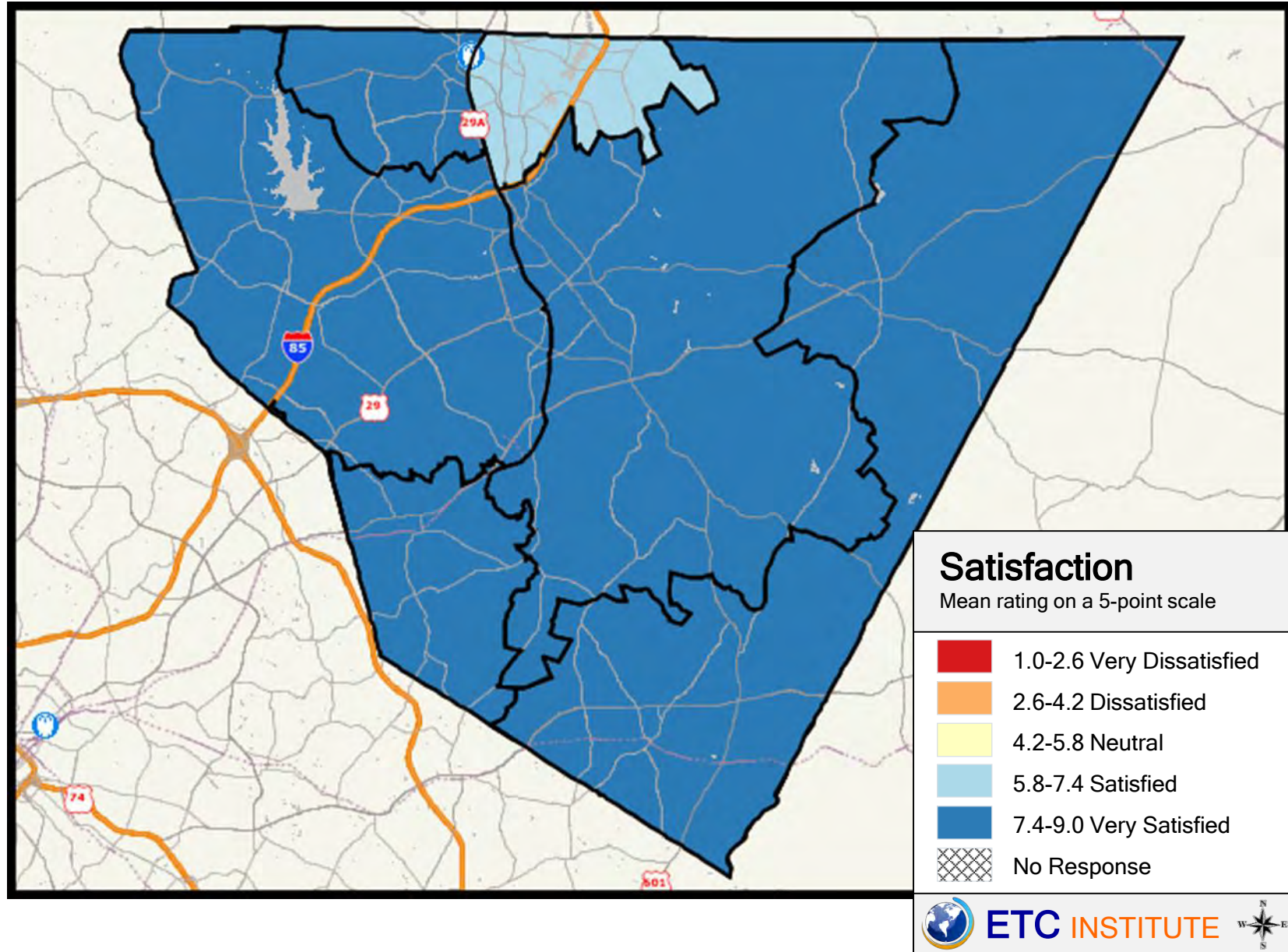




# Rating the County as a Place to Live

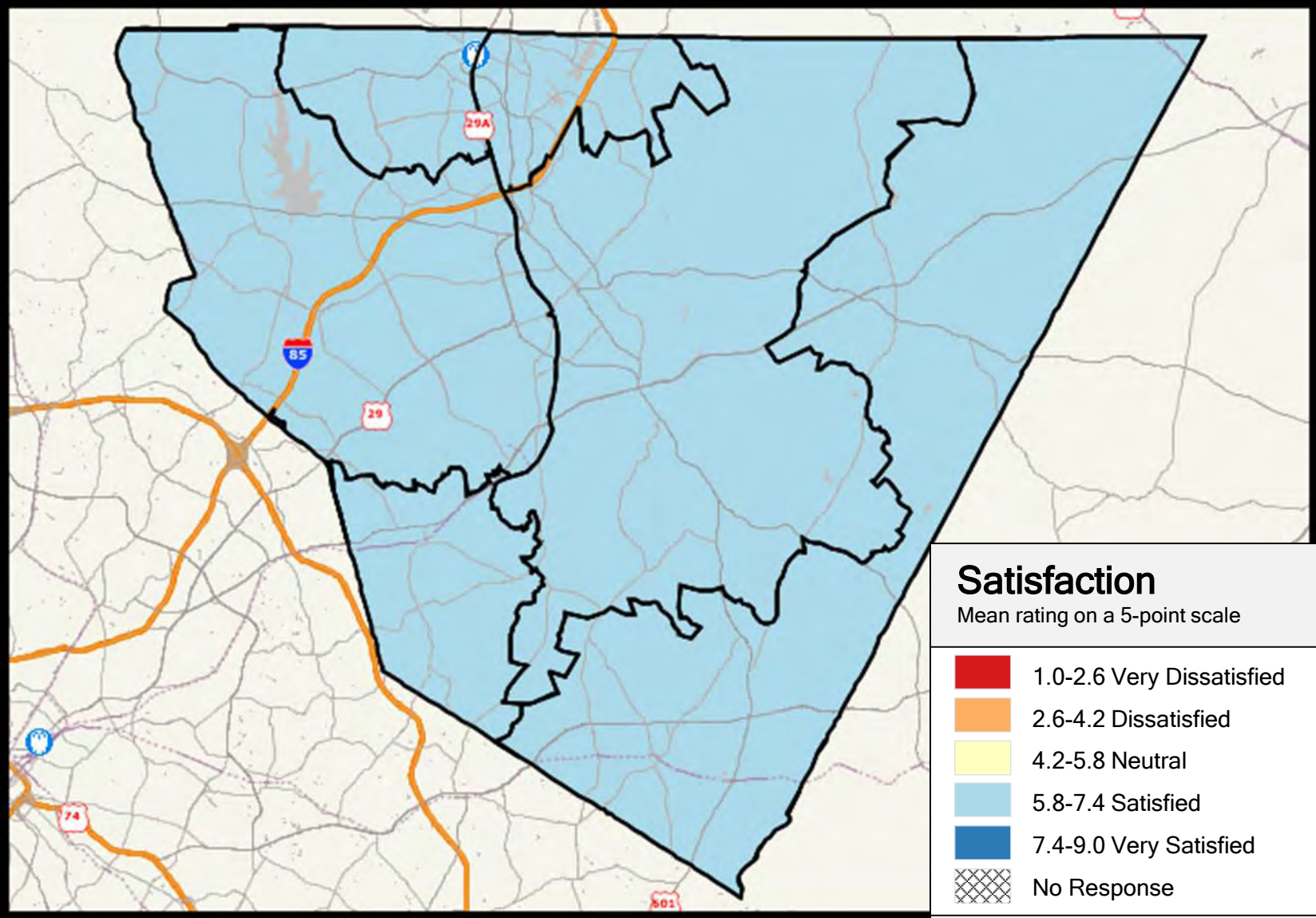
All areas of the map are in blue

Any areas of yellow, orange, or red should receive additional focus.



# Overall Quality of County Services

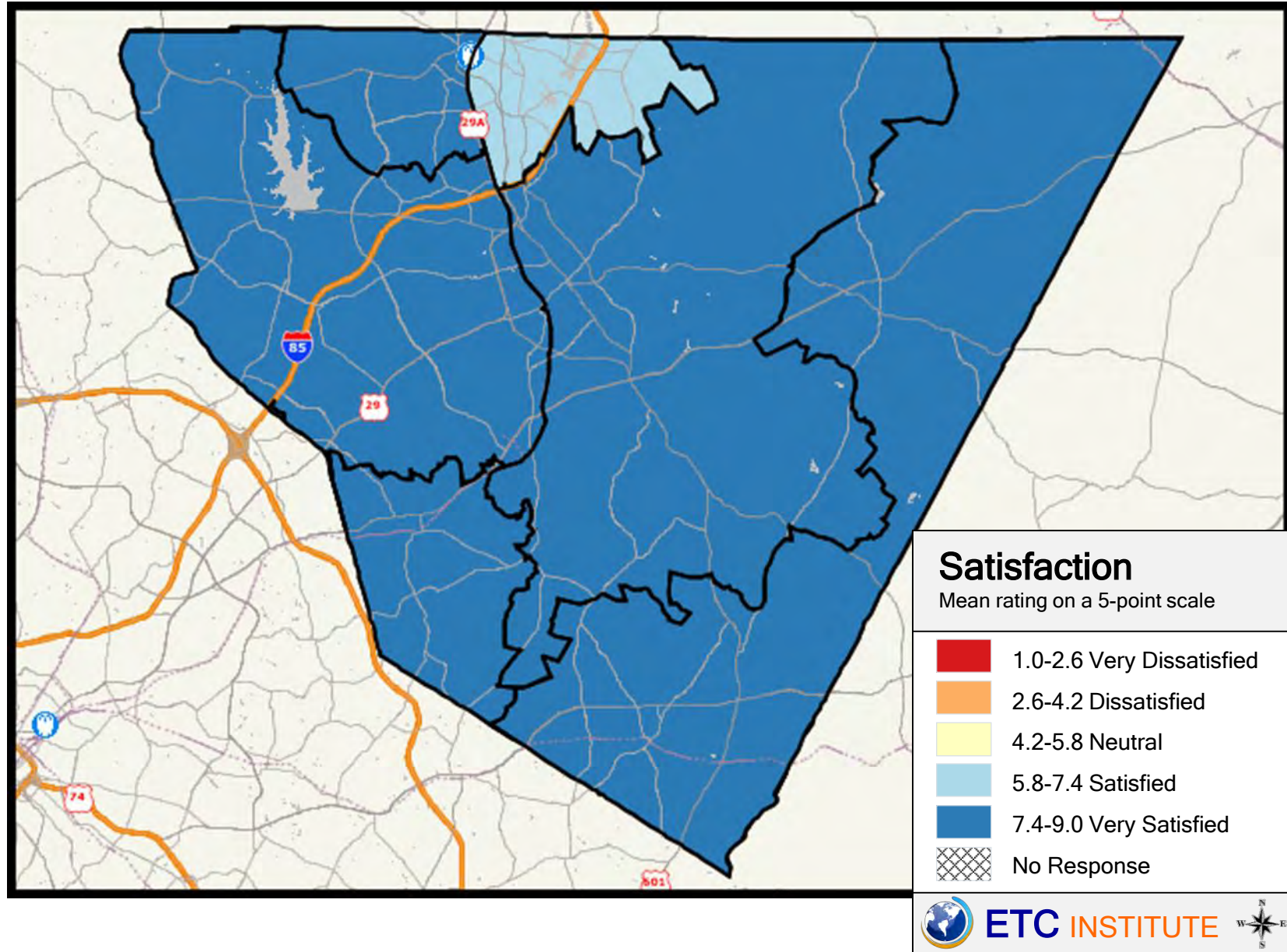
The County is equitably providing services to all residents in the County



# Rating the County as a Place to Raise Children

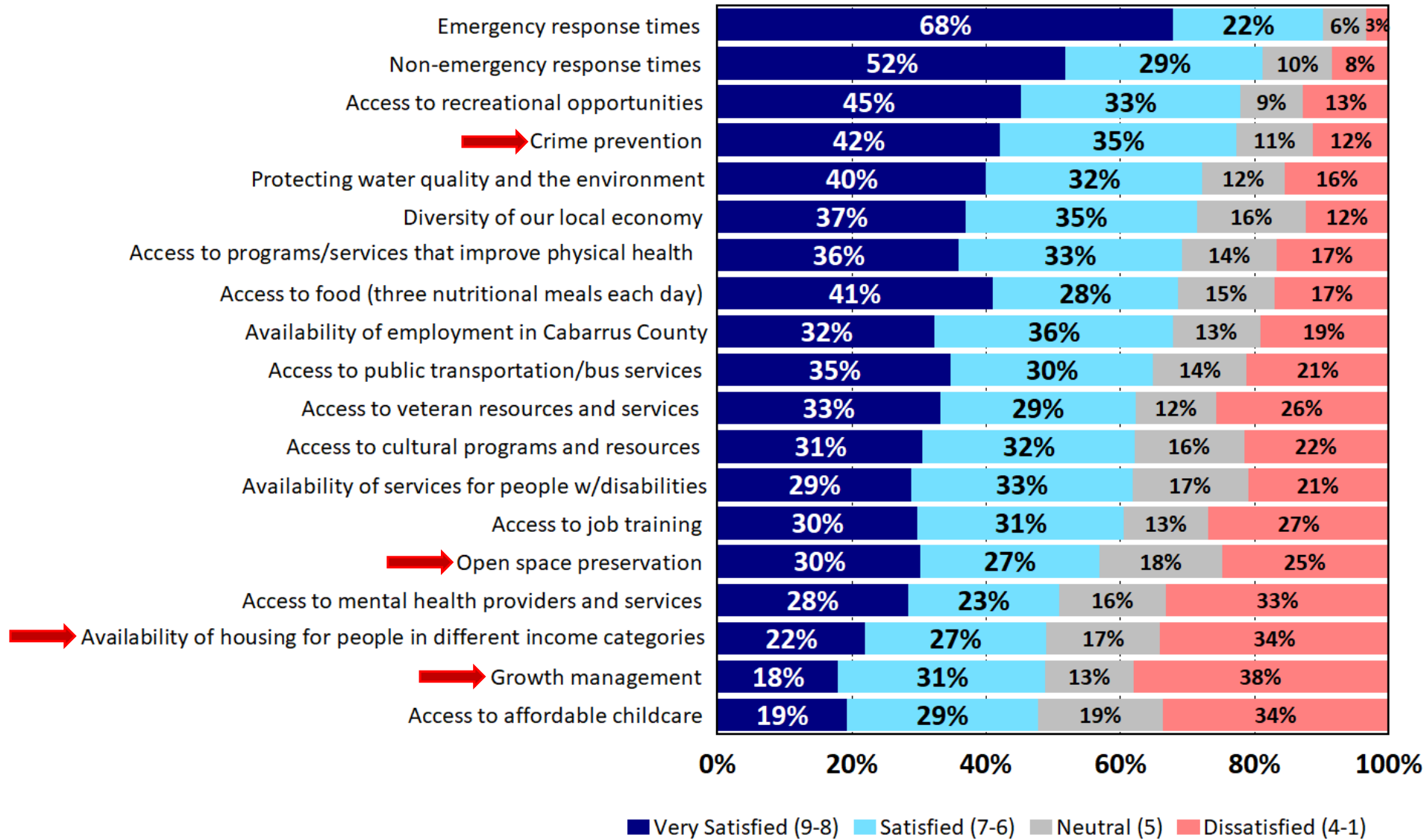
All areas of the map are in blue

Any areas of yellow, orange, or red should receive additional focus.



# Q1. Overall Satisfaction with Aspects of Living in the County

by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



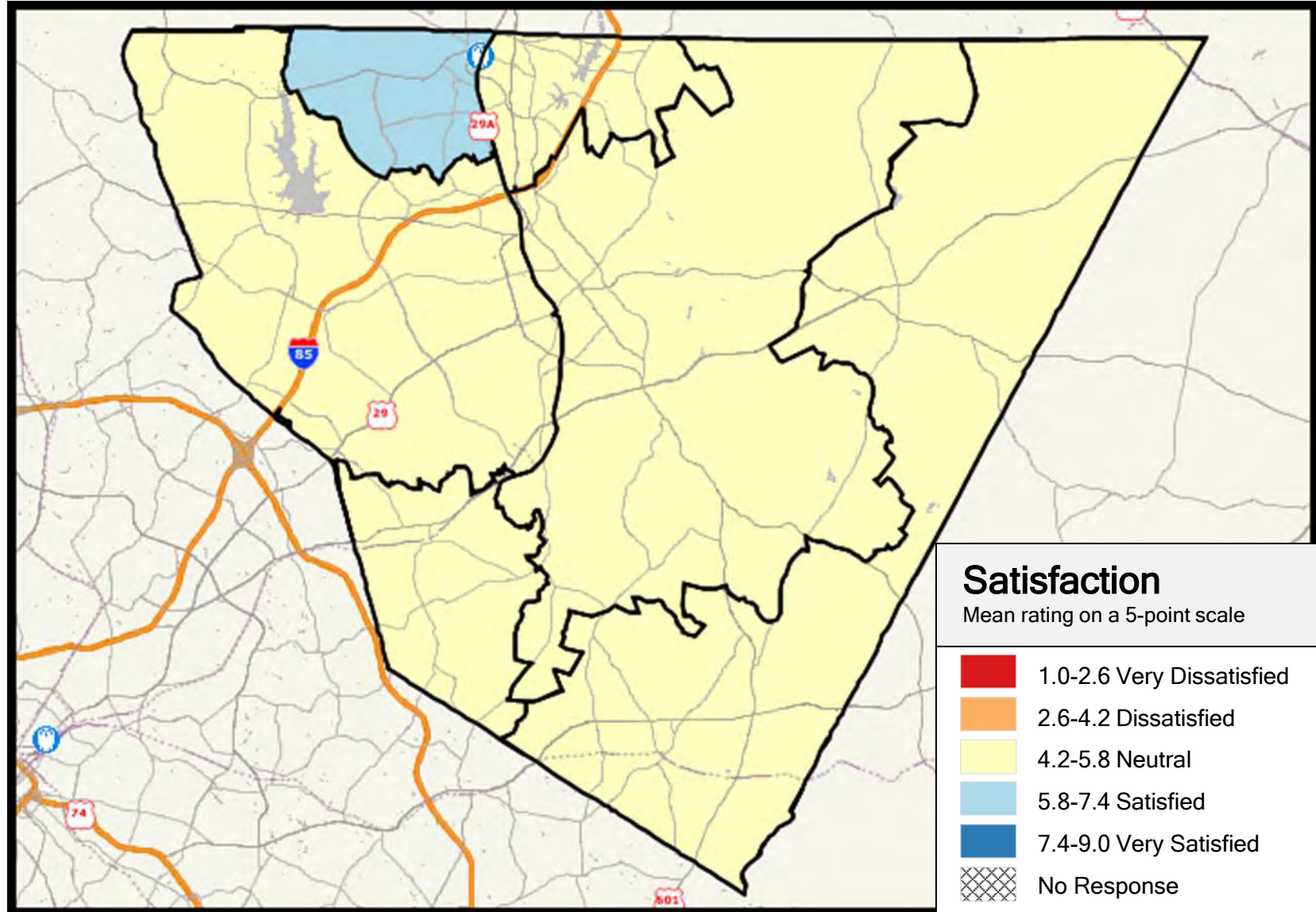
Source: 2021 ETC Institute

# Growth Management

This item was determined to be the top priority for improvement based on the Importance-Satisfaction Analysis

Areas in yellow show lower levels of satisfaction and can help the County target resources to those areas with the most need for improvement

Areas in blue indicate higher levels of satisfaction

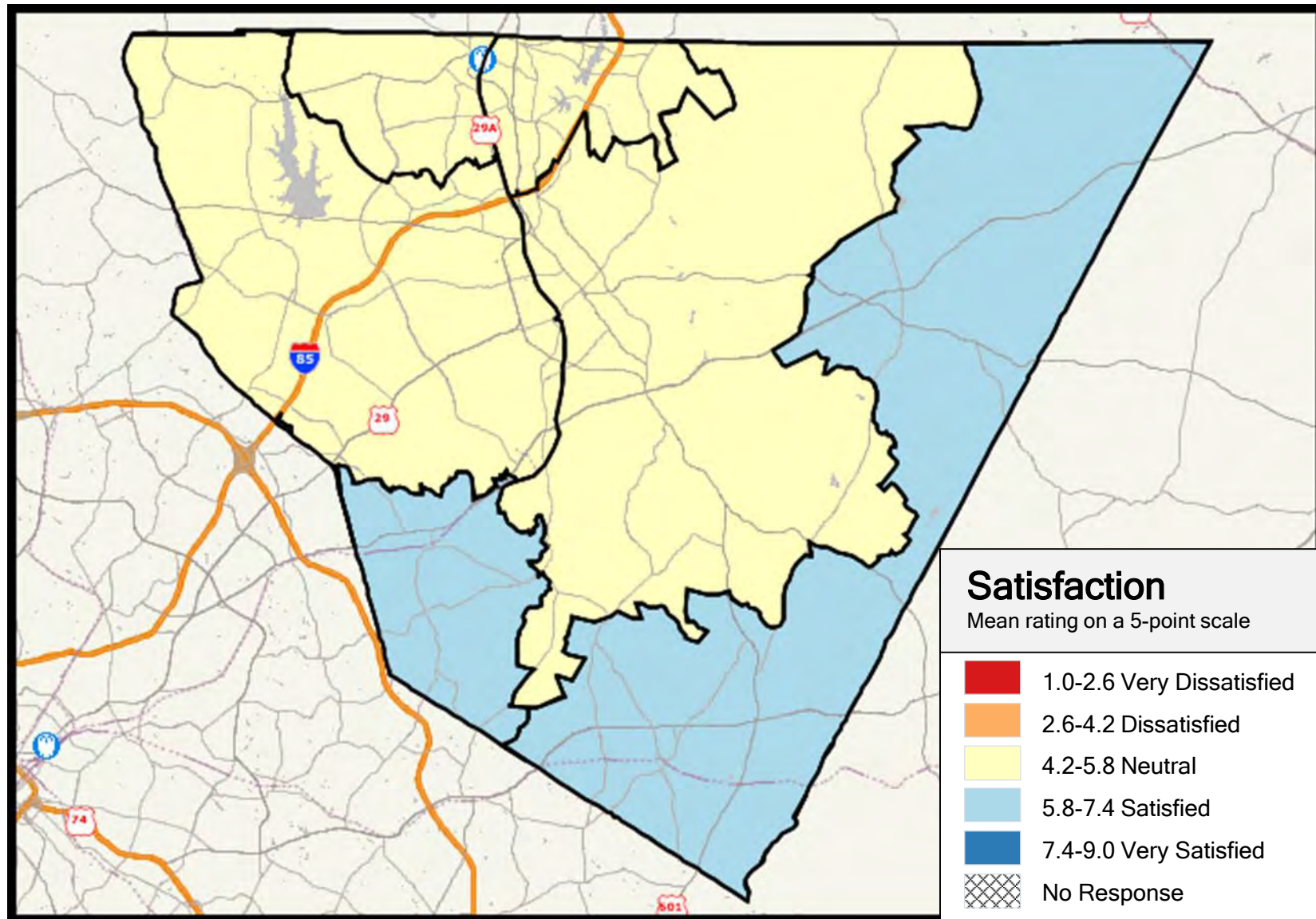


# Availability of Housing Options for People in Different Income Categories

This item was determined to be the 2<sup>nd</sup> highest priority for improvement based on the Importance-Satisfaction Analysis

Areas in yellow show lower levels of satisfaction and can help the County target resources to those areas with the most need for improvement

Areas in blue indicate higher levels of satisfaction

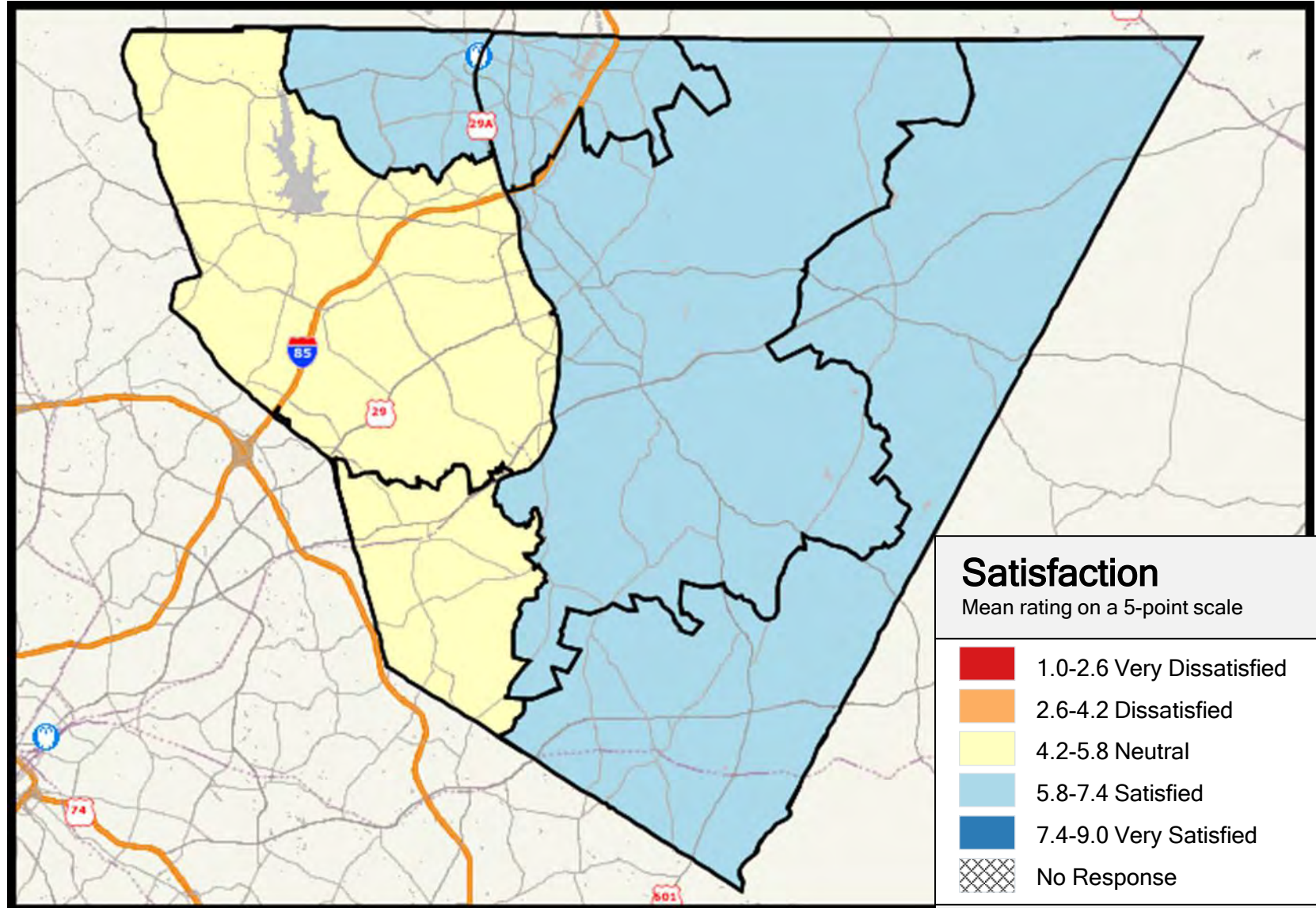


# Open Space Preservation

This item was determined to be the 3<sup>rd</sup> highest priority for improvement based on the Importance-Satisfaction Analysis

Areas in yellow show lower levels of satisfaction and can help the County target resources to those areas with the most need for improvement

Areas in blue indicate higher levels of satisfaction

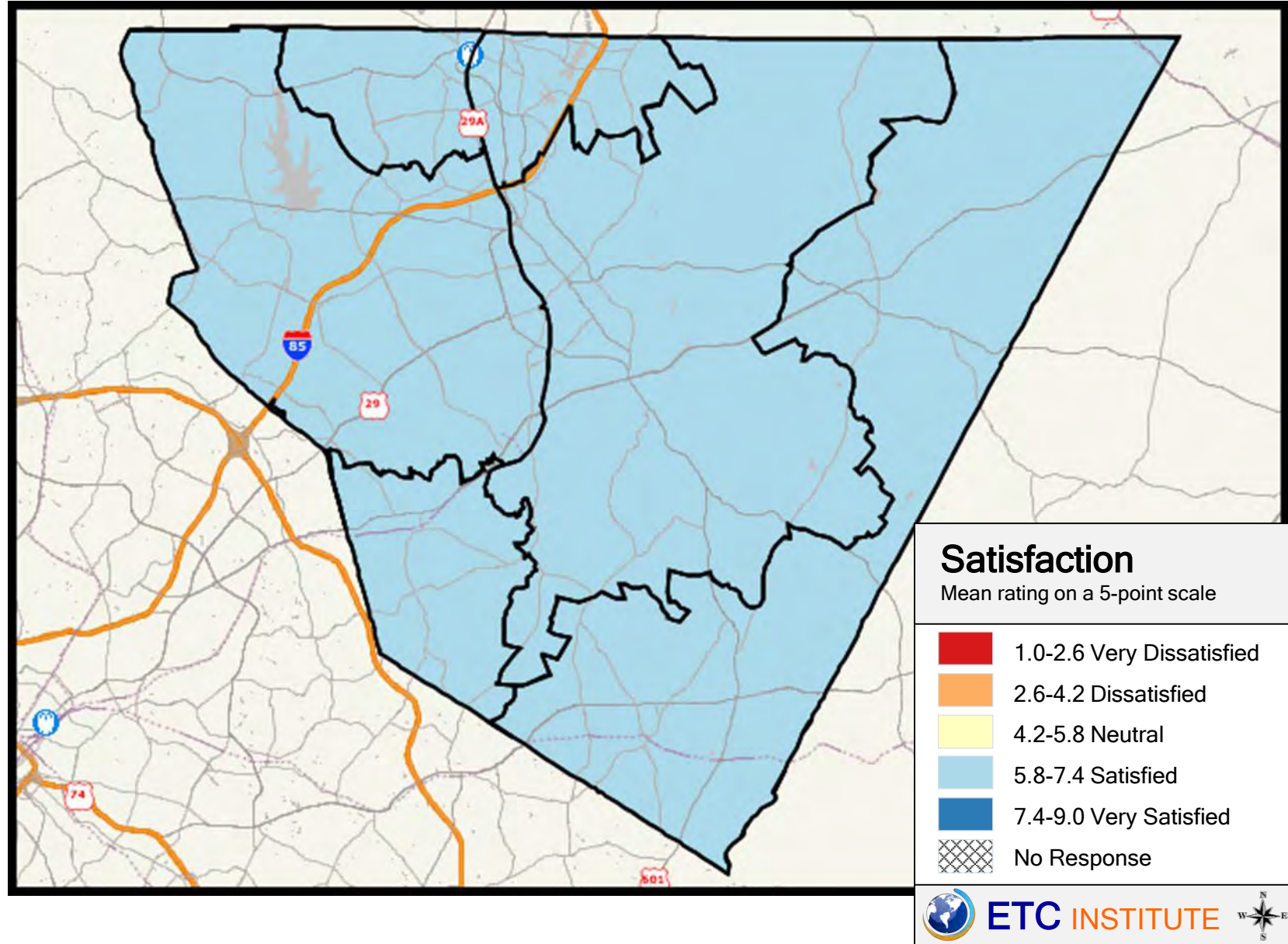


# Crime Prevention

This item was determined to be the 4<sup>th</sup> highest priority for improvement based on the Importance-Satisfaction Analysis

Areas in yellow show lower levels of satisfaction and can help the County target resources to those areas with the most need for improvement

Areas in blue indicate higher levels of satisfaction





# Trends

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NOTABLE SHORT- AND LONG-TERM CHANGES

# Short-Term Trends

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## **NOTABLE INCREASES**

Protecting water quality & environment

Ease of travel in the County

Availability of employment

How well your issue was handled

Respect and professionalism of the interaction

How quickly County staff responded

Quality of life in the County

How easy they were to contact

Accuracy of the info & assistance you were given

As a place to work

Overall image of the County

Crime prevention

## **NOTABLE DECREASES**

Cabarrus County 9-1-1 call center

Cabarrus County Emergency Medical Services

eResources (eBooks, databases, etc.)

Library book/material collections

Library locations

Library operating hours

Access to technology (computers, WiFi)

Level of service offered at the library

# Long-Trends

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## **NOTABLE INCREASES**

Availability of employment

Respect and professionalism of the interaction

How well your issue was handled

As a place to work

Accuracy of the info & assistance you were given

How easy they were to contact

Open space preservation

Protecting water quality & environment

Crime prevention

How quickly County staff responded

Quality of life in the County

Library operating hours

## **NOTABLE DECREASES**

Growth management

How safe you feel in County parks

Quality of County services offered to citizens

Cabarrus County Emergency Medical Services

Library locations

Feeling of safety in neighborhoods at night

Availability of services for people w/disabilities

Library book/material collections

Cabarrus County 9-1-1 call center

Ease of travel in the county

Availability of housing for people in different income categories

# Benchmarks

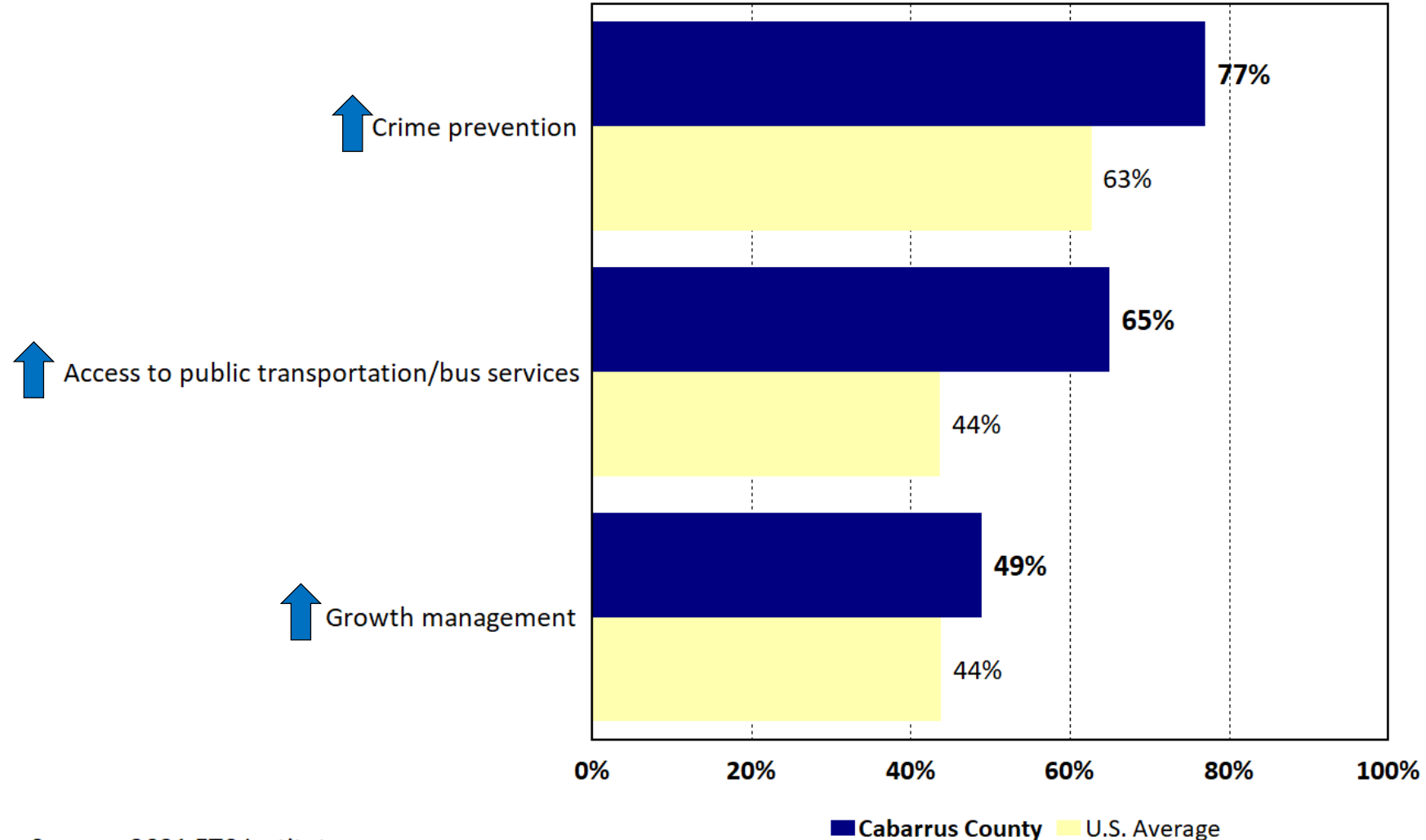
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THE COUNTY RATES HIGHER THAN OTHER COMMUNITIES

# Satisfaction with Aspects of Living in the Community

## Cabarrus County vs. U.S.

by percentage of respondents who were "very satisfied" or "satisfied" with the item (excluding don't knows)



Source: 2021 ETC Institute

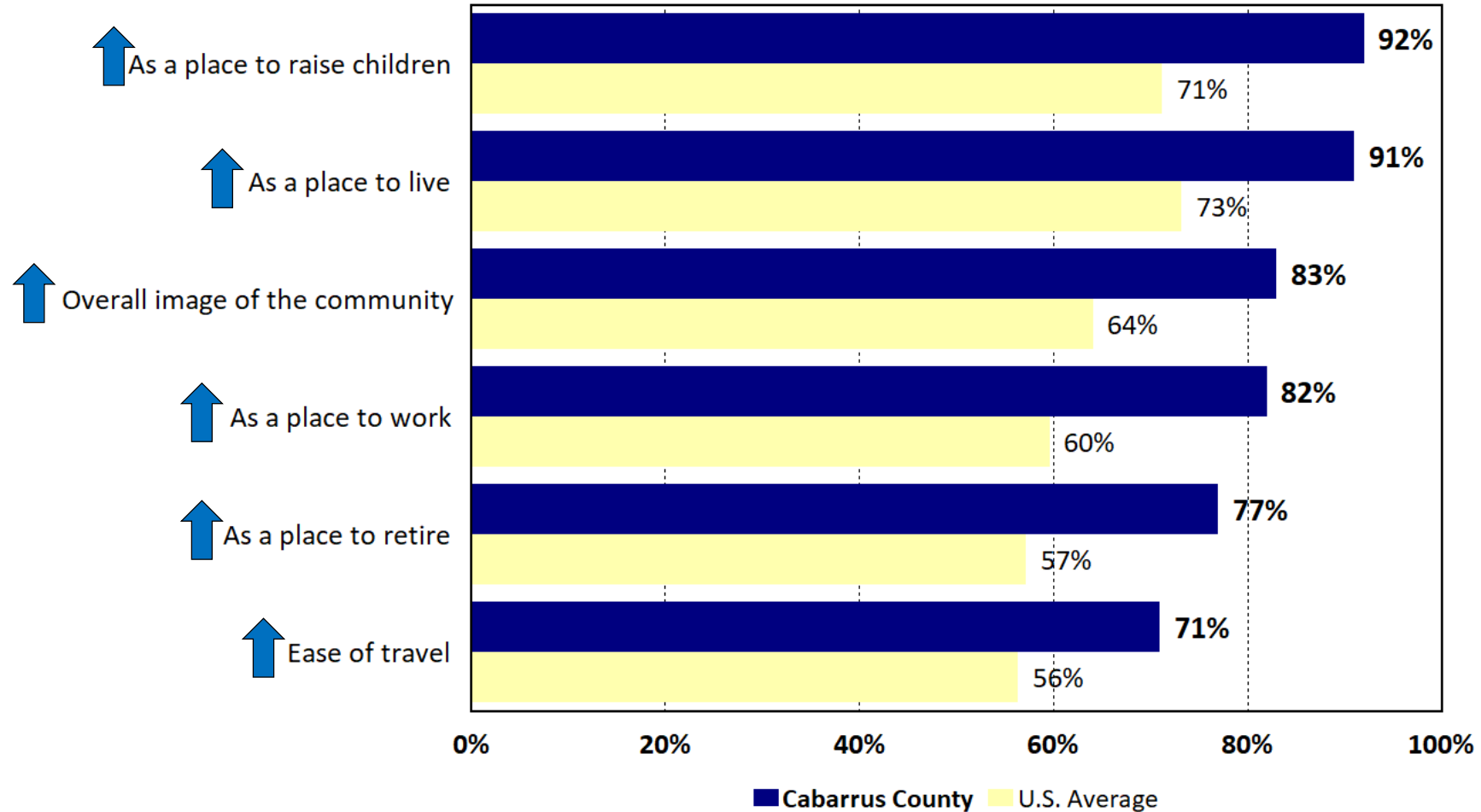
Significantly Higher Than National Average: ↑

Significantly Lower Than National Average: ↓

# Satisfaction with Items That Influence Perceptions of Quality of Life

## Cabarrus County vs. U.S.

by percentage of respondents who were "very satisfied" or "satisfied" with the item (excluding don't knows)



Source: 2021 ETC Institute

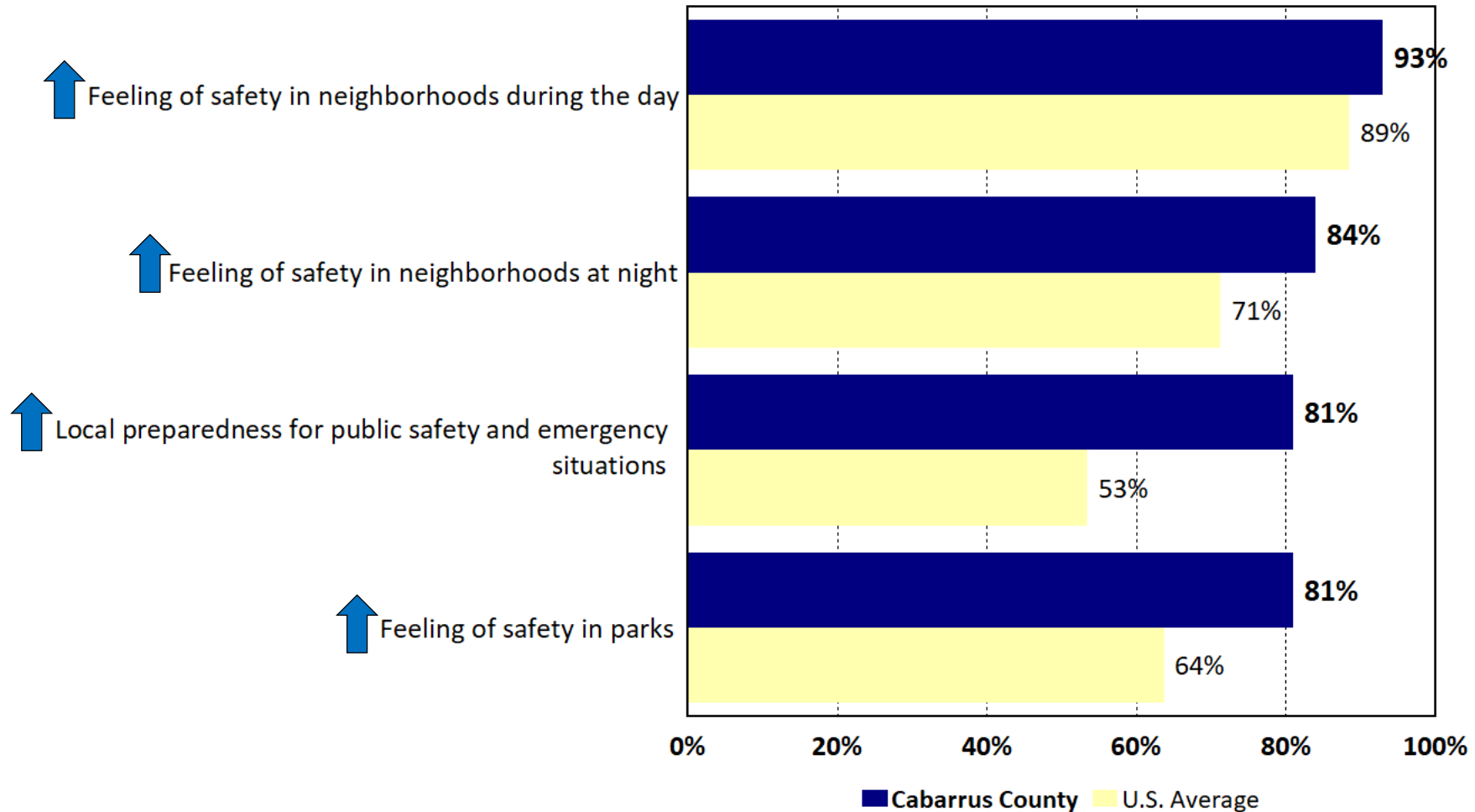
Significantly Higher Than National Average: ↑

Significantly Lower Than National Average: ↓

# Satisfaction with Items That Influence Perceptions of Safety

## Cabarrus County vs. U.S.

by percentage of respondents who were "very satisfied" or "satisfied" with the item (excluding don't knows)



Source: 2021 ETC Institute

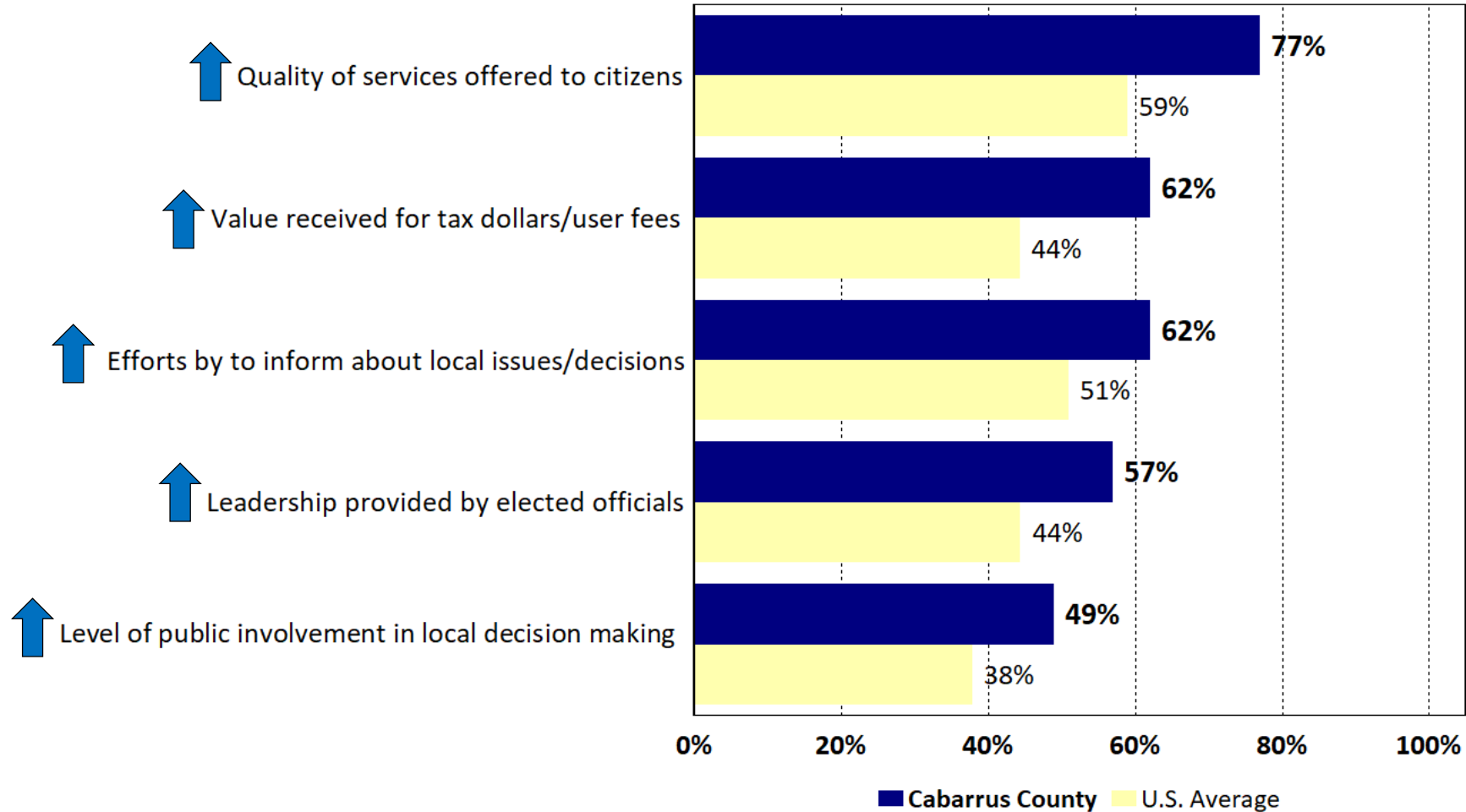
Significantly Higher Than National Average: ↑

Significantly Lower Than National Average: ↓

# Satisfaction with Items That Influence Perceptions of Government Administration

## Cabarrus County vs. U.S.

by percentage of respondents who were “very satisfied” or “satisfied” with the item (excluding don't knows)



Source: 2021 ETC Institute

Significantly Higher Than National Average: ↑

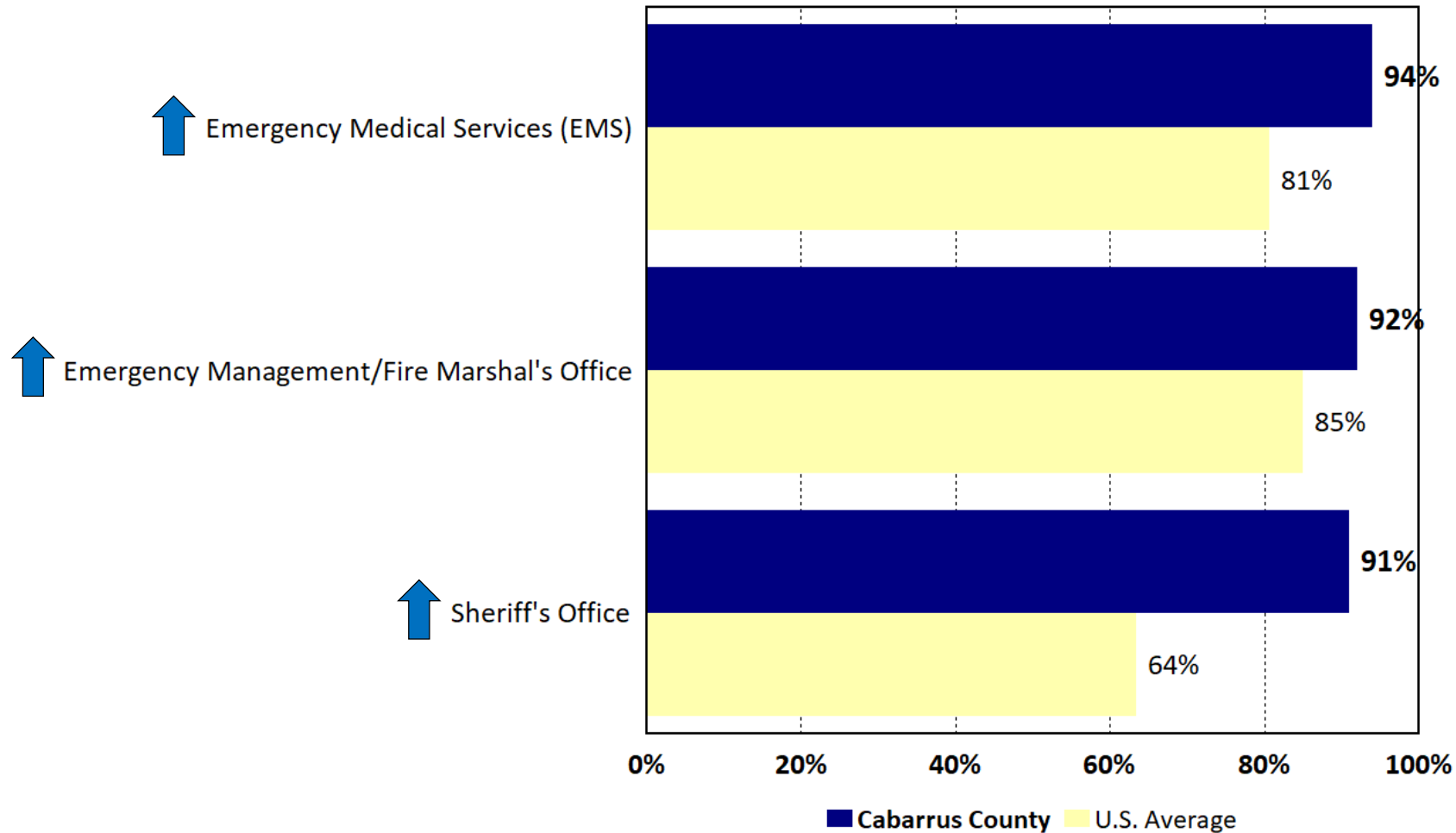
Significantly Lower Than National Average: ↓



# Satisfaction with Emergency Services

## Cabarrus County vs. U.S.

by percentage of respondents who were "very satisfied" or "satisfied" with the item (excluding don't knows)



Source: 2021 ETC Institute

Significantly Higher Than National Average: ↑

Significantly Lower Than National Average: ↓

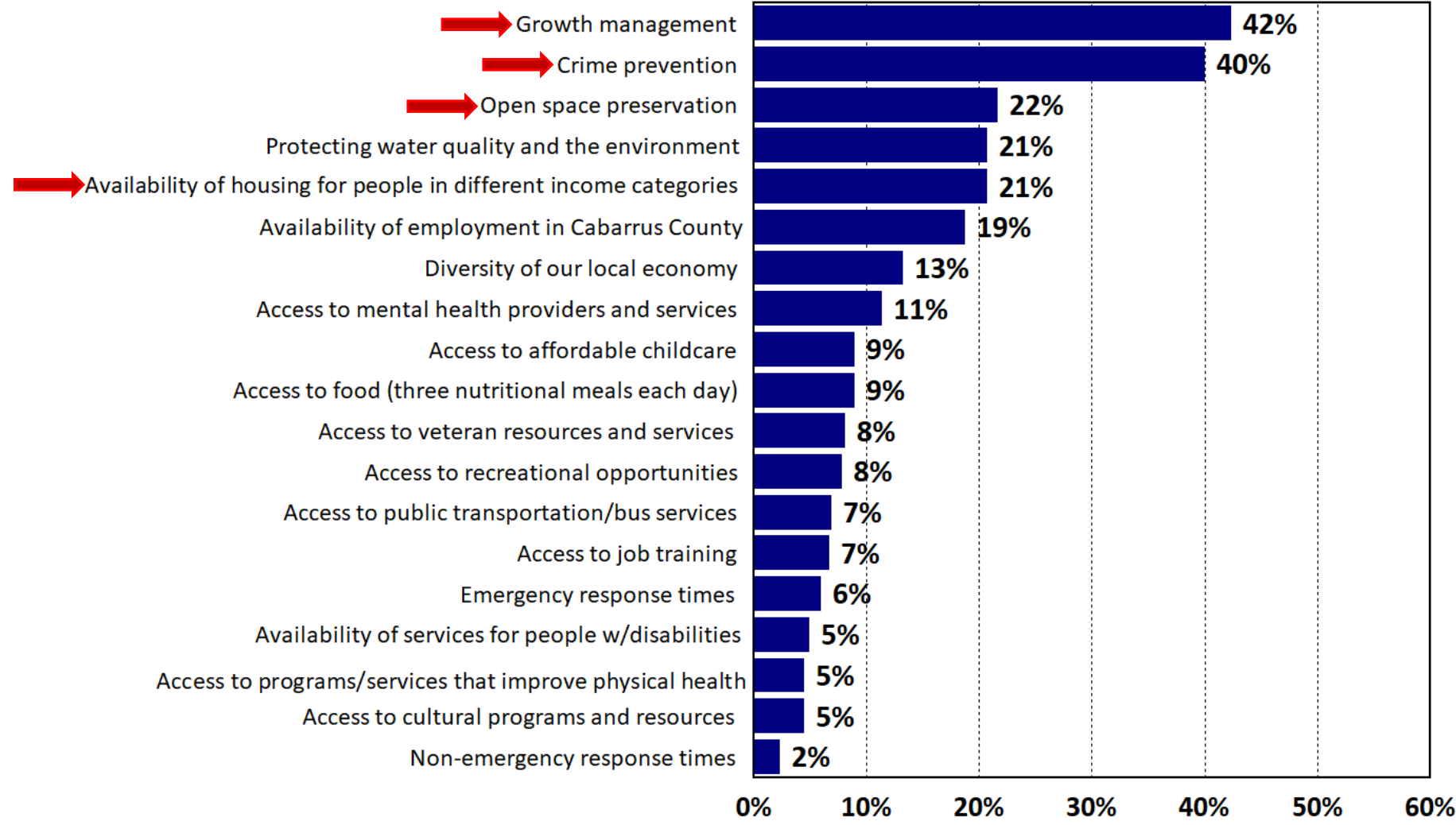
# Priorities for Investment

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IMPORTANCE-SATISFACTION ANALYSIS

# Q1a. Aspects of Living in Cabarrus County That Residents Feel Should Be Top Priorities for County Leaders

by percentage of respondents who selected the item as one of their top three choices



Source: 2021 ETC Institute

■ Sum of Top 3 Choices

# Importance-Satisfaction Rating

## Cabarrus County, North Carolina

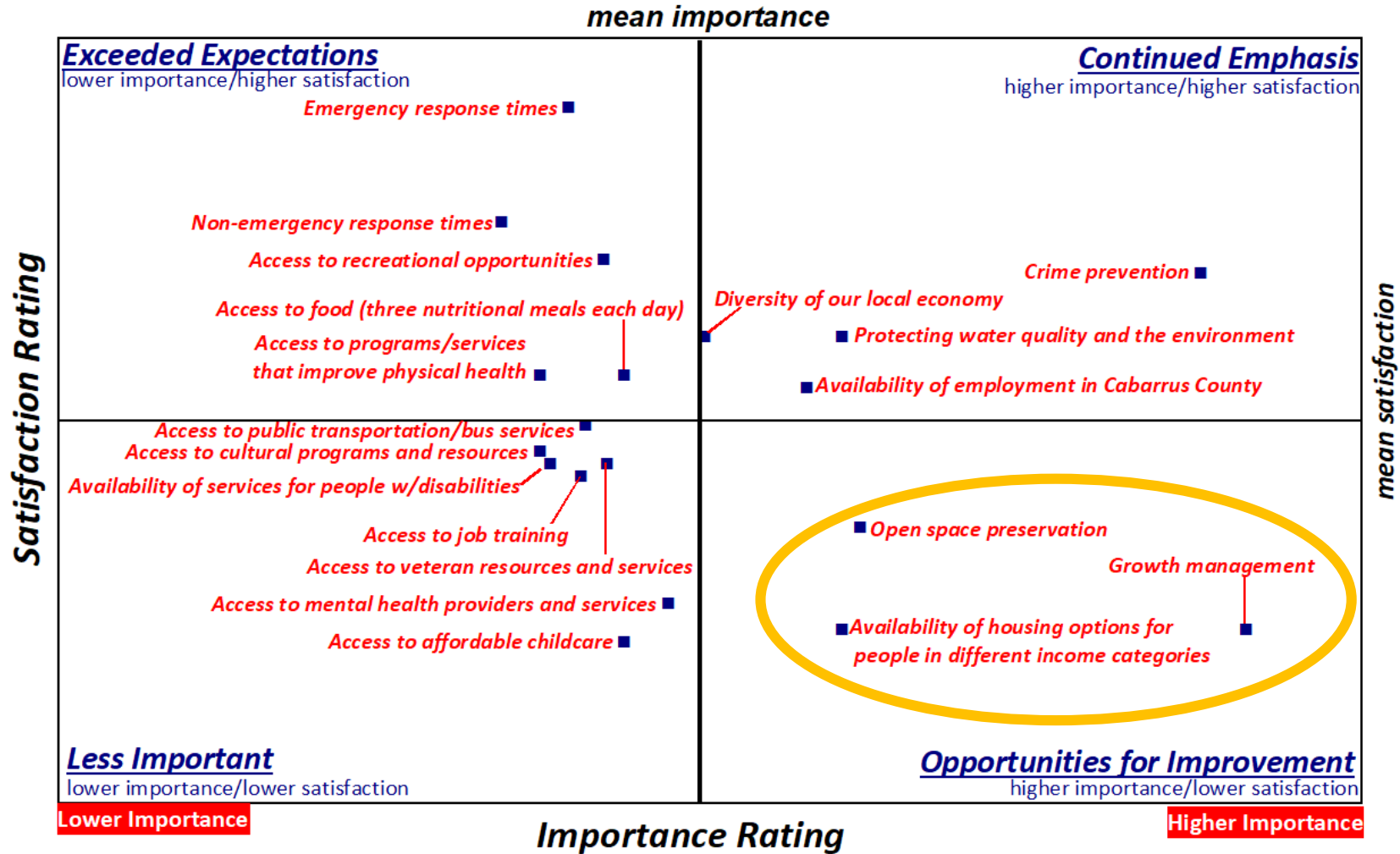
### ASPECTS OF LIVING IN THE COUNTY

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Growth management	42%	1	49%	17	0.2162	1
Availability of housing options for people in different income categories	21%	5	49%	18	0.1056	2
Open space preservation	22%	3	57%	15	0.0933	3
Crime prevention	40%	2	77%	4	0.0920	4
Availability of employment in Cabarrus County	19%	6	68%	9	0.0602	5
Protecting water quality and the environment	21%	4	72%	5	0.0580	6
Access to mental health providers and services	11%	8	51%	16	0.0559	7
Access to affordable childcare	9%	9	48%	19	0.0468	8
Diversity of our local economy	13%	7	72%	6	0.0372	9
Access to veteran resources and services	8%	11	62%	12	0.0308	10
Access to food (three nutritional meals each day)	9%	10	69%	8	0.0279	11
Access to job training	7%	14	61%	14	0.0261	12
Access to public transportation/bus services	7%	13	65%	10	0.0242	13
Availability of services for people w/disabilities	5%	16	62%	13	0.0190	14
Access to recreational opportunities	8%	12	78%	3	0.0174	15
Access to cultural programs and resources	5%	18	63%	11	0.0167	16
Access to programs/services that improve physical health	5%	17	69%	7	0.0140	17
Emergency response times	6%	15	90%	1	0.0060	18
Non-emergency response times	2%	19	81%	2	0.0046	19

# Cabarrus County 2021 Community Survey Importance-Satisfaction Assessment Matrix

## -Aspects of Living in the County-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2021)

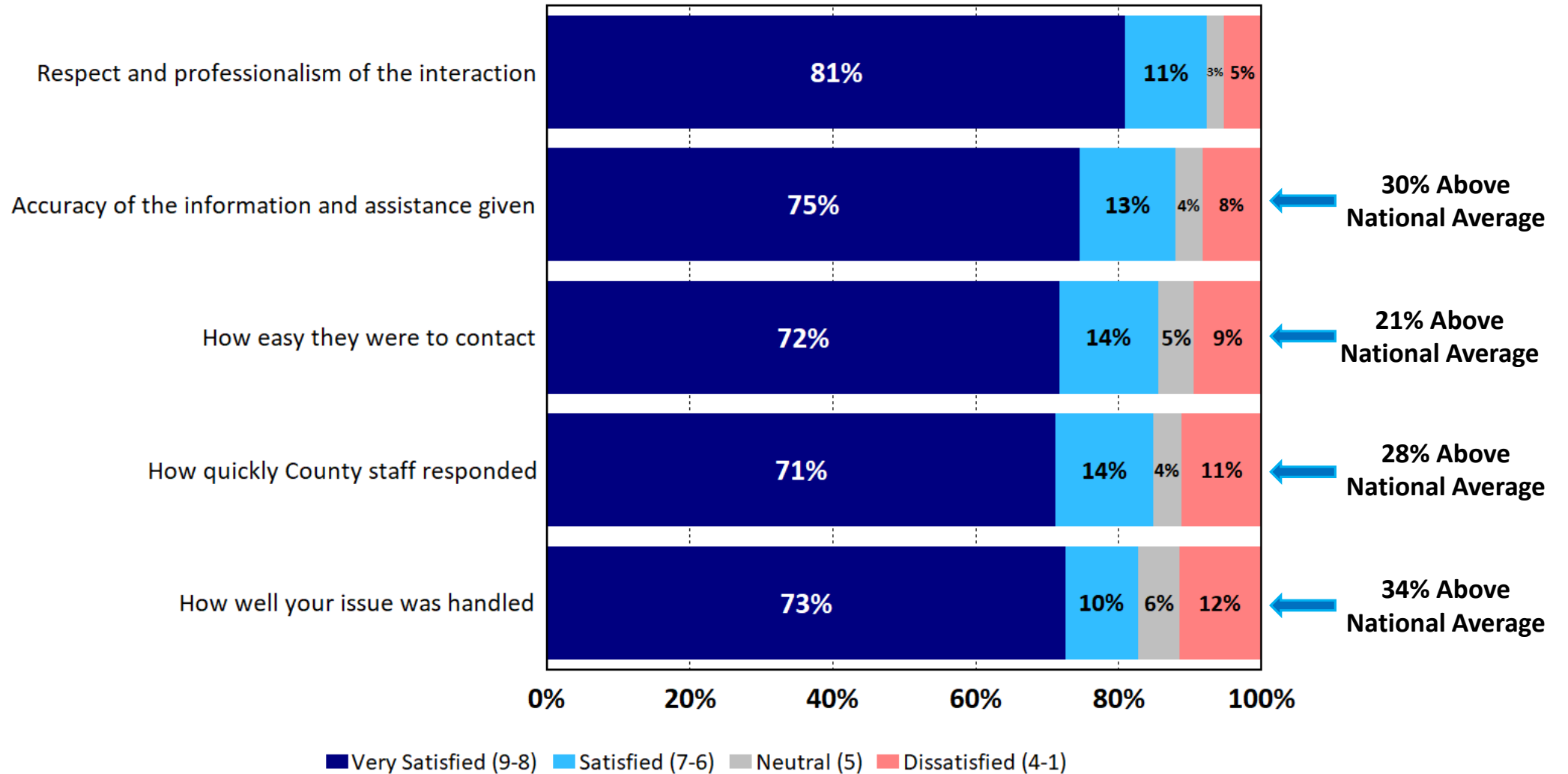
# Customer Service

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COUNTY STAFF IS SETTING THE STANDARD FOR SERVICE DELIVERY

# Q19a. Satisfaction with Customer Service from County Employees

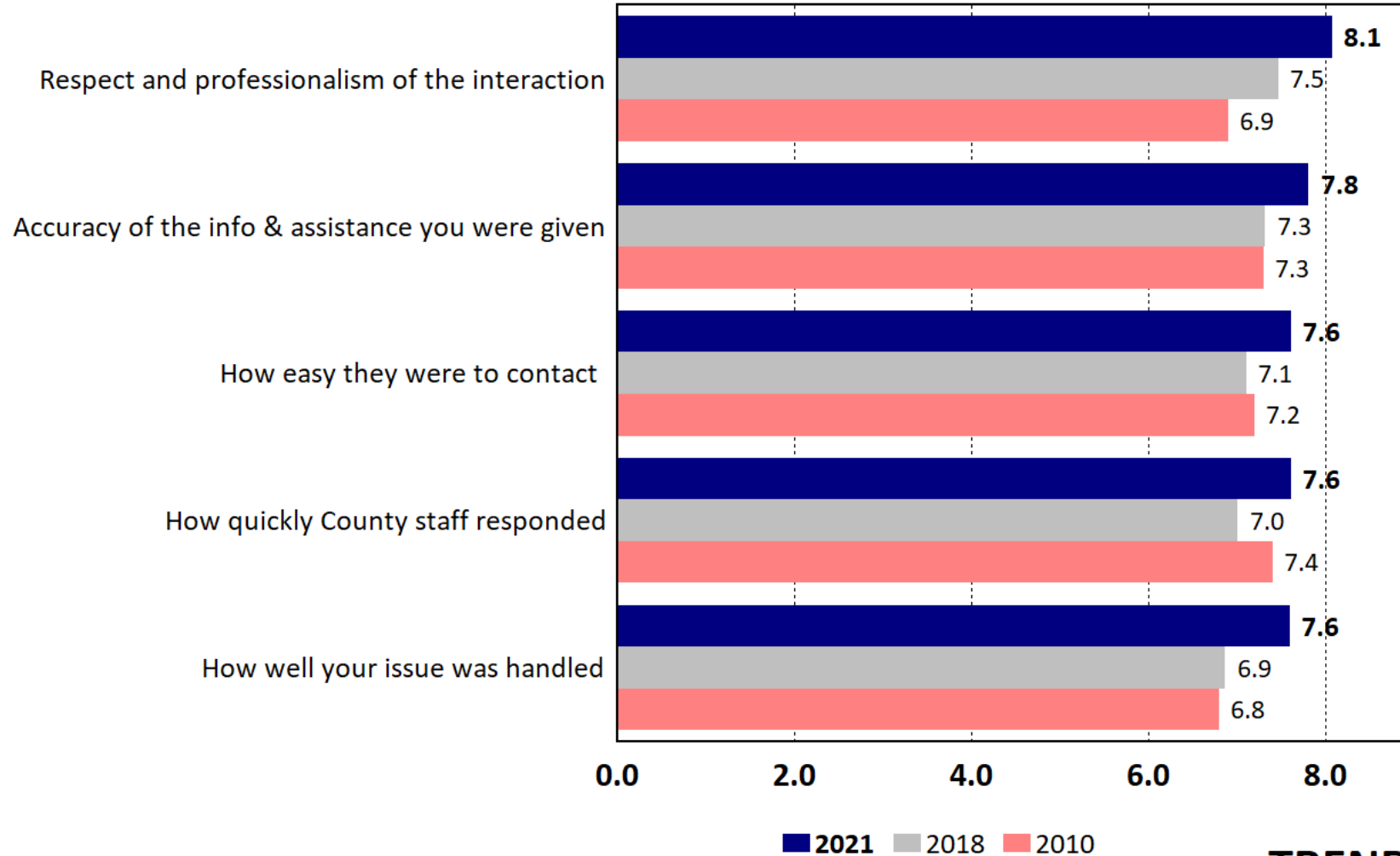
by percentage of respondents who contacted the County and rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



Source: 2021 ETC Institute

# Q19a. Satisfaction with Customer Service from County Employees

Mean ratings on a scale from 1 to 9, where 9 means "very satisfied" and 1 means "very dissatisfied" (excluding don't knows)



Source: 2021 ETC Institute

**TRENDS**



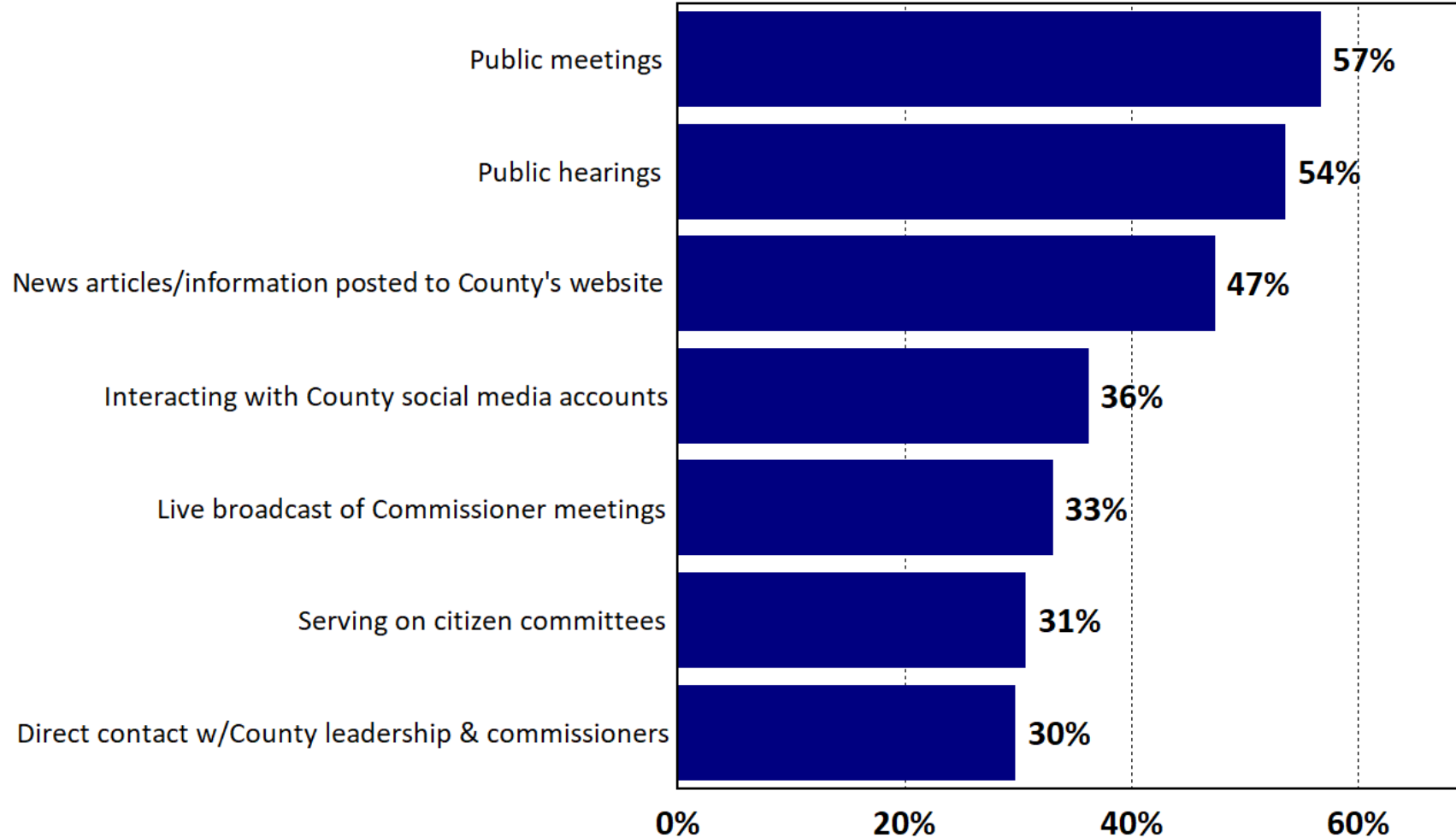
# Communication

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THE COUNTY IS THE PRIMARY SOURCE OF INFORMATION FOR MOST RESIDENTS

# Q9. Awareness of Opportunities for Citizens to be Involved in Decision-Making for Cabarrus County Government Issues

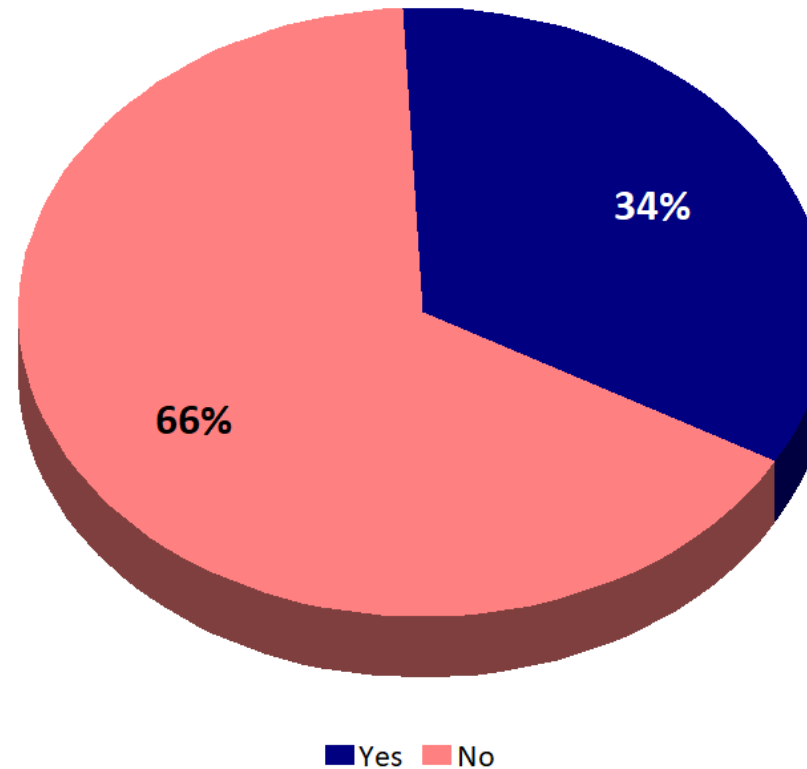
by percentage of respondents who are aware of the opportunity (multiple choices could be made)



Source: 2021 ETC Institute

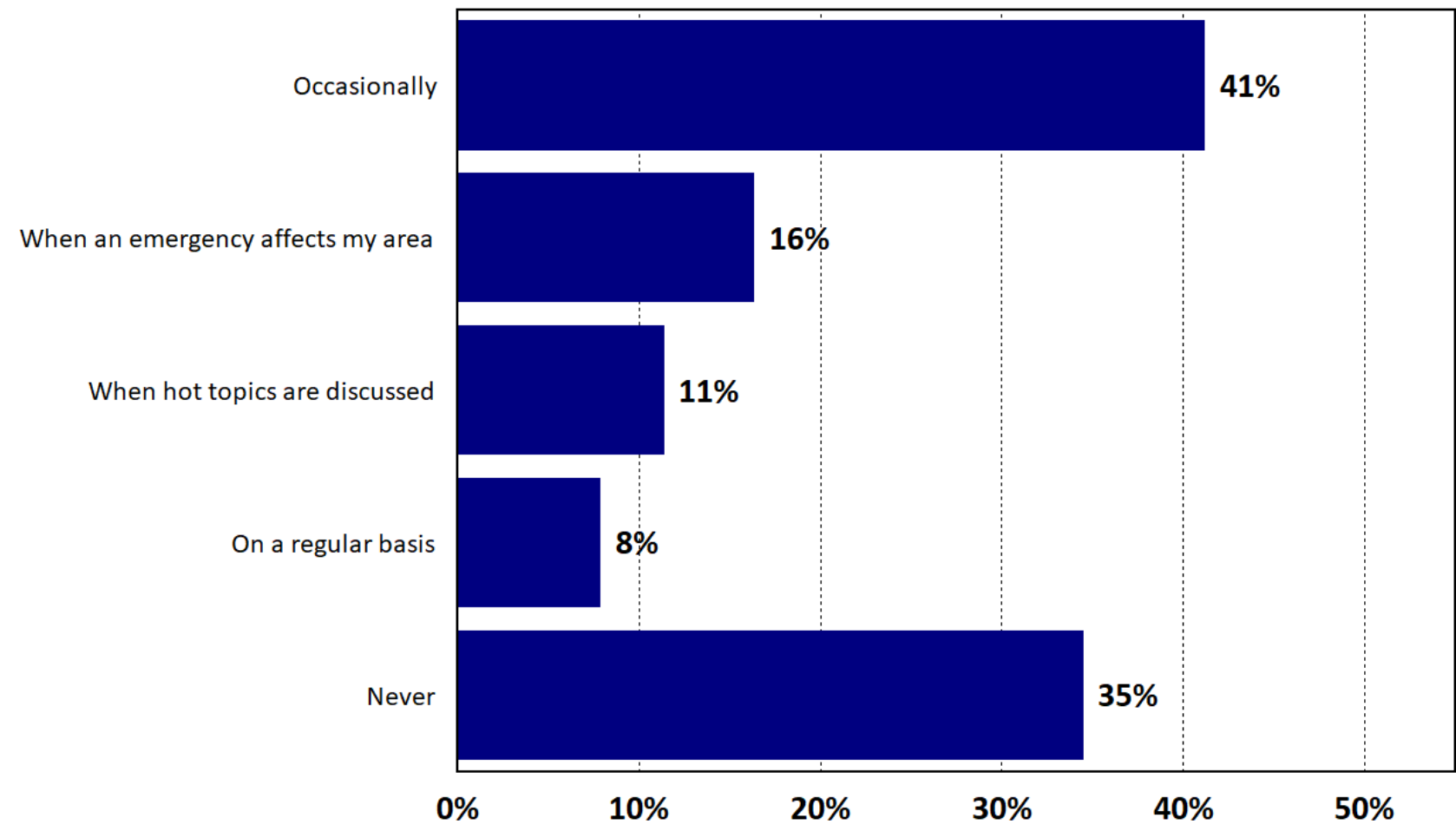
**Q10. Are you aware of Cabarrus County Television (CabCo TV), which is on Spectrum Cable Channel 22, [youtube.com/cabarruscounty](https://www.youtube.com/cabarruscounty) and livestreams on [CabarrusCounty.us](https://www.CabarrusCounty.us)?**

by percentage of respondents (excluding not provided)



# Q12. Do you rely on the Cabarrus County website, social media, e-newsletter and/or Cabarrus County TV for news and information about Cabarrus County?

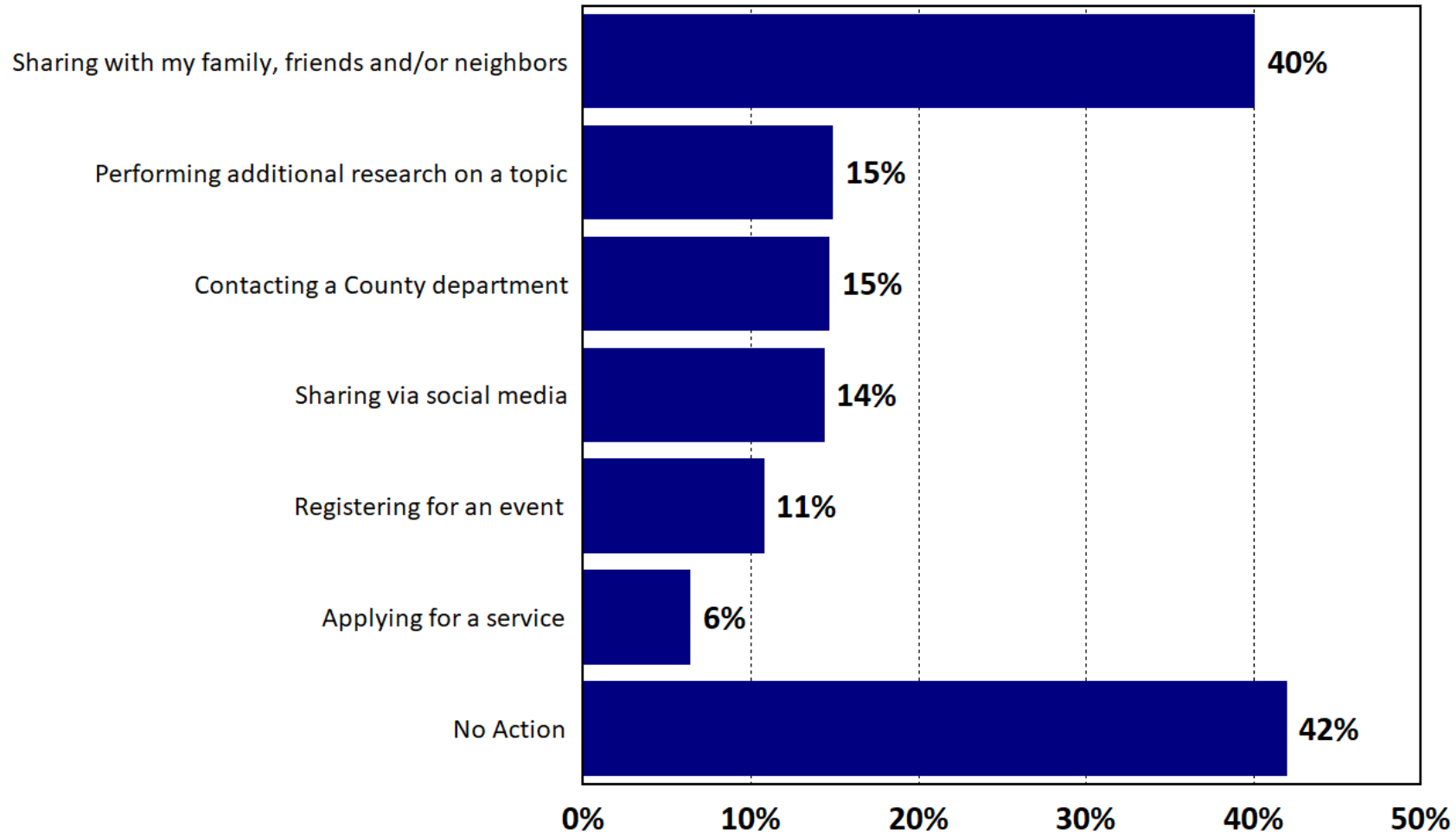
by percentage of respondents (multiple choices could be made)



Source: 2021 ETC Institute

# Q13. In the last year, have you acted on news and information you received from the Cabarrus County website, social media, e-newsletter and/or CabCo TV?

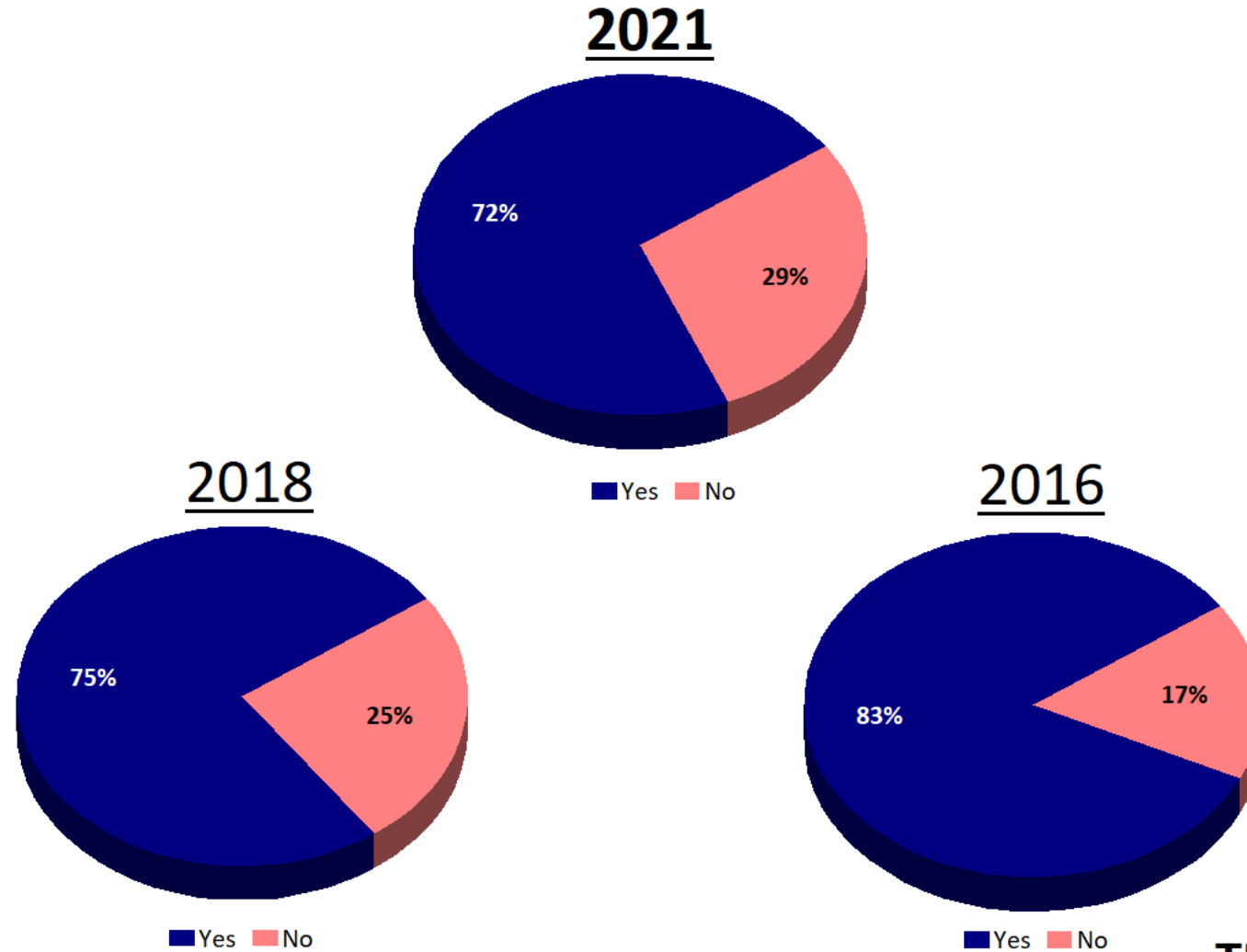
by percentage of respondents (multiple choices could be made)



Source: 2021 ETC Institute

# Q18. Are you aware of the County's website, [www.cabarruscounty.us](http://www.cabarruscounty.us)?

by percentage of respondents (excluding "not provided")

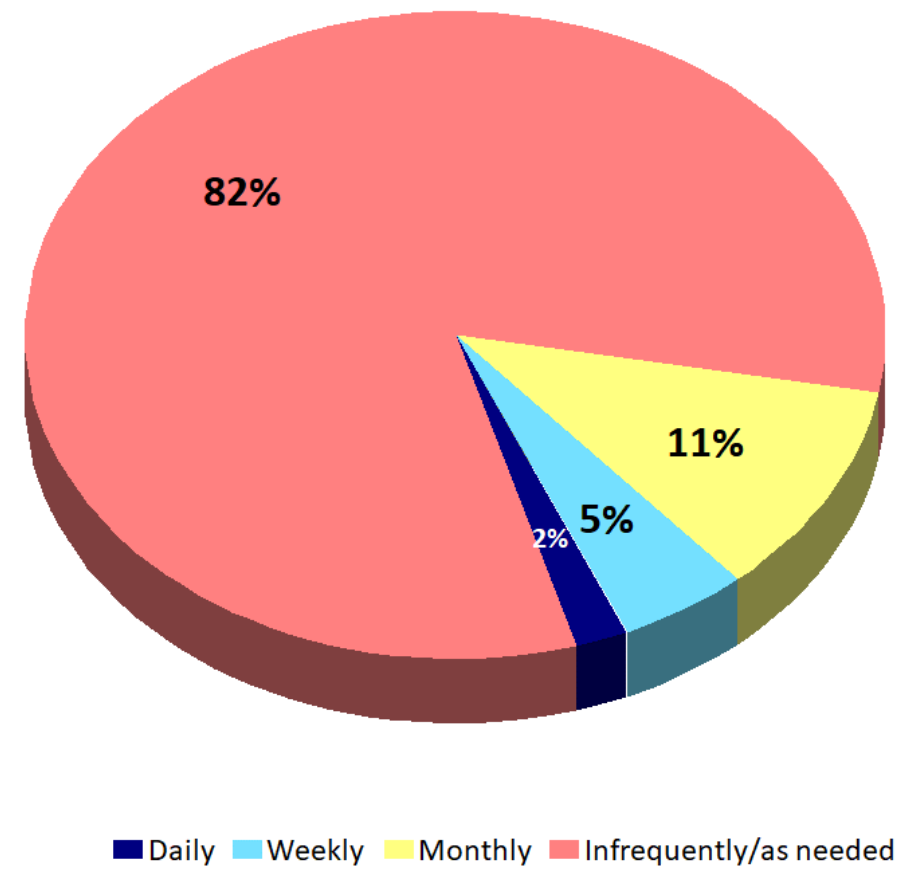


**TRENDS**

Source: 2021 ETC Institute

# Q18a. How often do you visit cabarruscounty.us?

by percentage of respondents who were aware of the County's website (excluding "not provided")



Source: 2021 ETC Institute

# Summary

---

**Residents have a positive perception of the County**

**Satisfaction is much higher in Cabarrus County than other communities**

## **Top Priorities for Improvement:**

1. Growth management
2. Availability of affordable housing options for all residents
3. Open space preservation
4. Crime prevention



# Questions?

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THANK YOU!

# Cabarrus County Community Survey

## Findings Report

*...helping organizations make better decisions since 1982*

# 2021

**Submitted to Cabarrus County, NC**

by:  
ETC Institute  
725 W. Frontier Lane,  
Olathe, Kansas  
66061

**April 2021**



**ETC**  
INSTITUTE

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# 2021 Cabarrus County Community Survey Executive Summary Report

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## Overview

ETC Institute administered a survey to residents of Cabarrus County during the spring of 2021. This is the sixth time that the survey was administered for the County. The survey was also administered 2008, 2010, 2014, 2016, and 2018, providing valuable trend data for the County. The purpose of the survey was to assess satisfaction with the quality of county services and to gather input about priorities for the community.

**Methodology.** A seven-page survey was mailed to a random sample of households the spring of 2021. Approximately 10 days after the survey was mailed, residents who received the survey were contacted by e-mail to encourage participation. Households that received a survey in the mail also had the option of completing the survey online. A total of 420 residents completed the survey. The overall results for the survey have a precision of at least  $\pm 4.8\%$  at the 95% level of confidence. There were no statistically significant differences in the results of the survey based on the method of administration (mail vs. online).

The percentage of “don’t know” responses has been excluded from many of the graphs shown in this report to facilitate valid comparisons of the results from Cabarrus County with the results from other communities in the *DirectionFinder*® database. Since the number of “don’t know” responses often reflects the utilization and awareness of city services, the percentage of “don’t know” responses has been provided in the tabular data section of this report.

This report contains:

- a summary of the methodology for administering the survey and major findings
- charts and graphs showing the overall results of the survey, including trend comparisons to previous years (section 1)
- benchmarking data that show how the results for Cabarrus County compare to residents in other communities (section 2)
- Importance-Satisfaction analysis that identifies priorities for the County (section 3)
- tables that show the results for all questions on the survey (section 4)
- a copy of the survey instrument (section 5)

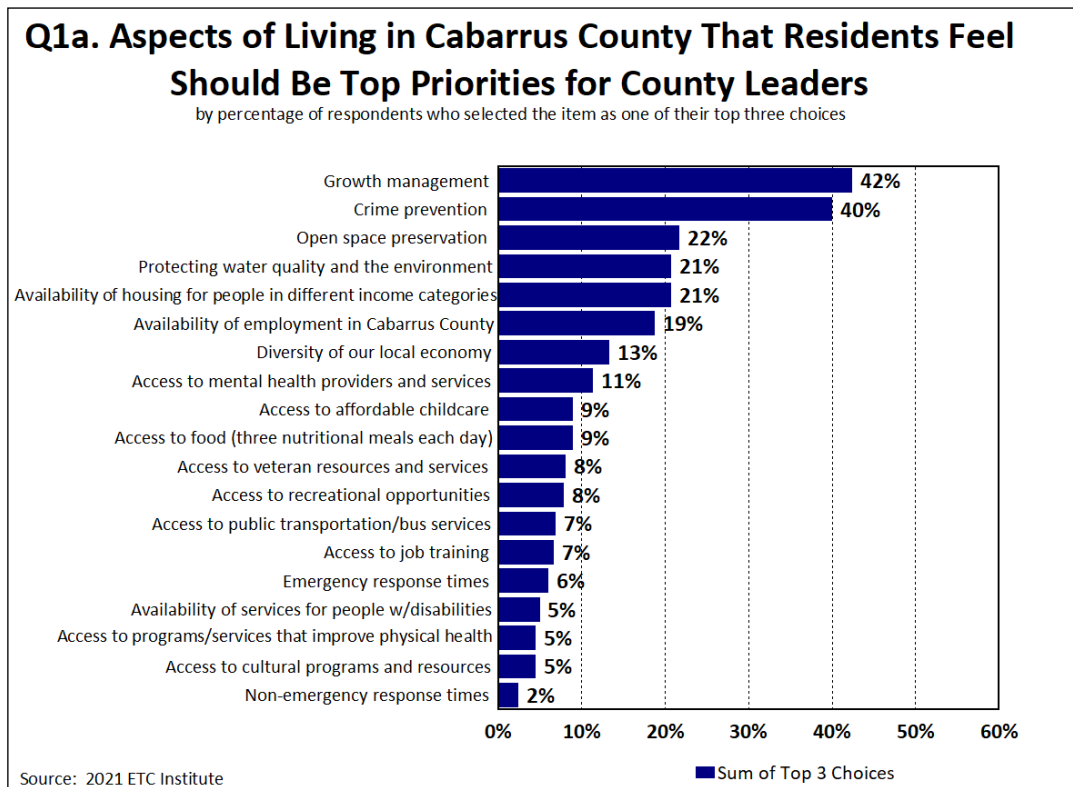
## How Cabarrus County Compares to Other Communities

**Cabarrus County is setting the standard with regard to the overall quality of County services.** Cabarrus County rated significantly above the national average for all 21 of the areas that were comparatively assessed on the survey. The areas in which the County rated at least 20% higher than the national average are listed below:

- Local preparedness for public safety and emergency situations
- Sheriff’s Office
- As a place to work
- Access to public transportation/bus services
- As a place to raise children
- As a place to retire

## Priorities

**County Issues.** Among 19 County issues that residents were asked to rate, residents thought growth management (42%), crime prevention (40%), open space preservation (22%), protecting water quality and the environment (21%), and availability of housing for people in different income categories (21%) were the most important. The chart below shows the percentage of residents who selected each issue as one of their top three choices.



**Perception of the County.** Among the items that influence residents’ perceptions of quality of life, the items that received the highest satisfaction ratings were: the County as a place to raise children (92%), the County as a place to live (91%), and overall quality of life in the County (87%).

## Other Findings

- **Reliance on Various Sources of Information About Cabarrus County:** Forty-one percent (41%) of residents indicated they occasionally rely on the Cabarrus County website, social media, e-newsletter and/or Cabarrus County TV for news and information; 16% rely on these sources when an emergency affects their area, 11% when hot topics are discussed, and 8% on a regular basis. Thirty-five percent (35%) indicated they never rely on these sources for County information.
- **Awareness of Cabarrus County Television.** Thirty-four percent (34%) of residents surveyed are aware of Cabarrus County Television (Spectrum Cable channel 22, youtube.com/cabarruscounty and livestreams on CabarrusCounty.us).
- **County website.** Seventy-two percent (72%) of residents are aware of the County’s website; of those who are aware, 18% use it at least monthly.
- **County Emergency Services.** Ninety-four percent (94%) of residents surveyed are either “very satisfied” or “satisfied” with Cabarrus County Emergency Medical Services. At least 90% of residents surveyed are also “very satisfied” or “somewhat satisfied” with each of the other three aspects of County Emergency Services that were rated: the Cabarrus County 9-1-1 call center, the Cabarrus County Emergency Management and Fire Marshal’s Office, Cabarrus County Emergency Management, and the Cabarrus County Sheriff’s Office.
- **County Customer Service.** Thirty-nine percent (39%) of residents surveyed have contacted Cabarrus County during the past year. Of those, 92% were “very satisfied” or “satisfied” with the respect and professionalism of the interaction, and 88% were “very satisfied” or “satisfied” with the accuracy of the information and assistance they were given. No fewer than 83% of residents were “very satisfied” or “satisfied” with the other three areas of customer service that were rated: how easy they were to contact, how quickly County staff responded, and how well the issue was handled.

## Investment Priorities

**Recommended Priorities.** In order to help the County identify investment priorities, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance that residents placed on various aspects of living in Cabarrus County and the level of satisfaction with each area. By identifying services of high importance and low satisfaction, the analysis identified which areas will have the most impact on resident’s overall satisfaction with the County. If the County wants to improve its overall satisfaction rating, the County should prioritize investments in areas with the highest Importance Satisfaction (I-S) ratings. Details regarding the methodology for the analysis are provided in the Section 3 of this report.

**Overall Priorities for the County.** This analysis reviewed the importance of and satisfaction with various aspects of living in the County. This analysis was conducted to help set the overall priorities for the County. Based on the results of this analysis, the areas that are recommended as the top priorities for investment in order to raise the County’s overall satisfaction rating are listed below:

- Growth management (IS Rating=0.2162)
- Housing options for people in different income categories (IS Rating=0.1056)

The table below shows the I-S rating for all 19 aspects of the County that were assessed.

<b>Importance-Satisfaction Rating</b>						
<b>Cabarrus County, North Carolina</b>						
<b>ASPECTS OF LIVING IN THE COUNTY</b>						
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b><u>Very High Priority (IS &gt;.20)</u></b>						
Growth management	42%	1	49%	17	0.2162	<b>1</b>
<b><u>High Priority (IS .10 - .20)</u></b>						
Availability of housing options for people in different income categories	21%	5	49%	18	0.1056	<b>2</b>
<b><u>Medium Priority (IS &lt;.10)</u></b>						
Open space preservation	22%	3	57%	15	0.0933	<b>3</b>
Crime prevention	40%	2	77%	4	0.0920	<b>4</b>
Availability of employment in Cabarrus County	19%	6	68%	9	0.0602	<b>5</b>
Protecting water quality and the environment	21%	4	72%	5	0.0580	<b>6</b>
Access to mental health providers and services	11%	8	51%	16	0.0559	<b>7</b>
Access to affordable childcare	9%	9	48%	19	0.0468	<b>8</b>
Diversity of our local economy	13%	7	72%	6	0.0372	<b>9</b>
Access to veteran resources and services	8%	11	62%	12	0.0308	<b>10</b>
Access to food (three nutritional meals each day)	9%	10	69%	8	0.0279	<b>11</b>
Access to job training	7%	14	61%	14	0.0261	<b>12</b>
Access to public transportation/bus services	7%	13	65%	10	0.0242	<b>13</b>
Availability of services for people w/disabilities	5%	16	62%	13	0.0190	<b>14</b>
Access to recreational opportunities	8%	12	78%	3	0.0174	<b>15</b>
Access to cultural programs and resources	5%	18	63%	11	0.0167	<b>16</b>
Access to programs/services that improve physical health	5%	17	69%	7	0.0140	<b>17</b>
Emergency response times	6%	15	90%	1	0.0060	<b>18</b>
Non-emergency response times	2%	19	81%	2	0.0046	<b>19</b>

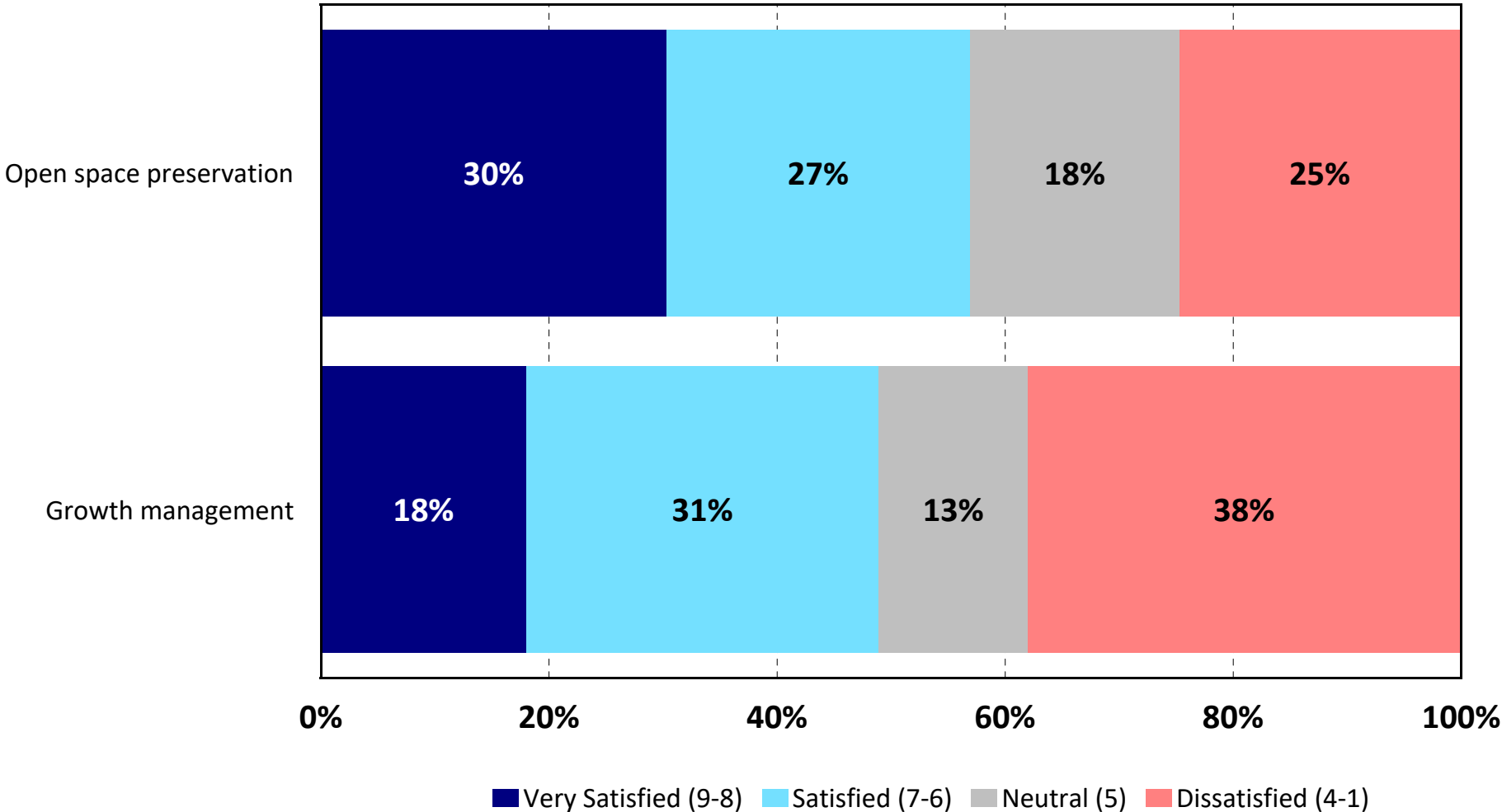
**Section 1:**  
**Charts and Graphs**

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# Q1[1-2]. Overall Satisfaction with Land Use

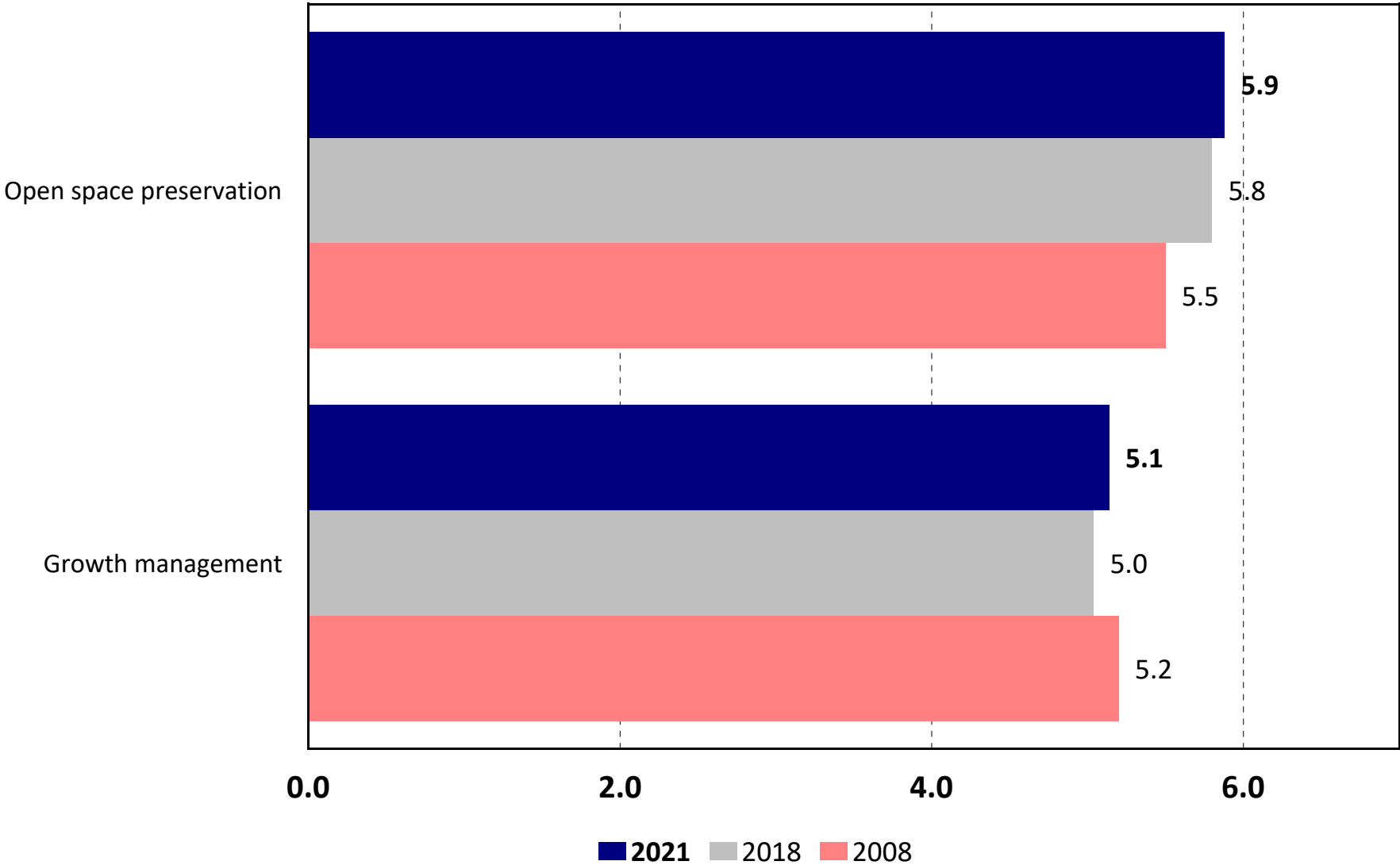
by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



Source: 2021 ETC Institute

# Q1[1-2]. Overall Satisfaction with Land Use

Mean ratings on a scale from 1 to 9, where 9 means “very satisfied” and 1 means “very dissatisfied” (excluding don't knows)

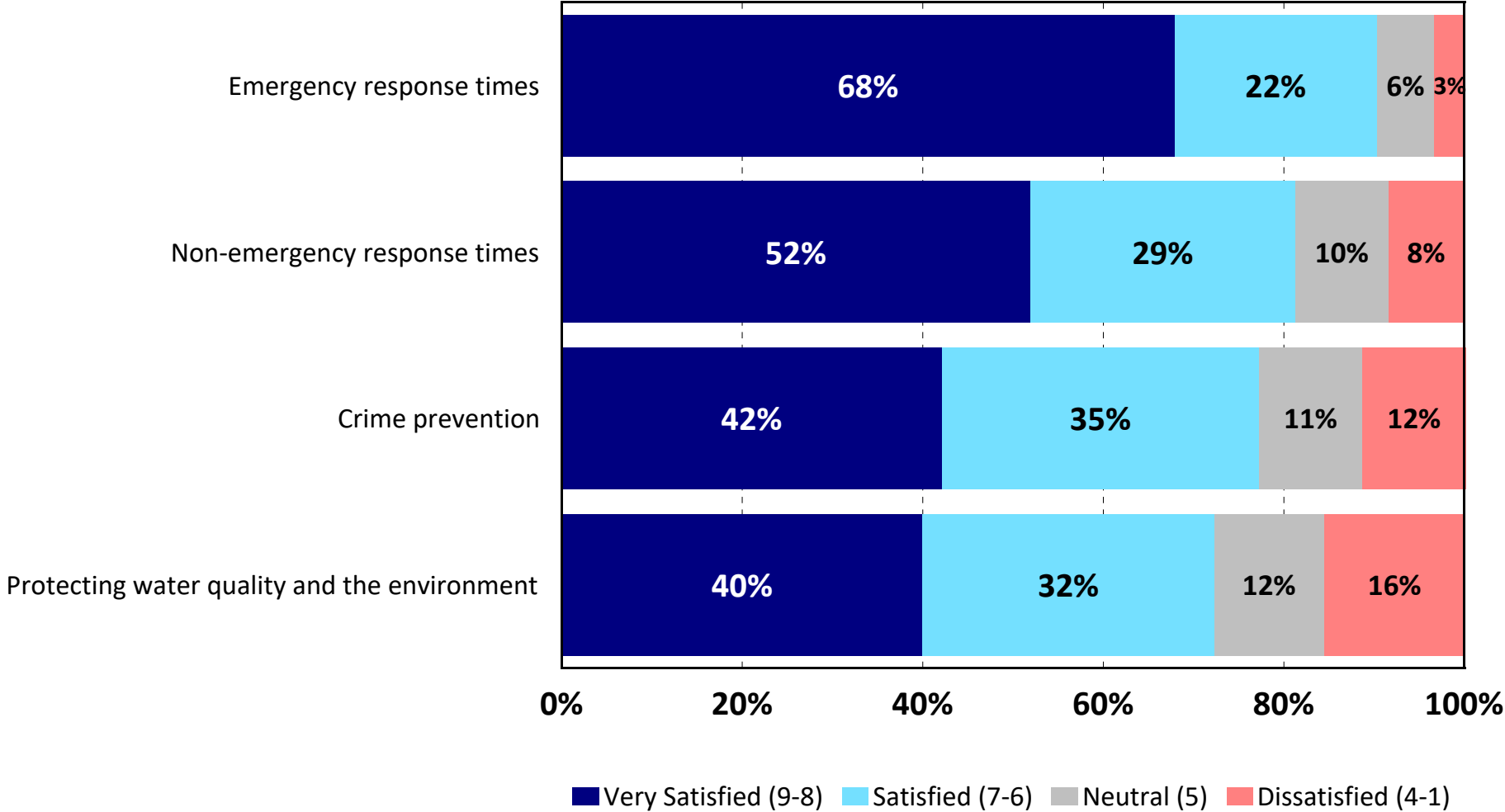


Source: 2021 ETC Institute

ETC Institute (2021)

# Q1[3-6]. Overall Satisfaction with Safety

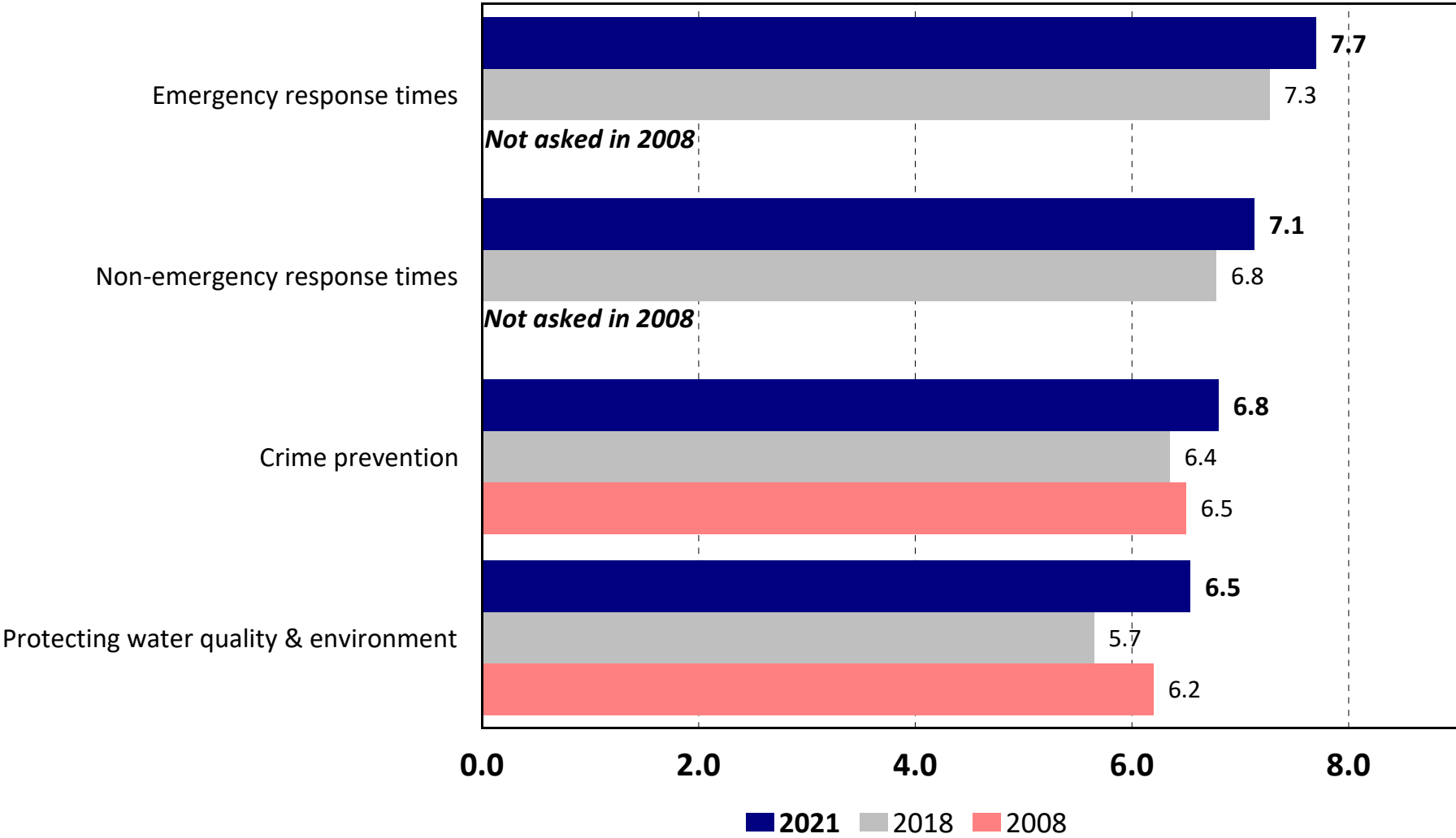
by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



Source: 2021 ETC Institute

# Q1[3-6]. Overall Satisfaction with Safety

Mean ratings on a scale from 1 to 9, where 9 means "very satisfied" and 1 means "very dissatisfied" (excluding don't knows)

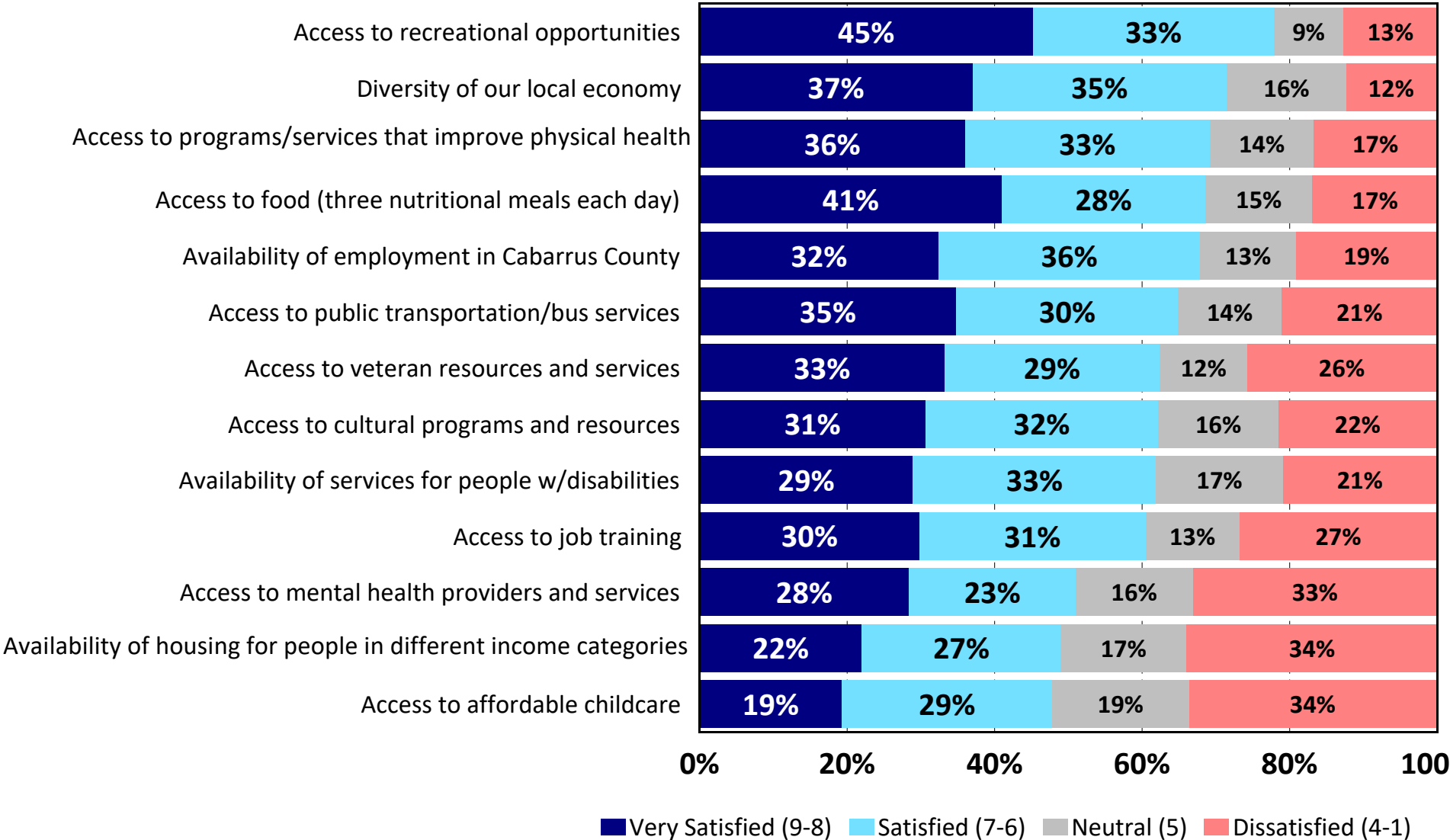


Source: 2021 ETC Institute

ETC Institute (2021)

# Q1[7-19]. Overall Satisfaction with Access and Opportunity

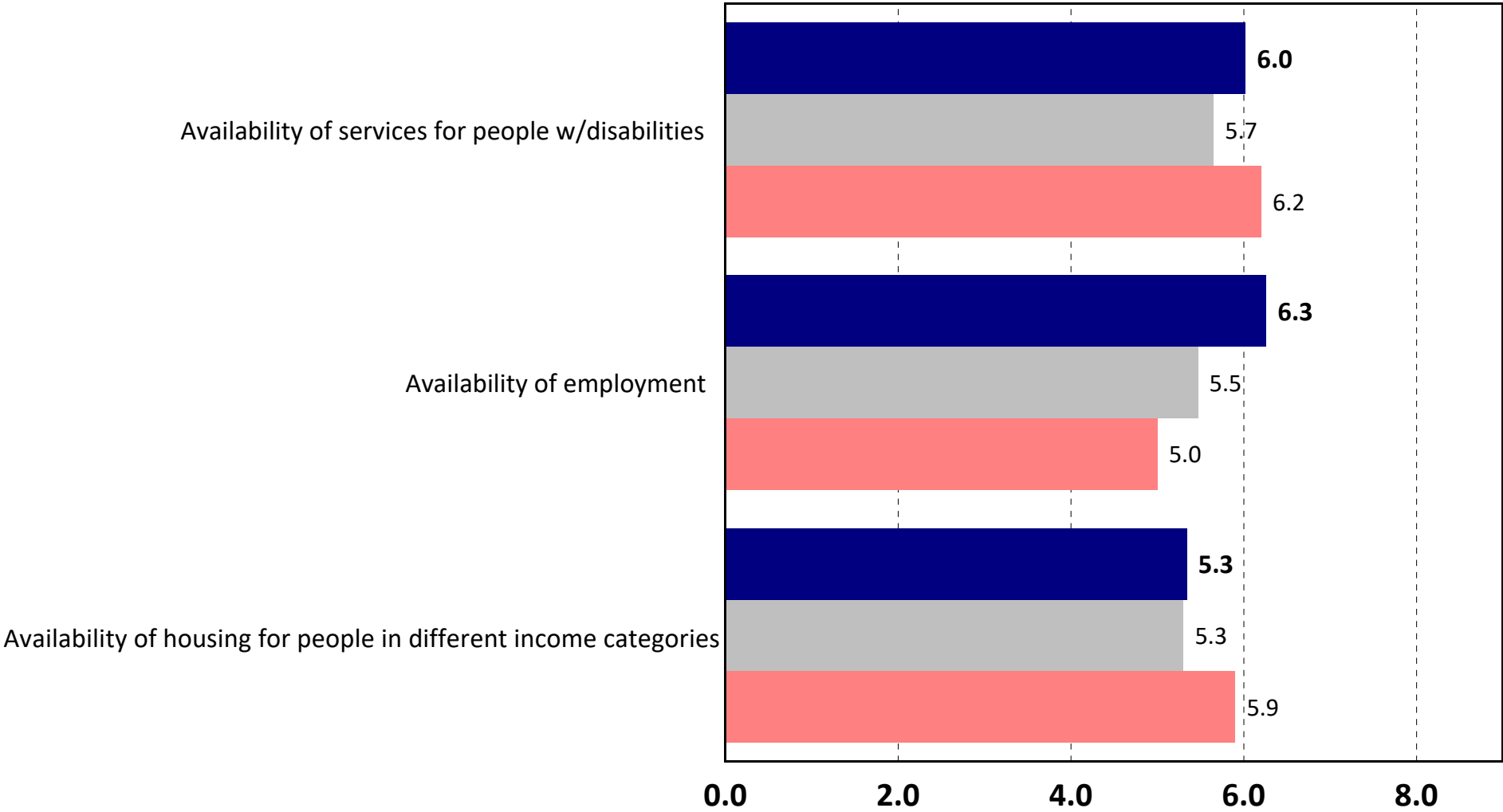
by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



Source: 2021 ETC Institute

# Q1[7-19]. Overall Satisfaction with Access and Opportunity

Mean ratings on a scale from 1 to 9, where 9 means "very satisfied" and 1 means "very dissatisfied" (excluding don't knows)



Source: 2021 ETC Institute

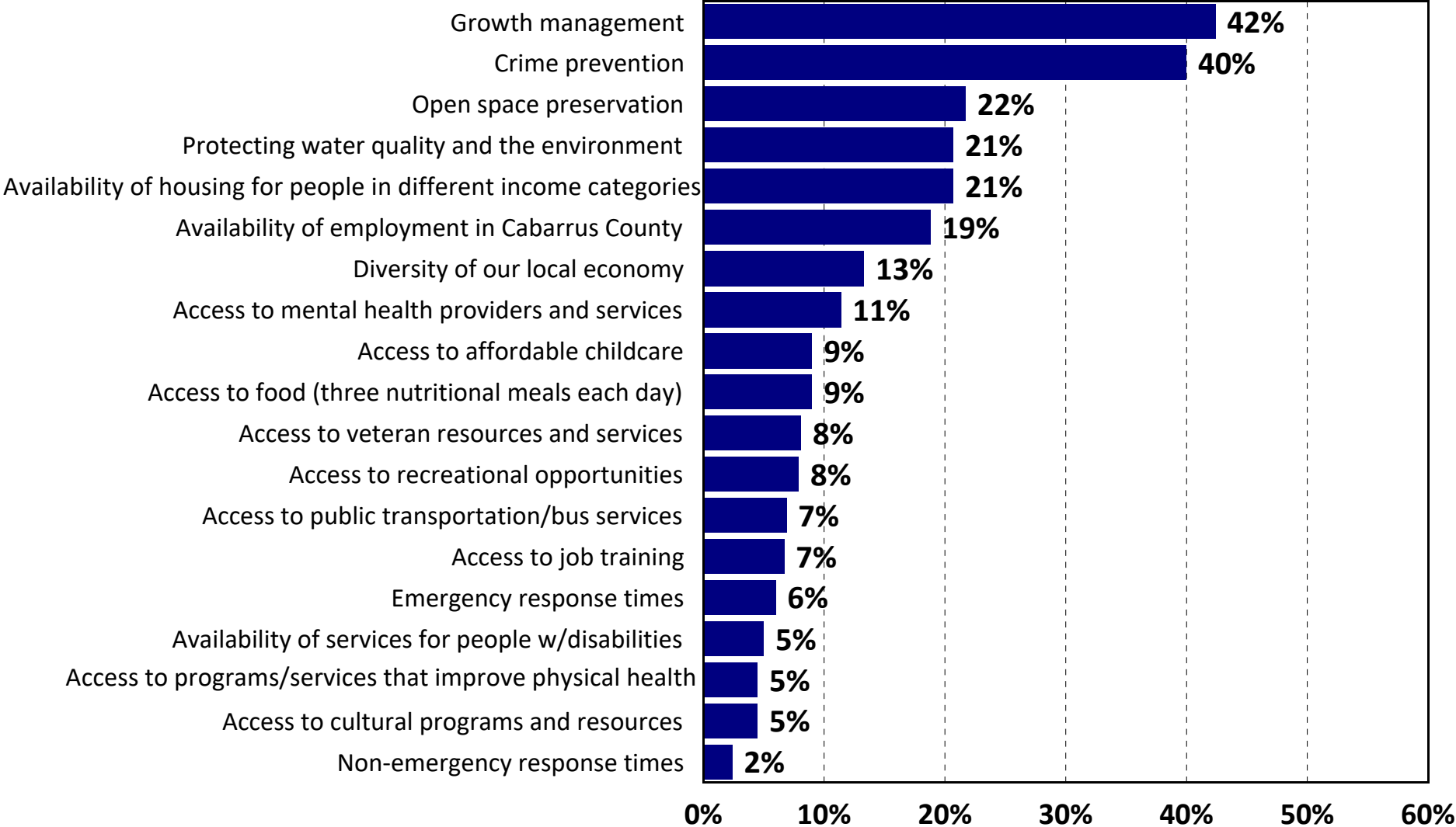
ETC Institute (2021)

■ 2021 ■ 2018 ■ 2008

**TRENDS**

# Q1a. Aspects of Living in Cabarrus County That Residents Feel Should Be Top Priorities for County Leaders

by percentage of respondents who selected the item as one of their top three choices

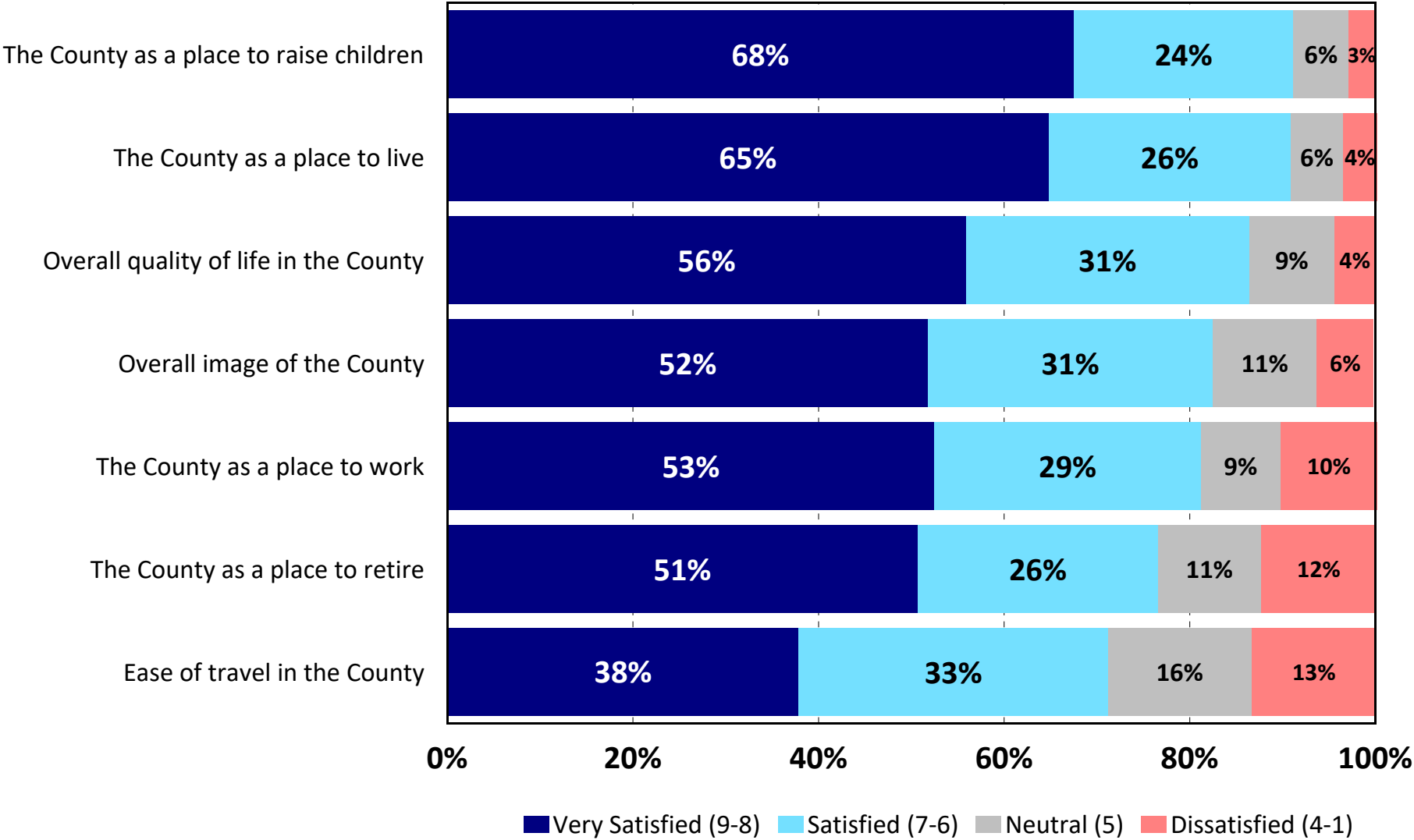


Source: 2021 ETC Institute

■ Sum of Top 3 Choices

# Q2[1-7]. Satisfaction with Items That Influence Perceptions of Quality of Life

by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)

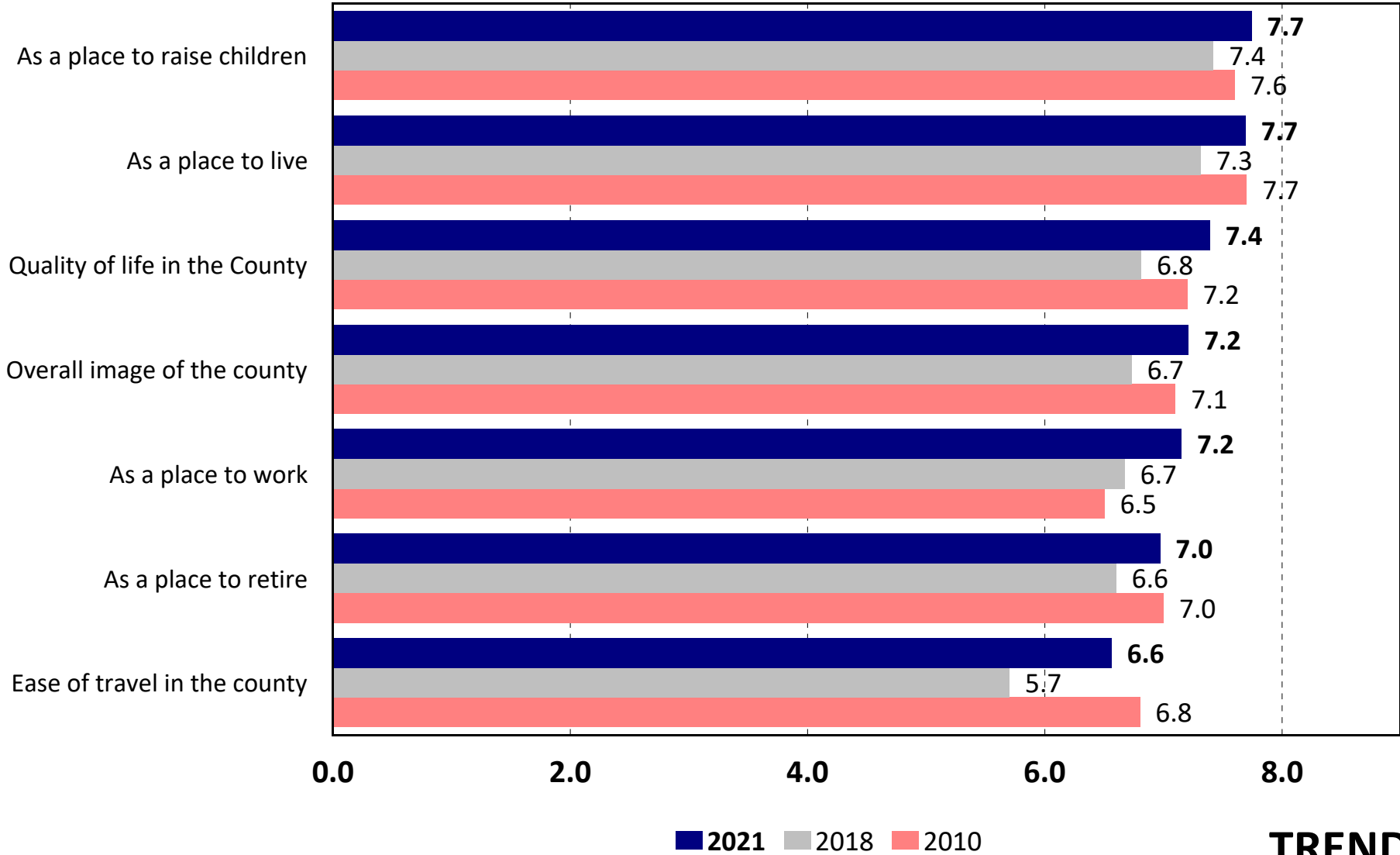


Source: 2021 ETC Institute



# Q2[1-7]. Satisfaction with Items That Influence Perceptions of Quality of Life

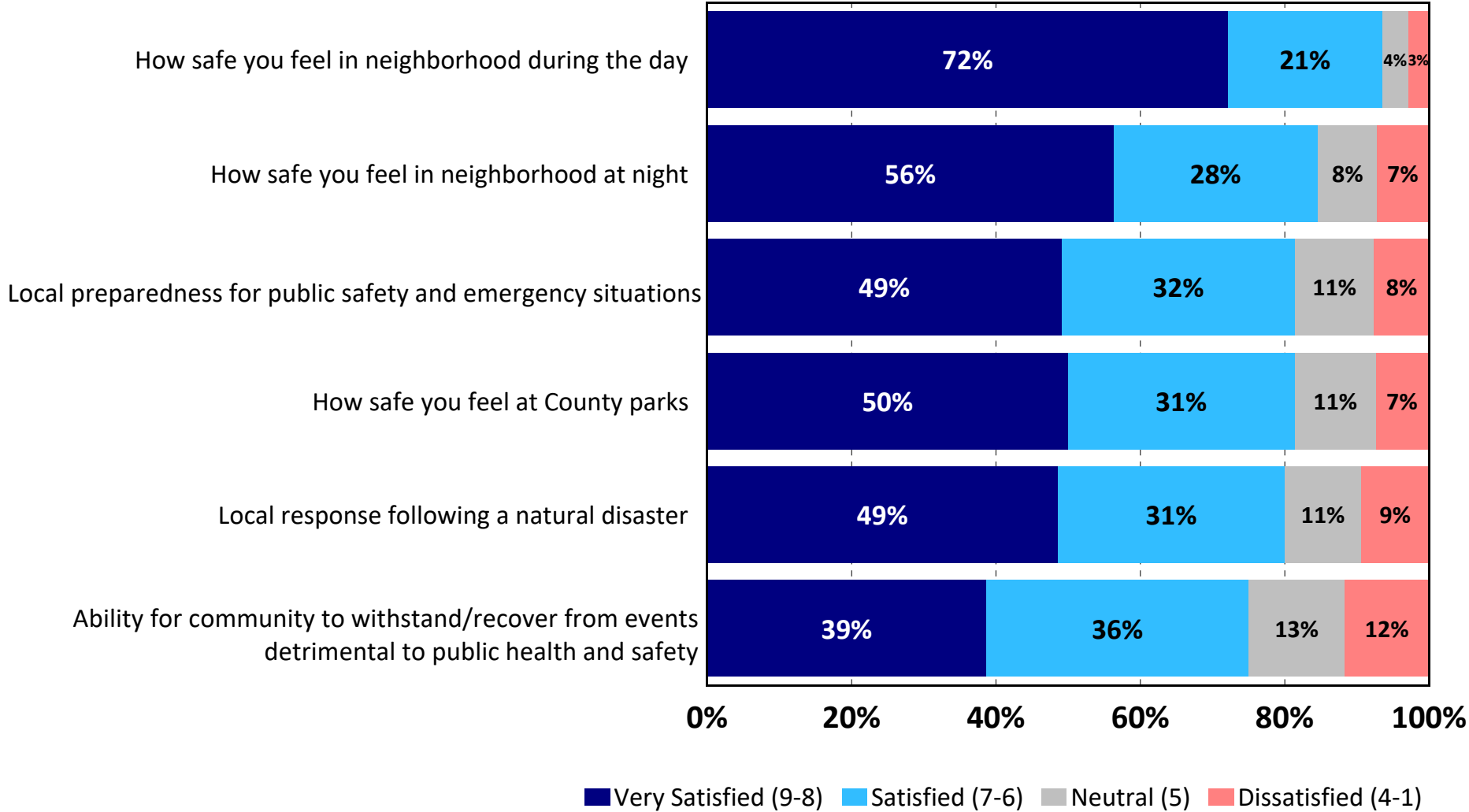
Mean ratings on a scale from 1 to 9, where 9 means "very satisfied" and 1 means "very dissatisfied" (excluding don't knows)



Source: 2021 ETC Institute

# Q2[8-13]. Satisfaction with Items That Influence Perceptions of Safety and Preparedness

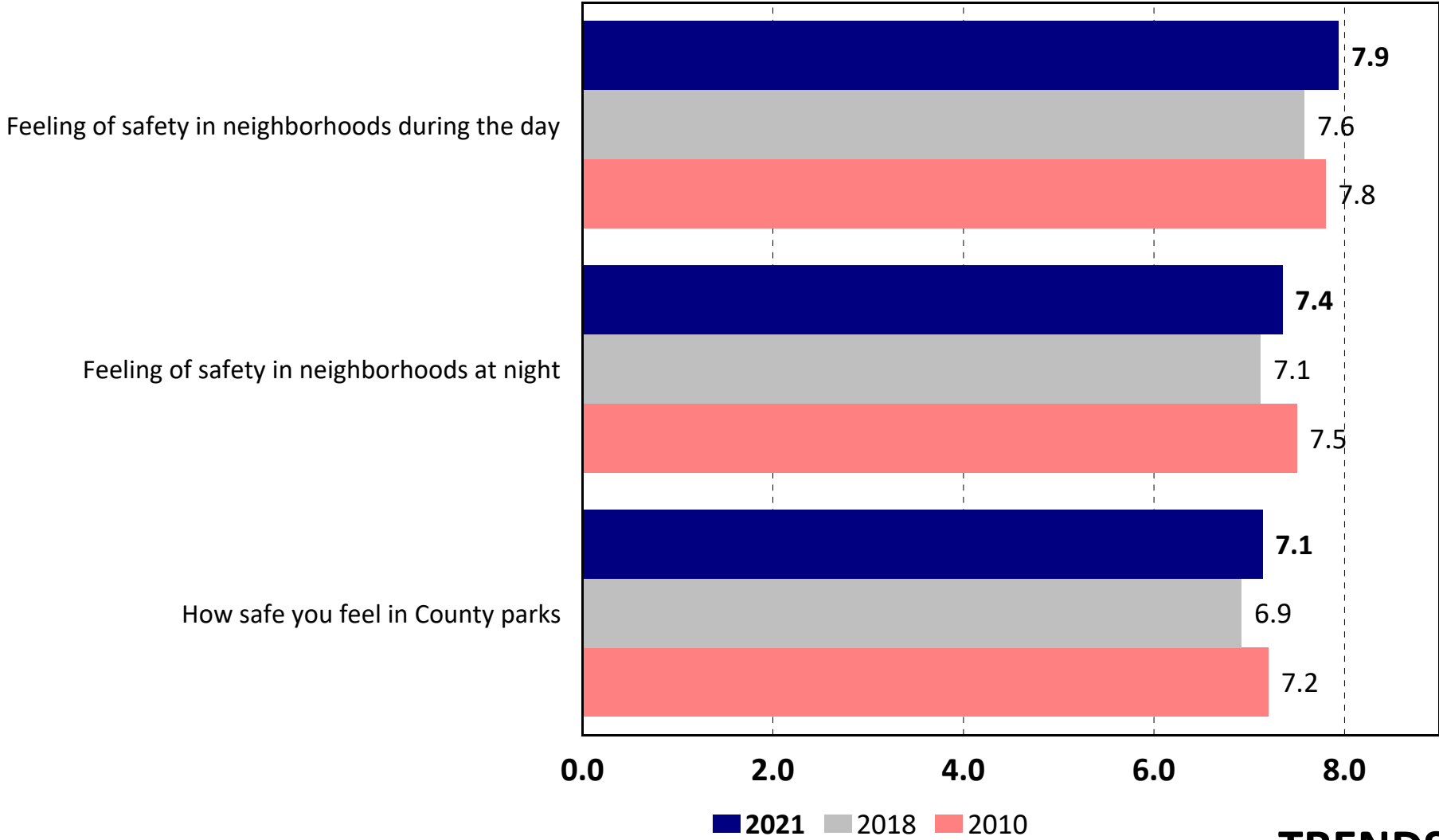
by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



Source: 2021 ETC Institute

# Q2[8-13]. Satisfaction with Items That Influence Perceptions of Safety and Preparedness

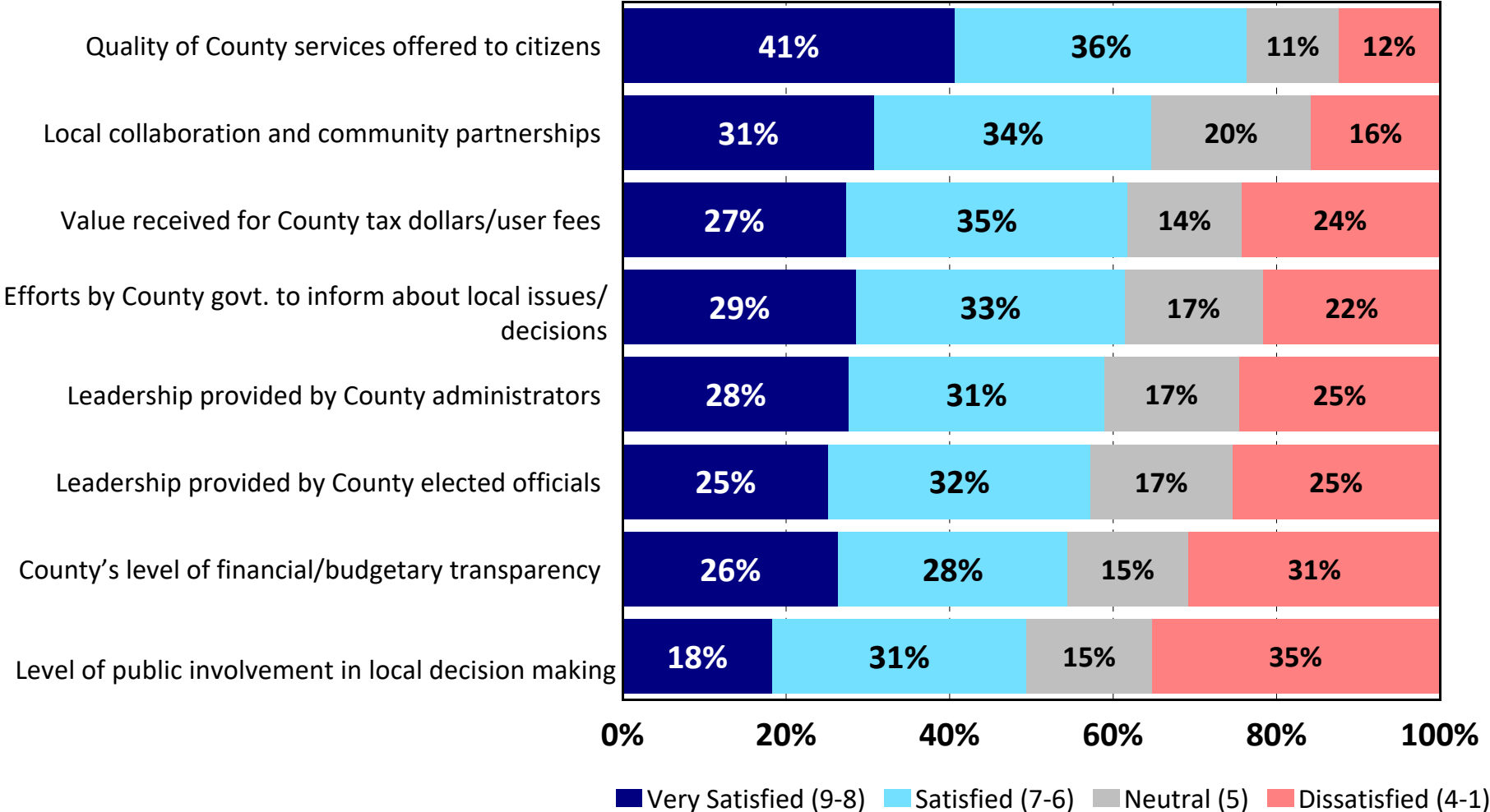
Mean ratings on a scale from 1 to 9, where 9 means "very satisfied" and 1 means "very dissatisfied" (excluding don't knows)



Source: 2021 ETC Institute

# Q2[14-21]. Satisfaction with Items That Influence Perceptions of Government Administration

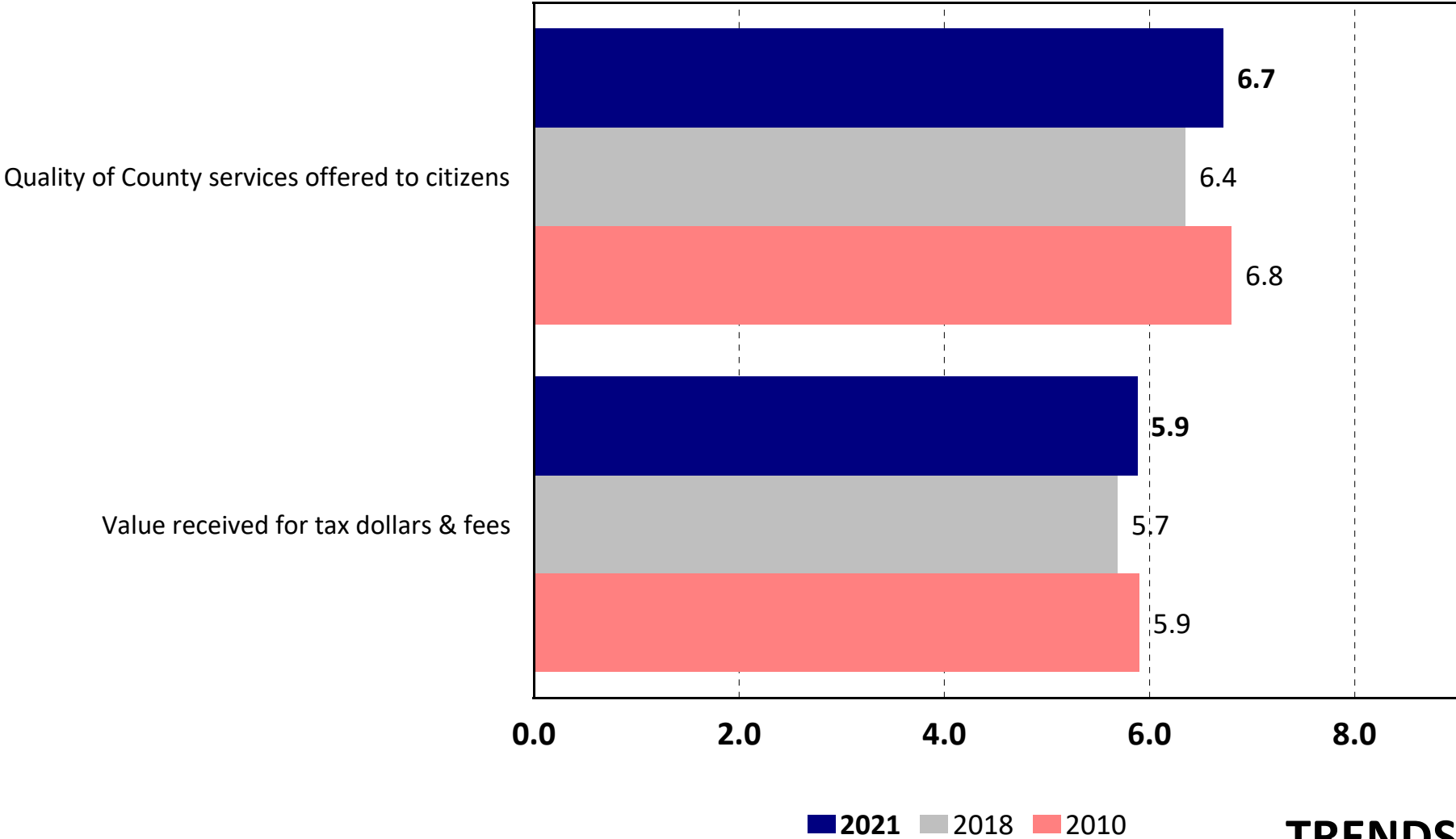
by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



Source: 2021 ETC Institute

# Q2[14-21]. Satisfaction with Items That Influence Perceptions of Government Administration

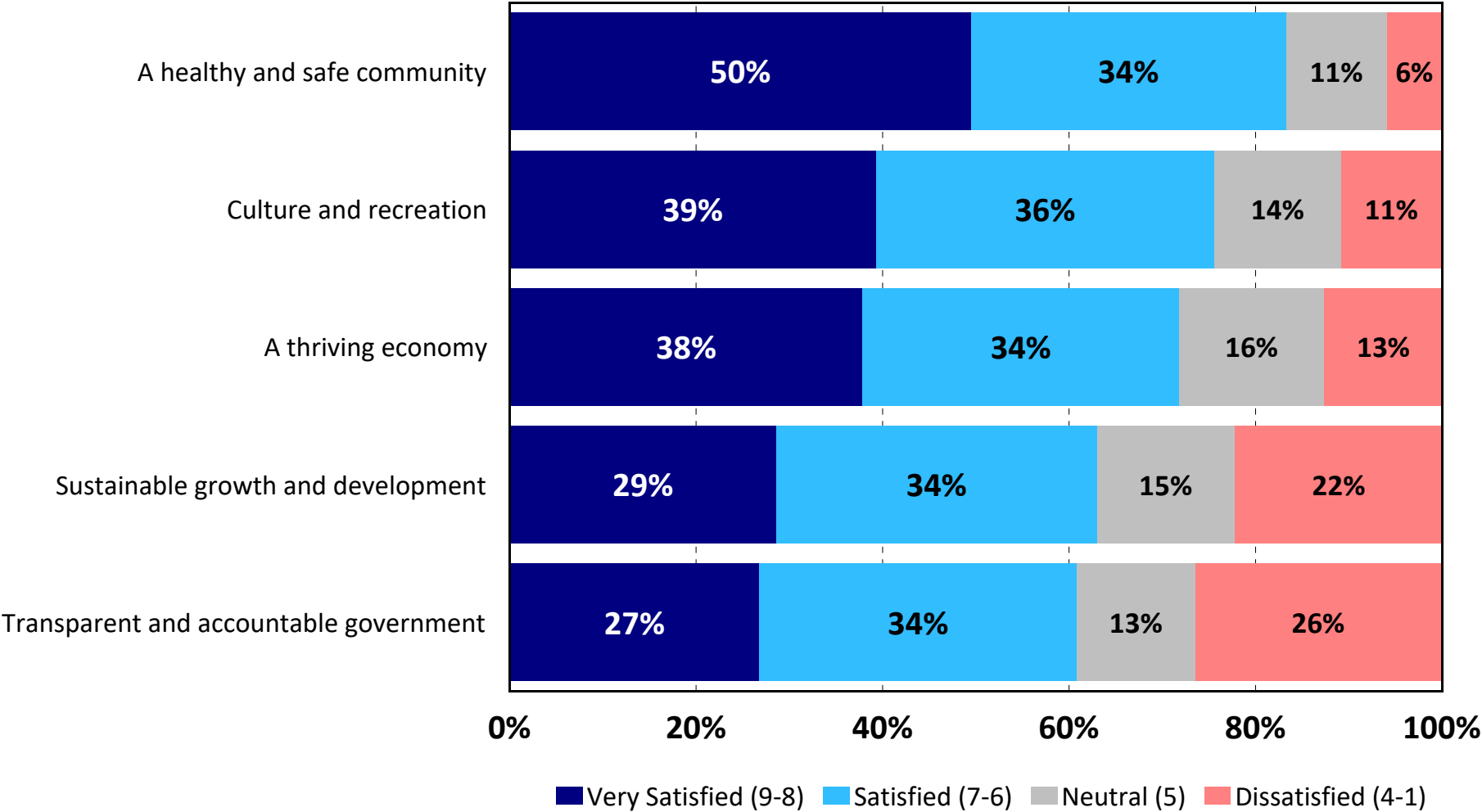
Mean ratings on a scale from 1 to 9, where 9 means "very satisfied" and 1 means "very dissatisfied" (excluding don't knows)



Source: 2021 ETC Institute

# Q3. Satisfaction with Strategic Priorities

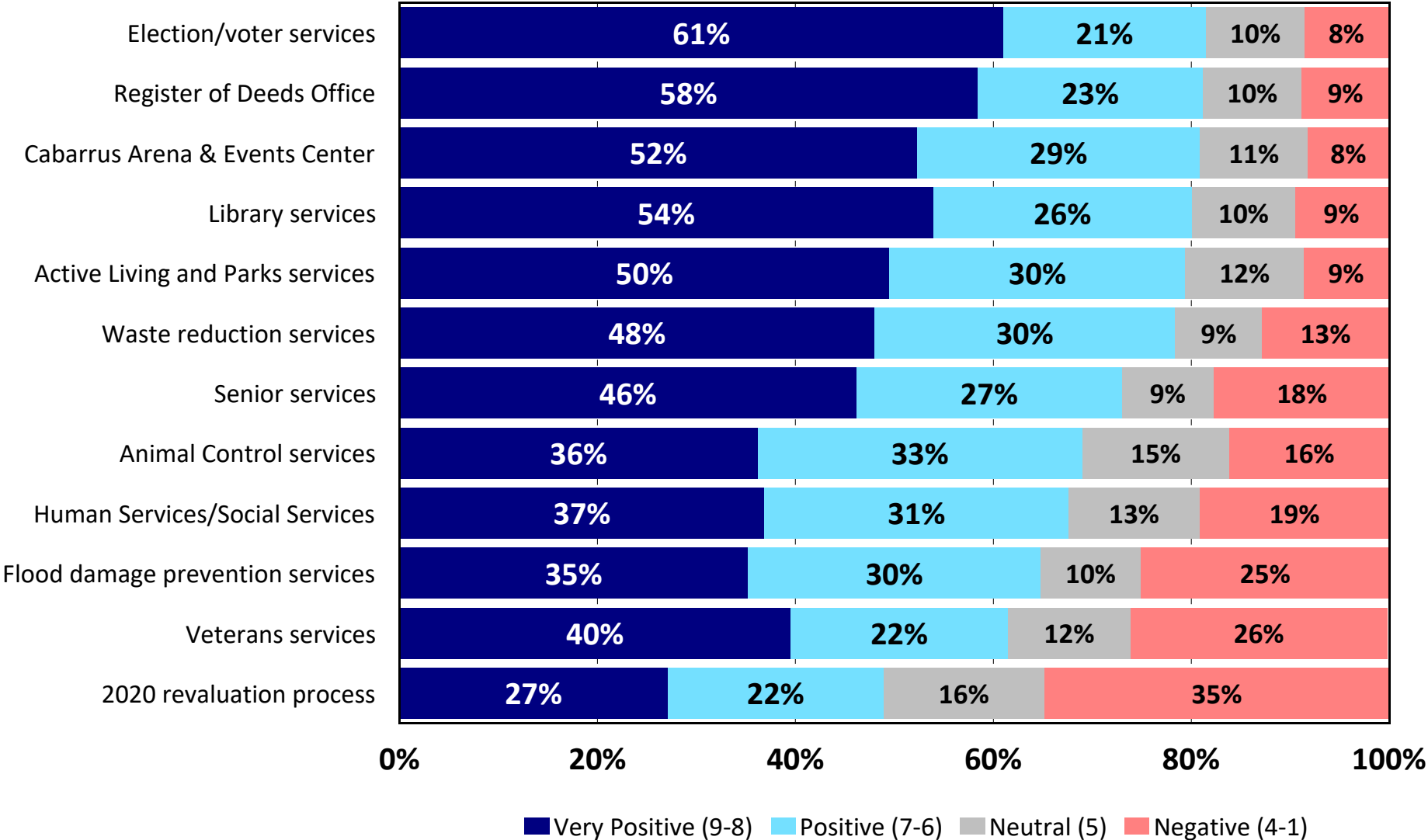
by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



Source: 2021 ETC Institute

# Q4. Overall Impression of Various Programs and Services Offered by Cabarrus County

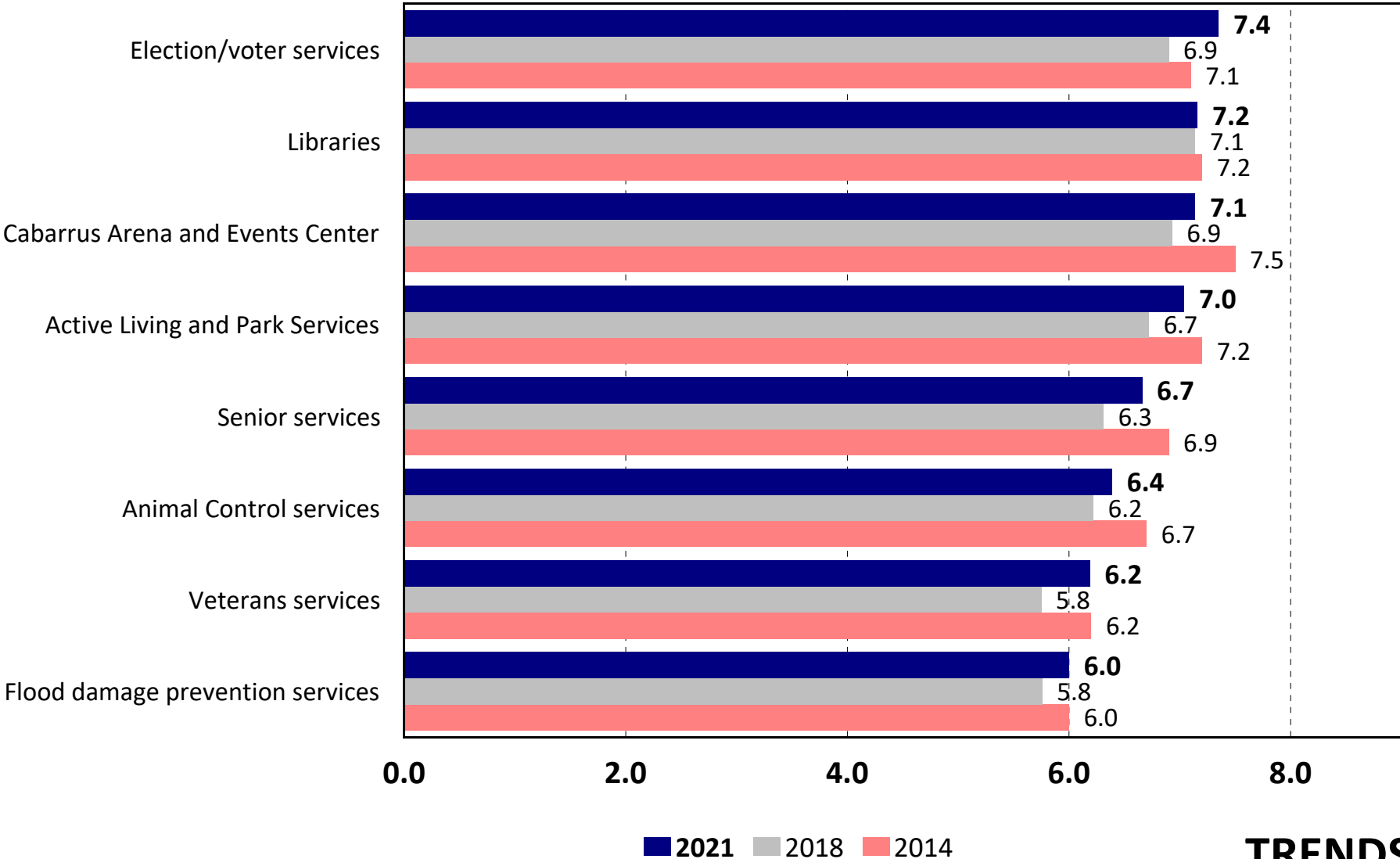
by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



Source: 2021 ETC Institute

# Q4. Overall Impression of Various Programs and Services Offered by Cabarrus County

Mean ratings on a scale from 1 to 9, where 9 means "very positive" and 1 means "very negative" (excluding don't knows)

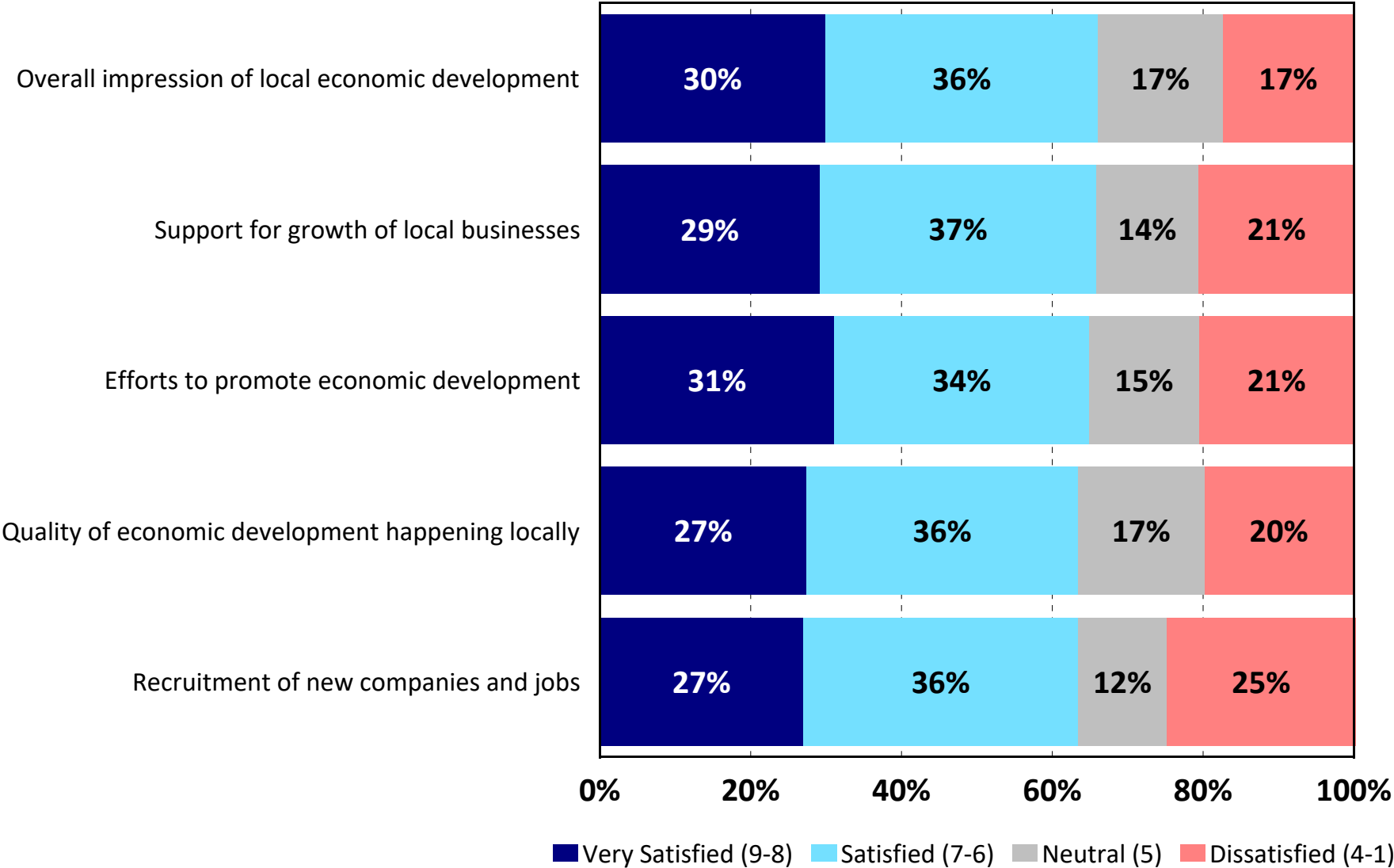


Source: 2021 ETC Institute



# Q5[1-5]. Satisfaction with Economic Development Services

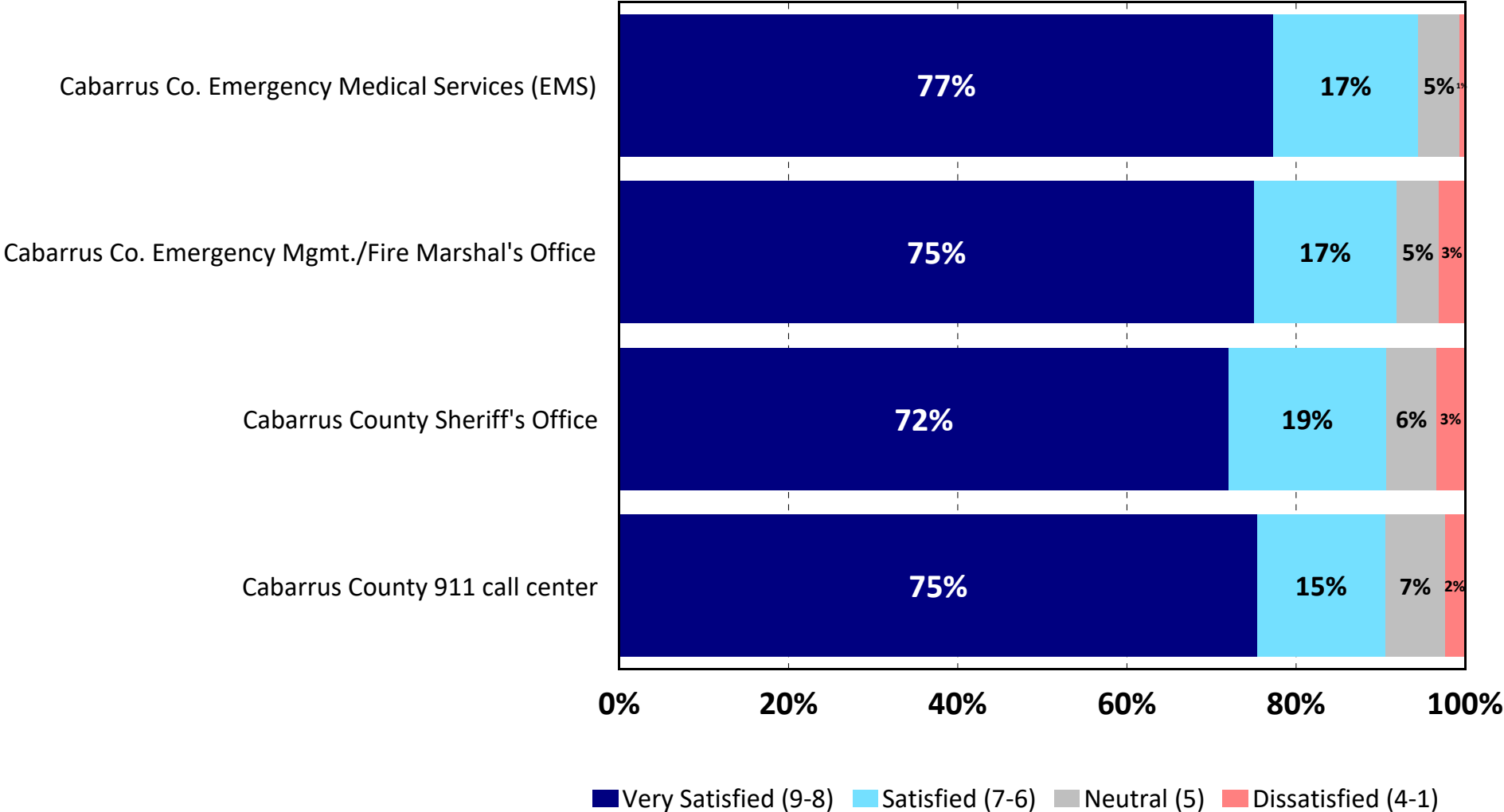
by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



Source: 2021 ETC Institute

# Q5[6-9]. Satisfaction with Emergency Services

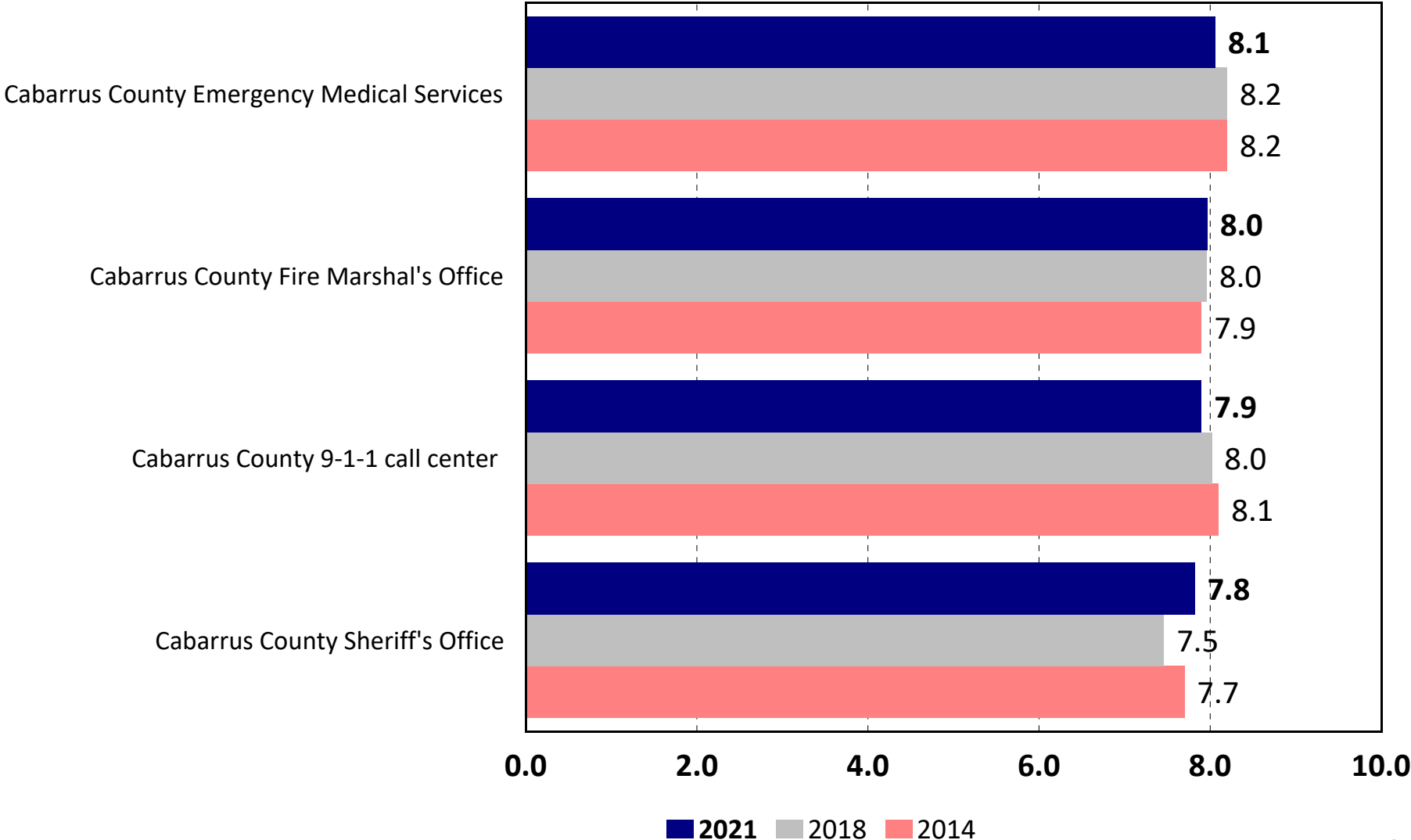
by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



Source: 2021 ETC Institute

# Q5[6-9]. Satisfaction with Emergency Services

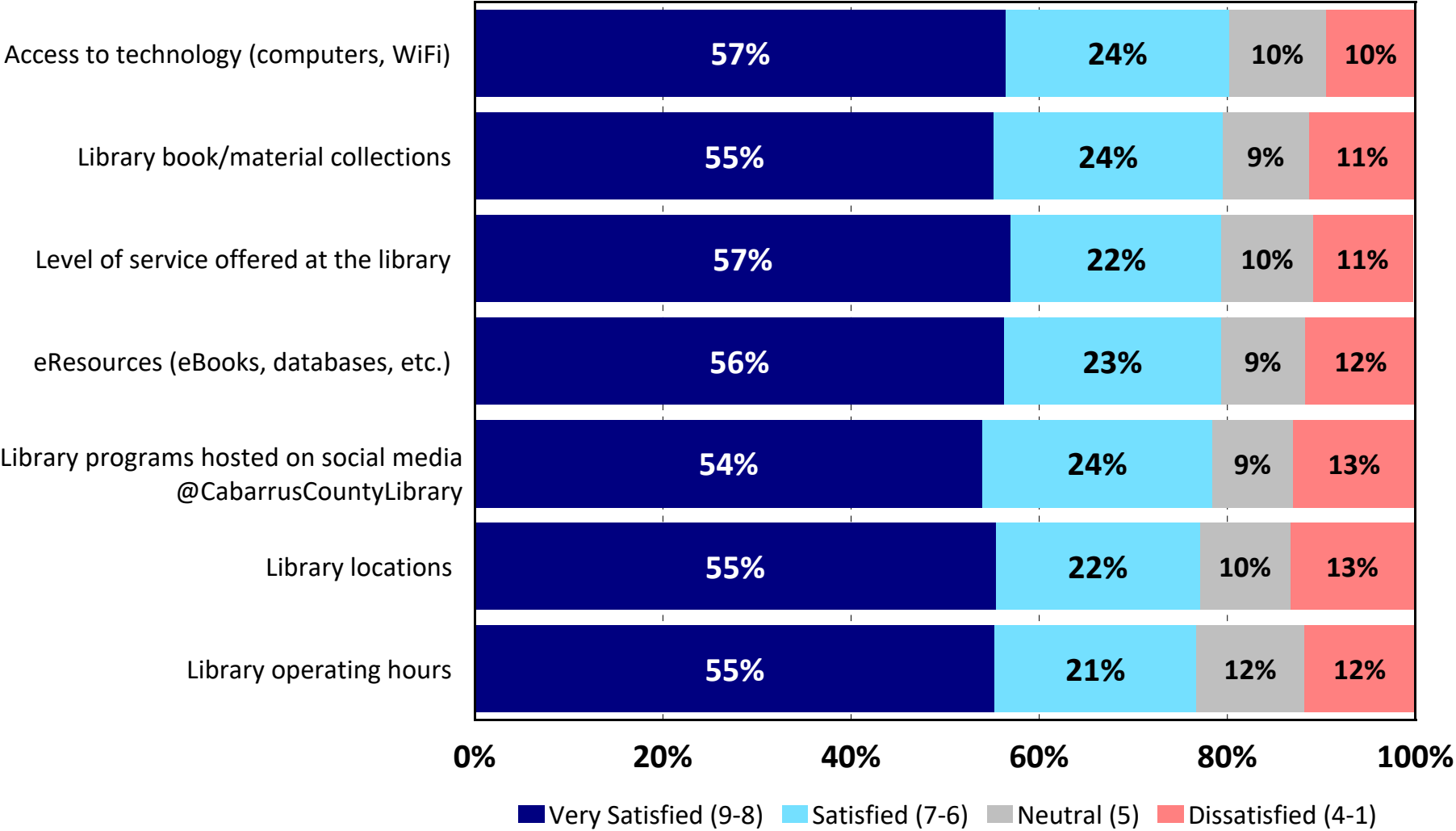
Mean ratings on a scale from 1 to 9, where 9 means “very satisfied” and 1 means “very dissatisfied” (excluding don't knows)



Source: 2021 ETC Institute

# Q5[10-16]. Satisfaction with Library Services

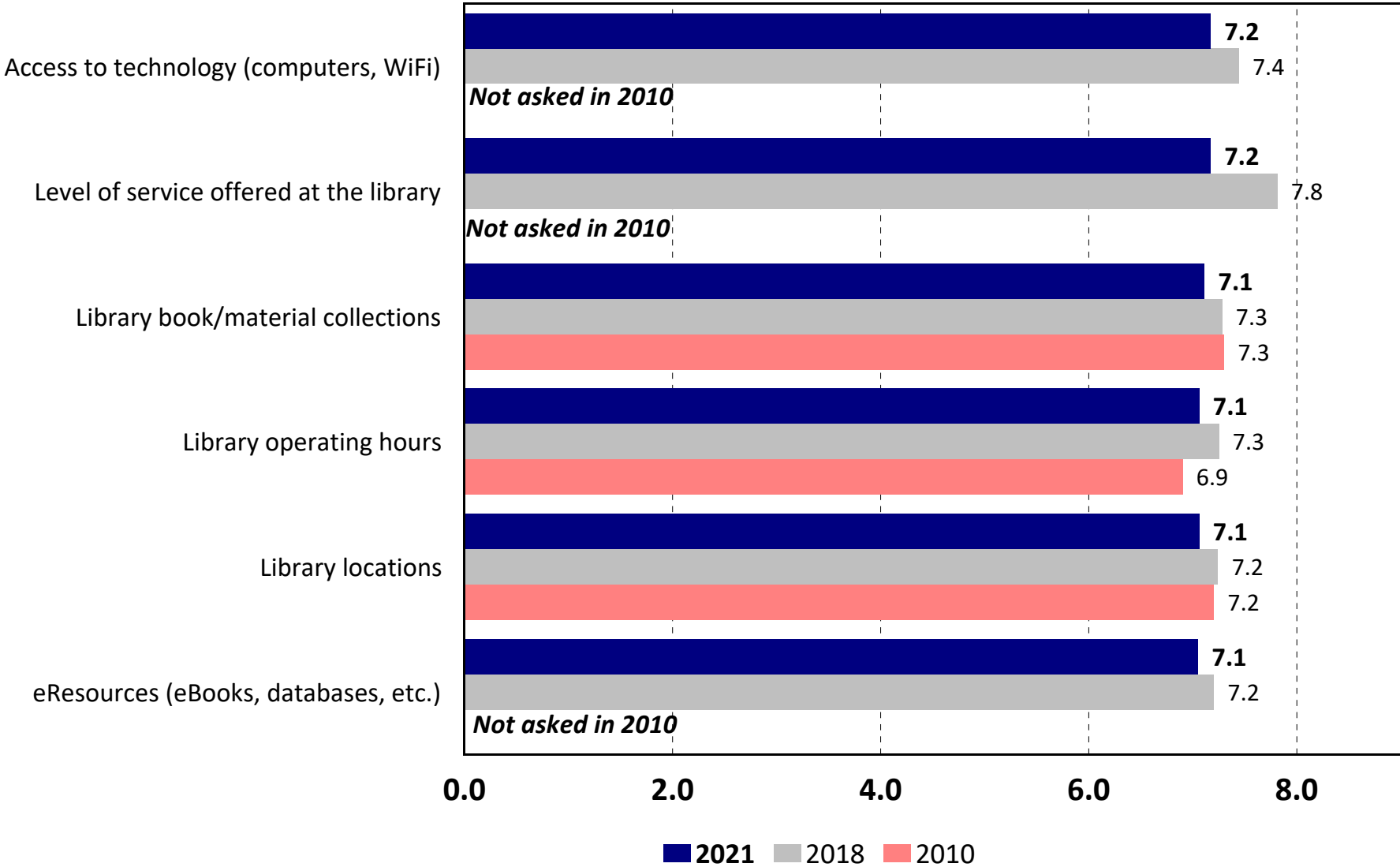
by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



Source: 2021 ETC Institute

# Q5[10-16]. Satisfaction with Library Services

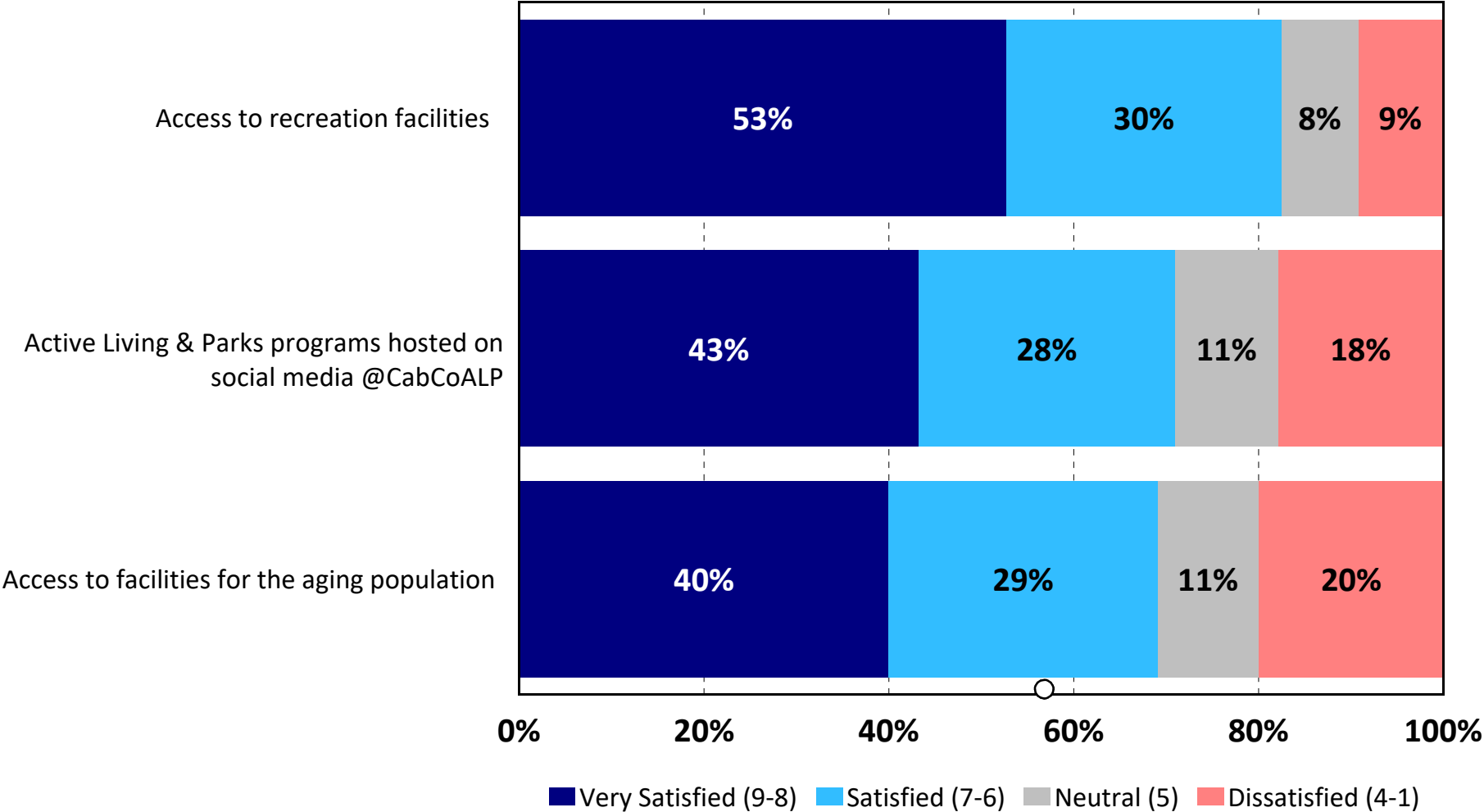
Mean ratings on a scale from 1 to 9, where 9 means “very satisfied” and 1 means “very dissatisfied” (excluding don't knows)



Source: 2021 ETC Institute

# Q5[17-19]. Satisfaction with Active Living and Parks Services

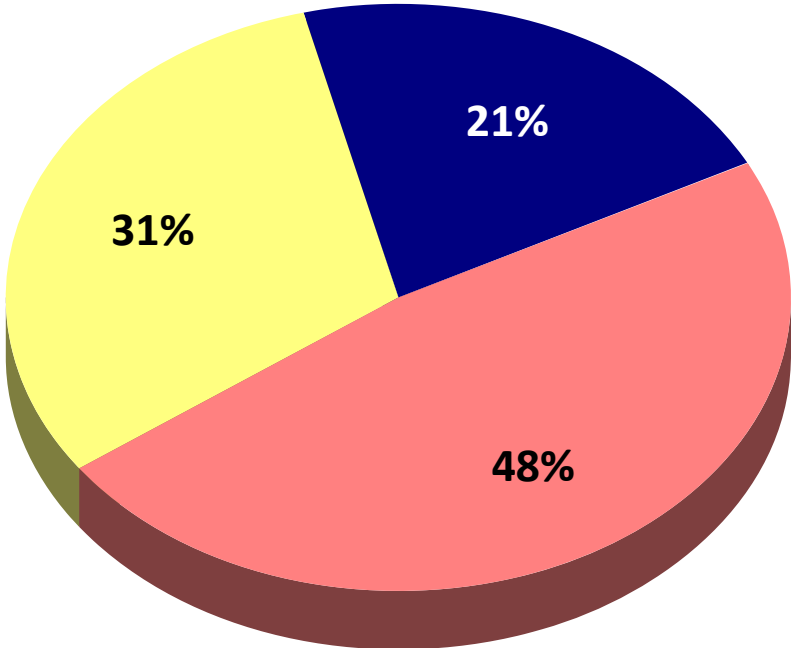
by percentage of respondents who rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



Source: 2021 ETC Institute

# Q6. In the last year, have you visited or used Camp T.N. Spencer, Frank Liske, Rob Wallace and/or Vietnam Veterans park(s)...

by percentage of respondents (excluding not provided)

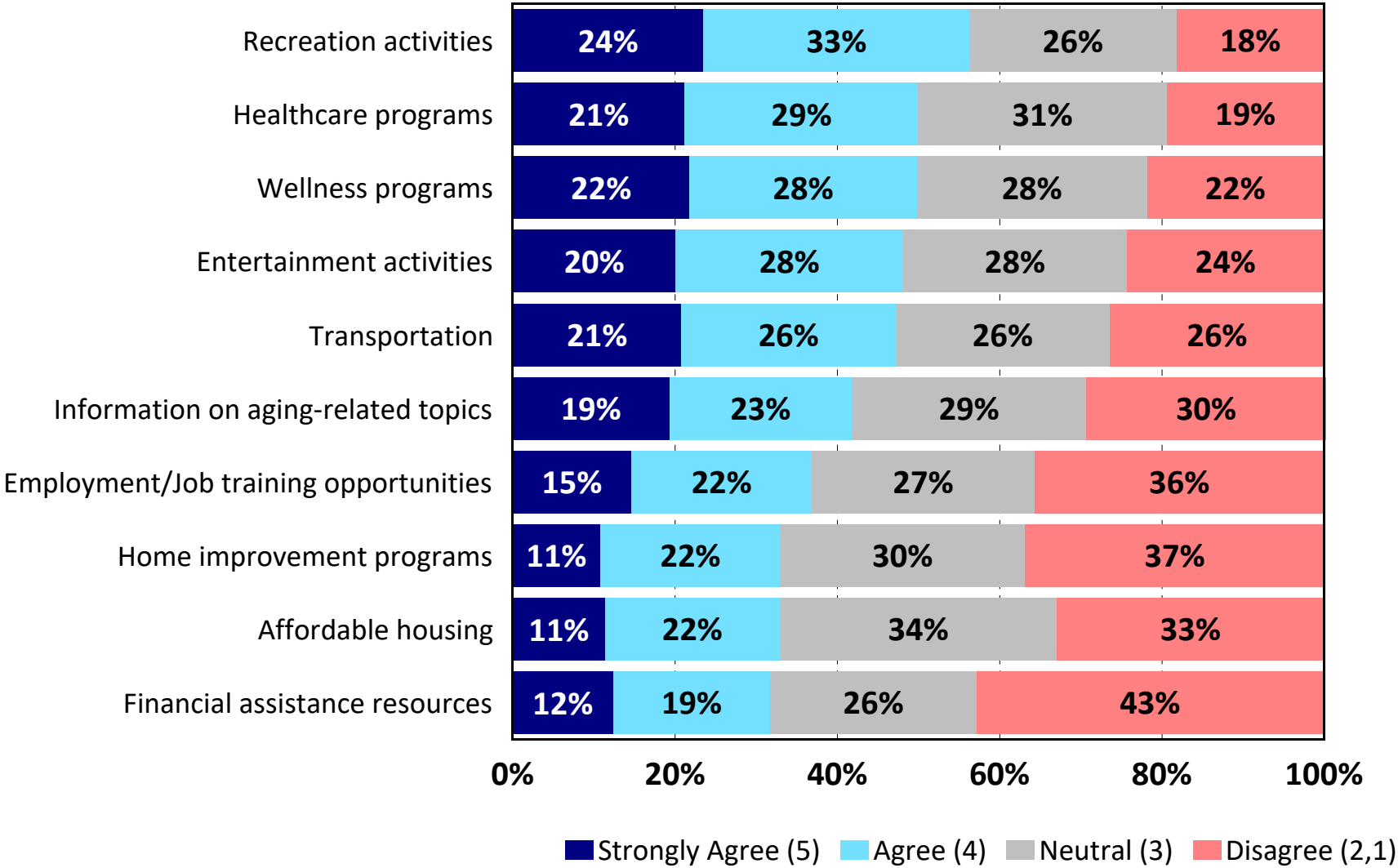


- More often than the previous year
- Same amount as the previous year
- Less often than the previous year

Source: 2021 ETC Institute

# Q8. Agreement That Cabarrus County Seniors and/or Their Support Networks Have Adequate Access to:

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)

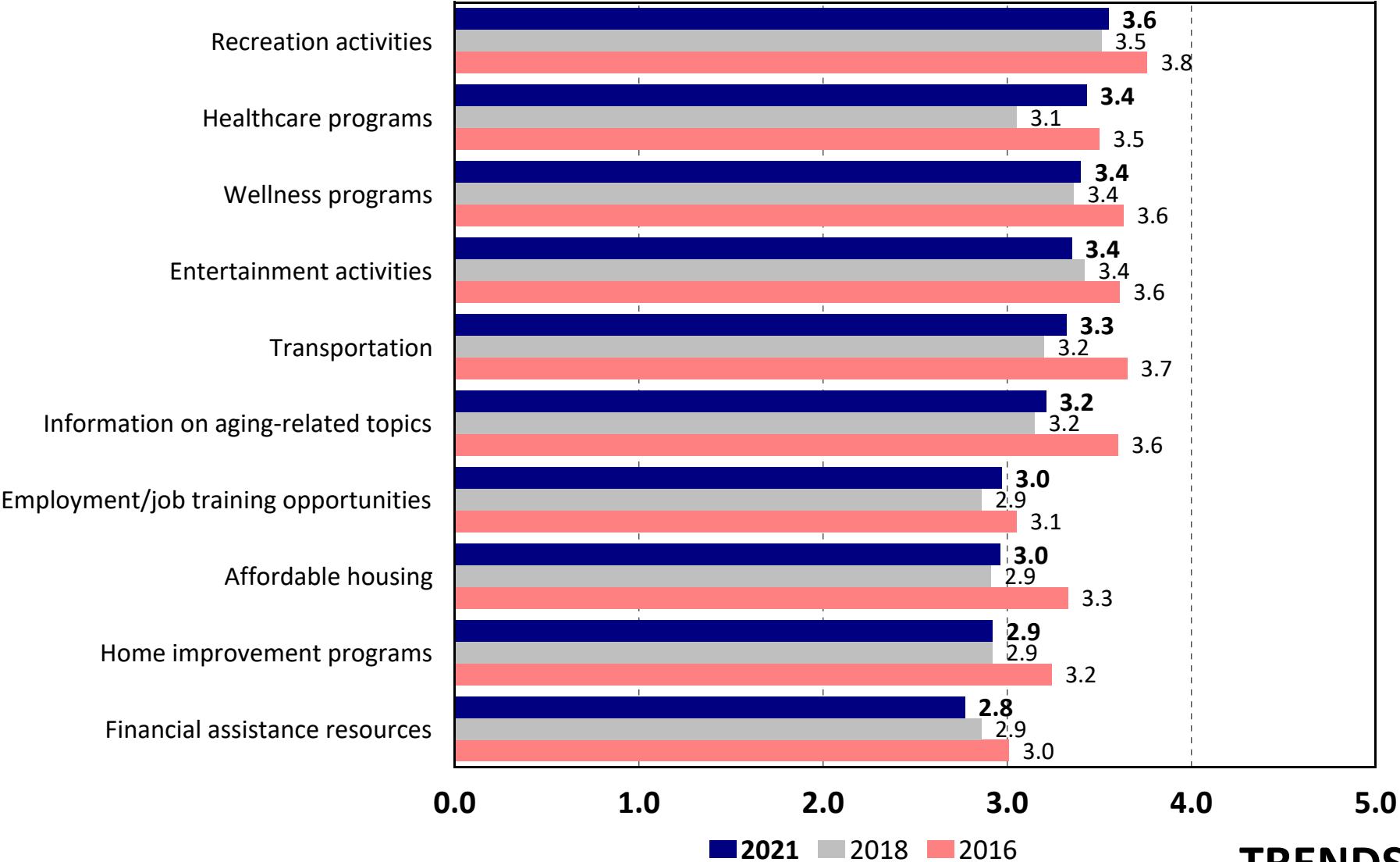


Source: 2021 ETC Institute



# Q8. Agreement That Cabarrus County Seniors and/or Their Support Networks Have Adequate Access to:

Mean ratings on a scale from 1 to 5, where 5 means “strongly agree” and 1 means “strongly disagree” (excluding don't knows)

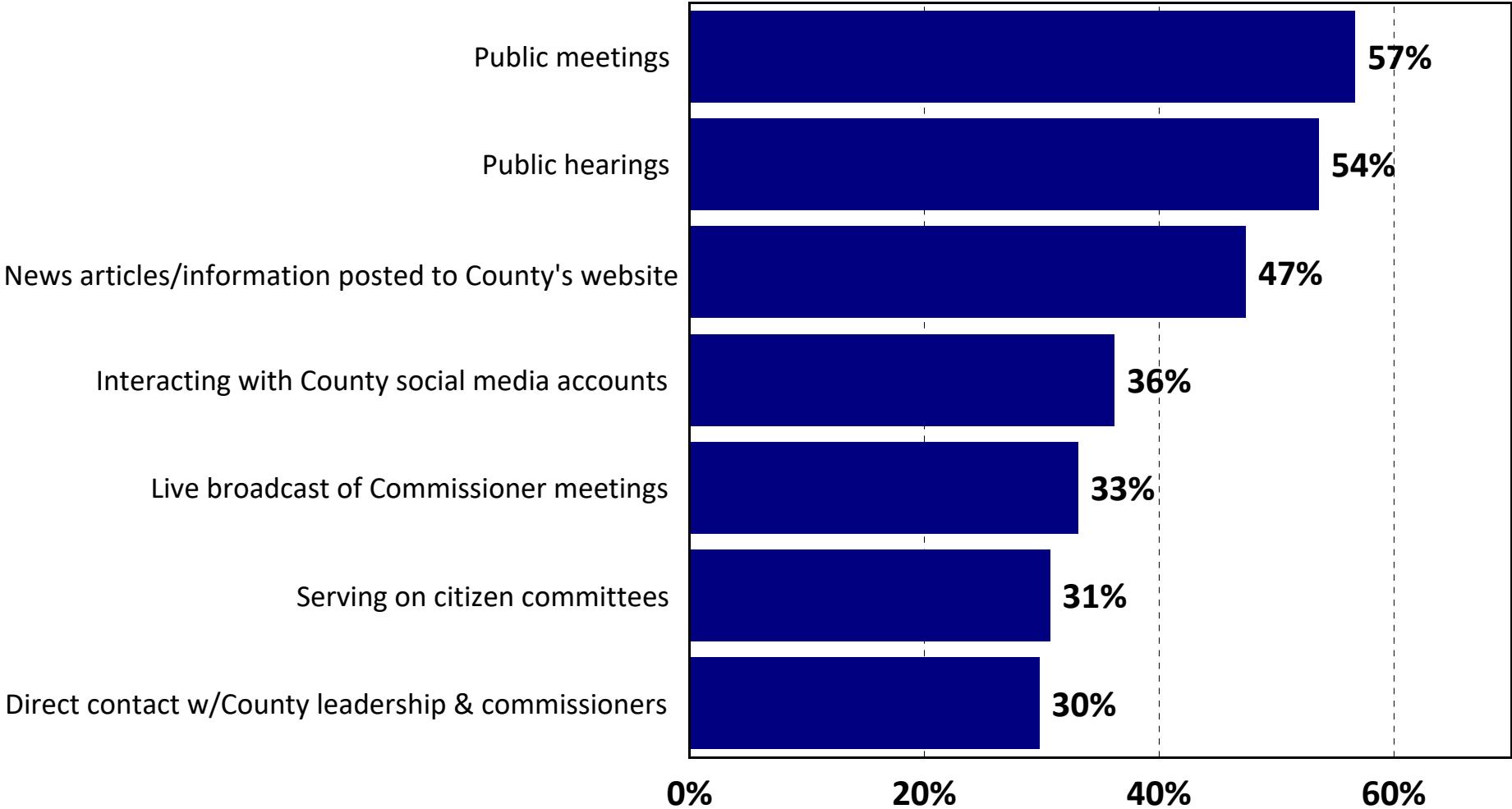


Source: 2021 ETC Institute

**TRENDS**

# Q9. Awareness of Opportunities for Citizens to be Involved in Decision-Making for Cabarrus County Government Issues

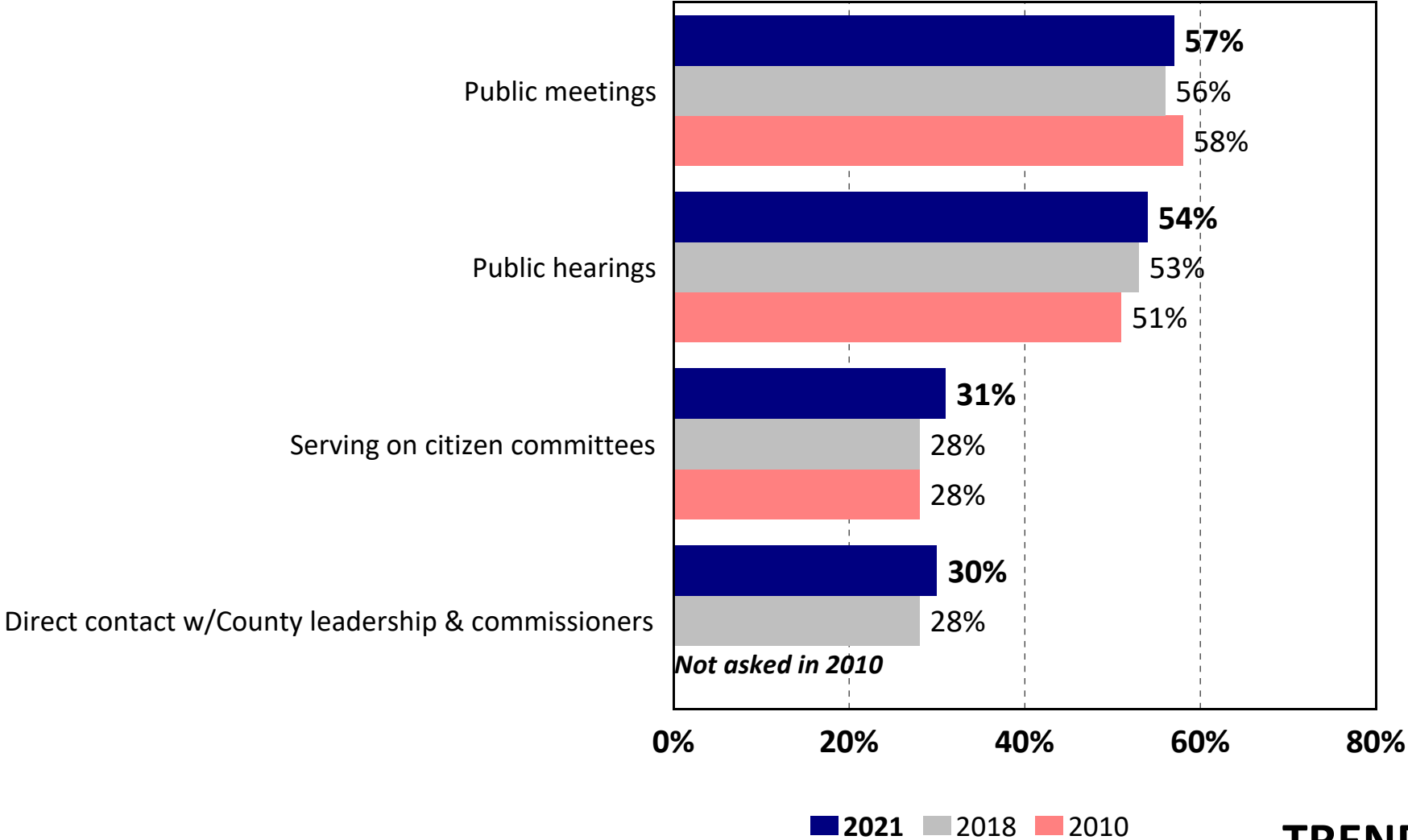
by percentage of respondents who are aware of the opportunity (multiple choices could be made)



Source: 2021 ETC Institute

# Q9. Awareness of Opportunities for Citizens to be Involved in Decision-Making for Cabarrus County Government Issues

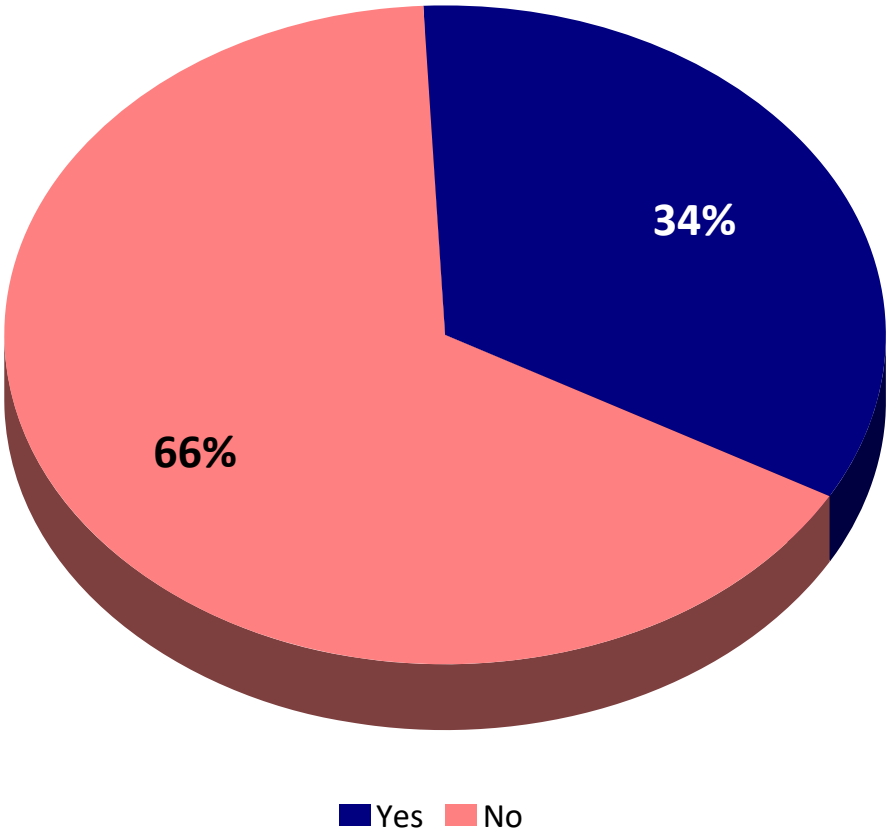
by percentage of respondents



Source: 2021 ETC Institute

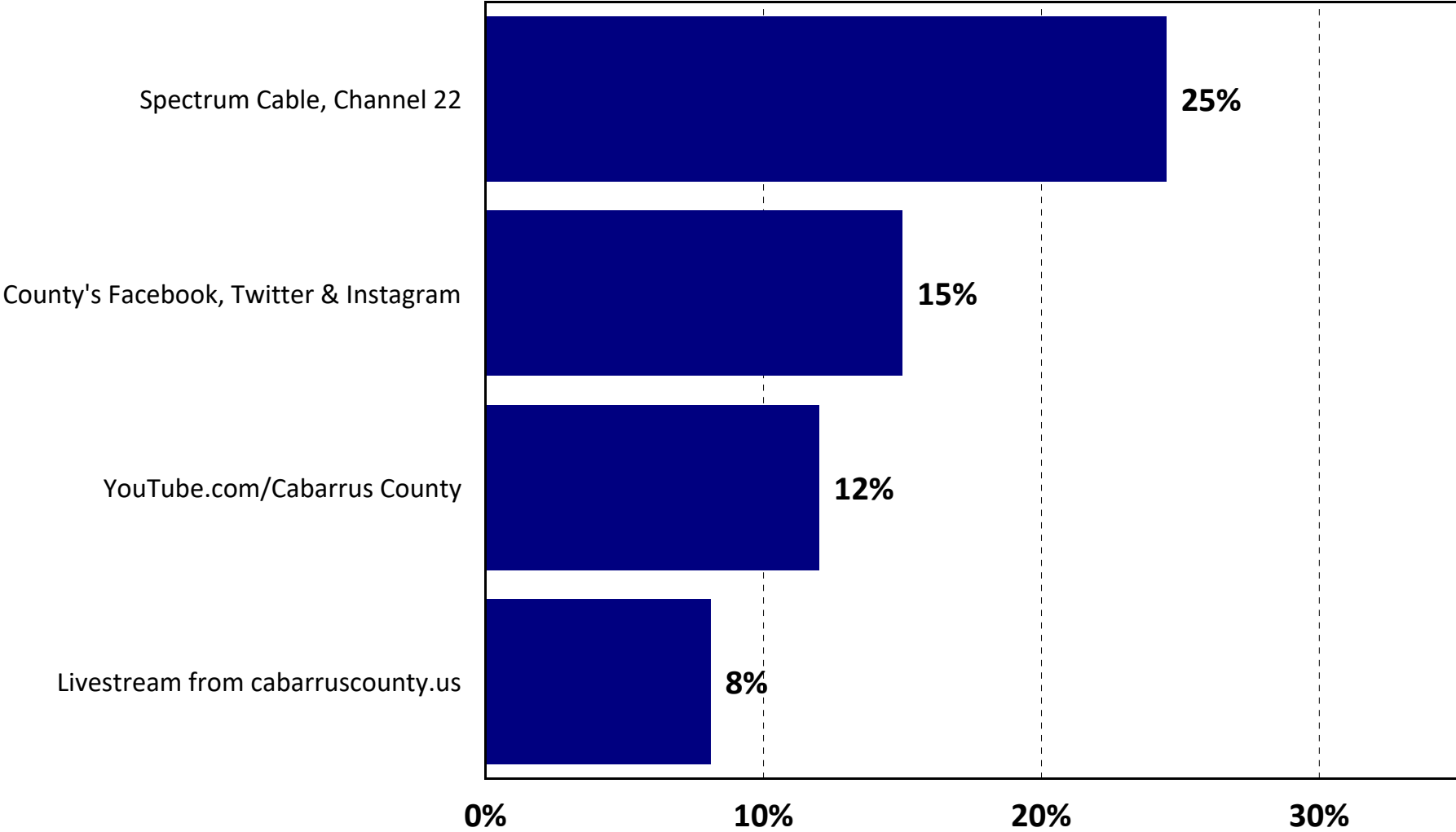
# Q10. Are you aware of Cabarrus County Television (CabCo TV), which is on Spectrum Cable Channel 22, youtube.com/cabarruscounty and livestreams on CabarrusCounty.us?

by percentage of respondents (excluding not provided)



# Q11. Ways In Which Residents Have Watched Videos from Cabarrus County TV in the Last 12 Months

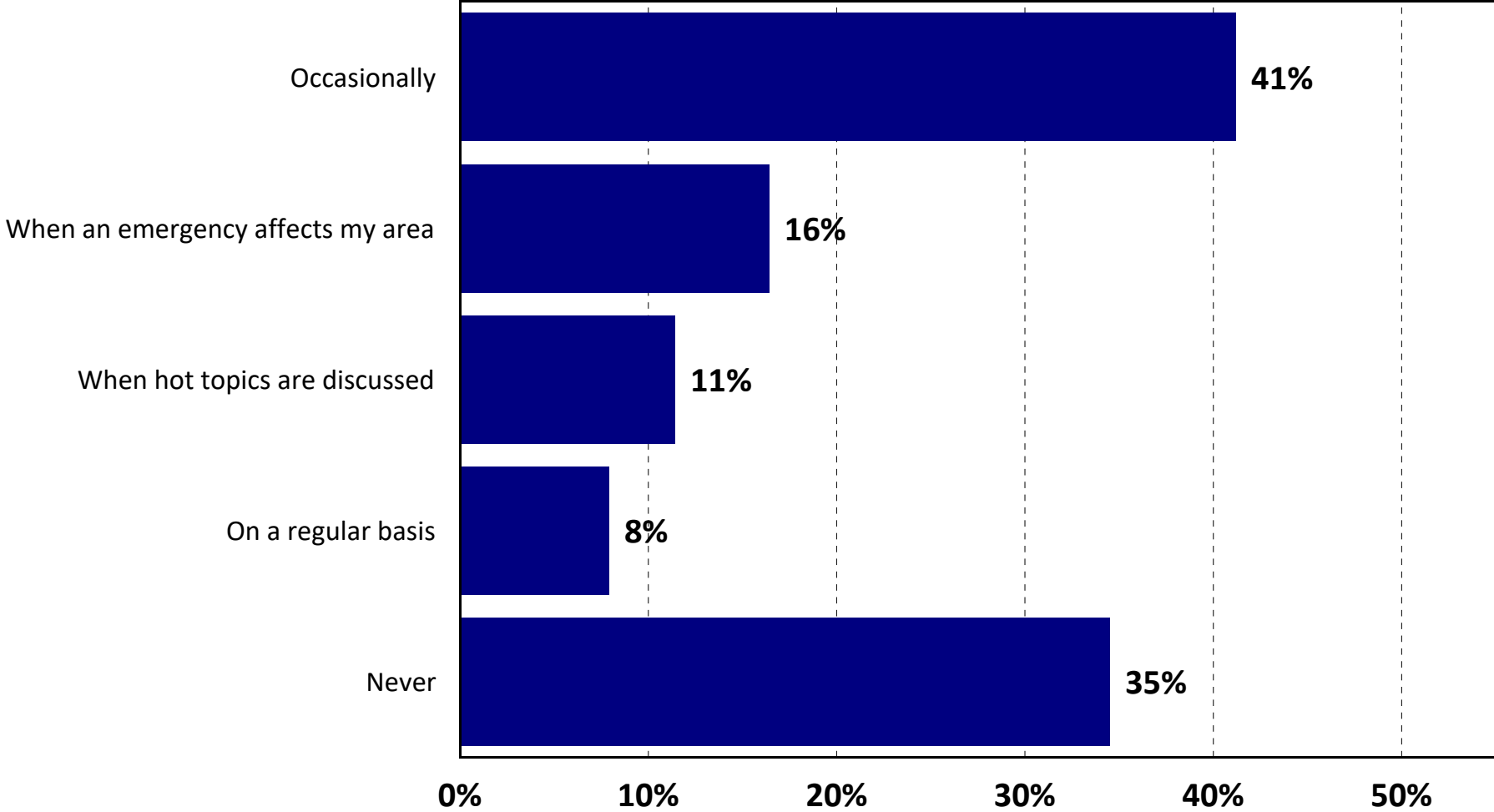
by percentage of respondents who watched Cabarrus County TV in the last 12 months  
(multiple choices could be made)



Source: 2021 ETC Institute

# Q12. Do you rely on the Cabarrus County website, social media, e-newsletter and/or Cabarrus County TV for news and information about Cabarrus County?

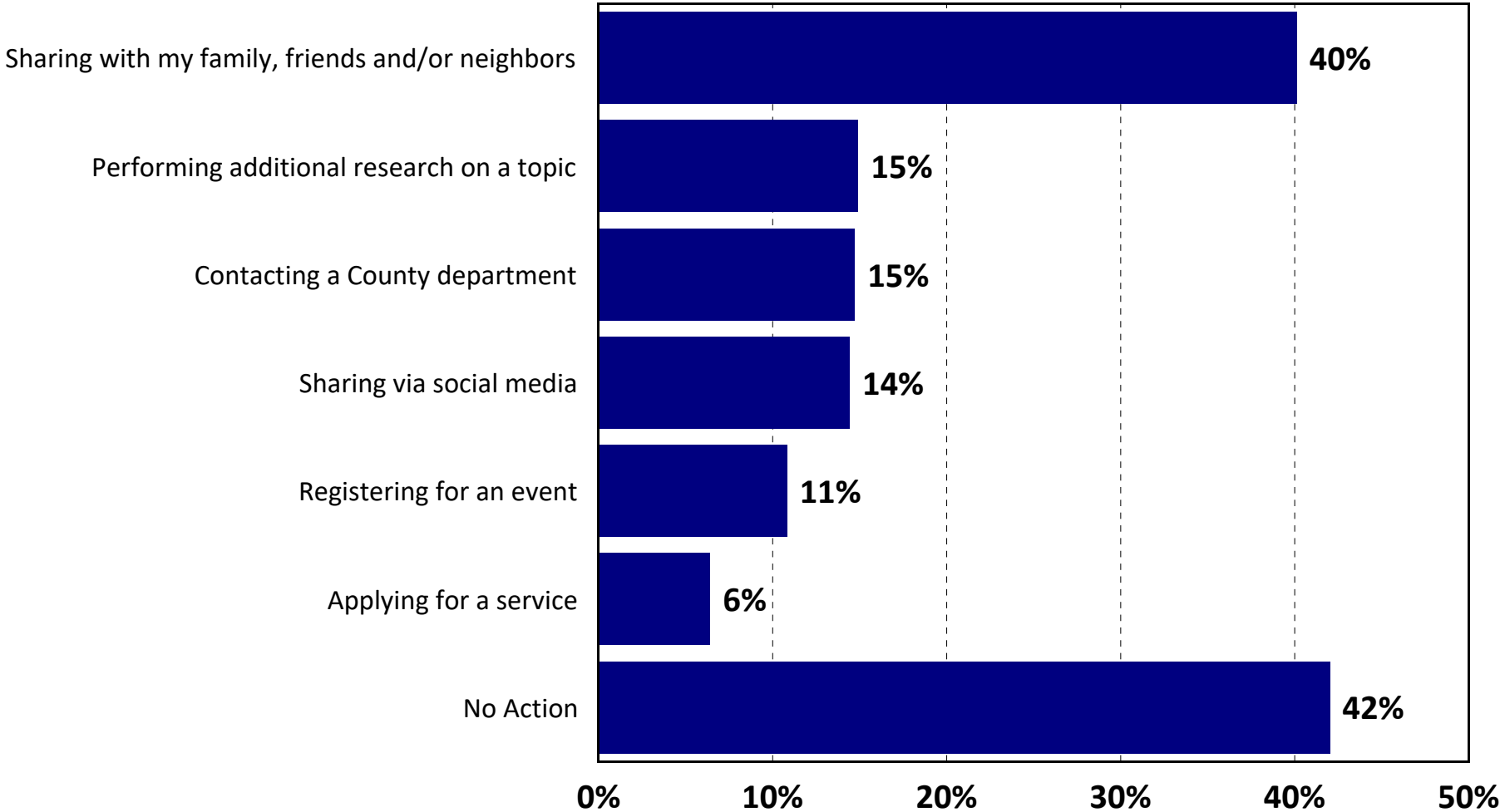
by percentage of respondents (multiple choices could be made)



Source: 2021 ETC Institute

# Q13. In the last year, have you acted on news and information you received from the Cabarrus County website, social media, e-newsletter and/or CabCo TV?

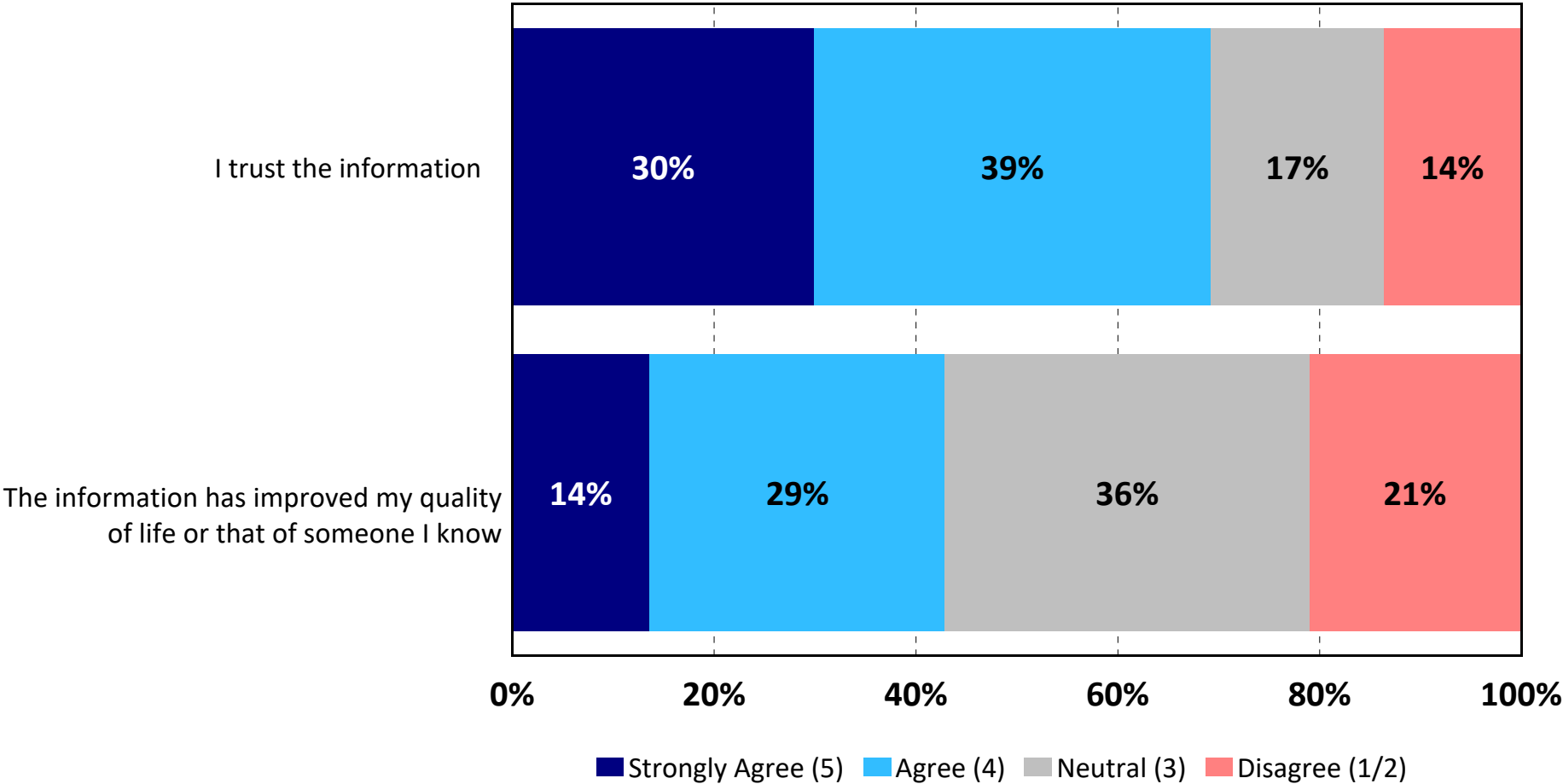
by percentage of respondents (multiple choices could be made)



Source: 2021 ETC Institute

# Q14. Level of Agreement with Statements Regarding Information from Cabarrus County’s Public Meetings, Employees, Website, Social Media, E-Newsletter and/or Channel 22

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)

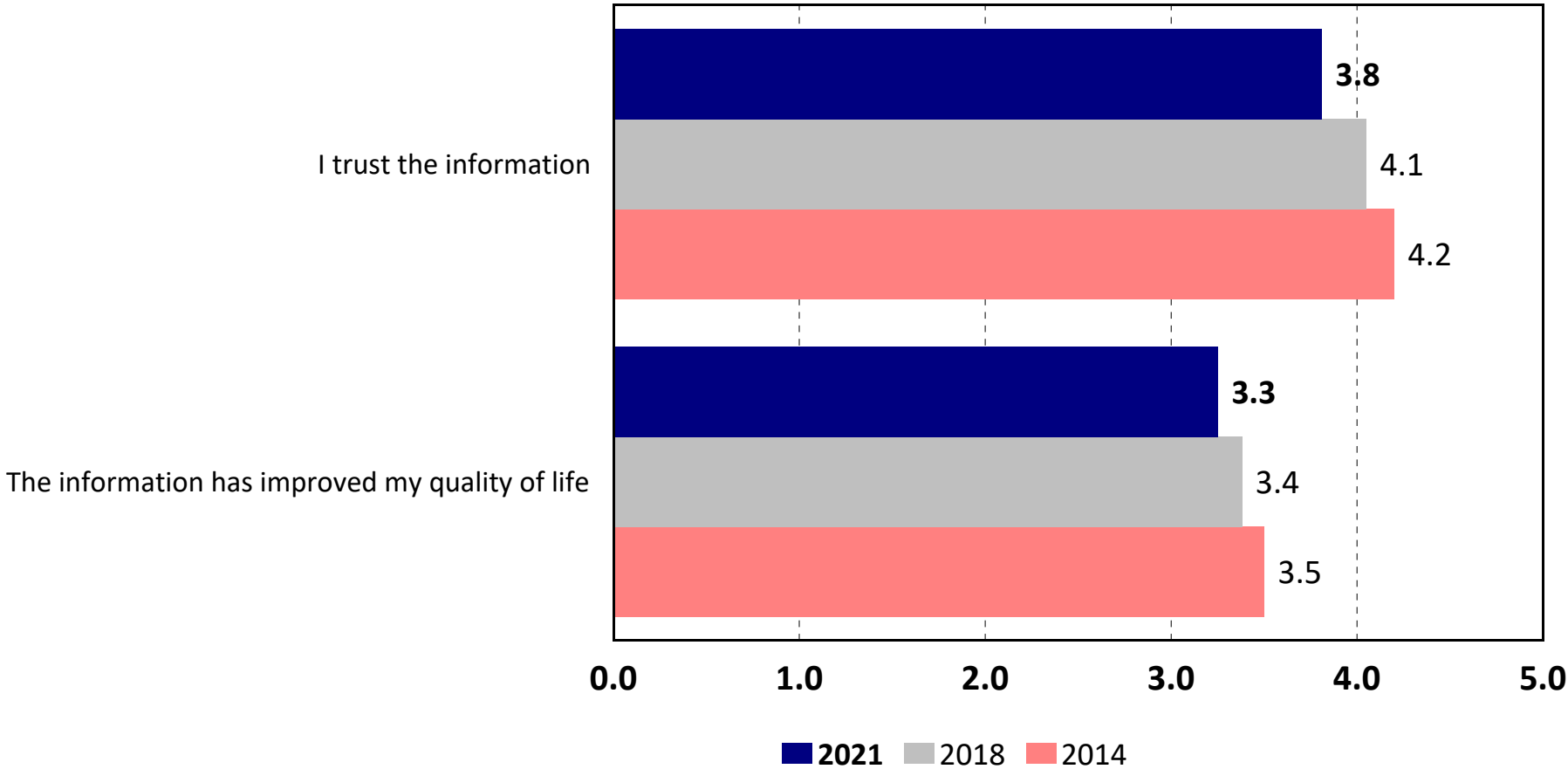


Source: 2021 ETC Institute



# Q14. Level of Agreement with Statements Regarding Information from Cabarrus County’s Public Meetings, Employees, Website, Social Media, E-Newsletter and/or Channel 22

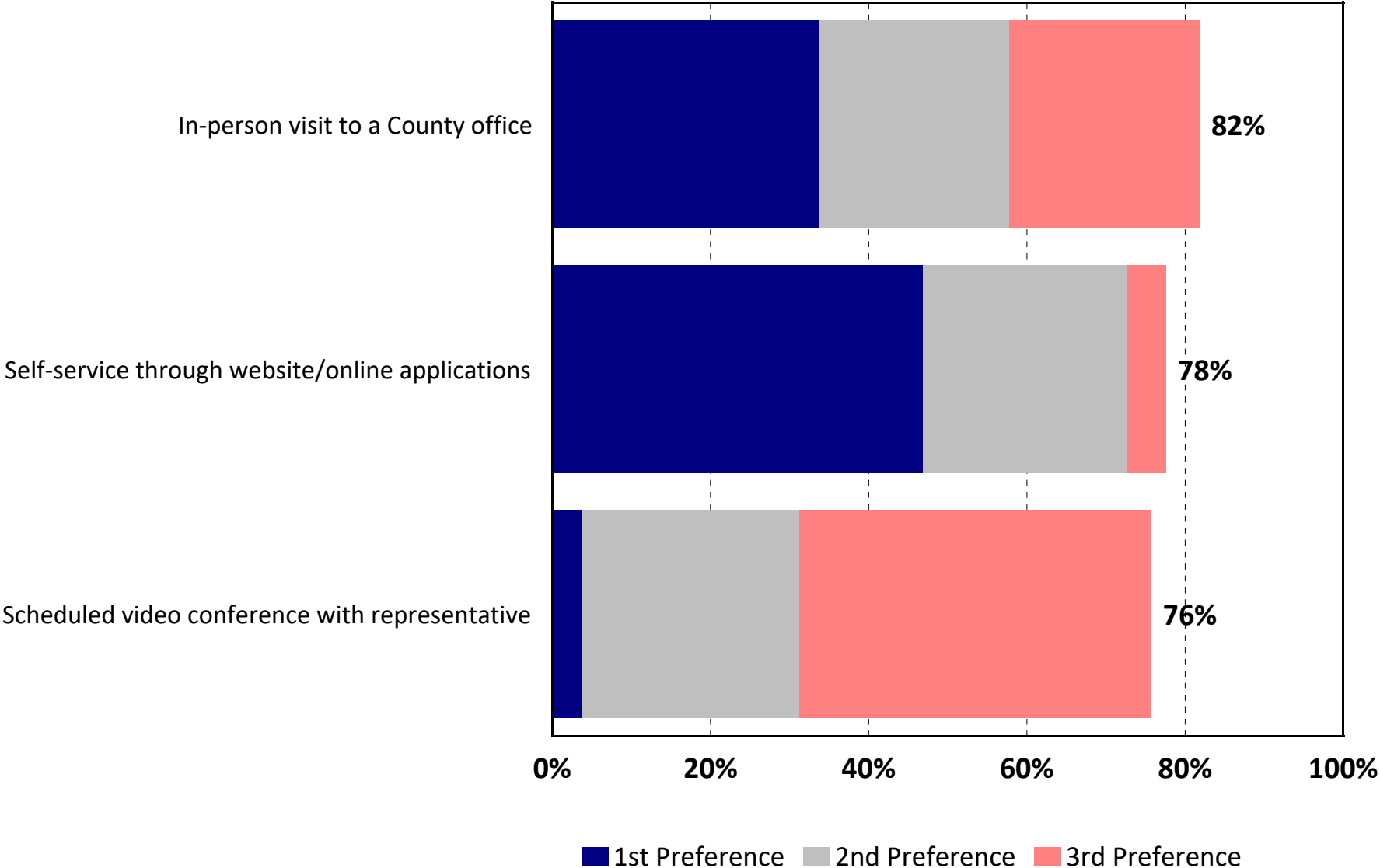
Mean ratings on a scale from 1 to 5, where 5 means “strongly agree” and 1 means “strongly disagree” (excluding don't knows)



Source: 2021 ETC Institute

# Q15. Preferred Government Service Delivery Methods

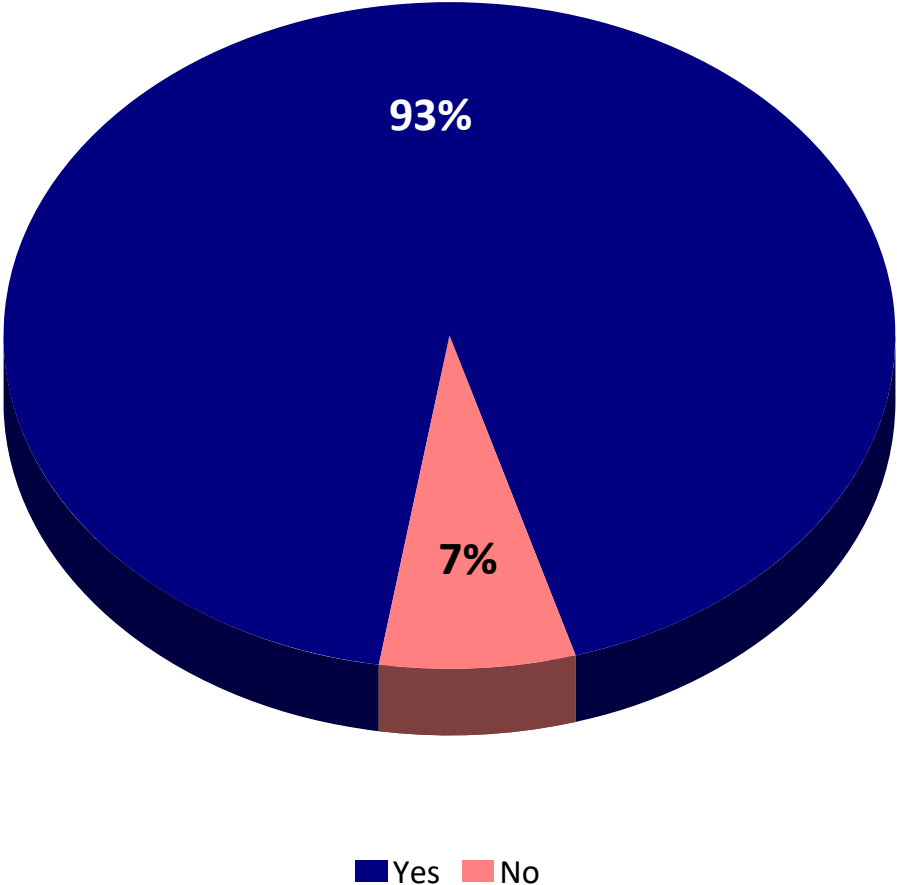
by percentage of respondents who selected the item as one of their top three choices



Source: 2021 ETC Institute

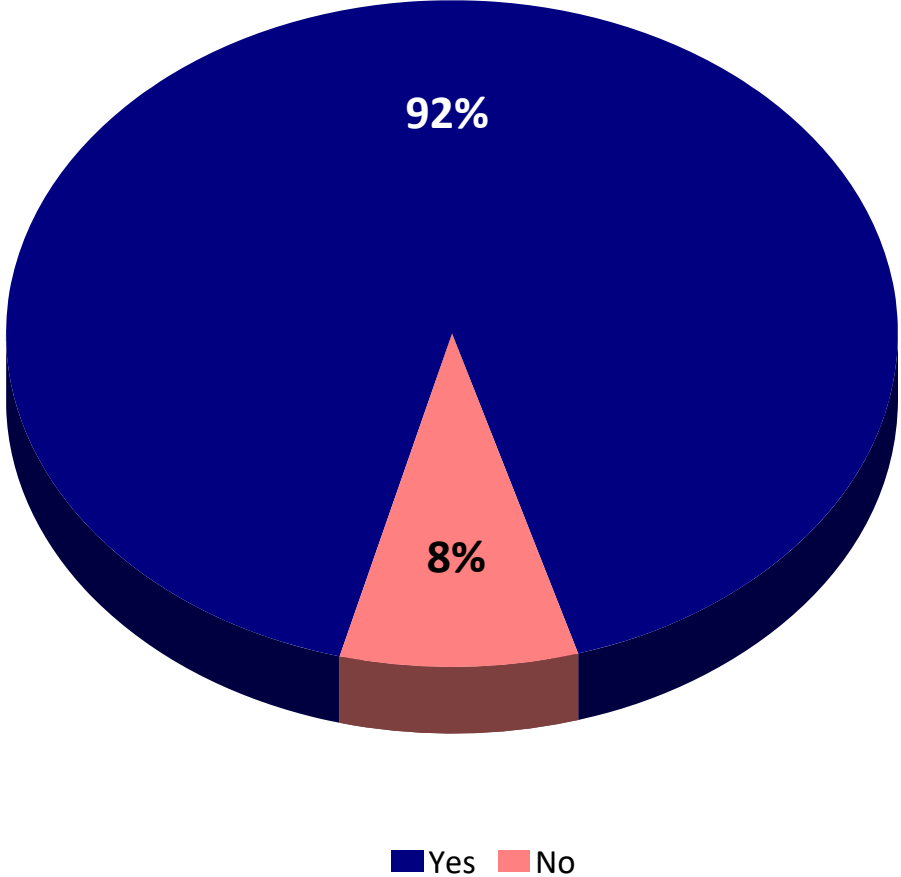
# Q16. Do you have access to high-speed internet at home?

by percentage of respondents (excluding not provided)



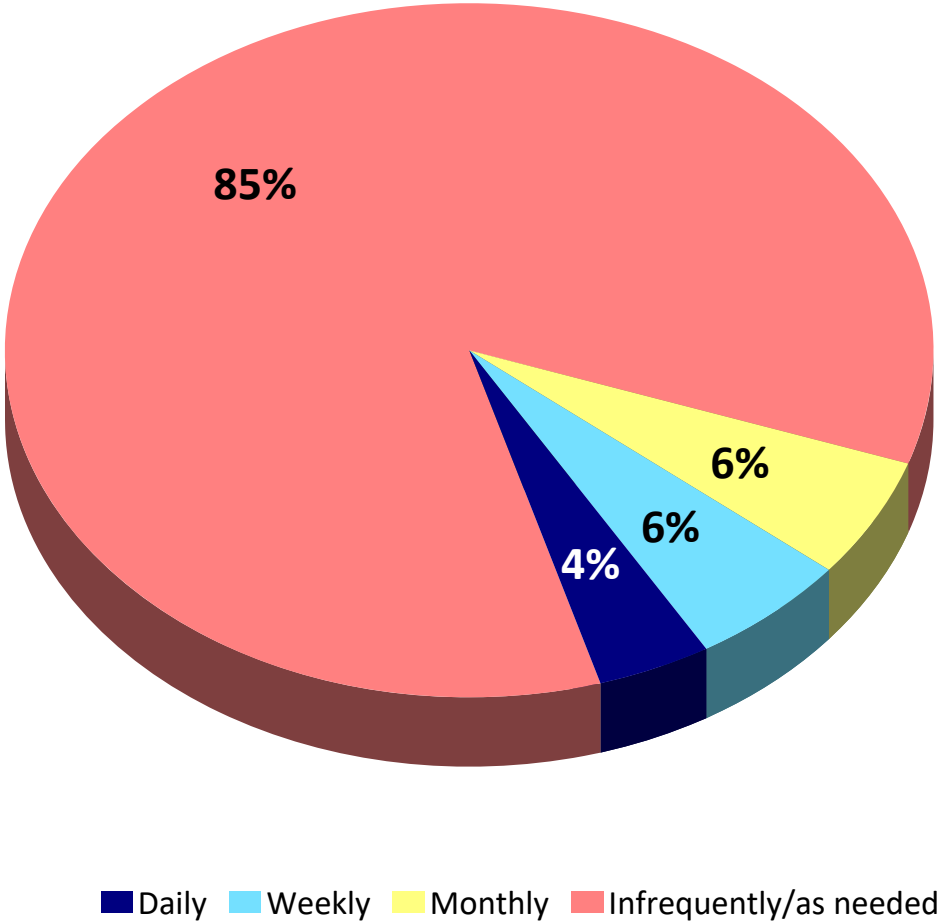
# Q17. Do you own a smartphone?

by percentage of respondents (excluding not provided)



# Q17a. How often do you access County information and/or services using your smartphone?

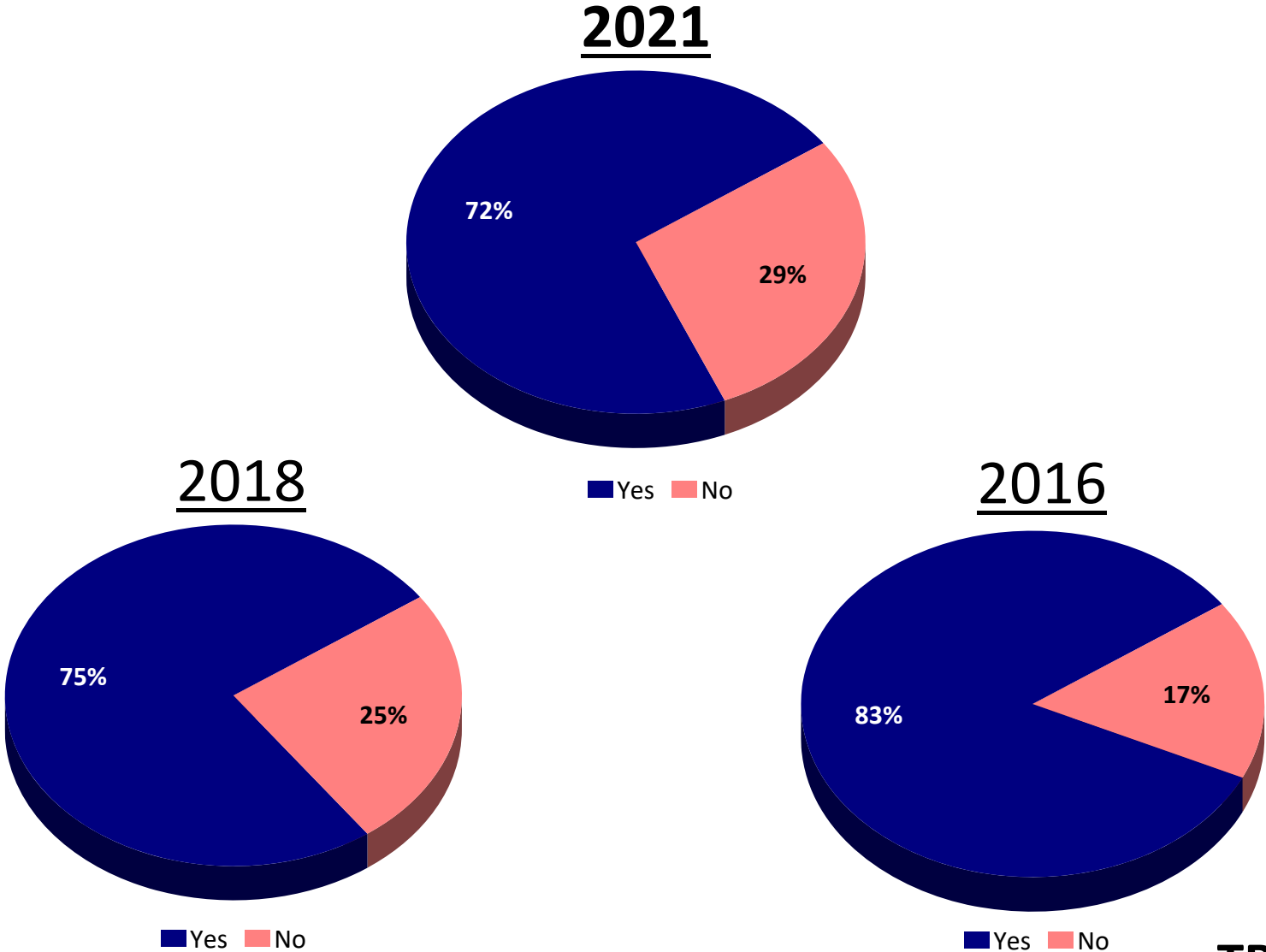
by percentage of respondents who own a smartphone (excluding not provided)



Source: 2021 ETC Institute

# Q18. Are you aware of the County's website, [www.cabarruscounty.us](http://www.cabarruscounty.us)?

by percentage of respondents (excluding "not provided")



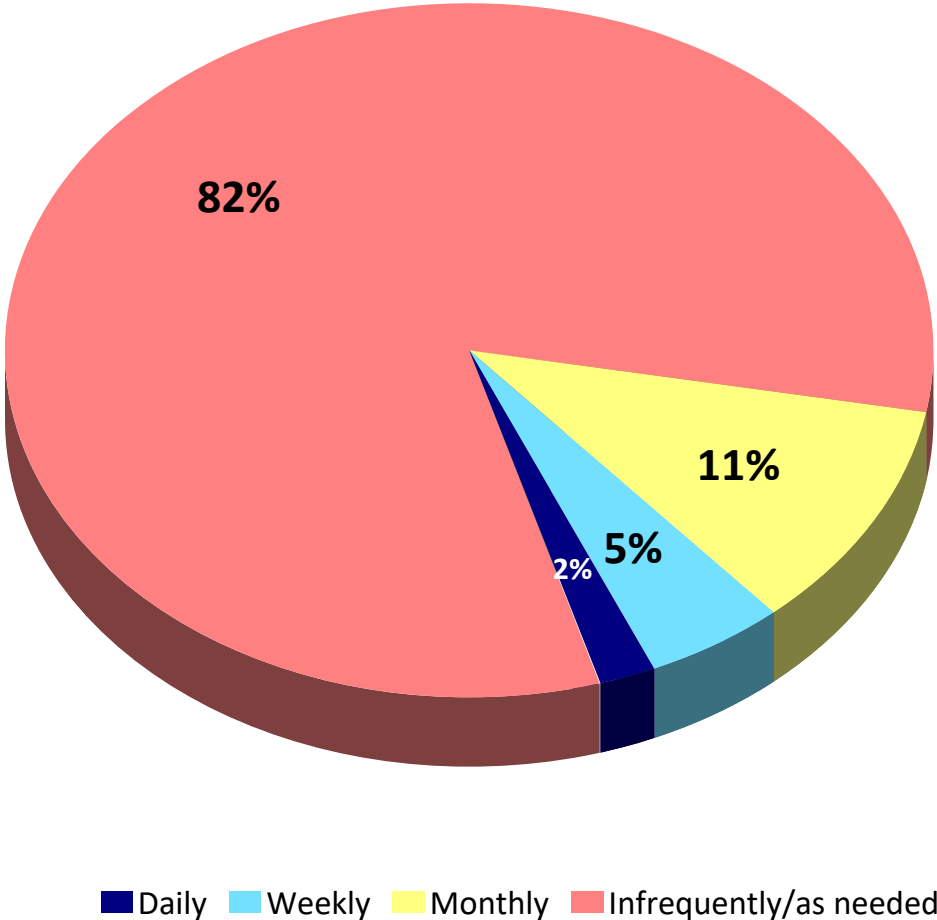
Source: 2021 ETC Institute

ETC Institute (2021)

## TRENDS

# Q18a. How often do you visit cabarruscounty.us?

by percentage of respondents who were aware of the County's website (excluding "not provided")

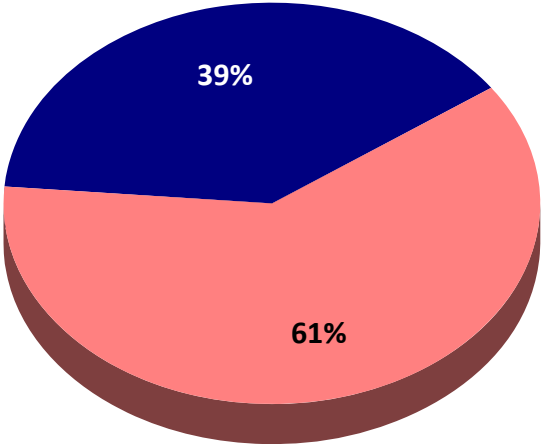


Source: 2021 ETC Institute

# Q19. Have you contacted Cabarrus County during the past year?

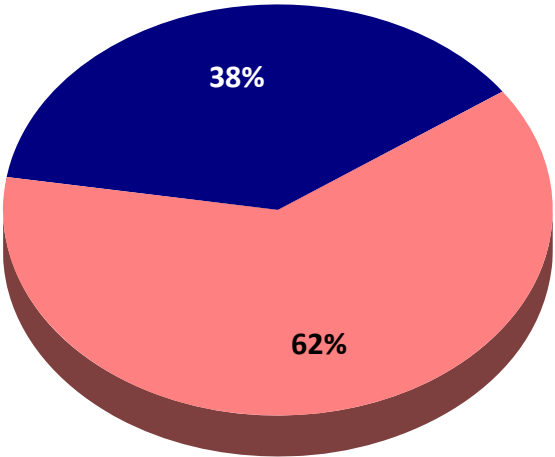
by percentage of respondents

**2021**



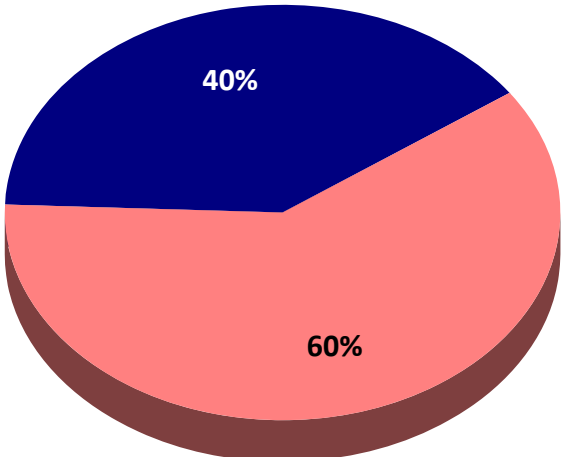
■ Yes ■ No

**2018**



■ Yes ■ No

**2014**



■ Yes ■ No

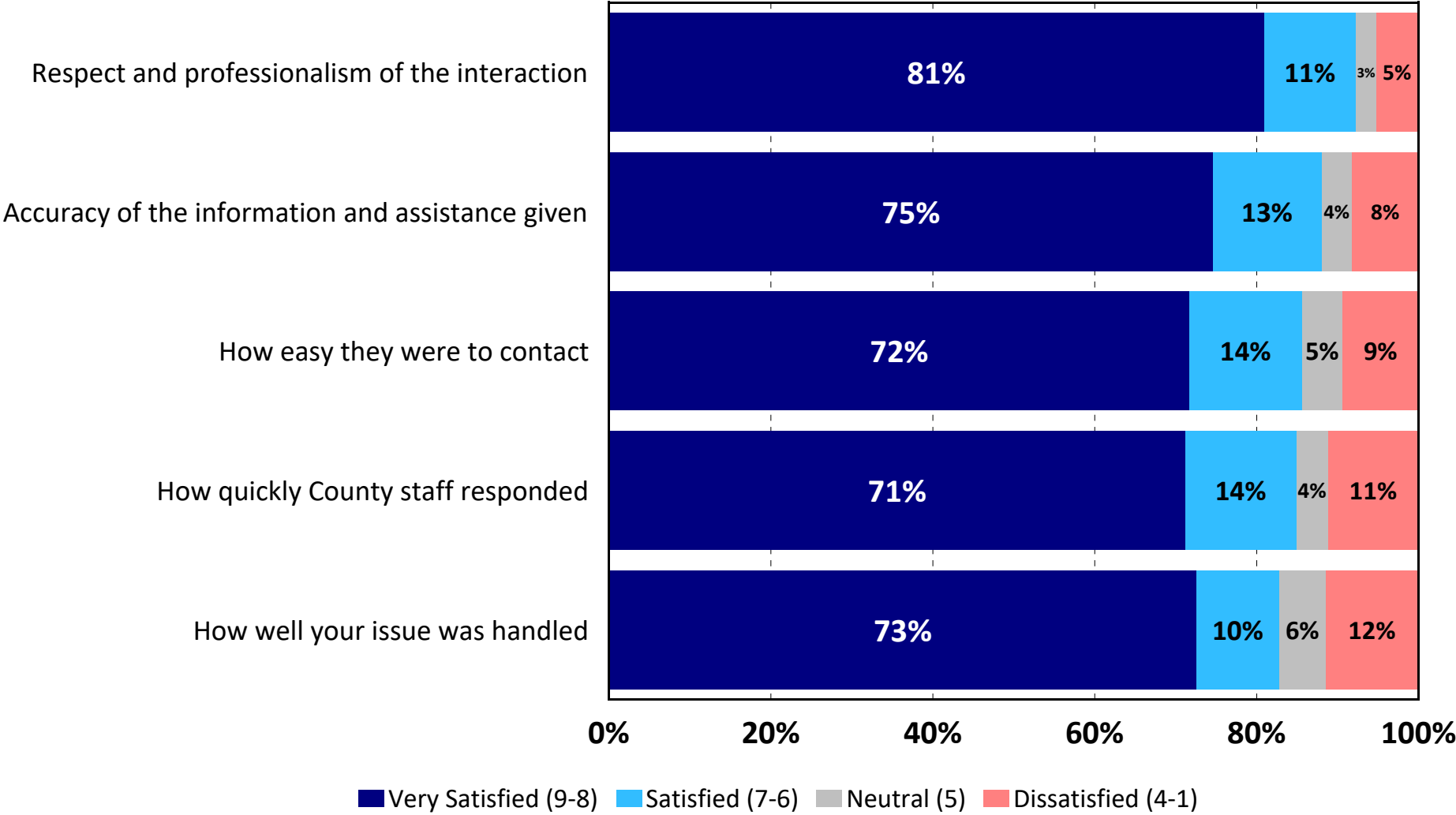
Source: 2021 ETC Institute

ETC Institute (2021)



# Q19a. Satisfaction with Customer Service from County Employees

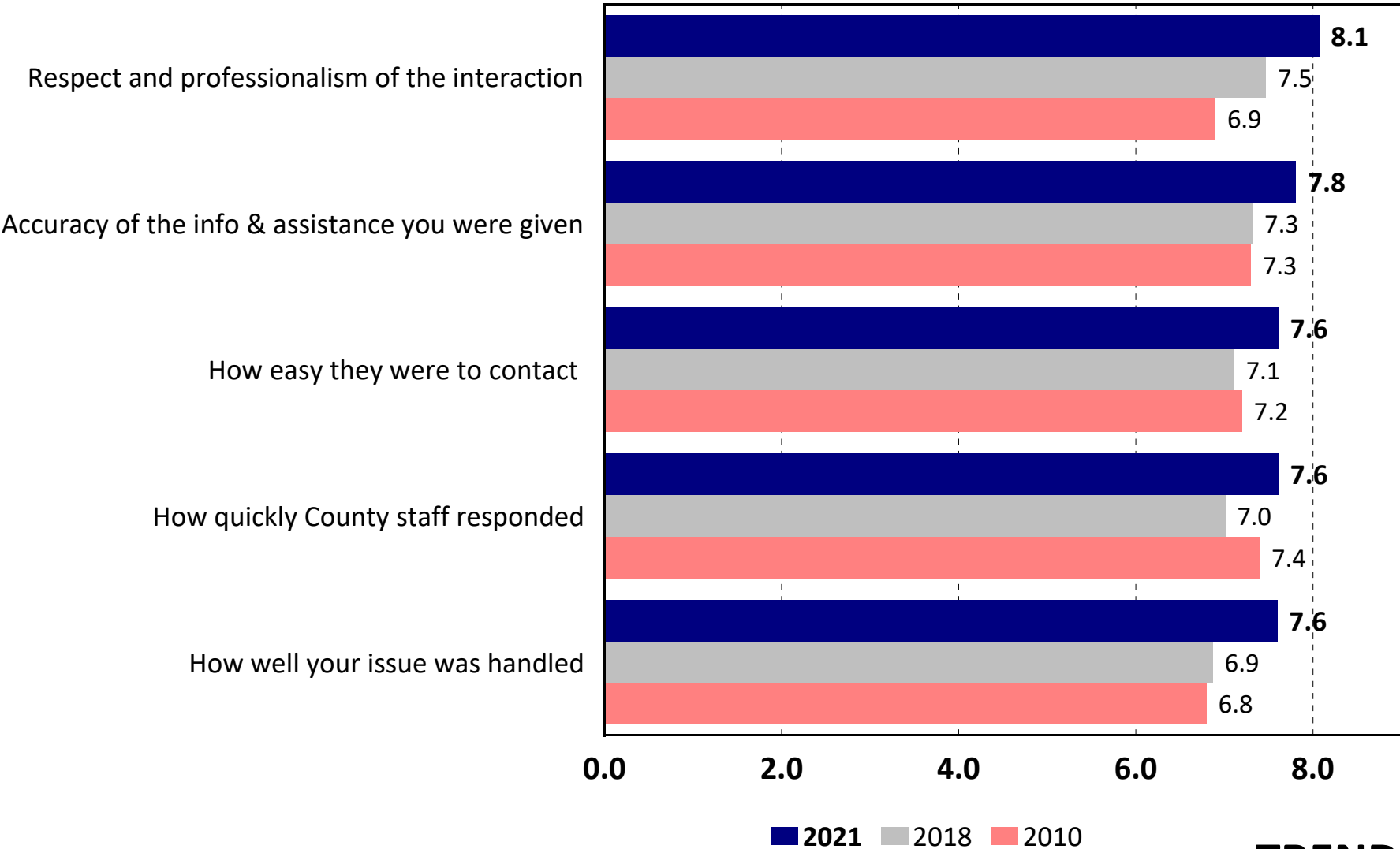
by percentage of respondents who contacted the County and rated the item as a 1 to 9 on a 9-point scale (excluding don't knows)



Source: 2021 ETC Institute

# Q19a. Satisfaction with Customer Service from County Employees

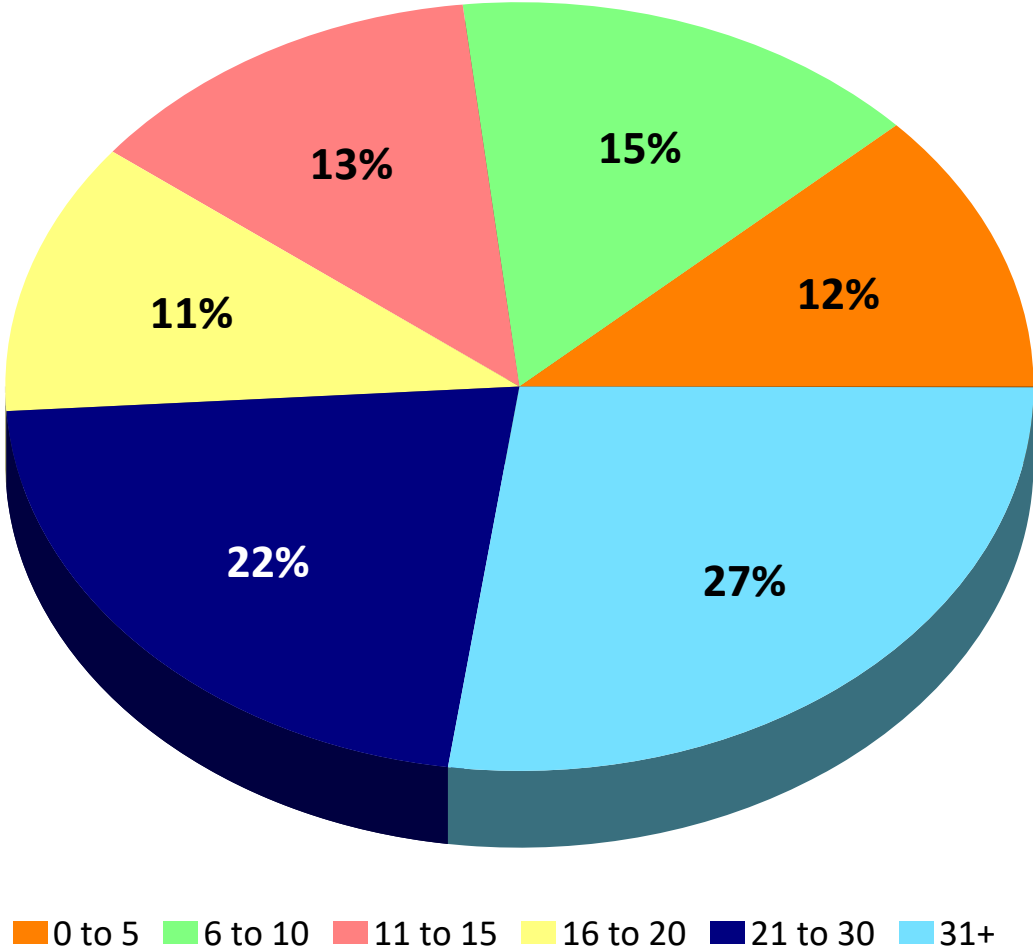
Mean ratings on a scale from 1 to 9, where 9 means “very satisfied” and 1 means “very dissatisfied” (excluding don't knows)



Source: 2021 ETC Institute

# Q20. Demographics: Years Lived in Cabarrus County

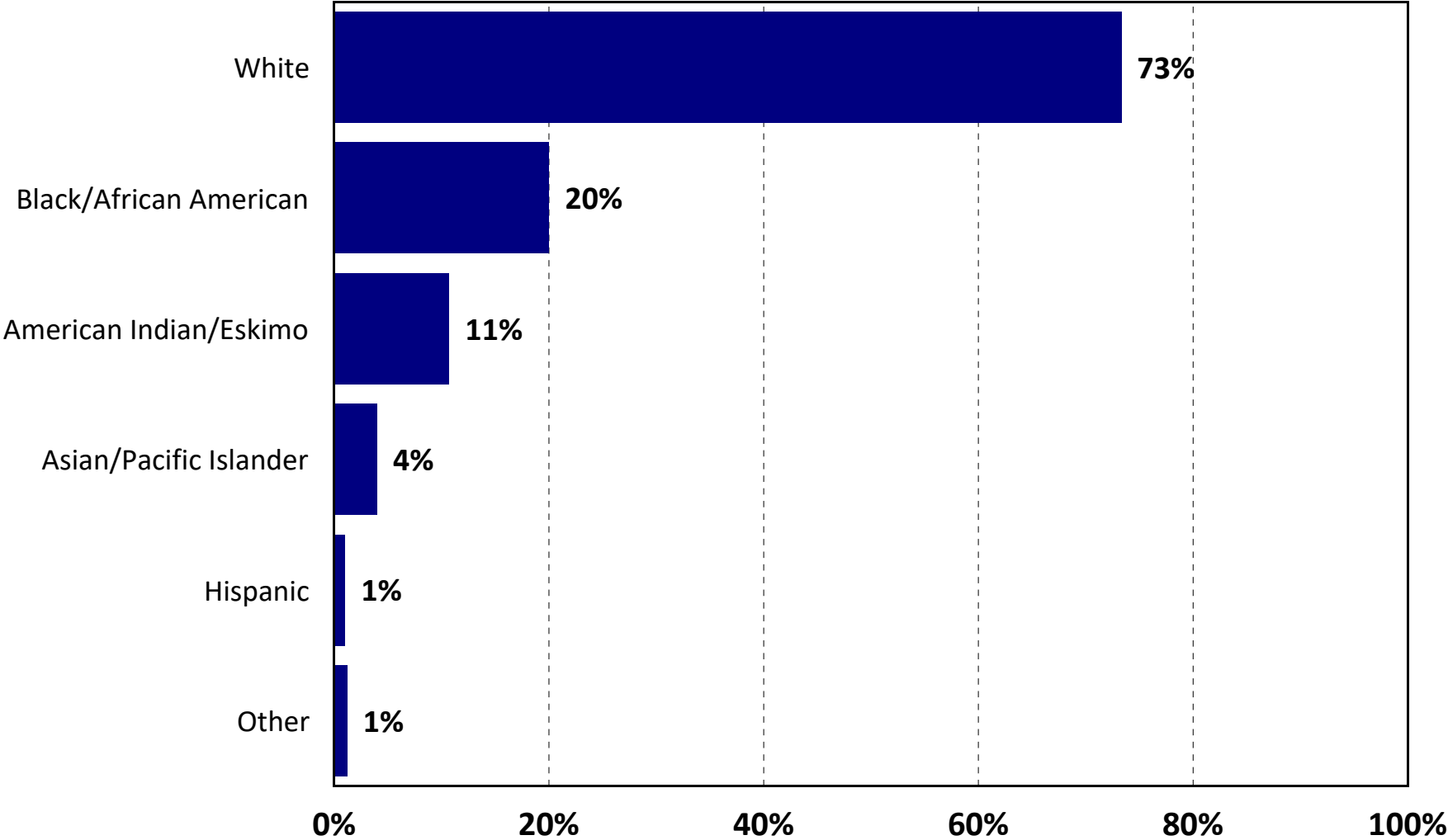
by percentage of respondents



Source: 2021 ETC Institute

# Q21. Demographics: Which of the following best describes your race/ethnicity?

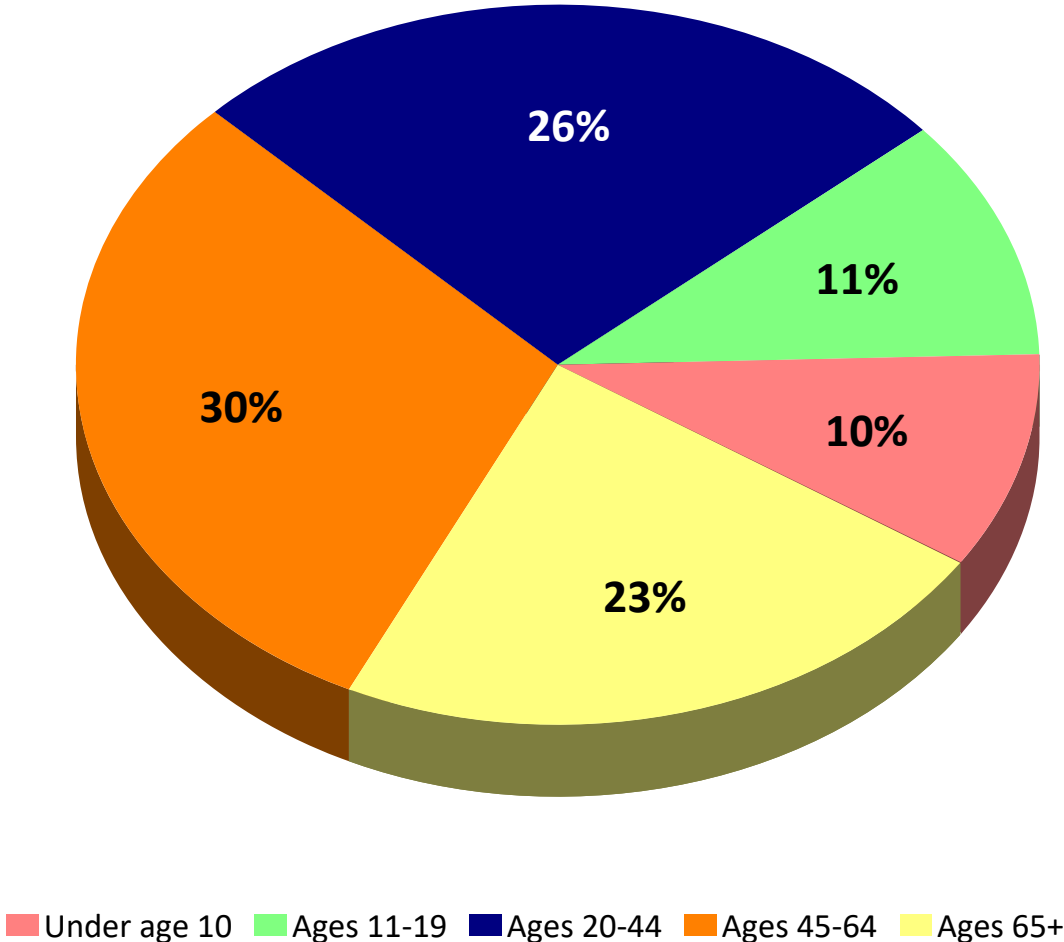
by percentage of respondents (multiple choices could be made)



Source: 2021 ETC Institute

# Q22. Demographics: Ages of Household Occupants

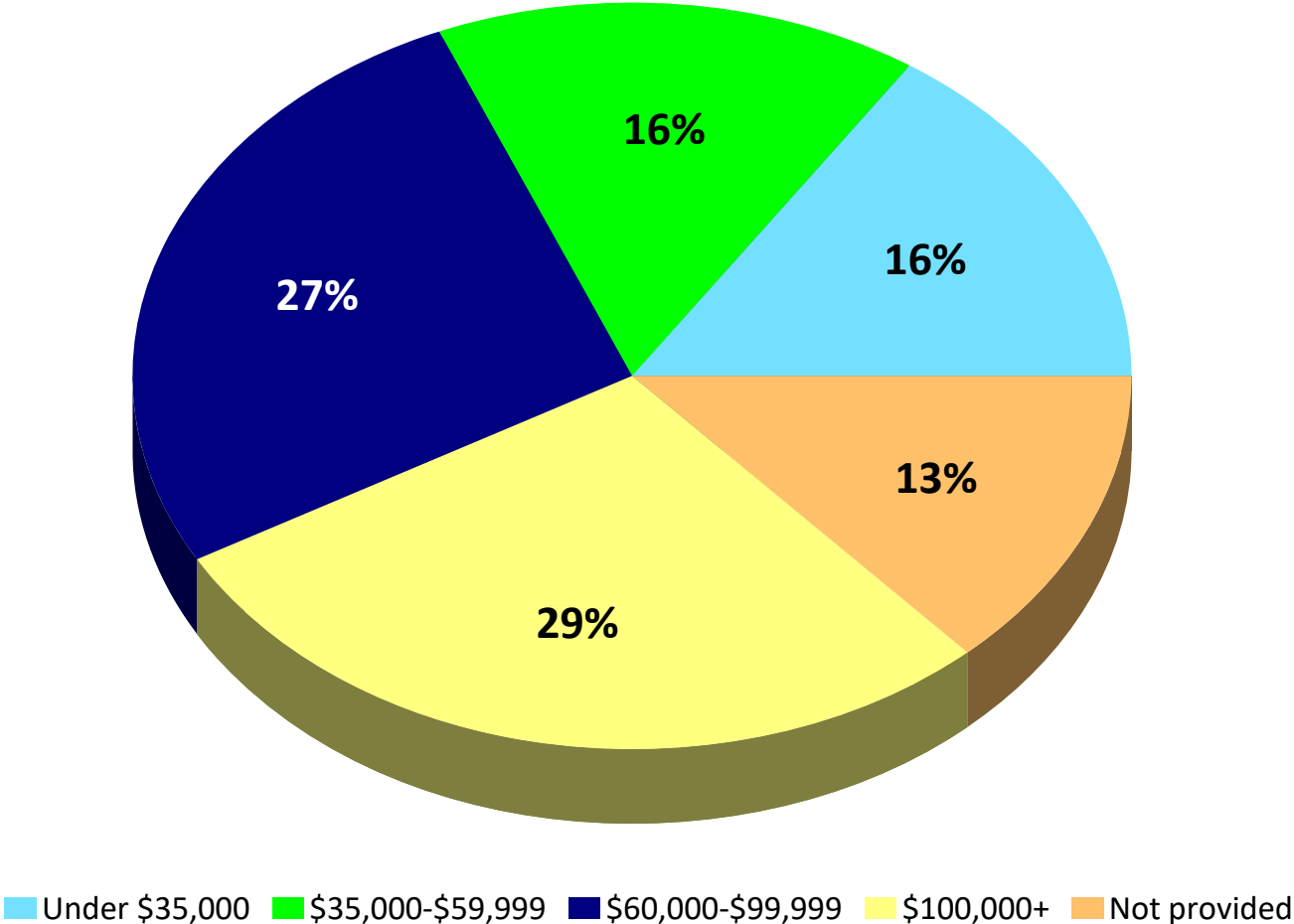
by percentage of respondents



Source: 2021 ETC Institute

# Q23. Demographics: Household Income

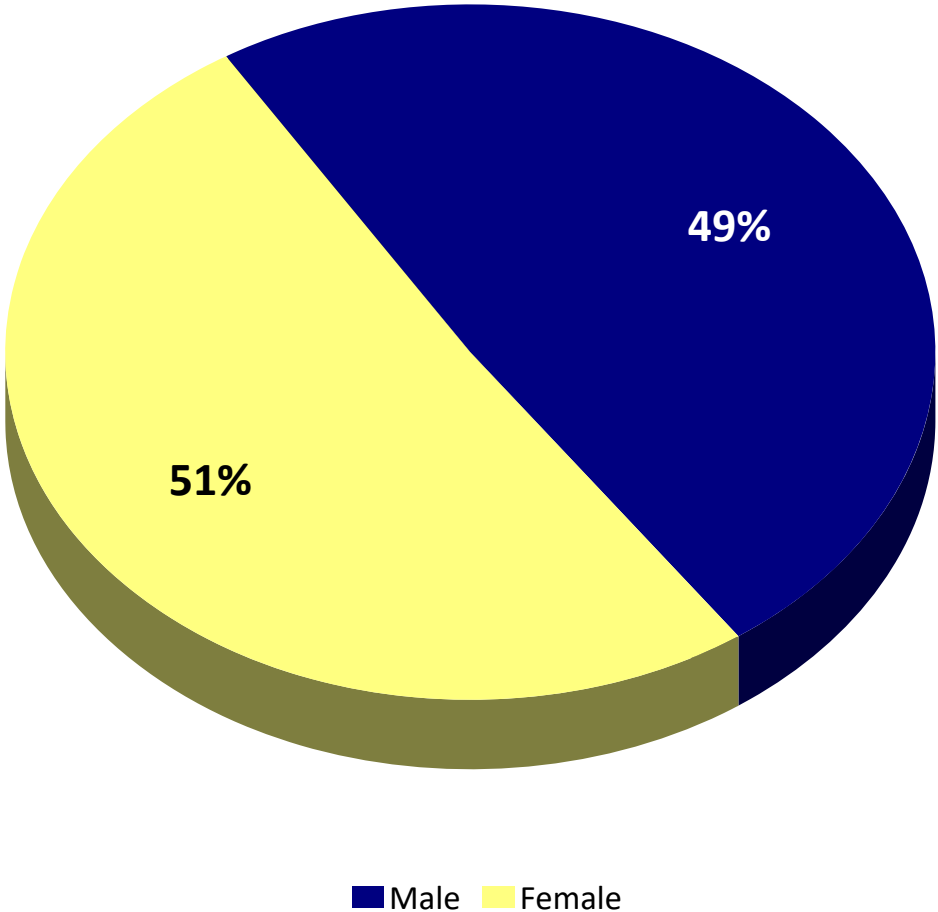
by percentage of respondents



Source: 2021 ETC Institute

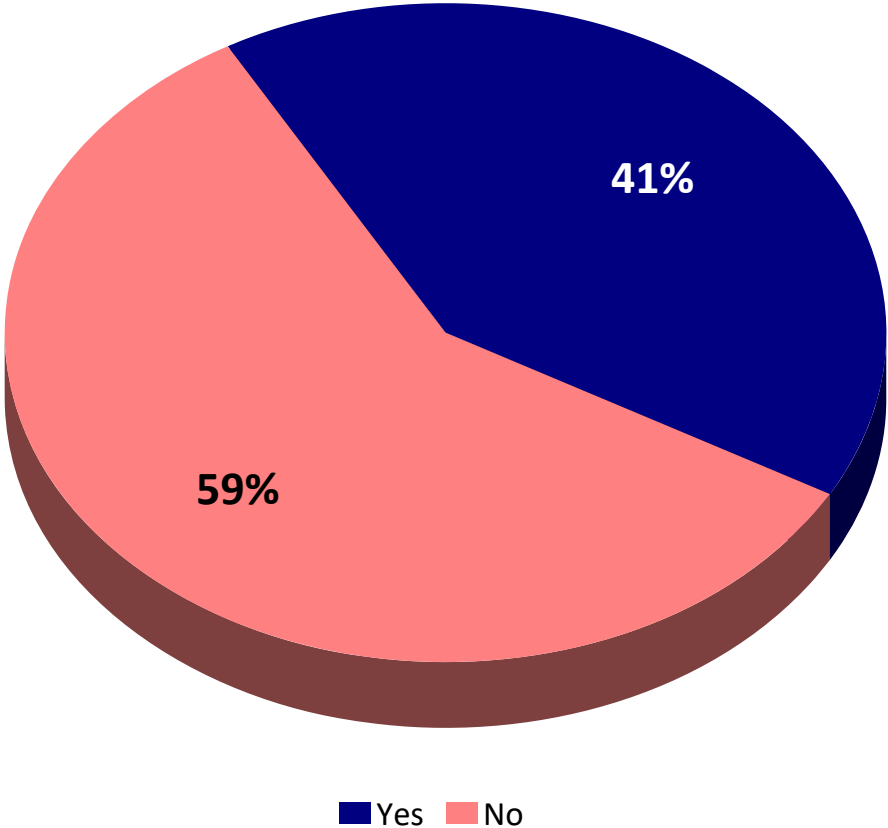
# Q24. Demographics: Gender

by percentage of respondents



# Q25. Demographics: Would you like to receive information on community events and Cabarrus County news by email?

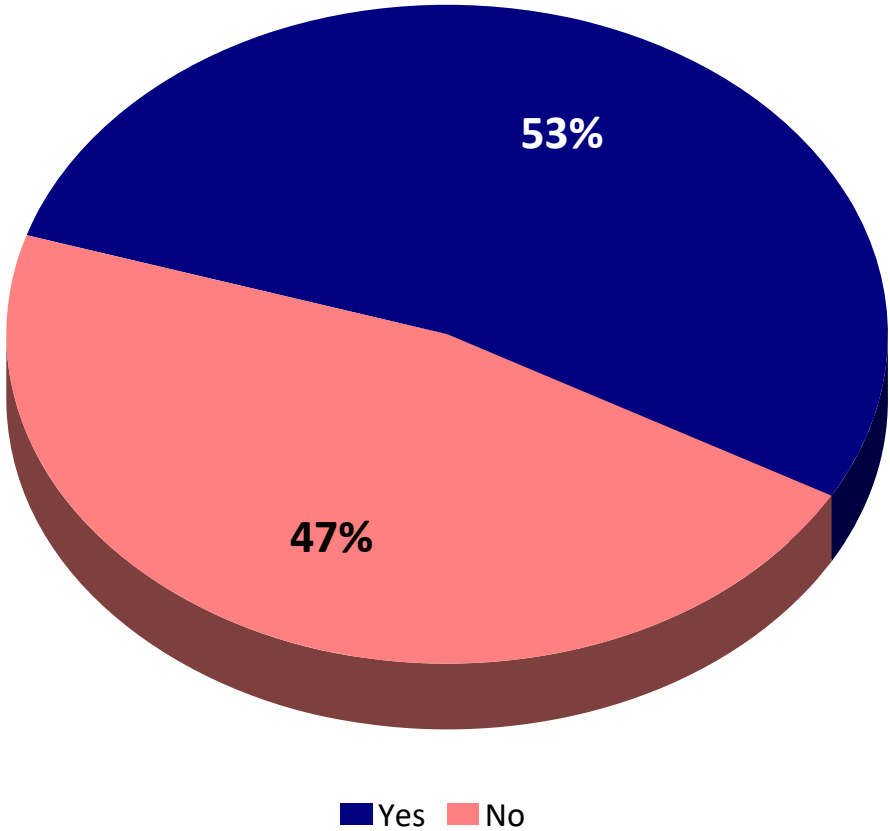
by percentage of respondents





# Q26. Demographics: Would you like to receive emergency alerts from Cabarrus County?

by percentage of respondents



**Section 2:**  
**Benchmarking Analysis**

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## Benchmarking Summary Report

### Cabarrus County, North Carolina

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#### Overview

ETC Institute's *DirectionFinder* program was originally developed in 1999 to help community leaders across the United States use statistically valid community survey data as a tool for making better decisions. Since November of 1999, the survey has been administered in more than 300 cities and counties in 49 states. Most participating cities conduct the survey on an annual or biennial basis.

This report contains benchmarking data from a national survey that was administered by ETC Institute during the summer of 2020 to a random sample of more than 5,000 residents across the United States.

#### Interpreting the Charts

**National Benchmarks.** The charts on the following pages show how the overall results for Cabarrus County compare to the national average based on the results of a survey that was administered by ETC Institute during the summer of 2020 to a random sample of more than 5,000 U.S. residents.

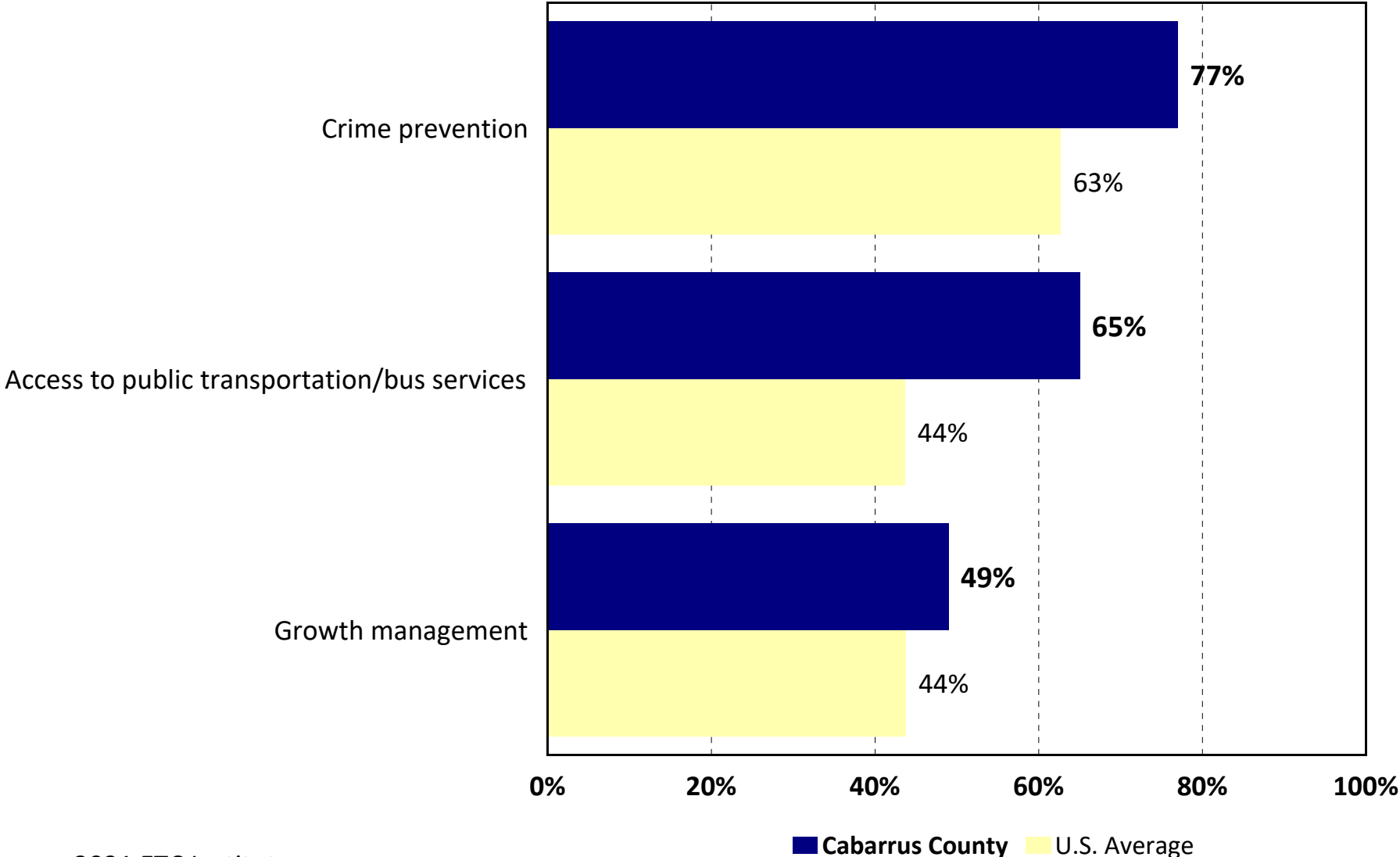
# National Benchmarks

**Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with Cabarrus County is not authorized without written consent from ETC Institute.**

# Satisfaction with Aspects of Living in the Community

## Cabarrus County vs. U.S.

by percentage of respondents who were “very satisfied” or “satisfied” with the item (excluding don't knows)

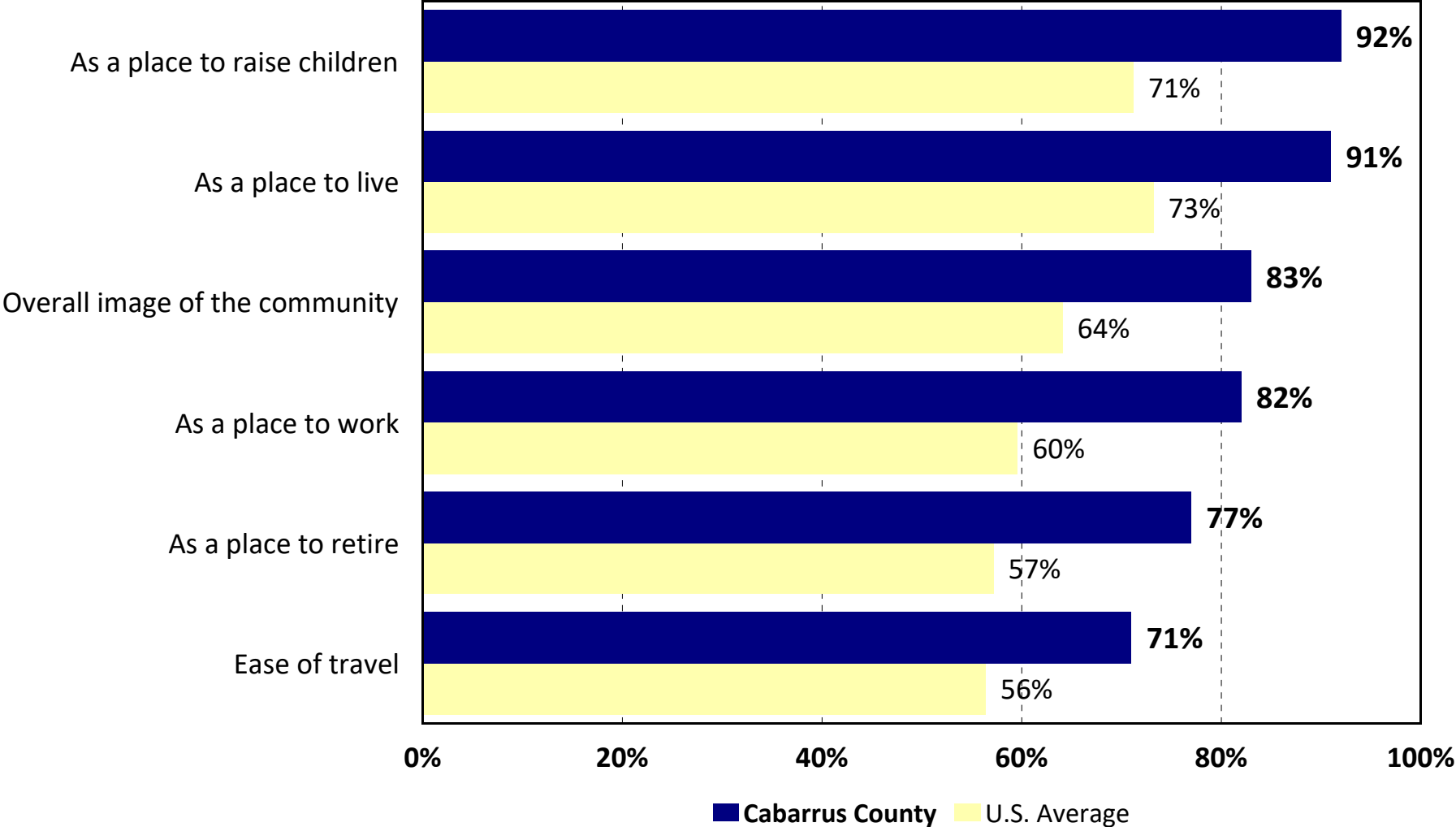


Source: 2021 ETC Institute

# Satisfaction with Items That Influence Perceptions of Quality of Life

## Cabarrus County vs. U.S.

by percentage of respondents who were “very satisfied” or “satisfied” with the item (excluding don't knows)

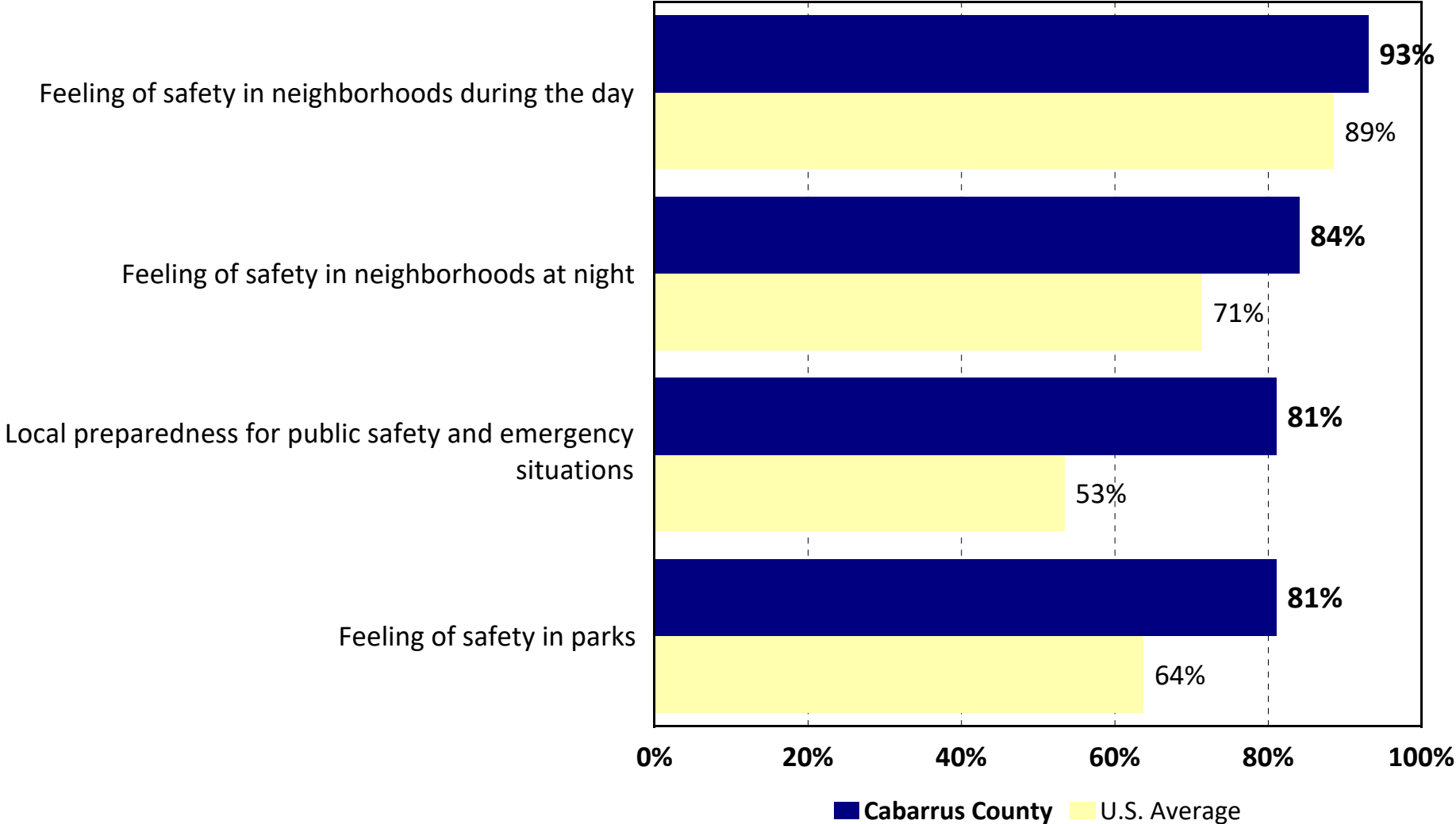


Source: 2021 ETC Institute

# Satisfaction with Items That Influence Perceptions of Safety

## Cabarrus County vs. U.S.

by percentage of respondents who were “very satisfied” or “satisfied” with the item (excluding don't knows)

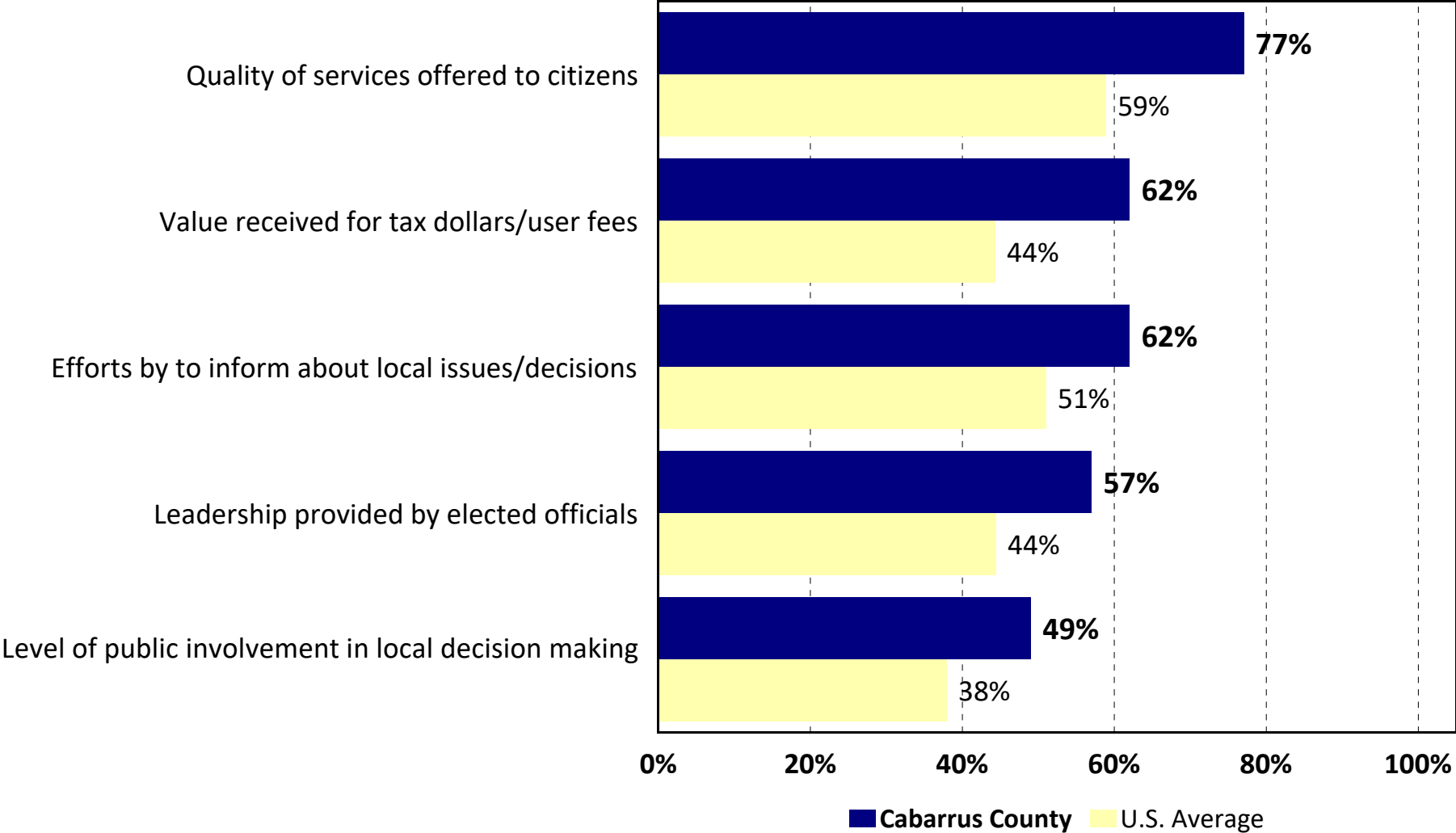


Source: 2021 ETC Institute

# Satisfaction with Items That Influence Perceptions of Government Administration

## Cabarrus County vs. U.S.

by percentage of respondents who were “very satisfied” or “satisfied” with the item (excluding don't knows)



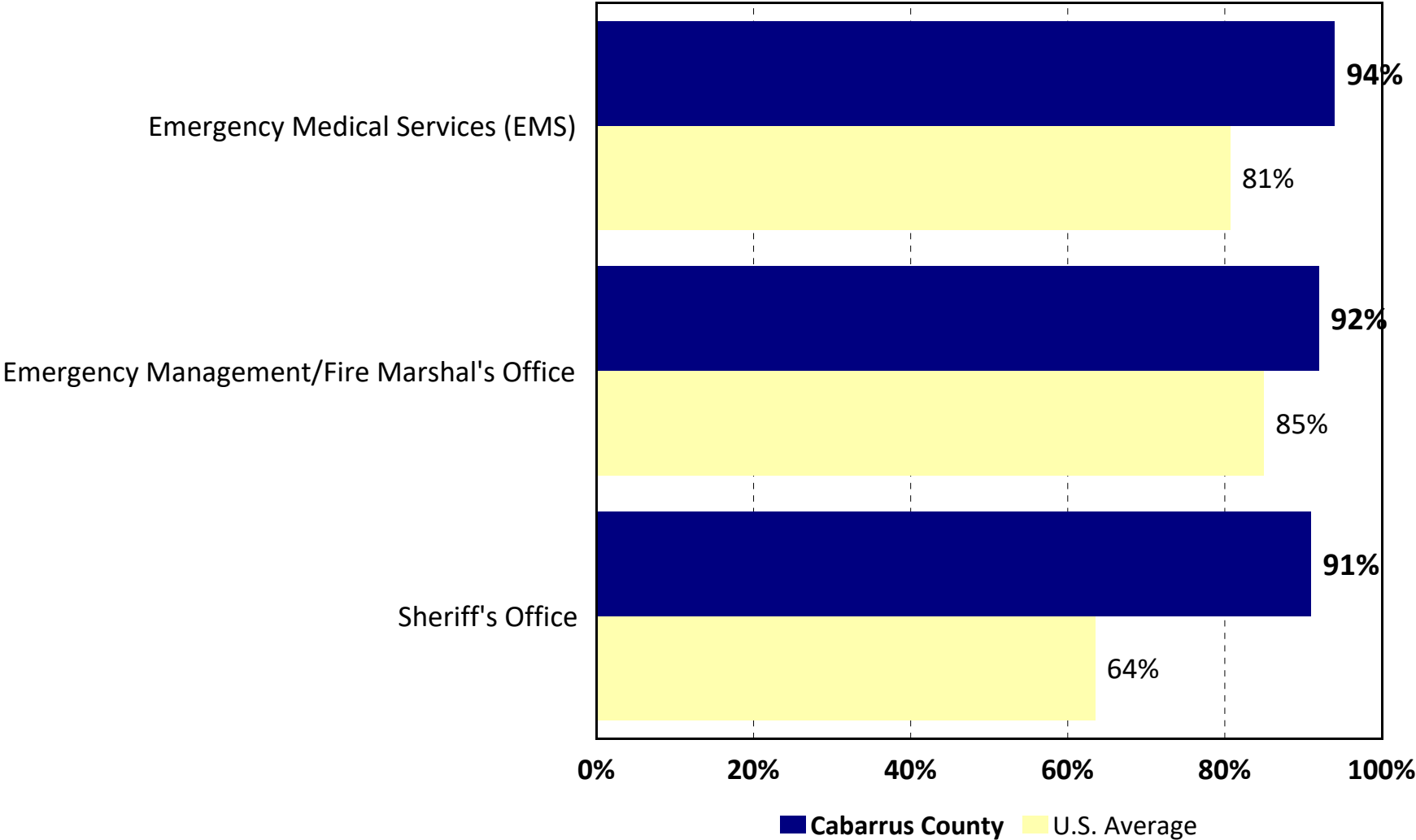
Source: 2021 ETC Institute



# Satisfaction with Emergency Services

## Cabarrus County vs. U.S.

by percentage of respondents who were “very satisfied” or “satisfied” with the item (excluding don't knows)



Source: 2021 ETC Institute

**Section 3:**  
**Importance-Satisfaction**  
**Analysis**

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## Importance-Satisfaction Analysis

### Cabarrus County, North Carolina

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### Overview

Today, community leaders have limited resources which need to be targeted to activities that are of the most benefit to their residents. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to residents; and (2) to target resources toward those services where residents are the least satisfied.

The Importance-Satisfaction (IS) rating is a unique tool that allows public officials to better understand both of these highly important decision making criteria for each of the services they are providing. The Importance-Satisfaction rating is based on the concept that counties will maximize overall satisfaction among residents by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

### Methodology

The rating is calculated by summing the percentage of responses who selected an issue/service as one of the most important issues/services for the County. This sum of the importance ratings is then multiplied by 1 minus the percentage of respondents that indicated they were positively satisfied with the County's performance in the related area (the sum of the ratings of 6, 7, 8, or 9 on a 9-point scale excluding "don't knows"). "Don't know" responses are excluded from the calculation to ensure that the satisfaction ratings among service categories are comparable.  $[IS = \text{Importance} \times (1 - \text{Satisfaction})]$ .

**Example of the Calculation.** Respondents were asked to identify the aspects of living in Cabarrus County they thought should be the top priorities for Cabarrus County leaders. Approximately forty-two percent (42.4%) of respondents selected *growth management* as the most important aspect of living in the County.

With regard to satisfaction, *growth management* was ranked seventeenth overall, with 49% rating it as a "6" thru "9" on a 9-point scale, excluding "don't know" responses. The I-S rating was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example, 42.4% was multiplied by 51% (1-0.49). This calculation yielded an I-S rating of **0.2162**, which was ranked first out of the 19 items that were rated.

The top priority rating is 1.00 and would be achieved when 100% of the respondents select an activity as one of their top choices for the County to provide and 0% indicate that they are positively satisfied with the delivery of the service.

The lowest priority rating is 0.00 and could be achieved under either one of the following two situations:

- if 100% of the respondents were positively satisfied with the delivery of the service
- if none (0%) of the respondents selected the service as one of the five most important services for the County to provide.

## Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next five years. Ratings from .10 to .20 identify service areas that should receive increased emphasis. Ratings less than .10 should continue to receive the current level of emphasis.

- *Definitely Increase Emphasis ( $IS \geq 0.20$ )*
- *Increase Current Emphasis ( $0.10 \leq IS < 0.20$ )*
- *Maintain Current Emphasis ( $IS < 0.10$ )*

The results for Cabarrus County are provided on the following page.

**Importance-Satisfaction Rating  
Cabarrus County, North Carolina  
ASPECTS OF LIVING IN THE COUNTY**

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b><u>Very High Priority (IS &gt;.20)</u></b>						
Growth management	42%	1	49%	17	0.2162	<b>1</b>
<b><u>High Priority (IS .10 - .20)</u></b>						
Availability of housing options for people in different income categories	21%	5	49%	18	0.1056	<b>2</b>
<b><u>Medium Priority (IS &lt;.10)</u></b>						
Open space preservation	22%	3	57%	15	0.0933	<b>3</b>
Crime prevention	40%	2	77%	4	0.0920	<b>4</b>
Availability of employment in Cabarrus County	19%	6	68%	9	0.0602	<b>5</b>
Protecting water quality and the environment	21%	4	72%	5	0.0580	<b>6</b>
Access to mental health providers and services	11%	8	51%	16	0.0559	<b>7</b>
Access to affordable childcare	9%	9	48%	19	0.0468	<b>8</b>
Diversity of our local economy	13%	7	72%	6	0.0372	<b>9</b>
Access to veteran resources and services	8%	11	62%	12	0.0308	<b>10</b>
Access to food (three nutritional meals each day)	9%	10	69%	8	0.0279	<b>11</b>
Access to job training	7%	14	61%	14	0.0261	<b>12</b>
Access to public transportation/bus services	7%	13	65%	10	0.0242	<b>13</b>
Availability of services for people w/disabilities	5%	16	62%	13	0.0190	<b>14</b>
Access to recreational opportunities	8%	12	78%	3	0.0174	<b>15</b>
Access to cultural programs and resources	5%	18	63%	11	0.0167	<b>16</b>
Access to programs/services that improve physical health	5%	17	69%	7	0.0140	<b>17</b>
Emergency response times	6%	15	90%	1	0.0060	<b>18</b>
Non-emergency response times	2%	19	81%	2	0.0046	<b>19</b>

**Note:** The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

**Most Important %:**

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next five years.

**Satisfaction %:**

The "Satisfaction" percentage represents the sum of the ratings "9-8" and "7-6," excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 1 to 9 with "9-8" being very satisfied and "4-1" being very dissatisfied.

2021 by ETC Institute

### **Importance-Satisfaction Matrix Analysis**

The Importance-Satisfaction rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. ETC Institute developed Importance-Satisfaction Matrices to display the perceived importance of major services that were assessed on the survey against the perceived quality of service delivery. The two axes on the matrix represent Satisfaction (vertical) and relative Importance (horizontal).

The I-S (Importance-Satisfaction) matrix should be interpreted as follows.

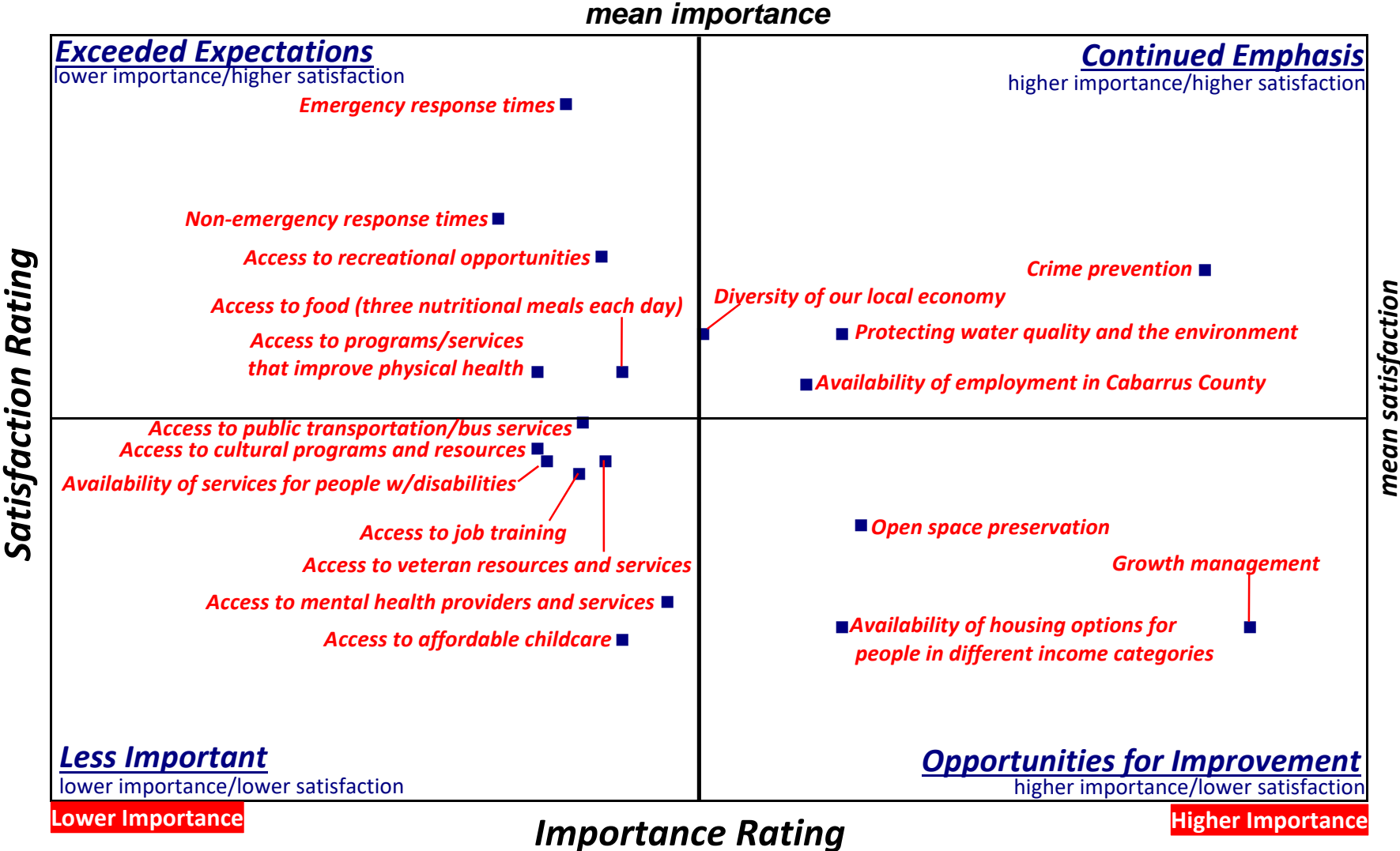
- *Continued Emphasis (above average importance and above average satisfaction).* This area shows where the County is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The County should maintain (or slightly increase) emphasis on items in this area.
- *Exceeding Expectations (below average importance and above average satisfaction).* This area shows where the County is performing better than customers expect the County to perform. Items in this area do not significantly affect the overall level of satisfaction that residents have with County services because they are less important to residents. The County should maintain (or slightly decrease) emphasis on items in this area.
- *Opportunities for Improvement (above average importance and below average satisfaction).* This area shows where the County is not performing as well as residents expect the County to perform. This area has a significant impact on customer satisfaction, and the County should increase emphasis on items in this area.
- *Less Important (below average importance and below average satisfaction).* This area shows where the County is not performing well relative to the County's performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly affect overall satisfaction with County services because the items are less important to residents. The agency should maintain current levels of emphasis on items in this area.

The matrix showing the results for Cabarrus County is provided on the following page.

# Cabarrus County 2021 Community Survey Importance-Satisfaction Assessment Matrix

## -Aspects of Living in the County-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2021)

## Section 4: Tabular Data

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**Q1(1-2). Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following aspects of Land Use in Cabarrus County.**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied	Don't know
Q1-1. Open space preservation	15.0%	10.5%	14.3%	8.1%	15.5%	4.5%	6.4%	2.4%	7.4%	16.0%
Q1-2. Growth management	8.8%	6.9%	13.3%	13.6%	11.4%	8.6%	8.6%	5.2%	10.7%	12.9%

**WITHOUT "DON'T KNOW"**

**Q1(1-2). Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following aspects of Land Use in Cabarrus County. (without "don't know")**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied
Q1-1. Open space preservation	17.8%	12.5%	17.0%	9.6%	18.4%	5.4%	7.6%	2.8%	8.8%
Q1-2. Growth management	10.1%	7.9%	15.3%	15.6%	13.1%	9.8%	9.8%	6.0%	12.3%

**Q1(3-6). Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following aspects of Safety in Cabarrus County.**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied	Don't know
Q1-3. Crime prevention	17.4%	20.5%	19.8%	11.9%	10.2%	4.8%	2.9%	1.0%	1.7%	10.0%
Q1-4. Emergency response times	27.4%	21.0%	10.5%	5.5%	4.5%	0.5%	0.5%	0.5%	1.0%	28.8%
Q1-5. Non-emergency response times	17.4%	15.0%	11.0%	7.4%	6.4%	2.6%	1.0%	0.2%	1.4%	37.6%
Q1-6. Protecting water quality & environment	12.6%	18.6%	16.2%	9.0%	9.5%	4.8%	2.6%	1.9%	2.9%	21.9%

**WITHOUT "DON'T KNOW"**

**Q1(3-6). Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following aspects of Safety in Cabarrus County. (without "don't know")**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied
Q1-3. Crime prevention	19.3%	22.8%	22.0%	13.2%	11.4%	5.3%	3.2%	1.1%	1.9%
Q1-4. Emergency response times	38.5%	29.4%	14.7%	7.7%	6.4%	0.7%	0.7%	0.7%	1.3%
Q1-5. Non-emergency response times	27.9%	24.0%	17.6%	11.8%	10.3%	4.2%	1.5%	0.4%	2.3%
Q1-6. Protecting water quality & environment	16.2%	23.8%	20.7%	11.6%	12.2%	6.1%	3.4%	2.4%	3.7%

**Q1(7-19). Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following aspects of Access and Opportunity in Cabarrus County.**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied	Don't know
Q1-7. Diversity of our local economy	14.3%	16.7%	18.1%	10.7%	13.6%	3.6%	4.0%	1.0%	1.7%	16.4%
Q1-8. Availability of employment in Cabarrus County	8.8%	13.8%	15.5%	9.3%	9.0%	5.5%	3.3%	1.0%	3.6%	30.2%
Q1-9. Access to job training	6.0%	8.6%	7.9%	7.1%	6.2%	5.0%	2.9%	1.2%	4.0%	51.2%
Q1-10. Access to affordable childcare	5.2%	2.1%	6.2%	4.8%	7.1%	2.6%	5.0%	1.9%	3.3%	61.7%
Q1-11. Availability of housing options for people in different income categories	8.8%	6.0%	8.1%	10.0%	11.4%	5.5%	6.7%	5.2%	5.5%	32.9%
Q1-12. Availability of services for people with disabilities	7.1%	7.6%	9.3%	7.6%	8.8%	2.9%	3.8%	1.4%	2.6%	48.8%
Q1-13. Access to mental health providers & services	9.3%	6.0%	7.1%	5.0%	8.6%	4.0%	5.5%	3.6%	4.8%	46.2%
Q1-14. Access to programs & services that improve physical health	12.6%	14.8%	13.8%	11.4%	10.7%	4.5%	5.0%	1.0%	2.1%	24.0%
Q1-15. Access to food (three nutritional meals each day)	16.0%	11.0%	11.0%	7.1%	9.5%	3.8%	2.9%	1.9%	2.6%	34.3%
Q1-16. Access to veteran resources & services	10.0%	6.0%	8.1%	6.0%	5.7%	3.1%	2.9%	2.6%	3.8%	51.9%
Q1-17. Access to recreational opportunities	21.7%	18.6%	18.6%	10.5%	8.3%	4.0%	3.1%	1.7%	2.6%	11.0%
Q1-18. Access to cultural programs & resources	10.5%	11.9%	11.2%	11.9%	11.9%	5.0%	4.5%	2.4%	3.8%	26.9%

**Q1(7-19). Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following aspects of Access and Opportunity in Cabarrus County.**

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied	Don't know
Q1-19. Access to public transportation/bus services	13.3%	9.8%	11.4%	8.6%	9.3%	2.9%	3.6%	2.9%	4.8%	33.6%

**WITHOUT "DON'T KNOW"**

**Q1(7-19). Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following aspects of Access and Opportunity in Cabarrus County. (without "don't know")**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied
Q1-7. Diversity of our local economy	17.1%	19.9%	21.7%	12.8%	16.2%	4.3%	4.8%	1.1%	2.0%
Q1-8. Availability of employment in Cabarrus County	12.6%	19.8%	22.2%	13.3%	13.0%	7.8%	4.8%	1.4%	5.1%
Q1-9. Access to job training	12.2%	17.6%	16.1%	14.6%	12.7%	10.2%	5.9%	2.4%	8.3%
Q1-10. Access to affordable childcare	13.7%	5.6%	16.1%	12.4%	18.6%	6.8%	13.0%	5.0%	8.7%
Q1-11. Availability of housing options for people in different income categories	13.1%	8.9%	12.1%	14.9%	17.0%	8.2%	9.9%	7.8%	8.2%
Q1-12. Availability of services for people with disabilities	14.0%	14.9%	18.1%	14.9%	17.2%	5.6%	7.4%	2.8%	5.1%
Q1-13. Access to mental health providers & services	17.3%	11.1%	13.3%	9.3%	15.9%	7.5%	10.2%	6.6%	8.8%
Q1-14. Access to programs & services that improve physical health	16.6%	19.4%	18.2%	15.0%	14.1%	6.0%	6.6%	1.3%	2.8%
Q1-15. Access to food (three nutritional meals each day)	24.3%	16.7%	16.7%	10.9%	14.5%	5.8%	4.3%	2.9%	4.0%
Q1-16. Access to veteran resources & services	20.8%	12.4%	16.8%	12.4%	11.9%	6.4%	5.9%	5.4%	7.9%
Q1-17. Access to recreational opportunities	24.3%	20.9%	20.9%	11.8%	9.4%	4.5%	3.5%	1.9%	2.9%
Q1-18. Access to cultural programs & resources	14.3%	16.3%	15.3%	16.3%	16.3%	6.8%	6.2%	3.3%	5.2%
Q1-19. Access to public transportation/bus services	20.1%	14.7%	17.2%	12.9%	14.0%	4.3%	5.4%	4.3%	7.2%

**Q1a. Which THREE of the items listed in Question 1 do you think should be the top priorities for leaders in Cabarrus County over the next five years?**

<u>Q1a. Top choice</u>	<u>Number</u>	<u>Percent</u>
Open space preservation	32	7.6 %
Growth management	111	26.4 %
Crime prevention	75	17.9 %
Emergency response times	3	0.7 %
Non-emergency response times	1	0.2 %
Protecting water quality & environment	22	5.2 %
Diversity of our local economy	15	3.6 %
Availability of employment in Cabarrus County	17	4.0 %
Access to job training	4	1.0 %
Access to affordable childcare	10	2.4 %
Availability of housing options for people in different income categories	38	9.0 %
Availability of services for people with disabilities	3	0.7 %
Access to mental health providers & services	9	2.1 %
Access to programs & services that improve physical health	4	1.0 %
Access to food (three nutritional meals each day)	7	1.7 %
Access to veteran resources & services	2	0.5 %
Access to recreational opportunities	8	1.9 %
Access to cultural programs & resources	2	0.5 %
Access to public transportation/bus services	6	1.4 %
<u>None chosen</u>	<u>51</u>	<u>12.1 %</u>
Total	420	100.0 %

**Q1a. Which THREE of the items listed in Question 1 do you think should be the top priorities for leaders in Cabarrus County over the next five years?**

<u>Q1a. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Open space preservation	35	8.3 %
Growth management	40	9.5 %
Crime prevention	54	12.9 %
Emergency response times	13	3.1 %
Non-emergency response times	2	0.5 %
Protecting water quality & environment	35	8.3 %
Diversity of our local economy	21	5.0 %
Availability of employment in Cabarrus County	31	7.4 %
Access to job training	12	2.9 %
Access to affordable childcare	11	2.6 %
Availability of housing options for people in different income categories	26	6.2 %
Availability of services for people with disabilities	12	2.9 %
Access to mental health providers & services	12	2.9 %
Access to programs & services that improve physical health	8	1.9 %
Access to food (three nutritional meals each day)	10	2.4 %
Access to veteran resources & services	14	3.3 %
Access to recreational opportunities	7	1.7 %
Access to cultural programs & resources	9	2.1 %
Access to public transportation/bus services	10	2.4 %
<u>None chosen</u>	<u>58</u>	<u>13.8 %</u>
Total	420	100.0 %

**Q1a. Which THREE of the items listed in Question 1 do you think should be the top priorities for leaders in Cabarrus County over the next five years?**

<u>Q1a. 3rd choice</u>	<u>Number</u>	<u>Percent</u>
Open space preservation	24	5.7 %
Growth management	27	6.4 %
Crime prevention	39	9.3 %
Emergency response times	9	2.1 %
Non-emergency response times	7	1.7 %
Protecting water quality & environment	30	7.1 %
Diversity of our local economy	20	4.8 %
Availability of employment in Cabarrus County	31	7.4 %
Access to job training	12	2.9 %
Access to affordable childcare	17	4.0 %
Availability of housing options for people in different income categories	23	5.5 %
Availability of services for people with disabilities	6	1.4 %
Access to mental health providers & services	27	6.4 %
Access to programs & services that improve physical health	7	1.7 %
Access to food (three nutritional meals each day)	21	5.0 %
Access to veteran resources & services	18	4.3 %
Access to recreational opportunities	18	4.3 %
Access to cultural programs & resources	8	1.9 %
Access to public transportation/bus services	13	3.1 %
<u>None chosen</u>	<u>63</u>	<u>15.0 %</u>
Total	420	100.0 %



**SUM OF TOP 3 CHOICES****Q1a. Which THREE of the items listed in Question 1 do you think should be the top priorities for leaders in Cabarrus County over the next five years? (top 3)**

Q1a. Sum of top 3 choices	Number	Percent
Open space preservation	91	21.7 %
Growth management	178	42.4 %
Crime prevention	168	40.0 %
Emergency response times	25	6.0 %
Non-emergency response times	10	2.4 %
Protecting water quality & environment	87	20.7 %
Diversity of our local economy	56	13.3 %
Availability of employment in Cabarrus County	79	18.8 %
Access to job training	28	6.7 %
Access to affordable childcare	38	9.0 %
Availability of housing options for people in different income categories	87	20.7 %
Availability of services for people with disabilities	21	5.0 %
Access to mental health providers & services	48	11.4 %
Access to programs & services that improve physical health	19	4.5 %
Access to food (three nutritional meals each day)	38	9.0 %
Access to veteran resources & services	34	8.1 %
Access to recreational opportunities	33	7.9 %
Access to cultural programs & resources	19	4.5 %
Access to public transportation/bus services	29	6.9 %
None chosen	51	12.1 %
Total	1139	

**Q2(1-7). Quality of Life: Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following issues that impact your perception of Cabarrus County.**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied	Don't know
Q2-1. County as a place to live	37.6%	26.2%	19.5%	6.2%	5.5%	0.7%	1.0%	1.0%	1.0%	1.4%
Q2-2. County as a place to raise children	34.3%	26.0%	15.5%	5.7%	5.2%	0.7%	0.5%	0.7%	0.7%	10.7%
Q2-3. County as a place to work	25.2%	18.3%	16.0%	7.9%	7.1%	4.0%	2.1%	0.5%	1.9%	16.9%
Q2-4. County as a place to retire	29.0%	16.7%	14.5%	8.8%	10.0%	3.6%	2.6%	2.4%	2.6%	9.8%
Q2-5. Ease of travel in County	19.3%	17.9%	20.5%	12.1%	15.2%	3.8%	3.1%	3.6%	2.6%	1.9%
Q2-6. Overall quality of life in County	27.1%	27.9%	23.1%	6.9%	9.0%	1.4%	1.2%	0.2%	1.4%	1.7%
Q2-7. Overall image of County	26.0%	23.8%	20.0%	9.5%	10.7%	2.9%	1.2%	0.2%	1.7%	4.0%

**WITHOUT "DON'T KNOW"**

**Q2(1-7). Quality of Life: Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following issues that impact your perception of Cabarrus County. (without "don't know")**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied
Q2-1. County as a place to live	38.2%	26.6%	19.8%	6.3%	5.6%	0.7%	1.0%	1.0%	1.0%
Q2-2. County as a place to raise children	38.4%	29.1%	17.3%	6.4%	5.9%	0.8%	0.5%	0.8%	0.8%
Q2-3. County as a place to work	30.4%	22.1%	19.2%	9.5%	8.6%	4.9%	2.6%	0.6%	2.3%
Q2-4. County as a place to retire	32.2%	18.5%	16.1%	9.8%	11.1%	4.0%	2.9%	2.6%	2.9%
Q2-5. Ease of travel in County	19.7%	18.2%	20.9%	12.4%	15.5%	3.9%	3.2%	3.6%	2.7%
Q2-6. Overall quality of life in County	27.6%	28.3%	23.5%	7.0%	9.2%	1.5%	1.2%	0.2%	1.5%
Q2-7. Overall image of County	27.0%	24.8%	20.8%	9.9%	11.2%	3.0%	1.2%	0.2%	1.7%

**Q2(8-13). Safety and preparedness: Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following issues that impact your perception of Cabarrus County.**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied	Don't know
Q2-8. How safe you feel in your neighborhood during the day	46.2%	25.5%	16.2%	5.0%	3.6%	0.5%	1.4%	0.5%	0.5%	0.7%
Q2-9. How safe you feel in your neighborhood at night	32.4%	23.6%	20.7%	7.4%	8.1%	2.6%	1.7%	1.4%	1.4%	0.7%
Q2-10. How safe you feel at County parks	21.9%	21.7%	19.8%	7.6%	9.8%	2.9%	1.4%	1.4%	0.7%	12.9%
Q2-11. Local preparedness for public safety & emergency situations	15.5%	22.4%	18.8%	6.2%	8.3%	2.1%	1.9%	0.0%	1.9%	22.9%
Q2-12. Local response following a natural disaster (flood, tornado, etc.)	12.1%	16.2%	12.9%	5.5%	6.2%	1.7%	1.0%	0.7%	2.1%	41.7%
Q2-13. Ability for our community to withstand & recover from events detrimental to public health & safety	12.1%	15.5%	18.8%	7.1%	9.5%	2.6%	1.9%	1.4%	2.4%	28.6%

**WITHOUT "DON'T KNOW"**

**Q2(8-13). Safety and preparedness: Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following issues that impact your perception of Cabarrus County. (without "don't know")**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied
Q2-8. How safe you feel in your neighborhood during the day	46.5%	25.7%	16.3%	5.0%	3.6%	0.5%	1.4%	0.5%	0.5%
Q2-9. How safe you feel in your neighborhood at night	32.6%	23.7%	20.9%	7.4%	8.2%	2.6%	1.7%	1.4%	1.4%
Q2-10. How safe you feel at County parks	25.1%	24.9%	22.7%	8.7%	11.2%	3.3%	1.6%	1.6%	0.8%
Q2-11. Local preparedness for public safety & emergency situations	20.1%	29.0%	24.4%	8.0%	10.8%	2.8%	2.5%	0.0%	2.5%
Q2-12. Local response following a natural disaster (flood, tornado, etc.)	20.8%	27.8%	22.0%	9.4%	10.6%	2.9%	1.6%	1.2%	3.7%
Q2-13. Ability for our community to withstand & recover from events detrimental to public health & safety	17.0%	21.7%	26.3%	10.0%	13.3%	3.7%	2.7%	2.0%	3.3%

**Q2(14-21). Government administration: Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following issues that impact your perception of Cabarrus County.**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied	Don't know
Q2-14. Overall quality of County services offered to citizens	14.8%	19.8%	19.8%	10.5%	9.5%	4.0%	2.9%	1.4%	2.1%	15.2%
Q2-15. Overall value you receive for your County tax dollars & user fees	10.0%	15.2%	18.6%	13.3%	12.9%	6.9%	4.5%	5.0%	6.0%	7.6%
Q2-16. Local collaboration & community partnerships	8.1%	11.4%	12.1%	9.3%	12.4%	2.1%	3.3%	2.4%	2.1%	36.7%
Q2-17. Efforts by County government to keep you informed about local issues & decisions	11.7%	14.0%	17.6%	11.9%	15.2%	5.0%	4.0%	4.3%	6.2%	10.0%
Q2-18. Level of public involvement in local decision making	5.7%	8.8%	12.4%	12.1%	12.1%	6.4%	6.9%	6.9%	7.6%	21.0%
Q2-19. County's level of financial & budgetary transparency	8.6%	11.0%	12.4%	8.3%	11.0%	6.0%	5.0%	4.3%	7.6%	26.0%
Q2-20. Leadership provided by County elected officials	8.6%	12.4%	15.5%	11.2%	14.5%	6.9%	4.5%	4.5%	5.2%	16.7%
Q2-21. Leadership provided by County administrators	9.0%	13.3%	16.9%	8.3%	13.3%	6.2%	4.8%	3.6%	5.5%	19.0%

**WITHOUT "DON'T KNOW"**

**Q2(14-21). Government administration: Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following issues that impact your perception of Cabarrus County. (without "don't know")**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied
Q2-14. Overall quality of County services offered to citizens	17.4%	23.3%	23.3%	12.4%	11.2%	4.8%	3.4%	1.7%	2.5%
Q2-15. Overall value you receive for your County tax dollars & user fees	10.8%	16.5%	20.1%	14.4%	13.9%	7.5%	4.9%	5.4%	6.4%
Q2-16. Local collaboration & community partnerships	12.8%	18.0%	19.2%	14.7%	19.5%	3.4%	5.3%	3.8%	3.4%
Q2-17. Efforts by County government to keep you informed about local issues & decisions	13.0%	15.6%	19.6%	13.2%	16.9%	5.6%	4.5%	4.8%	6.9%
Q2-18. Level of public involvement in local decision making	7.2%	11.1%	15.7%	15.4%	15.4%	8.1%	8.7%	8.7%	9.6%
Q2-19. County's level of financial & budgetary transparency	11.6%	14.8%	16.7%	11.3%	14.8%	8.0%	6.8%	5.8%	10.3%
Q2-20. Leadership provided by County elected officials	10.3%	14.9%	18.6%	13.4%	17.4%	8.3%	5.4%	5.4%	6.3%
Q2-21. Leadership provided by County administrators	11.2%	16.5%	20.9%	10.3%	16.5%	7.6%	5.9%	4.4%	6.8%

**Q3. Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following Cabarrus County strategic priorities.**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied	Don't know
Q3-1. A healthy & safe community	20.5%	25.5%	22.4%	9.0%	10.0%	3.3%	1.0%	0.5%	0.7%	7.1%
Q3-2. Culture & recreation	15.0%	20.7%	21.2%	11.7%	12.4%	4.8%	1.4%	1.4%	2.1%	9.3%
Q3-3. Sustainable growth & development	12.9%	12.9%	19.0%	11.9%	13.3%	5.5%	5.0%	2.9%	6.7%	10.0%
Q3-4. A thriving economy	14.3%	19.8%	19.5%	11.0%	14.0%	5.0%	3.1%	1.0%	2.4%	10.0%
Q3-5. Transparent & accountable government	9.3%	12.1%	16.9%	10.2%	10.2%	8.6%	3.3%	3.1%	6.0%	20.2%

**WITHOUT "DON'T KNOW"**

**Q3. Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following Cabarrus County strategic priorities. (without "don't know")**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied
Q3-1. A healthy & safe community	22.1%	27.4%	24.1%	9.7%	10.8%	3.6%	1.0%	0.5%	0.8%
Q3-2. Culture & recreation	16.5%	22.8%	23.4%	12.9%	13.6%	5.2%	1.6%	1.6%	2.4%
Q3-3. Sustainable growth & development	14.3%	14.3%	21.2%	13.2%	14.8%	6.1%	5.6%	3.2%	7.4%
Q3-4. A thriving economy	15.9%	22.0%	21.7%	12.2%	15.6%	5.6%	3.4%	1.1%	2.6%
Q3-5. Transparent & accountable government	11.6%	15.2%	21.2%	12.8%	12.8%	10.7%	4.2%	3.9%	7.5%



**Q4. Using a scale of 1 to 9, where 9 is "Very Positive" and 1 is "Very Negative," please rate your overall impression of the following programs and services offered by Cabarrus County.**

(N=420)

	Very positive	8	7	6	5	4	3	2	Very negative	Don't know	Have not heard
Q4-1. Election/voter services	32.1%	23.1%	12.9%	5.7%	9.0%	3.6%	1.2%	1.0%	1.9%	7.1%	2.4%
Q4-2. Senior services	13.8%	13.3%	7.9%	7.9%	5.5%	4.5%	2.9%	1.4%	1.7%	27.9%	13.3%
Q4-3. Veterans services	8.8%	7.9%	5.5%	3.8%	5.2%	4.5%	2.4%	2.1%	1.9%	37.4%	20.5%
Q4-4. Active living & park services	20.0%	20.2%	16.4%	7.9%	9.8%	2.4%	1.9%	1.2%	1.4%	12.4%	6.4%
Q4-5. Library services	26.0%	16.2%	11.7%	8.8%	8.1%	2.9%	2.1%	1.0%	1.4%	15.7%	6.2%
Q4-6. Animal control services	12.9%	9.8%	12.9%	7.6%	9.3%	1.9%	2.1%	2.9%	3.1%	28.3%	9.3%
Q4-7. Register of deeds office	19.5%	15.2%	8.3%	5.2%	6.0%	2.4%	0.7%	0.5%	1.7%	26.9%	13.6%
Q4-8. Human services/social services	9.8%	10.0%	10.5%	6.0%	7.1%	3.8%	2.6%	1.4%	2.4%	31.7%	14.8%
Q4-9. Cabarrus Arena & Events Center	23.3%	19.0%	14.0%	9.0%	8.8%	2.1%	2.6%	0.7%	1.2%	14.5%	4.5%

**Q4. Using a scale of 1 to 9, where 9 is "Very Positive" and 1 is "Very Negative," please rate your overall impression of the following programs and services offered by Cabarrus County.**

	Very positive	8	7	6	5	4	3	2	Very negative	Don't know	Have not heard
Q4-10. Waste reduction services (landfill on Irish Potato Rd. & Household Hazardous Waste Facility off Hwy. 49)	16.7%	15.7%	14.3%	6.2%	6.0%	3.6%	1.7%	1.7%	1.7%	23.1%	9.5%
Q4-11. Flood damage prevention services	7.6%	7.4%	7.4%	5.2%	4.3%	1.9%	2.4%	2.4%	4.0%	35.0%	22.4%
Q4-12. 2020 revaluation process	7.9%	6.4%	5.2%	6.2%	8.6%	3.1%	3.8%	4.0%	7.4%	27.4%	20.0%

**WITHOUT "DON'T KNOW/HAVE NOT HEARD"**

**Q4. Using a scale of 1 to 9, where 9 is "Very Positive" and 1 is "Very Negative," please rate your overall impression of the following programs and services offered by Cabarrus County. (without "don't know/have not heard")**

(N=420)

	Very positive	8	7	6	5	4	3	2	Very negative
Q4-1. Election/voter services	35.5%	25.5%	14.2%	6.3%	10.0%	3.9%	1.3%	1.1%	2.1%
Q4-2. Senior services	23.5%	22.7%	13.4%	13.4%	9.3%	7.7%	4.9%	2.4%	2.8%
Q4-3. Veterans services	20.9%	18.6%	13.0%	9.0%	12.4%	10.7%	5.6%	5.1%	4.5%
Q4-4. Active living & park services	24.6%	24.9%	20.2%	9.7%	12.0%	2.9%	2.3%	1.5%	1.8%
Q4-5. Library services	33.2%	20.7%	14.9%	11.3%	10.4%	3.7%	2.7%	1.2%	1.8%
Q4-6. Animal control services	20.6%	15.6%	20.6%	12.2%	14.9%	3.1%	3.4%	4.6%	5.0%
Q4-7. Register of deeds office	32.8%	25.6%	14.0%	8.8%	10.0%	4.0%	1.2%	0.8%	2.8%
Q4-8. Human services/social services	18.2%	18.7%	19.6%	11.1%	13.3%	7.1%	4.9%	2.7%	4.4%
Q4-9. Cabarrus Arena & Events Center	28.8%	23.5%	17.4%	11.2%	10.9%	2.6%	3.2%	0.9%	1.5%
Q4-10. Waste reduction services (landfill on Irish Potato Rd. & Household Hazardous Waste Facility off Hwy. 49)	24.7%	23.3%	21.2%	9.2%	8.8%	5.3%	2.5%	2.5%	2.5%
Q4-11. Flood damage prevention services	17.9%	17.3%	17.3%	12.3%	10.1%	4.5%	5.6%	5.6%	9.5%
Q4-12. 2020 revaluation process	14.9%	12.2%	10.0%	11.8%	16.3%	5.9%	7.2%	7.7%	14.0%

**Q5(1-5). Economic development services: Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," Please rate your satisfaction with the following services.**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied	Don't know
Q5-1. Overall impression of local economic development	9.8%	15.2%	19.0%	11.2%	13.8%	6.4%	3.3%	1.9%	2.9%	16.4%
Q5-2. Quality of economic development happening locally	9.5%	12.6%	19.3%	9.8%	13.6%	6.7%	3.1%	2.4%	3.8%	19.3%
Q5-3. Recruitment of new companies & jobs	8.3%	10.7%	16.2%	9.5%	8.3%	5.2%	4.3%	3.6%	4.5%	29.3%
Q5-4. Support for growth of local businesses	8.6%	12.9%	16.7%	10.2%	10.0%	5.5%	3.8%	2.6%	3.3%	26.4%
Q5-5. Efforts to promote economic development	10.2%	12.1%	16.0%	8.3%	10.5%	4.8%	3.6%	2.4%	4.0%	28.1%

**WITHOUT "DON'T KNOW"**

**Q5(1-5). Economic development services: Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," Please rate your satisfaction with the following services. (without "don't know")**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied
Q5-1. Overall impression of local economic development	11.7%	18.2%	22.8%	13.4%	16.5%	7.7%	4.0%	2.3%	3.4%
Q5-2. Quality of economic development happening locally	11.8%	15.6%	23.9%	12.1%	16.8%	8.3%	3.8%	2.9%	4.7%
Q5-3. Recruitment of new companies & jobs	11.8%	15.2%	22.9%	13.5%	11.8%	7.4%	6.1%	5.1%	6.4%
Q5-4. Support for growth of local businesses	11.7%	17.5%	22.7%	13.9%	13.6%	7.4%	5.2%	3.6%	4.5%
Q5-5. Efforts to promote economic development	14.2%	16.9%	22.2%	11.6%	14.6%	6.6%	5.0%	3.3%	5.6%

**Q5(6-9). Emergency services: Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," Please rate your satisfaction with the following services.**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied	Don't know
Q5-6. Cabarrus County 911 Call Center	27.1%	18.8%	6.9%	2.4%	4.3%	0.5%	0.0%	0.0%	1.0%	39.0%
Q5-7. Cabarrus County Sheriff's Office	29.8%	19.8%	8.6%	4.3%	4.0%	1.0%	0.0%	0.7%	0.7%	31.2%
Q5-8. Cabarrus County Emergency Medical Services (EMS)	32.6%	21.0%	8.3%	3.6%	3.3%	0.0%	0.2%	0.0%	0.2%	30.7%
Q5-9. Cabarrus County Emergency Management & Fire Marshal's Office	29.5%	16.9%	7.9%	2.6%	3.1%	1.2%	0.2%	0.0%	0.5%	38.1%

**WITHOUT "DON'T KNOW"**

**Q5(6-9). Emergency services: Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," Please rate your satisfaction with the following services. (without "don't know")**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied
Q5-6. Cabarrus County 911 Call Center	44.5%	30.9%	11.3%	3.9%	7.0%	0.8%	0.0%	0.0%	1.6%
Q5-7. Cabarrus County Sheriff's Office	43.3%	28.7%	12.5%	6.2%	5.9%	1.4%	0.0%	1.0%	1.0%
Q5-8. Cabarrus County Emergency Medical Services (EMS)	47.1%	30.2%	12.0%	5.2%	4.8%	0.0%	0.3%	0.0%	0.3%
Q5-9. Cabarrus County Emergency Management & Fire Marshal's Office	47.7%	27.3%	12.7%	4.2%	5.0%	1.9%	0.4%	0.0%	0.8%

**Q5(10-16). Library services: Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," Please rate your satisfaction with the following services.**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied	Don't know
Q5-10. Library locations	26.0%	17.9%	10.7%	6.4%	7.6%	4.3%	2.9%	1.0%	2.4%	21.0%
Q5-11. Library operating hours	22.9%	17.1%	10.7%	4.8%	8.3%	3.6%	1.2%	1.4%	2.4%	27.6%
Q5-12. Level of service offered at the library	21.7%	18.8%	11.7%	4.3%	6.9%	2.9%	1.7%	1.7%	1.4%	29.0%
Q5-13. Library book/material collections	21.2%	17.1%	11.9%	5.0%	6.4%	2.6%	2.1%	0.7%	2.4%	30.5%
Q5-14. eResources (eBooks, databases, etc.)	15.2%	14.5%	5.7%	6.4%	4.8%	2.4%	1.2%	1.2%	1.4%	47.1%
Q5-15. Access to technology (computers, WiFi)	17.6%	13.6%	7.6%	5.5%	5.7%	1.9%	1.4%	0.5%	1.4%	44.8%
Q5-16. Library programs hosted on social media @CabarrusCountyLibrary	13.1%	10.7%	6.2%	4.5%	3.8%	1.9%	1.0%	0.5%	2.4%	56.0%

**WITHOUT "DON'T KNOW"**

**Q5(10-16). Library services: Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," Please rate your satisfaction with the following services. (without "don't know")**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied
Q5-10. Library locations	32.8%	22.6%	13.6%	8.1%	9.6%	5.4%	3.6%	1.2%	3.0%
Q5-11. Library operating hours	31.6%	23.7%	14.8%	6.6%	11.5%	4.9%	1.6%	2.0%	3.3%
Q5-12. Level of service offered at the library	30.5%	26.5%	16.4%	6.0%	9.7%	4.0%	2.3%	2.3%	2.0%
Q5-13. Library book/material collections	30.5%	24.7%	17.1%	7.2%	9.2%	3.8%	3.1%	1.0%	3.4%
Q5-14. eResources (eBooks, databases, etc.)	28.8%	27.5%	10.8%	12.2%	9.0%	4.5%	2.3%	2.3%	2.7%
Q5-15. Access to technology (computers, WiFi)	31.9%	24.6%	13.8%	9.9%	10.3%	3.4%	2.6%	0.9%	2.6%
Q5-16. Library programs hosted on social media @ CabarrusCountyLibrary	29.7%	24.3%	14.1%	10.3%	8.6%	4.3%	2.2%	1.1%	5.4%

**Q5(17-19). Active Living & Parks services: Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," Please rate your satisfaction with the following services.**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied	Don't know
Q5-17. Access to recreation facilities such as parks, athletic fields, gymnasiums, pools, walking trails, etc.	25.5%	22.9%	18.1%	9.3%	7.6%	1.4%	3.3%	1.7%	1.9%	8.3%
Q5-18. Access to facilities for the aging population, including senior centers, parks, trails & outdoor fitness equipment	16.0%	11.2%	12.6%	7.1%	7.4%	3.6%	4.0%	1.9%	4.0%	32.1%
Q5-19. Active living & parks programs hosted on social media @ CabCoALP	8.8%	7.9%	6.7%	4.0%	4.3%	1.0%	1.9%	1.0%	3.1%	61.4%

**WITHOUT "DON'T KNOW"**

**Q5(17-19). Active Living & Parks services: Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," Please rate your satisfaction with the following services. (without "don't know")**

(N=420)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied
Q5-17. Access to recreation facilities such as parks, athletic fields, gymnasiums, pools, walking trails, etc.	27.8%	24.9%	19.7%	10.1%	8.3%	1.6%	3.6%	1.8%	2.1%
Q5-18. Access to facilities for the aging population, including senior centers, parks, trails & outdoor fitness equipment	23.5%	16.5%	18.6%	10.5%	10.9%	5.3%	6.0%	2.8%	6.0%
Q5-19. Active living & parks programs hosted on social media @CabCoALP	22.8%	20.4%	17.3%	10.5%	11.1%	2.5%	4.9%	2.5%	8.0%



**Q6. In the last year, I have visited or used Camp T.N. Spencer, Frank Liske, Rob Wallace and/or Vietnam Veterans park(s):**

Q6. Have you visited or used Camp T.N. Spencer, Frank Liske, Rob Wallace and/or Vietnam Veterans park(s) in last year

	Number	Percent
More often than previous year	78	18.6 %
Same amount as previous year	114	27.1 %
Less often than previous year	175	41.7 %
Not provided	53	12.6 %
Total	420	100.0 %

**WITHOUT "NOT PROVIDED"**

**Q6. In the last year, I have visited or used Camp T.N. Spencer, Frank Liske, Rob Wallace and/or Vietnam Veterans park(s): (without "not provided")**

Q6. Have you visited or used Camp T.N. Spencer, Frank Liske, Rob Wallace and/or Vietnam Veterans park(s) in last year

	Number	Percent
More often than previous year	78	21.3 %
Same amount as previous year	114	31.1 %
Less often than previous year	175	47.7 %
Total	367	100.0 %

**Q8. Using a scale of 1 to 5, where 5 is "Strongly Agree" and 1 is "Strongly Disagree," please rate your level of agreement with the following statements: "Cabarrus County seniors and/or their support networks have adequate access to..."**

(N=420)

	Strongly agree	4	3	2	Strongly disagree	Don't know
Q8-1. Affordable housing	6.0%	11.2%	17.9%	9.0%	8.1%	47.9%
Q8-2. Home improvement programs	4.5%	9.3%	12.6%	9.3%	6.2%	58.1%
Q8-3. Information on aging-related topics	8.6%	10.0%	12.9%	8.6%	4.5%	55.5%
Q8-4. Healthcare programs	11.2%	15.2%	16.2%	5.7%	4.5%	47.1%
Q8-5. Wellness programs	11.7%	15.0%	15.2%	6.7%	5.0%	46.4%
Q8-6. Recreation activities	13.8%	19.3%	15.0%	7.1%	3.6%	41.2%
Q8-7. Entertainment activities	11.4%	16.0%	15.7%	8.8%	5.0%	43.1%
Q8-8. Transportation	10.5%	13.3%	13.3%	8.6%	4.8%	49.5%
Q8-9. Employment/job training opportunities	5.5%	8.3%	10.2%	6.4%	6.9%	62.6%
Q8-10. Financial assistance resources	4.3%	6.7%	8.8%	6.2%	8.6%	65.5%

**WITHOUT "DON'T KNOW"**

**Q8. Using a scale of 1 to 5, where 5 is "Strongly Agree" and 1 is "Strongly Disagree," please rate your level of agreement with the following statements: "Cabarrus County seniors and/or their support networks have adequate access to..." (without "don't know")**

(N=420)

	Strongly agree	4	3	2	Strongly disagree
Q8-1. Affordable housing	11.4%	21.5%	34.2%	17.4%	15.5%
Q8-2. Home improvement programs	10.8%	22.2%	30.1%	22.2%	14.8%
Q8-3. Information on aging-related topics	19.3%	22.5%	28.9%	19.3%	10.2%
Q8-4. Healthcare programs	21.2%	28.8%	30.6%	10.8%	8.6%
Q8-5. Wellness programs	21.8%	28.0%	28.4%	12.4%	9.3%
Q8-6. Recreation activities	23.5%	32.8%	25.5%	12.1%	6.1%
Q8-7. Entertainment activities	20.1%	28.0%	27.6%	15.5%	8.8%
Q8-8. Transportation	20.8%	26.4%	26.4%	17.0%	9.4%
Q8-9. Employment/job training opportunities	14.6%	22.3%	27.4%	17.2%	18.5%
Q8-10. Financial assistance resources	12.4%	19.3%	25.5%	17.9%	24.8%

**Q9. Please indicate whether you are aware of the following opportunities offered by Cabarrus County to involve residents in decision-making for Cabarrus County government issues.**

(N=420)

	Yes	No	Not provided
Q9-1. Public meetings	56.7%	38.8%	4.5%
Q9-2. Public hearings	53.6%	41.7%	4.8%
Q9-3. Serving on citizen committees	30.7%	63.3%	6.0%
Q9-4. Direct contact with County leadership & commissioners	29.8%	63.3%	6.9%
Q9-5. Interacting with County social media accounts	36.2%	55.7%	8.1%
Q9-6. News articles & information posted to County's website (cabarruscounty.us) & social media	47.4%	46.4%	6.2%
Q9-7. Live broadcast of Commissioner meetings	33.1%	58.8%	8.1%

**WITHOUT "NOT PROVIDED"**

**Q9. Please indicate whether you are aware of the following opportunities offered by Cabarrus County to involve residents in decision-making for Cabarrus County government issues. (without "not provided")**

(N=420)

	Yes	No
Q9-1. Public meetings	59.4%	40.6%
Q9-2. Public hearings	56.3%	43.8%
Q9-3. Serving on citizen committees	32.7%	67.3%
Q9-4. Direct contact with County leadership & commissioners	32.0%	68.0%
Q9-5. Interacting with County social media accounts	39.4%	60.6%
Q9-6. News articles & information posted to County's website (cabarruscounty.us) & social media	50.5%	49.5%
Q9-7. Live broadcast of Commissioner meetings	36.0%	64.0%

**Q10. Are you aware of Cabarrus County Television (CabCo TV), which is on Spectrum Cable Channel 22, youtube.com/cabarruscounty and livestreams on www.CabarrusCounty.us?**

Q10. Are you aware of Cabarrus County Television (CabCo TV)	Number	Percent
Yes	138	32.9 %
No	270	64.3 %
Not provided	12	2.9 %
Total	420	100.0 %

**WITHOUT "NOT PROVIDED"**

**Q10. Are you aware of Cabarrus County Television (CabCo TV), which is on Spectrum Cable Channel 22, youtube.com/cabarruscounty and livestreams on www.CabarrusCounty.us? (without "not provided")**

Q10. Are you aware of Cabarrus County Television (CabCo TV)	Number	Percent
Yes	138	33.8 %
No	270	66.2 %
Total	408	100.0 %

**Q11. Please select all the ways in which you've watched videos from Cabarrus County Television in the last 12 months:**

Q11. What are all the ways in which you've watched videos from Cabarrus County Television in last 12 months

	Number	Percent
Spectrum Cable, Channel 22	103	24.5 %
YouTube.com/Cabarrus County	51	12.1 %
Livestream from cabarruscounty.us	34	8.1 %
County's Facebook, Twitter & Instagram	63	15.0 %
Total	251	

**Q12. Do you rely on Cabarrus County's website, social media, e-newsletter, and/or Cabarrus County TV for news and information about Cabarrus County?**

Q12. Do you rely on Cabarrus County's website, social media, e-newsletter, and/or Cabarrus County TV for County news & information

	Number	Percent
On a regular basis	33	7.9 %
When an emergency affects my area	69	16.4 %
When hot topics are discussed	48	11.4 %
Occasionally	173	41.2 %
Never	145	34.5 %
Total	468	

**Q13. In the last year, have you acted on news and information you received from the Cabarrus County website, social media, e-newsletter and/or CabCo TV by:**

Q13. Have you acted on news & information received from Cabarrus County website, social media, e-newsletter and/or CabCo TV in last year

	Number	Percent
Sharing with my family, friends and/or neighbor	96	22.9 %
Sharing via social media	45	10.7 %
Registering for an event	31	7.4 %
Applying for a service	20	4.8 %
Contacting a County department	42	10.0 %
Performing additional research on the topic	40	9.5 %
Making a decision based on the information	65	15.5 %
No action	219	52.1 %
Total	558	

**Q14. Thinking of the information you receive from Cabarrus County's public meetings, employees, website, social media, e-newsletter and/or Channel 22, please rate your level of agreement with the following. Use a scale of 1 to 5, where 5 is "Strongly Agree" and 1 is "Strongly Disagree."**

(N=420)

	Strongly agree	4	3	2	Strongly disagree	Don't know
Q14-1. I trust the information	17.4%	22.9%	10.0%	5.2%	2.6%	41.9%
Q14-2. The information has improved my quality of life or that of someone I know	6.2%	13.3%	16.4%	4.5%	5.0%	54.5%

**WITHOUT "DON'T KNOW"**

**Q14. Thinking of the information you receive from Cabarrus County's public meetings, employees, website, social media, e-newsletter and/or Channel 22, please rate your level of agreement with the following. Use a scale of 1 to 5, where 5 is "Strongly Agree" and 1 is "Strongly Disagree." (without "don't know")**

(N=420)

	Strongly agree	4	3	2	Strongly disagree
Q14-1. I trust the information	29.9%	39.3%	17.2%	9.0%	4.5%
Q14-2. The information has improved my quality of life or that of someone I know	13.6%	29.3%	36.1%	9.9%	11.0%



**Q15. Please rank the following government service delivery methods in order of preference.**

Q15. Top choice	Number	Percent
In-person visit to a County office	142	33.8 %
Self-service through website & online applications	197	46.9 %
Scheduled video conference (live conversation) with a representative	16	3.8 %
None chosen	65	15.5 %
Total	420	100.0 %

**Q15. Please rank the following government service delivery methods in order of preference.**

Q15. 2nd choice	Number	Percent
In-person visit to a County office	101	24.0 %
Self-service through website & online applications	108	25.7 %
Scheduled video conference (live conversation) with a representative	115	27.4 %
None chosen	96	22.9 %
Total	420	100.0 %

**Q15. Please rank the following government service delivery methods in order of preference.**

Q15. 3rd choice	Number	Percent
In-person visit to a County office	101	24.0 %
Self-service through website & online applications	21	5.0 %
Scheduled video conference (live conversation) with a representative	187	44.5 %
None chosen	111	26.4 %
Total	420	100.0 %

**SUM OF TOP 3 CHOICES****Q15. Please rank the following government service delivery methods in order of preference. (top 3)**

Q15. Sum of top 3 choices	Number	Percent
In-person visit to a County office	344	81.9 %
Self-service through website & online applications	326	77.6 %
Scheduled video conference (live conversation) with a representative	318	75.7 %
None chosen	65	15.5 %
Total	1053	

**Q16. Do you have access to high-speed internet at home?**

Q16. Do you have access to high-speed internet at home	Number	Percent
Yes	378	90.0 %
No	28	6.7 %
Not provided	14	3.3 %
Total	420	100.0 %

**WITHOUT "NOT PROVIDED"**

**Q16. Do you have access to high-speed internet at home? (without "not provided")**

Q16. Do you have access to high-speed internet at home	Number	Percent
Yes	378	93.1 %
No	28	6.9 %
Total	406	100.0 %

**Q17. Do you own a smartphone?**

Q17. Do you own a smartphone	Number	Percent
Yes	372	88.6 %
No	34	8.1 %
Not provided	14	3.3 %
Total	420	100.0 %

**WITHOUT "NOT PROVIDED"**

**Q17. Do you own a smartphone? (without "not provided")**

Q17. Do you own a smartphone	Number	Percent
Yes	372	91.6 %
No	34	8.4 %
Total	406	100.0 %

**Q17a. How often do you access County information and/or services using your smartphone?**

Q17a. How often do you access County information and/or services using your smartphone	Number	Percent
Daily	14	3.8 %
Weekly	20	5.4 %
Monthly	20	5.4 %
Infrequently/as needed	297	79.8 %
Not provided	21	5.6 %
Total	372	100.0 %

**WITHOUT "NOT PROVIDED"**

**Q17a. How often do you access County information and/or services using your smartphone? (without "not provided")**

Q17a. How often do you access County information and/or services using your smartphone	Number	Percent
Daily	14	4.0 %
Weekly	20	5.7 %
Monthly	20	5.7 %
Infrequently/as needed	297	84.6 %
Total	351	100.0 %

**Q18. Are you aware of the County's website, www.cabarruscounty.us?**

Q18. Are you aware of County's website, www.cabarruscounty.us	Number	Percent
Yes	294	70.0 %
No	117	27.9 %
Not provided	9	2.1 %
Total	420	100.0 %

**WITHOUT "NOT PROVIDED"**

**Q18. Are you aware of the County's website, www.cabarruscounty.us? (without "not provided")**

Q18. Are you aware of County's website, www.cabarruscounty.us	Number	Percent
Yes	294	71.5 %
No	117	28.5 %
Total	411	100.0 %

**Q18a. How often do you visit www.cabarruscounty.us?**

Q18a. How often do you visit www.cabarruscounty.us	Number	Percent
Daily	6	2.0 %
Weekly	13	4.4 %
Monthly	32	10.9 %
Infrequently/as needed	240	81.6 %
Not provided	3	1.0 %
Total	294	100.0 %

**WITHOUT "NOT PROVIDED"****Q18a. How often do you visit www.cabarruscounty.us? (without "not provided")**

Q18a. How often do you visit www.cabarruscounty.us	Number	Percent
Daily	6	2.1 %
Weekly	13	4.5 %
Monthly	32	11.0 %
Infrequently/as needed	240	82.5 %
Total	291	100.0 %

**Q19. Have you contacted Cabarrus County during the past year?**

Q19. Have you contacted Cabarrus County during past year	Number	Percent
Yes	164	39.0 %
No	256	61.0 %
Total	420	100.0 %

**Q19a. Please rate your satisfaction with the County employee(s) you spoke with regarding the following.**

(N=164)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied	Don't know
Q19a-1. How easy they were to contact	47.0%	22.6%	7.9%	5.5%	4.9%	1.8%	3.0%	1.2%	3.0%	3.0%
Q19a-2. Respect & professionalism of the interaction	56.1%	21.3%	5.5%	5.5%	2.4%	1.8%	1.2%	0.6%	1.2%	4.3%
Q19a-3. Accuracy of information & assistance given	55.5%	15.9%	7.9%	4.9%	3.7%	1.2%	2.4%	1.8%	2.4%	4.3%
Q19a-4. How quickly County staff responded	49.4%	17.1%	9.1%	3.7%	3.7%	1.8%	3.0%	3.0%	2.4%	6.7%
Q19a-5. How well your issue was handled	52.4%	17.1%	4.9%	4.9%	5.5%	4.3%	0.6%	3.0%	3.0%	4.3%

**WITHOUT "DON'T KNOW"**

**Q19a. Please rate your satisfaction with the County employee(s) you spoke with regarding the following. (without "don't know")**

(N=164)

	Very satisfied	8	7	6	5	4	3	2	Very dissatisfied
Q19a-1. How easy they were to contact	48.4%	23.3%	8.2%	5.7%	5.0%	1.9%	3.1%	1.3%	3.1%
Q19a-2. Respect & professionalism of the interaction	58.6%	22.3%	5.7%	5.7%	2.5%	1.9%	1.3%	0.6%	1.3%
Q19a-3. Accuracy of information & assistance given	58.0%	16.6%	8.3%	5.1%	3.8%	1.3%	2.5%	1.9%	2.5%
Q19a-4. How quickly County staff responded	52.9%	18.3%	9.8%	3.9%	3.9%	2.0%	3.3%	3.3%	2.6%
Q19a-5. How well your issue was handled	54.8%	17.8%	5.1%	5.1%	5.7%	4.5%	0.6%	3.2%	3.2%

**Q20. Approximately how many years have you lived in Cabarrus County?**

Q20. How many years have you lived in Cabarrus County	Number	Percent
0-5	50	11.9 %
6-10	62	14.8 %
11-15	54	12.9 %
16-20	48	11.4 %
21-30	92	21.9 %
31+	114	27.1 %
Not provided	0	0.0 %
Total	420	100.0 %

**WITHOUT "NOT PROVIDED"**

**Q20. Approximately how many years have you lived in Cabarrus County? (without "not provided")**

Q20. How many years have you lived in Cabarrus County	Number	Percent
0-5	50	11.9 %
6-10	62	14.8 %
11-15	54	12.9 %
16-20	48	11.4 %
21-30	92	21.9 %
31+	114	27.1 %
Total	420	100.0 %

**Q21. Which of the following best describes your race/ethnicity?**

Q21. What best describes your race/ethnicity	Number	Percent
Asian/Pacific Islander	17	4.0 %
Black/African American	84	20.0 %
Hispanic	4	1.0 %
White	308	73.3 %
American Indian/Eskimo	45	10.7 %
Other	5	1.2 %
Total	463	

**Q21-6. Other**

Q21-6. Other	Number	Percent
Scottish	1	20.0 %
Multi	1	20.0 %
More than one	1	20.0 %
Irish, W European	1	20.0 %
Mixed	1	20.0 %
Total	5	100.0 %

**Q23. Which of the following best describes your total annual household income?**

Q23. What best describes your total annual household income	Number	Percent
Under \$35K	66	15.7 %
\$35K to \$59,999	65	15.5 %
\$60K to \$99,999	113	26.9 %
\$100K+	120	28.6 %
Not provided	56	13.3 %
Total	420	100.0 %

**WITHOUT "NOT PROVIDED"**

**Q23. Which of the following best describes your total annual household income? (without "not provided")**

Q23. What best describes your total annual household income	Number	Percent
Under \$35K	66	18.1 %
\$35K to \$59,999	65	17.9 %
\$60K to \$99,999	113	31.0 %
\$100K+	120	33.0 %
Total	364	100.0 %

**Q24. Your gender:**

Q24. Your gender	Number	Percent
Male	204	48.6 %
Female	212	50.5 %
Not provided	4	1.0 %
Total	420	100.0 %

**WITHOUT "NOT PROVIDED"**

**Q24. Your gender: (without "not provided")**

Q24. Your gender	Number	Percent
Male	204	49.0 %
Female	212	51.0 %
Total	416	100.0 %

**Q25. Would you like to receive information on community events and Cabarrus County news by email?**

Q25. Would you like to receive information on community events & Cabarrus County news by email	Number	Percent
Yes	173	41.2 %
No	247	58.8 %
Total	420	100.0 %

**Q26. Would you like to receive emergency alerts from Cabarrus County?**

Q26. Would you like to receive emergency alerts from Cabarrus County	Number	Percent
Yes	224	53.3 %
No	196	46.7 %
Total	420	100.0 %



**Section 5:**  
**Survey Instrument**

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## 2021 Cabarrus County Community Survey

Dear Cabarrus County resident,

We find ourselves in one of the most significant moments of our lifetime. Each of us has experienced change over the past year. Our needs are great, but we are a resilient community and we will move forward, together.

To create a shared vision for the future of Cabarrus, we need to hear from you.

***Your input on the enclosed survey is extremely important.*** During the next few months, we will make decisions that affect a wide range of County services, including public safety, quality of life and others. To ensure that the County's priorities are aligned with the needs of our residents, **we need to know what YOU think.**

***We appreciate your time.*** We realize this survey takes some time to complete, but every question is important. Your responses will allow County leaders to identify and address the many opportunities and challenges facing the community.

***Please return your survey sometime during the next week.*** Your responses will remain confidential. Please return your survey in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061.

**If you prefer, you may complete the survey online at:**

[www.CabarrusCountySurvey.org](http://www.CabarrusCountySurvey.org)

If you have any questions, please call 704-920-2100. Thanks again for taking the time to better our community.

Sincerely,

Stephen M. Morris

Chair, Cabarrus County Board of Commissioners



# 2021 Cabarrus County Community Survey

Thank you for taking time to complete this important survey. The Board of County Commissioners will use your input to help improve the quality of County services. When you are finished, please return your completed survey in the postage-paid envelope provided. If you prefer, you may complete the survey online at [CabarrusCountySurvey.org](http://CabarrusCountySurvey.org).

- 1. Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following aspects of living in Cabarrus County. If you aren't familiar enough to rate it, circle "99."**

Land use	Very Satisfied									Very Dissatisfied	Don't Know
	9	8	7	6	5	4	3	2	1		
01. Open space preservation	9	8	7	6	5	4	3	2	1	99	
02. Growth management	9	8	7	6	5	4	3	2	1	99	
<b>Safety</b>											
03. Crime prevention	9	8	7	6	5	4	3	2	1	99	
04. Emergency response times	9	8	7	6	5	4	3	2	1	99	
05. Non-emergency response times	9	8	7	6	5	4	3	2	1	99	
06. Protecting water quality and the environment	9	8	7	6	5	4	3	2	1	99	
<b>Access and opportunity</b>											
07. Diversity of our local economy	9	8	7	6	5	4	3	2	1	99	
08. Availability of employment in Cabarrus County	9	8	7	6	5	4	3	2	1	99	
09. Access to job training	9	8	7	6	5	4	3	2	1	99	
10. Access to affordable childcare	9	8	7	6	5	4	3	2	1	99	
11. Availability of housing options for people in different income categories	9	8	7	6	5	4	3	2	1	99	
12. Availability of services for people with disabilities	9	8	7	6	5	4	3	2	1	99	
13. Access to mental health providers and services	9	8	7	6	5	4	3	2	1	99	
14. Access to programs and services that improve physical health	9	8	7	6	5	4	3	2	1	99	
15. Access to food (three nutritional meals each day)	9	8	7	6	5	4	3	2	1	99	
16. Access to veteran resources and services	9	8	7	6	5	4	3	2	1	99	
17. Access to recreational opportunities	9	8	7	6	5	4	3	2	1	99	
18. Access to cultural programs and resources	9	8	7	6	5	4	3	2	1	99	
19. Access to public transportation/bus services	9	8	7	6	5	4	3	2	1	99	

- 1a. Which THREE of the items listed in Question 1 do you think should be the top priorities for leaders in Cabarrus County over the next five years? [Write in the numbers below for your top 3 choices using the numbers from Question 1.]**

1st: \_\_\_\_ 2nd: \_\_\_\_ 3rd: \_\_\_\_

2. Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following issues that impact your perception of Cabarrus County. If you aren't familiar enough to rate it, circle "99."

Quality of life		Very Satisfied									Very Dissatisfied	Don't Know
01.	The county as a place to live	9	8	7	6	5	4	3	2	1	99	
02.	The county as a place to raise children	9	8	7	6	5	4	3	2	1	99	
03.	The county as a place to work	9	8	7	6	5	4	3	2	1	99	
04.	The county as a place to retire	9	8	7	6	5	4	3	2	1	99	
05.	Ease of travel in the county	9	8	7	6	5	4	3	2	1	99	
06.	Overall quality of life in the county	9	8	7	6	5	4	3	2	1	99	
07.	Overall image of the county	9	8	7	6	5	4	3	2	1	99	
Safety and preparedness												
08.	How safe you feel in your neighborhood during the day	9	8	7	6	5	4	3	2	1	99	
09.	How safe you feel in your neighborhood at night	9	8	7	6	5	4	3	2	1	99	
10.	How safe you feel at County parks	9	8	7	6	5	4	3	2	1	99	
11.	Local preparedness for public safety and emergency situations	9	8	7	6	5	4	3	2	1	99	
12.	Local response following a natural disaster (flood, tornado, etc.)	9	8	7	6	5	4	3	2	1	99	
13.	Ability for our community to withstand and recover from events detrimental to public health and safety	9	8	7	6	5	4	3	2	1	99	
Government administration												
14.	Overall quality of County services offered to citizens	9	8	7	6	5	4	3	2	1	99	
15.	Overall value that you receive for your County tax dollars and user fees	9	8	7	6	5	4	3	2	1	99	
16.	Local collaboration and community partnerships	9	8	7	6	5	4	3	2	1	99	
17.	Efforts by County government to keep you informed about local issues and decisions	9	8	7	6	5	4	3	2	1	99	
18.	Level of public involvement in local decision making	9	8	7	6	5	4	3	2	1	99	
19.	County's level of financial and budgetary transparency	9	8	7	6	5	4	3	2	1	99	
20.	Leadership provided by County elected officials	9	8	7	6	5	4	3	2	1	99	
21.	Leadership provided by County administrators	9	8	7	6	5	4	3	2	1	99	

### County Services & Initiatives

3. Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following Cabarrus County strategic priorities. If you aren't familiar enough to rate it, circle "99."

Strategic priorities		Very Satisfied									Very Dissatisfied	Don't Know
01.	A healthy and safe community	9	8	7	6	5	4	3	2	1	99	
02.	Culture and recreation	9	8	7	6	5	4	3	2	1	99	
03.	Sustainable growth and development	9	8	7	6	5	4	3	2	1	99	
04.	A thriving economy	9	8	7	6	5	4	3	2	1	99	
05.	Transparent and accountable government	9	8	7	6	5	4	3	2	1	99	

**4. Using a scale of 1 to 9, where 9 is "Very Positive" and 1 is "Very Negative," please rate your overall impression of the following programs and services offered by Cabarrus County. If you aren't familiar enough to rate it, circle "99." If you have never heard of the program or service, circle "88."**

What is your impression of...		Very Positive									Very Negative		Don't Know	Have Not Heard
01.	Election/voter services	9	8	7	6	5	4	3	2	1	99	88		
02.	Senior services	9	8	7	6	5	4	3	2	1	99	88		
03.	Veterans services	9	8	7	6	5	4	3	2	1	99	88		
04.	Active Living and Parks services	9	8	7	6	5	4	3	2	1	99	88		
05.	Library services	9	8	7	6	5	4	3	2	1	99	88		
06.	Animal Control services	9	8	7	6	5	4	3	2	1	99	88		
07.	Register of Deeds Office	9	8	7	6	5	4	3	2	1	99	88		
08.	Human Services/Social Services	9	8	7	6	5	4	3	2	1	99	88		
09.	Cabarrus Arena & Events Center	9	8	7	6	5	4	3	2	1	99	88		
10.	Waste reduction services (landfill on Irish Potato Rd. and Household Hazardous Waste facility off Hwy. 49)	9	8	7	6	5	4	3	2	1	99	88		
11.	Flood damage prevention services	9	8	7	6	5	4	3	2	1	99	88		
12.	2020 revaluation process	9	8	7	6	5	4	3	2	1	99	88		

**5. Using a scale of 1 to 9, where 9 is "Very Satisfied" and 1 is "Very Dissatisfied," please rate your satisfaction with the following services. If you aren't familiar enough to rate it, circle "99."**

Economic development services		Very Satisfied									Very Dissatisfied		Don't Know
01.	Overall impression of local economic development	9	8	7	6	5	4	3	2	1	99		
02.	The quality of economic development happening locally	9	8	7	6	5	4	3	2	1	99		
03.	Recruitment of new companies and jobs	9	8	7	6	5	4	3	2	1	99		
04.	Support for growth of local businesses	9	8	7	6	5	4	3	2	1	99		
05.	Efforts to promote economic development	9	8	7	6	5	4	3	2	1	99		
Emergency services													
06.	Cabarrus County 911 call center	9	8	7	6	5	4	3	2	1	99		
07.	Cabarrus County Sheriff's Office	9	8	7	6	5	4	3	2	1	99		
08.	Cabarrus County Emergency Medical Services (EMS)	9	8	7	6	5	4	3	2	1	99		
09.	Cabarrus County Emergency Management & Fire Marshal's Office	9	8	7	6	5	4	3	2	1	99		
Library services													
10.	Library locations	9	8	7	6	5	4	3	2	1	99		
11.	Library operating hours	9	8	7	6	5	4	3	2	1	99		
12.	Level of service offered at the library	9	8	7	6	5	4	3	2	1	99		
13.	Library book/material collections	9	8	7	6	5	4	3	2	1	99		
14.	eResources (eBooks, databases, etc.)	9	8	7	6	5	4	3	2	1	99		
15.	Access to technology (computers, WiFi)	9	8	7	6	5	4	3	2	1	99		
16.	Library programs hosted on social media @CabarrusCountyLibrary	9	8	7	6	5	4	3	2	1	99		
Active Living & Parks services													
17.	Access to recreation facilities such as parks, athletic fields, gymnasiums, pools, walking trails, etc.	9	8	7	6	5	4	3	2	1	99		
18.	Access to facilities for the aging population, including senior centers, parks, trails and outdoor fitness equipment	9	8	7	6	5	4	3	2	1	99		
19.	Active Living & Parks programs hosted on social media @CabCoALP	9	8	7	6	5	4	3	2	1	99		

**6. In the last year, have you visited or used Camp T.N. Spencer, Frank Liske, Rob Wallace and/or Vietnam Veterans park(s)...**

\_\_\_\_(01) More often than the previous year                      \_\_\_\_ (03) Less often than the previous year  
 \_\_\_\_ (02) The same amount as the previous year

**7. What impacted your decision to visit the parks?**

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**Aging Services**

**8. Using a scale of 1 to 5, where 5 is "Strongly Agree" and 1 is "Strongly Disagree," please rate your level of agreement with the following statements. If you aren't familiar enough to rate it, circle "99."**

	Cabarrus County seniors and/or their support networks have adequate access to...	Strongly Agree				Strongly Disagree	Don't Know
01.	Affordable housing	5	4	3	2	1	99
02.	Home improvement programs	5	4	3	2	1	99
03.	Information on aging-related topics	5	4	3	2	1	99
04.	Healthcare programs	5	4	3	2	1	99
05.	Wellness programs	5	4	3	2	1	99
06.	Recreation activities	5	4	3	2	1	99
07.	Entertainment activities	5	4	3	2	1	99
08.	Transportation	5	4	3	2	1	99
09.	Employment/Job training opportunities	5	4	3	2	1	99
10.	Financial assistance resources	5	4	3	2	1	99

**Communication**

**9. Please indicate whether you are aware of the following opportunities offered by Cabarrus County to involve residents in decision-making for Cabarrus County government issues.**

Opportunity	Yes	No
01. Public meetings	Yes	No
02. Public hearings	Yes	No
03. Serving on citizen committees	Yes	No
04. Direct contact with County leadership and commissioners	Yes	No
05. Interacting with County social media accounts	Yes	No
06. News articles and information posted to the County's website ( <a href="http://cabarruscounty.us">cabarruscounty.us</a> ) and social media	Yes	No
07. Live broadcast of Commissioner meetings	Yes	No

**10. Are you aware of Cabarrus County Television (CabCo TV), which is on Spectrum Cable Channel 22, [youtube.com/cabarruscounty](https://www.youtube.com/cabarruscounty) and livestreams on [CabarrusCounty.us](http://CabarrusCounty.us)?**

\_\_\_\_(01) Yes                      \_\_\_\_ (02) No

**11. Please select all the ways in which you've watched videos from Cabarrus County Television in the last 12 months.**

\_\_\_\_(01) Spectrum Cable, Channel 22                      \_\_\_\_ (03) Livestream from [cabarruscounty.us](http://cabarruscounty.us)  
 \_\_\_\_ (02) [YouTube.com/CabarrusCounty](https://www.youtube.com/CabarrusCounty)                      \_\_\_\_ (04) County's Facebook, Twitter, and Instagram



**Customer Service**

**19. Have you contacted Cabarrus County during the past year?**

\_\_\_(01) Yes [Answer Q19a.]     \_\_\_(02) No [Skip to Q20.]

**19a. Please rate your satisfaction with the County employee(s) you spoke with regarding the following. If you do not recall the interaction, circle "99."**

How satisfied are you with...		Very Satisfied									Very Dissatisfied		Don't Know
01.	How easy they were to contact	9	8	7	6	5	4	3	2	1	99		
02.	Respect and professionalism of the interaction	9	8	7	6	5	4	3	2	1	99		
03.	Accuracy of the information and assistance given	9	8	7	6	5	4	3	2	1	99		
04.	How quickly County staff responded	9	8	7	6	5	4	3	2	1	99		
05.	How well your issue was handled	9	8	7	6	5	4	3	2	1	99		

**Demographics**

*To ensure the people who respond to this survey accurately represent the residents of Cabarrus County, please provide the demographic information listed below.*

**20. Approximately how many years have you lived in Cabarrus County?**     \_\_\_ years

**21. Which of the following best describes your race/ethnicity? [Check all that apply.]**

\_\_\_(01) Asian/Pacific Islander     \_\_\_(03) Native American     \_\_\_(05) Hispanic  
 \_\_\_(02) Black/African American     \_\_\_(04) White/Caucasian     \_\_\_(99) Other: \_\_\_\_\_

**22. How many persons, counting you, currently live in your household?**

Under age 10: \_\_\_     Ages 20-44: \_\_\_     Ages 65+: \_\_\_  
 Ages 11-19: \_\_\_     Ages 45-64: \_\_\_

**23. Which of the following best describes your total annual household income?**

\_\_\_(01) Under \$35,000     \_\_\_(03) \$60,000 to \$99,999  
 \_\_\_(02) \$35,000 to \$59,999     \_\_\_(04) More than \$100,000

**24. Your gender:**

\_\_\_(01) Male     \_\_\_(02) Female     \_\_\_(03) Non-binary     \_\_\_(04) Other: \_\_\_\_\_

**25. Would you like to receive information on community events and Cabarrus County news by e-mail?**

\_\_\_(01) Yes [Please provide your e-mail address: \_\_\_\_\_]     \_\_\_(02) No

**26. Would you like to receive emergency alerts from Cabarrus County?**

\_\_\_(01) Yes [Please provide a phone number (mobile phone is best): \_\_\_\_\_]     \_\_\_(02) No



27. Do you have any other suggestions for how the County could serve you better?

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28. Cabarrus County would appreciate your participation in a brief online survey regarding the impacts of COVID-19 and other community needs on your household. Please provide your contact information below. Your information will remain confidential and will not be shared with the County. The survey link will be e-mailed to you and will come from [Mike.Rich@etcinstitute.com](mailto:Mike.Rich@etcinstitute.com), please check your spam folder or add the e-mail to your contacts list.

Your Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Your E-mail Address: \_\_\_\_\_

**This concludes the survey. Thank you for your time!**  
Please return your completed survey in the enclosed postage-paid envelope addressed to:  
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain completely confidential.  
The information printed to the right will ONLY be used to help identify which areas of the county are having problems with County services. If your address is not correct, please provide the correct information.

# Cabarrus County Community Survey

## Open-Ended Comments

*...helping organizations make better decisions since 1982*

# 2021

**Submitted to Cabarrus County, NC**

by:  
ETC Institute  
725 W. Frontier Lane,  
Olathe, Kansas  
66061

**April 2021**



**ETC**  
INSTITUTE

# Contents

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- COVID
- COVID
- COVID
- Covid 19 and limited places to visit led to greater use of outdoor areas.
- Covid 19 lockdown
- Covid 19 state rules
- covid closures
- COVID decreased frequency. Went monthly previously to Frank Liske for the walking trails and disk golf!
- Covid encouraged me to get out and move. I go to a Cabarrus Co park every day!
- Covid exposure
- Covid restrictions
- covid restrictions, before covid, we wanted to go
- covid restrictions, family
- covid, all the playgrounds being shut down, The barn being burned down at frank leske
- COVID, just staying at home
- covid, mental illness, transportation
- covid, people not wearing ppe
- covid. but now that I am vaccinated we are going back. Also - not enough shade around the playground area at McGee Need shade over some benches when we bring babies and try to watch older kids while they play.
- COVID. Normally we would visit much more often. They're safe, clean, and fun!
- cross county meets are main reason for visiting those.
- Decision to live a healthy lifestyle.
- Did not use due to covid.
- Did not visit any of them.
- Did not visit much due to pandemic.
- Didn't know if they were open and what the rules were related to Covid.
- Disabled
- Dog walks and to enjoy nature, but I went to Mecklenburg County more often to visit larger parks with better trails. I think Cabarrus county needs to consider reserving larger park spaces, nature preservation and amenities such as more dog parks within park spaces near residential areas as our population grows.
- Don't drive
- Don't use parks! Don't feel safe.
- Enjoy open spaces
- enjoy open spaces, choice to get away from urban sprawl taking over county.
- enjoy the walking trails & scenery.
- Enjoy walking and being outdoors.
- Enjoying the various outdoor activities including walking, fishing, etc.
- Event
- events in park

- everything else is closed
- Exercise and leisure
- Exercise
- Exercise
- Exercise
- Exercise
- Exercise
- Exercise
- Exercise
- Exercise
- Fishing
- For children
- frank lisk burned down
- Frank Liske gave me the impression of a family friendly area to bring my grandson.
- Frank Liske was less crowded during the pandemic.
- Frank Liske-large & multiple play, picnic areas, cleanliness
- Frank Liske-the pond, beautiful, and the trails in the woods, how much space there is.
- Fresh air see wildlife since we couldn't go to zoos
- Fresh Spring air
- Get away to different place to walk with family and pet.
- get out and walk with friends/be in nature
- get outside
- get outside because covid
- Getting healthier walking
- getting out during pandemic
- Getting out of the house for a change in environment.
- Getting out of the house, enjoying day with my granddaughter.
- Good place to work.
- Good weather
- Good weather, available walking trails nearby.
- Grand kids
- Grandchildren playing in different soccer league
- grandkids
- Greenway now open near my home in Kannapolis
- Gym was closed.
- has great parks
- Have not been to parks.
- haven't used parks in last year
- Hiking trails
- Hours
- I don't go to the parks.
- I don't visit them

- I enjoy the outdoor space and need a change from my neighborhood greenway.
- I enjoy the walking trails!
- I have never visited any of the parks
- I have not visited
- I have only been here 1 time, during the dedication.
- I haven't had time to visit the parks due to excessive works hours caused by the pandemic
- I haven't visited parks in the last couple of years
- I just don't go to the parks that often.
- I like to take my niece and nephew there. Parks are clean, safe, and well maintained.
- I like to walk the trails.
- I need the exercise and love being outdoors. Most of the parks are easy to walk, especially for us seniors.
- If I had time, weather, how many others are at the park.
- Is a fun place to take the kids to play.
- It became attractive and safe.
- Just a drive through to see Veteran Park on several occasions since it used to be a farm.
- Just haven't been out as much last year with the pandemic
- Just to be able to get some fresh air and go for walks to get out due to covid-19
- just to get out
- Just to walk and think.
- kids are of age to visit and interact
- kids athletic events
- Last time I visited Frank Liske park, The parking and walk-up to the park was a long way. Don't know what it is like now?
- Let younger family go visit
- Like to be outside
- Liske and Pharr Mill are nice surroundings.
- Location
- Location
- Location
- Location
- Location & events. Less visits was due to staying closer to home during the pandemic and no cross country meets/ practices there.
- Location and distance to park
- location, activities
- location, walking trails
- Lock downs
- Looking for a beautiful place to enjoy space and nature.
- Love for the outdoors and the facilities are very good.
- Love how clean, breath of fresh air. Beautiful park
- love of outdoors, dog friendly



- Love the quietness of the parks
- Love the trail at Dorton Park and Frankie Liske.
- Moving, getting outside.
- My child
- My children are almost grown so I don't get there as much.
- my church had family day
- Nature- getting out after isolation at home.
- Need for outdoor space during covid 19. Having three active children.
- Need to get out
- Need to get outside with grand children.
- Needed to get out of the house for safe social distancing activity
- Never been to a park in the County.
- Never go to parks.
- never have been to the park
- never heard of it
- New dog; exercise
- New looking and well staffed. Walking trails and seeing people fish is fun. Never a hassle from staff.
- New to area. Walking trails need to be longer and wide enough for bikers and walkers together.
- Nice area to walk and even drive through on nice days.
- nice clean safe
- nice environment for children to play. gatherings family & friends
- Nice settings for family pictures
- Nice weather
- nice weather, I like to be outside
- No visits
- Noise
- Not a park person.
- Only visited for a birthday party.
- Open areas, walking trails, playgrounds. Not enough if you compare with Mecklenburg County (we moved from there)
- open spaces, fresh air
- Opening and a Vet
- out door time with grand kids
- Outdoor activity, fishing.
- outdoor fresh air
- Outdoor opportunity. Rob Wallace is close to home and very nice
- Outdoor recreation, cleanliness & safety at the parks, proximity to my home.
- outing with family, to exercise
- outside pleasant walking, flat area.
- Pandemic

- Pandemic
- Pandemic
- Pandemic
- Pandemic
- Pandemic
- Pandemic
- Pandemic
- Pandemic activity, something to do outdoors, socially distanced etc.
- Pandemic restrictions made us take up disc golfing as a hobby
- Parties
- proximity of work and home
- Proximity to where we live. Although, the barn at Frank Liske has been in shambles for over a year.
- Quality of our parks in the county versus other parks throughout the state.
- Recreation opportunities and how well the parks are maintained
- recreational needs
- relaxation, taking grand children
- Restrictions
- Rotary Meeting at Frank Liske park with masks and distancing.
- Safe outside.
- Safety, accessibility for the disabled.
- search for outdoor activities due to pandemic
- see what is offered at the park
- Since covid had us shut down, visited parks more.
- Soccer games
- Social distancing, less sport activity for the kids, lack of access for rollerblading or biking.
- Softball tournaments
- Sometimes crowded, no parking.
- sports & walking
- The ability to be in a natural environment and enjoying the peace and quiet.
- The desire for outside activity and walking opportunities.
- The need to get outside and get fresh air.
- The need to get outside and into the fresh air and sunshine.
- The open space. The ability to look at nature
- the pandemic, we went outside a lot.
- the trails that are available, if there are restrooms
- The weather has been nice. Also, due to state mandated orders Romp N Roll shut down so we needed to get our youngest child out of the house and interacting with other children.
- they are a way to get out and get some fresh air. The children have a safe space to play and run.
- Time to get exercise

- to be outside, nature, quiet, wildlife, walk without traffic, etc.
- To enjoy nature
- To enjoy nature
- To enjoy the nature and beauty of the trails. To attend birthday parties for friends' children.
- To enjoy the weather when it's sunny.
- To get out of the house.
- To visit, find location
- To walk, feed ducks but there are no female ducks there. Where did they go?
- unable to visit due to covid
- Usually I wanted to get outside for a walk.
- virus restrictions
- Walk Cabarrus, pandemic
- Walk dogs
- Walkable trails, greenways
- Walking paths and a green space.
- Walking/hiking trails
- walks, cook outs, party
- Wanted to get out of the house and enjoy the fresh air and activity at the park.
- Was not aware of them. Otherwise, I would have considered using them.
- We have visited less and don't want our children's equipment near other children's. We got zero veterans to feed the turtles.
- We never use any local parks
- We used the parks a lot prior to COVID and plan to again after COVID. We ride bikes, love the improvements at Pharr Mill! We appreciate the kids covered playgrounds. We will dearly miss the barn.
- Weather, ability to enjoy while social distancing.
- Weather, crowded conditions
- Weather, mini-golf
- Well kept facilities
- wide open space to safely enjoy activities
- within walking distance of my home
- Work
- Work

**Q18b. For what reasons did you use the County's website?**

- animal control
- Animal services
- apply for airport open positions
- Apply for septic repair permit.
- Aware of the website, have not used.
- building permit info, local policies, trash/recycle/bulk pick up info
- Building permits
- Building permits
- Building permits
- Check closings and what is coming to area and what is available.
- Check election information and information on County services.
- Check my monthly utility bill.
- Check on hours of operations for parks and if they allow model rockets to be flown in the park.
- Check out to do this survey.
- Checking on property taxes.
- County school openings during covid crisis
- covid info
- covid info, park info
- COVID info, weather occurrences, fixes
- Covid shot for parents.
- covid test, opening a small business
- covid, elections, school board announcements, services
- covid-19 vaccine availability
- curiosity
- Deed and land records
- dept hrs. and contact info
- Development information, GIS, County Services & hours.
- development, road work, re-zoning, ordinance revisions
- Do not use website, I get on county email list.
- Don't remember.
- elections
- Emergencies, school decisions, parks & rec.
- Emergency conditions
- Emergency services. Information regarding services inside the country.
- Emergency's
- Employment and community events
- event info
- events
- Events, news, updates, resources

- Fence information on septic tank permit and application.
- Find out about building permits, check on plans for county transportation projects.
- Find out how to get a gun permit. Find out about new developments of housing in my area. Find out about open spaces for parks in the county.
- Find out if the landfill is open or closed, they don't do a good job of letting you know the days they are closed or aren't receiving C&D waste
- find phone numbers
- find phone numbers and email addresses
- For information
- Garbage/recycling service, leaf pick up
- general info
- General info on services, like trash, voting, etc.
- Get information
- get phone numbers
- GIS
- GIS and to occasionally look up info related to pandemic, waste removal service, etc.
- GIS component
- GIS, once in a while news.
- GLS, Permitting info
- govt info, waste collection, etc.
- Grand children school class information
- gun permit
- Helping HOA with community support application in 2020.
- holidays, weather, potential danger
- hours of service if open during pandemic
- I don't remember
- I needed to contact some elected officials so I looked up email addresses. I also look up schedules of pick-up days on occasion.
- I never think to use the website except to check for library hours of operation.
- I visited the site for sanitation information.
- If I need more information on certain events, like a hazardous waste roundup.
- info and updates
- info on land
- Information
- Information
- Information
- information about power outages, road closures, weather related events
- Information not too relevant.
- Information on property taxes
- information research
- Information when needed
- job postings

- job search
- Just to catch up
- Land or tax information
- Land records
- Land records
- Land value, building
- Laws and ordinances
- Library and COVID information
- local events
- local events
- Local laws, statues, ordnances. Country services, information and hours of operation.
- Local outages
- Location of offices or don't a with needed services
- Look up deeds, tax information, parcel data, GIS data.
- Look up info on a specific item.
- Look up information, mainly on hazardous waste drop off items.
- look up items
- look up park info
- Look up property
- Look up trash dump hours and lookup my tax info
- Looking at Harrisburg's development plans for new businesses and how this will affect the ongoing traffic issues in Harrisburg.
- Looking for a schedule
- Looking for events and/or kids activities
- Looking for information on Claris and property tax info. Checking election results. Getting info on where to go for hazardous materials dumping and other waste disposal.
- Looking for information regarding voting in the County.
- Looking for job openings
- Looking for updates
- looking up events
- looking up regulations and events for the community
- Mainly to check calendar items
- News and what is happening in Cabarrus County.
- News, updates
- Parking for court
- Parks and Rec information
- Parks, info on hazardous waste.
- Pay bills
- Pay bills
- Pay bills
- Pay stub
- pay taxes

- pay utilities, looking for community info
- paying taxes
- permit/ look up leaf collection dates which are not accurate
- Permits, inquiry
- pertaining to water and trash pick up
- Police contact information
- Power outage, covid shots
- Property tax information, vehicle tax
- Property value's. Look up ownership. Pay my Property tax's. Pay my water Bill. Find information on street sign maintenance.
- Property/tax maps.
- Real estate transaction
- recreation activities, garbage/recycling info, park info
- Recycle and waste management questions.
- recycling info
- Recycling/trash services, bulk pick up
- Renewal of a concealed carry permit
- Report suspicious behavior in my neighborhood. Report dead animal in the roadway.
- Research services, GIS, taxes
- School and social services.
- school and work closing
- School board information
- School info
- School information, particularly regarding Beverly Hills School.
- School information, police updates
- schools
- Search county phone numbers, website, live chat
- seeking specific info
- send info to Medicaid agent
- Service schedules
- Service times
- Setting up a business, gun permit
- Sheriffs office information.
- Sherriff's links, County info.
- Tax and property look up.
- Tax info.
- Tax info.
- Tax questions
- Taxes
- Taxes and re-evaluation
- to check for waste removal ex: Christmas tree
- To complain about worthless school system

- To contact building standards, apply for permits and see what is going on with county commissioners
- to fill out questionnaire
- To find forms, information or schedule appointments.
- to find info
- to find information about events or parks
- To find location of Covid-19 shots. To find out why our highways are always looking like garbage dumps and why signs aren't posted stating large fine for littering. Why do I have to pay for yearly emission inspections when trucks spew out black smoke that can be seen for a mile.
- To find out information about county services
- To find recreational programs.
- To find the cleaning schedule of Oakwood Cemetery
- To keep my self informed
- To locate info I need
- To look for answers to questions about services
- To look up office hours or phone numbers.
- To search for department contact and general information.
- to see any updated information and to fill out forms
- To sign up for yoga classes.
- trash collection/landfill/hazardous waste
- Trash days
- Trash pick up date and recycling, Concede permit info , and covid info and vaccine info
- Trash pick up information
- Trash pickup
- Trash, recycle reminders
- Trying to find activities and summer camps for the kids.
- Trying to find out about road projects
- Trying to get info on country actions
- updates on covid related issues
- VA
- Vaccine info
- vaccine info
- Various
- Various
- Various things
- Voting info.
- Voting information
- Voting information, road closures
- Waste management questions
- Water bill - will occasionally look at recreational activities for our kids but we haven't during COVID.



- Water bill. Chamber of Commerce information.
- Weather related issue.
- work, rod, gis, etc.
- Zoning and mapping. events for my grandchildren

**Q27. Do you have any other suggestions for how the County could serve you better?**

- A lot of "4-sale" signs went up in my neighborhood after the reassessment
- A lot of things I didn't know about until this survey. The County should do a better job of getting info out there especially regarding senior services.
- Access to public transportation, diverse culture, events
- Access to swimming, exercise in Kannapolis, YMCA too small. Senior venues.
- Address drainage (easement) problems. 7 tries with no resolution.
- Attempting more in the way of infrastructure as it relates to roads and traffic. A lot is being done in a lot of areas; however, it seems to be taking forever.
- Attract a few of the 55+ communities that are being built in neighboring counties!
- Being in our 70's, we are not the best on computers, etc. If we receive a letter, we will look at it, an email would be helpful, we look at those.
- Better and more housing for low income people. Single person.
- Better upkeep of roads, highways, mowing should be routine and overall beautification of intersections and roadsides.
- Bike Lanes, sidewalks, Poplar Tent Road. Public transportation to and from parks & rec.
- Build a larger post office to replace small one on RT 49 and Roberta Rd in Harrisburg NC.
- Clean up roads, ask for volunteers. Make public who picks up dead animals from roads and who removes car parts, like whole bumpers from Hwy 73. Can we have the concerts again? Why were they discontinued? People really enjoyed them.
- Clean up the medians and street side greenery/trash. More affordable housing for all. More bus stops, better stops with shelters and seats. Free bus rides.
- Communicate with us.
- Consider livestock in Concord City limits for homeowners with one acre or more.
- Continue the great work in expanding more parks and recreational services. Control the massive growth while enhancing our roads and services to keep up with the growth. Recruiting more diverse businesses and restaurants, services, etc. that add to the quality of live in the County.
- Control flow of traffic(too much wait time and nothing is sequenced). Stop building homes ahead of schooling capacity. Stop punishing tax payers for counties \$1.7million mistake!
- Control growth and distribution of traffic!
- Control growth, stop building so many apartments. Our roads and space can not take much more. Protect our land and open spaces, say no to apartments.
- Cops should be monitoring drivers in neighborhood far more closely. On York, in Kannapolis, specially as people are 45-50 mph in a 25-35 mph zone.
- County Water in Georgeville
- Cut the recent jump in property taxes.
- Cut the tree branches that block street lights.

- Development is out of control. Giant warehouses and housing everywhere. High percentage of warehouses empty. Housing seems to be built on every bit of open acreage with no development costs considered for roads, utilities, schools, etc. Developers should be paying before constructing.
- Development is outpacing infrastructure by a wide margin. Road improvements, traffic management should be requirements of developers, and pre-empt development construction unless completed as first priority to ease the impact of development. Development should be tied to commitments for open space management, recreational opportunities, and enhancing County quality of life. The County should be re-opening at a faster pace. County should have high priority on enticing high-tech, manufacturing, and professional services job creation. Development incentives are OK, when targeted to these types jobs, as long as enforceable and measurable metrics are a part of the package.
- Disappointed in our leaders, money hungry. Quit building, we are not Charlotte. Property taxes should not be that high.
- Do a comprehensive environmental impact study before allowing new construction, particularly impact on wildlife habitat and flooding!
- Do positive things with this survey report, improve race relations, provide leadership to develop standards for law enforcement employment, lead the fight for law enforcement training and qualification, senior citizen transportation, adequate preparation for civil unrest, better control of illegal drugs, try to help heal community divisiveness, provide efforts help our county residents feel safe and comfortable again and thanks for trying to get helpful info. about how the county attitude is.
- Doing a great job, keep the vision on track!
- Don't rely on social media as I don't use it
- Every resident that has lived here for 50 years should receive 50% off county taxes.
- Everyone who has been life long residents should have taxes on property reduction of at least 50%. Cabarrus county is taxing life long residents out of our homes. My taxes increased \$70,000 last year. (I got reduced to \$35k but next go around will put me out of my home.) This is not right. I retired from Concord City and most money I ever made was \$56k. My retirement is less then \$1700 per month. Life long residents deserve a break.
- faster services
- Finish the road projects already started before starting new ones.
- Finish the thread trail Fromm VVP to eve drive
- fixing road that are in neighborhoods that are not city streets
- Focus on spending tax dollars on infrastructure and slash unnecessary computers and programs.
- Fully support our law enforcement to insure enforcement of laws and ordinances.
- Get the homeless off the street.

- Growth management are related to the large increase in apartments in the county. We need quality shopping and dining.
- I am concerned about the amount of building of homes, stores, etc. in this county. It is sad that we are losing most of our land.
- I am concerned that the information distribution will be limited to smartphone/internet. However, many of our seniors and lower economic folks do not have skills/access. Also, growth and development should not be at the cost of rural beauty. Decisions should not ignore the needs of limited income influence. Leaders must protect the rights of landowners, even the most humble abodes.
- I am hoping by enrolling to receive emails and text alerts in the steps above, I will feel more involved and educated regarding Cab Co's plans and services. I truly enjoy living in the city of Concord - they do an excellent job keeping us informed through their magazine publications (sent by mail to all residents quarterly, I believe). I am concerned about the growth our area is experiencing and the quality of our environment, crime prevention, and upkeep of our community spaces as population booms. One of the reasons for moving to this area was accessibility and amenities without the big city feel and problems typically associated with.
- I can not think of anything at this moment.
- I enjoy the magazine that comes out. We are still learning about Concord. It is a great town. I look forward to learning more as we get back to normal.
- I had no idea a lot of these services ere offered, more info on how to find them.
- I live in Kannapolis, I don't wish to pay city and county taxes, city taxes are bad enough.
- I moved here from Meck and the only true disappointment is the lack of access to libraries for the majority of Cabarrus county. They are not located near neighborhoods so they are not easy to visit due to location and hours. Otherwise, great county. Some parts are oddly put together but the growth is coming together for the most part in an easier to navigate way.
- I suggested the county help us seniors more. We don't have that long, so we need help bad. House run down, behind on taxes. Don't have money to fix it up.
- I sure wish someone would stop the building. Stop adding homes, condos, townhomes, apartments!!!! I despise seeing the land developed. We have too many people already.
- I truly wish the county would be more cautious about how many housing developments are going to be allowed. We are now getting noise pollution due to 3 housing developments and the removal of acres of trees!
- I was surprised not to see any questions on education.
- I would be really great to have access to greenways with surfaces that you can rollerblade or bike on. My kids are trying to stay active and there's only so many times you can go up and down one greenway before you get bored with the activity.
- I would like to see more services in the NW part of the county (west of I-85/north of Concord Mills Blvd).

- Improve parks, bike trails, allow new affordable housing for middle income.
- Improve road conditions. Finish road construction in a timely manner. Finish Hwy 29, South ridge construction roads are terrible.
- Improve roads, traffic is heavy due to growth. Improve library services.
- Improve the speed at which handgun permits and concealed carry permits are processed and approved in the Sheriff's office. Have more dates and times available for hazardous household waste drop off.
- Information on programs for Senior Citizens on a very small fixed income to help with repairs on home and property.
- It could pay more attention to the needs of Midland and the horrible growth that is taking away from this town.
- Just keep our roads repaired and emergency and police depart and just be neighborly and treat others as you would yourself. Thanks for the survey.
- Keep growth under control. Too many new developments and not enough good roads.
- Keep our streets cleaner and grass mowed.
- Keep taxes down. Let us decide on how best to spend money.
- Keep taxes low, better road planning.
- Keep watch on tax rate, too high now. Clean up water, hate to use a water filter just to drink out of the faucet. Plus, water I can not drink is very expensive, clean it up.
- Knowles street in Kannapolis needs to be paved, cant remember anything ever bring done to it.
- Land development/apartment complexes are out of control and housing developments are being approved and built that are causing serious water runoff and flooding of already developed private properties! No one is taking responsibility for these problems, they are not being repaired-property owners are not compensated for destruction.
- less multi home development, less development of office buildings with no businesses in it. There have been many buildings that have been sitting empty for over a year. Killing the environment to put up a empty building which then causes the deer (for example) to run out into the roads. They have nowhere to go.
- Library specific - Cabarrus County Library e-book access should mirror Mecklenburg County. I pay to use Mecklenburg County still since e-books are easier to use with the Library App.
- Listen to public and remove Brian King from office in Concord.
- Litter CONTROL. Road resurfacing
- live performance theater, more parks, bring back Quizno's, bring Sorku Japan restaurant, regulate loud muscle cars with modified exhaust, free jazz in parks.
- Lower my taxes
- lower property taxes

- Lower the taxes get rid of 8 dollar beer joints down town leave lane street alone !! Taxes are 36 percent higher than south park in charlotte! The elected city people are not what we need!!
- Make budget available
- Make it more affordable and shrink the overreach government has around here. Tax values are outrageous, miscellaneous taxes amount to running into a bully in the hallway during a bathroom break. Emergency services is terrible and the detectives in the Sherriff's office are nearly useless. Still waiting over 5 years for a detective to return my call on a lead from a break-in.
- Manage growth efficiently
- MANY...too many to list here. If you truly care ....call me.
- More communication regarding new building/home construction. More ways to get involved in community.
- more help for schools
- More leaf/debris pick up and follow schedule
- More parks and greenways
- more police, less local gov. freeze taxes on senior citizens.
- More public transportation options to Charlotte, the senior centers, etc. from outside the downtown area of Concord - i.e. East Cabarrus like from the Arena or in Mt. Pleasant.
- more round-a-bouts
- More schools and library branches west of I-85.
- More senior workout areas that can handle more than 5 people. Maybe research VA Beach , VA Senior Center.
- More substance abuse programs. Help for veterans. More safety for sex trafficking.
- More transparency. Post county position openings to everyone.
- Moving ballfield was a poor idea. Parking is already an issue during concerts, etc. Nothing wrong with Lane Street facility.
- My concerns are mandated from Raleigh.
- Need another dog park and programs for kids.
- Need more affordable housing for seniors. Those of use on Social Security are not able to make it after paying rent. Stop taxing us on a volunteer fire dept. that does not exist any more. Jackson Park Fire Dept. has been out of business for quite a few years.
- Need to make roads for other Amenities before permitting new construction. No library services except for downtown which is too far.
- No roadwork allowed between 8am to 6pm, any day of the week if the work requires only allowing one-way traffic flow with stop and slow road workers controlling the flow of traffic.
- open the libraries to pre covid operations
- Open up, go back to work.

- Outreach programs for teens, esp. low income families. More affordable options for childcare.
- Pick up trash like stoves, fridges, and air conditioners that do not work.
- Please before building anything else prepare the infrastructure roads especially
- Please control growth, a lot of construction with increased traffic. Has happened elsewhere, don't want it to happen here.
- Please lower the utility bills. Update Amber alert, date alert. lower personal property taxes on vehicles.
- Please stop building. The roads and schools cannot handle it. Briton Smith is an absolute joke on the weekends! Concord Mills is a travesty and safety needs to be addressed. Parking lots do not have adequate entrances and exits. Also, the workers doing construction on Odell School Rd. need to start cleaning up their trash. The amount of trash in Concord is getting out of hand.
- Please stop churning up every piece of wooded land for another apartment complex and then go to the next piece of land over an over. I fully understand this brings in revenue but nothing is sacred anymore in this county. Not many places for wildlife. On the other hand, downtown Kannapolis has changed the face of Cabarrus County (soon as they complete Hwy 3 it will be better).
- Please stop, too much growth, Our roads can not handle our population now, too crowded.
- Please watch your finances and don't give away \$1.4 million through email scams, like what happened by Cabarrus County employees.
- protect over building of the county, keep taxes low.
- Provide affordable alternatives for senior homeowners, regarding assistance with the basic upkeep for their homes- exp- lawn care, pressure washing, plumbers, electricians.
- Provide more extensive bus service.
- Provide senior center in Harrisburg
- Put a limit on terms for commissioners. Publish the budget so people can understand where the money is going. Make all managers break down their budgets instead of giving a dollar amount for the whole thing. Stop having closed door meetings ( are you hiding things? ).
- Quit building so many housing developments, apartments, and storage units! Our roads cannot handle the traffic and repairs are needed all over the county. More strict guidelines for residents who do not keep grass mowed and unregistered vehicles. More trash pickups on sides of roads and streets.
- Quit raising my taxes to pay for new schools, etc. Don't try to make Cabarrus County like Charlotte. If you do, people will leave.
- Quite taking land from animals. No more storage units, no more apartments!
- real estate taxes too high. may be forced to leave Cabarrus county.

- Reduce taxes for seniors on a fixed income or stop property taxes and move to consumer tax. I know there are ways to reduce taxes for seniors but it has too many hoops in it. Only covers 1 acre and other restrictions. A big hassle to even apply. Just don't want the county to turn into a mirror image of Charlotte with all its fake diversity programs and binary labels. Let's don't fall into that. Keep it real in this county and say no to all the activists trying to move in here and change us to antifa, blm, telling us we are racists and contaminating our schools and poisoning our kids minds against each other . We are one human race, made in the image of God and it'd be best for our local govt to adhere to that. We love everybody but we don't bend the knee to any one but God.
- Reduce taxes for seniors. County food bank to help low income
- Repair the bad roads, more sidewalks - Kannapolis is horrible for pedestrians or bicycle riders, very unsafe
- Road work has been an ongoing issue on Hwy#3. Starting and stopping work has prolonged the projects creating numerous problems for residents.
- Send text info about exercises like park info, rec team info and library stuff
- Since I live near Harrisburg, I am more familiar with my area than the county.
- Slow development
- slow the apartment building for awhile. to fast of a growth for the county.
- Sometimes it is hard to get someone on the telephone in the Permitting Office, have to leave a message most of the time.
- STOP allowing all the rezoning and all the building of apartments and developments WITHOUT taking the roads into account. We live off of Waddington and don't have a turn lane into our neighborhood, even with the addition of the high school!!!!
- Stop allowing apartments to be built on every piece of dirt available in Cabarrus County.
- Stop building all those apartment complexes and houses you our killing the beauty of Cabarrus county because of your hunger for tax dollars and when all the land is used up and the taxes dollars level off then taxes go up fast I have lived it and seen it happened it's coasting you more to build all the new schools than the tax money from all the new home and apartment being build I have retired this year and when you start jacking taxes I will move out of the county and you have started with the sneaky fees already that is the being of the end. But most of the people on the county Board don't care they will be long gone for someone else to deal with because as I said I lived threw it up North.
- Stop building apartments! Make kids and teachers go to school everyday. Make teachers and school administrators do they're job!
- Stop building condos, apartment buildings and monstrous warehouses. Enough already!
- Stop overbuilding apartments/subdivisions in this county and preserve the open lands. Do something about the runoff and flooding issues in this county. Open up your



hazardous waste collection to more than 2 days per month. Stop the speeding on our roads which is becoming more and more of an issue.

- Stop the drugs.
- Stop with the apartments, over burdening the area. Put walking trails in other places beside the highway. Consider business parks to one or two areas. Raise noise barriers on George Liles for Sheffield Manor, like Kannapolis center Target Village.
- Streamline website, especially registration for activities, hard to find!
- Support for law enforcement, manage/limit over-population
- support more local business opportunities- fewer big box
- Talk the city of Concord out of forcing people who live outside the city limits to be part of the city.
- Terrible communications with the public regarding any county meetings, agenda or decisions. We do not subscribe to a local newspaper or listen to local radio so there is virtually no consistent source of communications.
- The county is growing. Road management especially at Cochran and Roberta with the school being built-maybe add a roundabout or something. More diverse businesses and restaurants. Businesses in Harrisburg open and close so quickly. We'd like a Costco. More police presence at Concord Mills and at the parks. Overall, we still like living here.
- The elected county commissioners need to do a better job of listening to all their constituents instead of just a few hand picked ones. The quality of living continues to go down year after year due to too much growth. The board continues to turn a deaf ear to the continued requests for a moratorium on construction/building, both commercial and residential). The schools are over crowded, many brand new constructed commercial complex's are built and have a greater the 50% vacancy. The land they are on could have been used for parks/recreation instead. I will be approaching retirement age very soon and moving out of the county due to growth and infrastructure lacking to keep up.
- The permitting process for businesses and personal is lacking. Can't get anyone to answer my questions. The Accela website doesn't perform.
- The school board seems very very bias. Also, we need better restaurants.
- This is specific to Harrisburg. Stop approving for more fast food places, gas stations, banks, dentist, grocery stores to be built. We have too many of all of them. How about some nice sit down restaurants and retail? or better yet, leave some tress up. The street lights should be timed so when going the speed limit down 49 you can make it through all the lights until you hit Charlotte/concord. Right now you pretty much hit each light. This is bad for pollution and can cause more accidents. Turning signals, after the light arrow flashes red or yellow it needs to turn green so that those that have pulled out into the middle of the intersection can safely make their turn. I hear gun shots in my neighborhood frequently. I have called the police and they don't even try to find out where the shots are coming from.

- To improve roads, one needs to put the burden of these neighborhood developers to improve/widen roads surrounding the developments.
- To keep the crime down.
- To serve the county better, restore Stonewall Jackson Training School and open for social, civic, cultural, historical, and business events. It is a county treasure!
- To stop increasing property taxes especially during the pandemic. We need more parks. Stop doing what you did at Mount Pleasant, closing a park to open more space for parking and restaurants.
- Too many housing developments coming up and congestion on narrow roads that were not made for that type of traffic like Blackwelder Rd!
- Traffic enforcement-let the police do their job.
- traffic flow and patterns
- Traffic in Harrisburg is horrible and more and more businesses are being built as well as housing in places it shouldn't be. A cap now needs to be put in place.
- Trash along Weddington Rd- terrible. My neighbor has a large family and pays extra for an additional receptacle. That is ridiculous. 500,000. house and they are charged for it.
- Try to get some other restaurants. Expand senior services closer than the only major center.
- Try to keep people informed as much as possible.
- Update the website more often
- Utilize Cabarrus Magazine to help create awareness in the public. They are a respected and well read part of the community and should be supported.
- Very disappointed in conduct of school board members, need more professional standards, policies in place.
- very satisfied with county leadership & services
- Water in Midland area have flowed direction from Health Dept.
- We get the kannapolis newsletter, would like to get the whole county also
- We need grocery stores in the food deserts.
- We pay taxes for our roads to be travel safe. The roads are always damaging my automobile.
- West Cabarrus YMCA has been way too crowded for years. Additional fitness opportunities that are affordable.
- We've lived in Concord all our lives. We miss our "small town" atmosphere, but realize growth is good too, as long as properly done.
- When new development will occur, please notify neighborhoods as to what is being planned, constructed, etc.
- work with older adults to lower property taxes
- Would like to see a library and a greenway in our area (West Concord). We oftentimes can find services closer in Mecklenberg than Cabarrus.

- Yes. The recent unprofessional, illegal and aggressive behavior of Brian King needs to be addressed immediately. When an elected official thinks it is okay to harass and intimidate a member of the public they are dangerous. When dangerous behavior occurs at our local elementary school in full view of children, that is life altering dangerous to those children. No one should be allowed to traumatize children, especially not elected city officials. Brian King needs to face consequences for his behaviors and should be removed immediately so he can seek help for his dangerous behavior. Brian King makes Concord look like a terrible place to be.
- you did not mention using next door, it is the way I get city information
- You guys do a great job of keeping our county safe, clean, and welcoming. Please SLOW DOWN GROWTH - i.e., building so many news homes, apartments, offices, etc. - even if that means services are not quite as accessible or abundant. (For example, I'd really like a library on the Cabarrus/Meck border but we can also do without one, you know?) We moved to Cabarrus County in part because of the more rural feel, the farms, the open spaces, and the low taxes. Thank you for helping to make this a great county!
- Zoning, roads and keep taxes low.

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items - No Action

**SUBJECT:**

Elections - ADA Voting Equipment

**BRIEF SUMMARY:**

The Board of Elections is preliminarily recommending replacement of current ADA voting machines.

**REQUESTED ACTION:**

No action required.

**EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

**SUBMITTED BY:**

Carol Soles, Board of Elections Director

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

---

**ATTACHMENTS:**

- Recommendation



**Martin Ericson – Chairman**  
**Lanny Lancaster – Secretary**  
**Sophia Wilkerson – Member**  
**Jay White - Member**  
**Joanna Dudley – Member**

**Carol Link Soles, Director**      **Cabarrus County Board of Elections**

## **Preliminary Recommendation of ES&S Voting System 5.2.4.0**

WHEREAS, Cabarrus County purchased Automark accessible voting machines in 2006; and

WHEREAS, Cabarrus County purchased DS200 voting tabulators in 2017 but did not purchase the updated ExpressVote accessible machine. Both the tabulator and accessible machine are a part of ES&S EVS 5.2.4.0 Voting System; and

WHEREAS, Cabarrus County currently uses ES&S Unity 3.4.1.1 Voting System; and

WHEREAS, North Carolina General Statute 163-165.8 authorizes the Board of County Commissioners, with the approval of the County Board of Elections, to adopt and acquire a voting system of a type, make, and model certified by the NC State Board of Elections; and

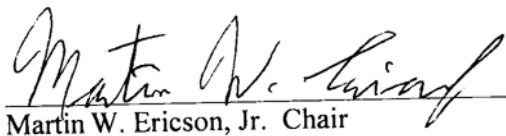
WHEREAS, on August 23, 2019 the North Carolina State Board of Elections certified ES&S EVS 5.2.2.0 for use in North Carolina and the system was modified to EVS 5.2.4.0 on December 13, 2019; and

WHEREAS, North Carolina State Board of Elections Numbered Memo 2021-01 outlines the requirements for the adoption and acquisition of a certified voting system as follows:

- \*County Board of Elections must witness a public Demonstration of proposed voting system
- \*County Board of Elections must provide a preliminary recommendation to the County Board of Commissioners as to which type of voting system should be acquired by the county
- \*County Board of Elections must test the proposed voting system in an election or in a simulated Election event
- \*NC State Board of Elections must approve the County Board of Elections request to replace the current voting system
- \*County Board of Elections must make a final recommendation to the Board of Commissioners

NOW, THEREFORE, BE IT RESOLVED that the Cabarrus County Board of Elections hereby provides preliminary recommendation for the adoption and acquisition of ES&S Voting System 5.2.4.0.

This is the 15<sup>th</sup> day of March 2021.

  
Martin W. Ericson, Jr. Chair

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items - No Action

**SUBJECT:**

Infrastructure and Asset Management - Cabarrus County Emergency Medical Services Headquarters Project Update

**BRIEF SUMMARY:**

Staff will present an update on the project including current design status as well as physical boards displaying interior materials and color selections.

**REQUESTED ACTION:**

Receive input.

**EXPECTED LENGTH OF PRESENTATION:**

10 Minutes

**SUBMITTED BY:**

Kyle Bilafer, Area Manager of Operations  
Jimmy Lentz, EMS Director

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items - No Action

**SUBJECT:**

Infrastructure and Asset Management - Courthouse Expansion Project Update

**BRIEF SUMMARY:**

Staff will provide an update on the Cabarrus County Courthouse Expansion project.

**REQUESTED ACTION:**

No action required.

**EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

**SUBMITTED BY:**

Kyle Bilafer, Area Manager of Operations

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

---

**ATTACHMENTS:**

- ▢ Picture #1
- ▢ Picture #2
- ▢ Picture #3

- ▣ Picture #4
- ▣ Picture #5





CAUTION  
NO ENTRY

TOYOTA

United Rentals





**AXCELL**  
CONSTRUCTION SERVICES  
704-320-4678





# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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### **AGENDA CATEGORY:**

Discussion Items - No Action

### **SUBJECT:**

Innovation and Technology - Innovation Report

### **BRIEF SUMMARY:**

Presentation of innovation and technology services put into place by IT in collaboration with other departments and community stakeholders in alignment with the County's five strategic priorities.

1. Transparent and Accountable Government
2. Healthy and safe Community
3. A Thriving Economy
4. Culture and Recreation
5. Sustainable Growth and Development

### **REQUESTED ACTION:**

Receive report.

### **EXPECTED LENGTH OF PRESENTATION:**

15 Minutes

### **SUBMITTED BY:**

Debbie Brannan, Area Manager of Innovation and Technology

### **BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items - No Action

**SUBJECT:**

County Manager - Presentation of St. Stephens Park Report by UNC Charlotte MPA Students

**BRIEF SUMMARY:**

The Masters of Public Administration Capstone Class chose the St. Stephens Church Road property that was recently acquired by the County for their semester long class project. They have completed an Evaluations and Recommendations Report which is attached. The class will present that report for discussion to the Board of Commissioners at the work session meeting.

**REQUESTED ACTION:**

No action required

**EXPECTED LENGTH OF PRESENTATION:**

30 Minutes

**SUBMITTED BY:**

Jonathan B. Marshall, Deputy County Manager

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

---



**ATTACHMENTS:**

- Draft Report



# ST. STEPHENS PARK

## EVALUATION AND RECOMMENDATIONS

05/03/2021



**UNC CHARLOTTE**  
THE GERALD G. FOX  
MASTER OF PUBLIC ADMINISTRATION



**CABARRUS COUNTY**  
*America Thrives Here*



UNC CHARLOTTE

THE GERALD G. FOX  
MASTER OF PUBLIC ADMINISTRATION

ADVANCED SEMINAR IN PUBLIC MANAGEMENT PROBLEM SOLVING SPRING 2021

Andrew Horton  
Chelsea Helton  
Grant McMillan  
Jonathan Mead  
Josiah Parke  
Laura Antanaitis  
Maiya White  
Matthew Corbitt  
Misha Eady-Harbold  
Will Prince

**Advisors**

Dr. James Douglas  
Mr. Douglas Bean

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DRAFT

## EXECUTIVE SUMMARY

In late 2020, Cabarrus County, North Carolina purchased a 616-acre parcel from The Conservation Fund through a three-year purchase agreement. Lying in the northeast portion of the County, this parcel possesses significant natural features such as an Upland Depression Swamp Forest, a Dry Oak-Hickory Forest, and an active farm to be managed by a private operator. Cabarrus County plans to eventually develop a portion of the land into a passive park, while concurrently conserving a large amount of land that is unique to the region.

To assist with this vision, Cabarrus County has commissioned the help of students of the Gerald G. Fox Master of Public Administration program at University of North Carolina Charlotte (UNCC) during the Spring 2021 semester. The Master in Public Administration (MPA) team compiled research to provide recommendations for future park development, with a specific objective to illustrate passive park development strategies grounded in the standards of conservation, recreation, and education.

### Methodology

The MPA team utilized the following research methods to gather relevant information, conduct a comprehensive analysis, and offer recommendations regarding the St. Stephens Church Road Property:

- Conducted reviews of both academic and non-academic literature;
- Developed existing Cabarrus County Citizen input data through stakeholder interviews;
- Gathered expert opinions through parks and recreation professional interviews; and
- Performed a site visit to gain a clearer understanding of the landscape and its natural features.

Through this research methodology, 7 key themes emerged:



These themes provide a framework for the discussion of best practices as it pertains to the vision for the park as well as the existing landscape and natural features.

## Recommendations

The MPA team recommends the following to Cabarrus County in order to develop the park property with respect to conservation, recreation, education, and the needs of the surrounding community.

**Table A: Recommendations**

THEMES		#	RECOMMENDATIONS
Conservation		1	Avoid Fragmenting Natural Areas
		2	Preserve the Site’s Natural Drainage
		3	Apply Forest Management Guidelines
		4	Protect Fragile Natural Areas with a Conservation Easement
		5	Establish and Protect Riparian Zones
		6	Conduct an Updated Site Survey
Nature-Based Recreation		7	Provide Recreation Opportunities for All Ages and Abilities
		8	Practice Sustainable Trail Development
		9	Collaborate with Volunteers and Community Partners
Education		10	Continue Ongoing Education Programs
		11	Install Permanent Education Opportunities
Facilities		12	Develop Parking Areas that Protect Natural Elements
		13	Provide Adequate and Appropriate Parking
		14	Consider the Most Appropriate Restrooms for the Site
		16	Embody the Principles of Crime Prevention Through Environmental Design
Amenities		17	Build Accessible Shelters on the Property
		18	Provide Sufficient Sitting Places Across the Park
The Active Farm		19	Set Agricultural Standards
		20	Coordinate Educational Opportunities at the Farm
		21	Promote Community Engagement Activities at the Farm
Stakeholder Involvement		22	Explore Various Strategies for Stakeholder Involvement



In late 2020, Cabarrus County, North Carolina conducted a review of potential land parcels available for purchase with the intention to conserve and protect unique natural features in the County. The County's evaluation team, including the Soil & Water Conservation Board and the Board of Commissioners, used the National Heritage Inventory (NHI) as a guide to help them weigh the ecological significance of each area under review. The NHI is a resource of the North Carolina Natural Heritage Program (NCNHP) designed to identify unique or vulnerable features contributing to the culture, natural character, and economy of the region. Through this work, the NHI helps landowners or government planners make development decisions that provide the highest benefit to land users while minimizing ecological damage.

One of the parcels identified by the NHI as possessing significant natural features was subsequently acquired by Cabarrus County. This 616-acre parcel lies north of NC-49, between St. Stephens Church Road and North Lentz Harness Shop Road. A previously conducted survey of the land includes features such as an Upland Depression Swamp Forest and a Dry Oak-Hickory Forest. The Property also contains active farmland to be used by a private operator.

**Figure 1.1: Aerial Map**





Cabarrus County purchased the Property from The Conservation Fund through a three-year purchase agreement, allowing the County to immediately move forward with any necessary planning and management activities. As this parcel is a mix of wetland, forest, and farmland, Cabarrus County plans to eventually develop a portion of the land into a passive park, while concurrently conserving a larger amount of land that is unique to the region.

To assist with this vision, Cabarrus County has commissioned the help of students of the Gerald G. Fox Master of Public Administration program at UNC Charlotte (henceforth, the MPA team) during the Spring 2021 semester. The MPA team compiled research from relevant literature, park management plans, and interviews with local experts and stakeholders regarding passive park development and natural resource conservation. This report provides findings and recommendations, with a specific objective to illustrate passive park development strategies grounded in the standards of conservation, recreation, and education.

### **Passive Parks: Cabarrus County's Vision**

A passive park (also referred to as a nature park) is generally a minimally developed area designed to provide amenities and features that promote health and well-being, preserve wildlife, and protect natural resources (City MTB, 2018; S. Nagid, March 4, 2021). As opposed to an active park, with ball fields or swimming pools, Cabarrus County's vision for the 616-acre parcel is to create an inclusive, nature-based park centered around passive recreation amenities such as walking trails, picnic areas, and educational opportunities. This minimalist approach will facilitate dual objectives of environmental conservation and recreation, while retaining the land's unique identity.

St. Stephens Park visitors will be able to create their own adventure among the unique natural features of the region. Located in the foothills of the Uwharrie Mountains, the Property provides access to the more rugged landscapes in Cabarrus County. At this Site, both casual and dedicated hikers will have the opportunity to traverse various trail grades. The trails will connect visitors with preserved wilderness areas around the upland bogs and streams and provide information about the flora and fauna on the Park Property.

### **History of St. Stephens Church Road Property**

The earliest known indigenous inhabitants in and around the parcel were the peoples of the Catawba Nation, or "people of the river." The Catawba Nation's sphere of influence aligns with the modern-day Carolina Piedmont region. Some of the individual tribes in the area included the Waxhaws, the Sugerees, and the Esaws. These tribes would ultimately form part of the Catawba Indian Nation (Beck, 2013). The Catawba were in the Siouan language group of tribes, and their story is one of coalescence. By the early 1700s, many tribes in the Southeast were enslaving other tribes to be sold. Many of the indigenous refugees from these areas arrived around the Catawba Valley and were integrated into the groups which ultimately comprised the Catawba Indian Nation (Beck, 2013).

Maps from the early 1700s depict a strong presence of the Catawba Nation throughout the Piedmont region, including modern day Cabarrus County. These maps depict a consolidation of Native American settlements in the area who allied due to the realities of the political landscape around them (Beck, 2013). Early explorers identified a unique relationship between all the "towns" of the Catawba; despite their interconnectedness, they all maintained their distinct cultural heritages (Beck, 2013, p. 255).





The documented history of the Park Property begins with the sale of 12,500 acres of land known as “Great” Tract Number 6, from King George III to William Hoston, who subsequently sold the land to the Governor of North Carolina, William Tryon, in 1745 (Cowan & Osborn, 1795; Simpson & Pruitt, 2010). In 1750, Captain Charles Hart was issued a land grant in Great Tract 6 by King George III for 500 acres. Captain Hart served in the French & Indian War as a member of the South Carolina Militia (Simpson & Pruitt, 2010). According to Ben Callahan, Historical Researcher for Eastern Cabarrus County Historical Society, when Captain Hart was given this land grant, several of the men that served under him followed him to the area and became some of the first settlers of the Site (B. Callahan, February 20, 2021).

While Captain Hart and his crew members were settling in the area, North Carolina and South Carolina were engaged in ongoing disputes regarding properties “along the banks of the Rocky River.” At the time, the Rocky River was the biggest geographical feature residents used for land boundaries; however, many properties were actually on one of the creeks or tributaries that fed into it, and not actually along the banks. As both South and North Carolina claimed the Rocky River as part of their states due to this confusion, residents believed they resided in both Craven County, South Carolina and Anson County, North Carolina (Simpson & Pruitt, 2010). The land dispute went on until 1772, when the land was surveyed. Subsequently, the area around Captain Hart’s plantation and the proposed park were placed solidly within Mecklenburg County (B. Callahan, February 20, 2021; Simpson & Pruitt, 2010).

In April 1777, the State of North Carolina passed legislation that forbid legal agreements with the King of England (Harrell, 1926). The state confiscated land from offenders and sold it to finance the construction of the University of North Carolina in Chapel Hill, North Carolina. A deed from November 7, 1795 details the sale of tract 16 from “great” tract number 6 from the Trustees of the University of North Carolina to David Cowan (sometimes spelled Cowen). According to historical records, the St. Stephens Church Road Property Site is in the northwest corner of the original property that Cowan purchased, meaning that the Park Property was sold by the State of North Carolina to finance the construction of the University of North Carolina in Chapel Hill, NC.

Once people began buying tracts of land from David Cowan, the Park Property was split off and sold in plots to individual owners over several decades. In 1989, Porter Byrum, the owner of the Park Road Shopping Center in South Charlotte, began purchasing plots of land with the intent to consolidate. Byrum later sold the land to Pittenger Land Investments, a land investment company founded and owned by former United States Congressman Robert Pittenger. Mr. Pittenger continued the process of consolidating other tracts of land into this parcel until he sold it to a Georgia-based land investment company in 2017. The Property then changed hands one final time, when it was purchased by The Conservation Fund for Cabarrus County in late 2020.





In order to develop recommendations for the St. Stephens Church Road Property, the Master in Public Administration (MPA) team: conducted reviews of both academic and non-academic literature; developed existing Cabarrus County citizen input data through stakeholder interviews; interviewed conservation and recreation professionals; and performed a site visit to gain a clearer understanding of the landscape and its natural features.

## Literature Review

The MPA team conducted research on the following topics:

- Notable examples of public recreation areas within and around conservation areas,
- Notable examples of public recreation areas within and around Upland Depression Swamp Forests,
- Best practices for the conservation of endangered flora and fauna identified on the Property,
- Specific mandates or protections enacted by government or conservation entities (e.g., The Conservation Fund) given the endangered species, farmland, and other unique natural features of the Site,
- Best practices for the development of various recreational amenities typically found at passive parks,
- The history of the Property and existing utilities, and
- The conservation of cultivated land as a natural and economic resource
- Opportunities for community engagement, recreation, and/or education.

To adequately understand the nuances of these topics, the MPA team obtained information regarding both the theoretical background (e.g., blending conservation and recreation) and the practical implications (e.g., how to build trails sustainably) of various subjects. Additionally, the team gathered information from various types of sources such as academic journals, exemplar passive parks master plans, government reports, and nonprofit articles.

## Community Stakeholder Interviews

The team utilized the County's Master Plan to develop interview questions for community stakeholders. The team contacted a total of 20 community stakeholders, and 14 were available for interviews. Team members conducted interviews via phone or video calls, on platforms such as Zoom, WebEx, and Microsoft Teams, and transcribed notes for the purpose of data collection and analysis (Appendix A: Interviewees and Appendix B: Interview Instrument).

## Expert and Professional Interviews

In addition to interviewing community stakeholders, the MPA team interviewed experts and professionals in conservation, parks and recreation, and ecology. The team conducted research and compiled a summary literature review in order to draft high-quality interview questions. The questions align with key themes while seeking to obtain information localized to the region. The team contacted a total of 19 key experts and professionals, and 14 were available for interviews. Team members



conducted interviews via phone or video calls, on platforms such as Zoom, WebEx, and Microsoft Teams, and transcribed notes for the purpose of data collection and analysis (Appendix A: Interviewees and Appendix B: Interview Instrument).

## Site Visit

On February 20, 2021, several team members visited the St. Stephens Church Road Property to better understand the natural features of the land and report back to the team. Gathering eye-witness information regarding the topography, water features, access points, and flora and fauna allowed the team to make informed recommendations which would have been impossible without a site visit. Several pictures and maps based on the site visit can be found throughout the report.

## Key Themes

Through this rigorous research methodology, the MPA team developed recommendations based on best practices for both recreation and conservation as it pertains to the vision for the Park as well as the existing landscape and natural features. The report categorizes the research, findings, and recommendations into seven themes:

- Conservation
- Nature-Based Recreation
- Education
- Facilities
- Amenities
- The Active Farm
- Stakeholder Involvement





In 1973, heeding the warnings presented by the scientific community, the U.S. Congress passed the Endangered Species Act based on the understanding that “species of fish, wildlife, and plants are of esthetic, ecological, educational, historical, recreational, and scientific value to the Nation and its people” (United States, 1983, p. 1). Conservation has since become a national priority—in 2017, Federal and State expenditures for the protection of endangered plant and animal species exceeded \$1.3 billion (U.S. Fish & Wildlife Service, 2017). Unfortunately, development in the U.S. continues to pose a threat to the environment. According to the Center for American Progress (2019), agricultural, residential, and commercial development in the U.S. impacted more than 24 million acres of natural land between 2001 and 2017.

As pristine natural land disappears, so does its ability to filter the Earth’s water supply, fill aquifers, prevent floods and erosion, regulate climate, and support the millions of species that exist on Earth (Ewing & Kostyack, 2005). On a global level, these processes exist within the *biosphere*, a “complex, often delicately balanced network” of ecosystems held together by networks of food chains, water flow, pollination, and other natural processes (U.S. Fish & Wildlife Service, 2005, p. 5). On a smaller scale, nature works its magic within natural communities — collections of plants, shrubs, trees, and associated animal species. When plant and animal species are diminished or disappear completely, these networks can begin to unravel. It is understood that plant and animal species naturally disappear through a process known as *speciation*, where new species emerge at about the same rate as other species become extinct. However, due to human activity, more vulnerable species are disappearing faster than the speciation rate, leading to gaps in the fragile network of natural ecosystems (U.S. Fish & Wildlife Service, 2011). These gaps impact plants and animals as well as humans, as we depend on natural processes for medicine, food, and recreation. The full impact of species may not be known until it is too late (Ewing & Kostyack, 2005; U.S. Fish & Wildlife Service, 2011).

The ecosystems of the Carolina Piedmont region are in the direct path of development. Over the last decade, the Charlotte-Concord-Gastonia-Rock Hill metropolitan area ranked among the ten fastest growing metro regions in the U.S. (Ordonez, 2020), and sixth most sprawling large metro area in the U.S. (Ewing & Hamidi, 2014, p. 7).<sup>1</sup> In light of this growth, and for the sake of regional diversity and environmental health, it will be crucial to protect the natural communities, plants, and animals existing on the Cabarrus County Site throughout the park development process and into the future. According to North Carolina Natural Heritage Program data, notable populations observed on or near the Property include Upland Depression Swamp Forest, Dry Oak-Hickory Forest, and Carolina Creekshell. Multiple resources note explicitly that Upland Depression Swamp Forest (NatureServe Explorer, 2020b) and Carolina Creekshell (NatureServe Explorer, 2021) are directly threatened by urban development in the Charlotte metro area.<sup>2</sup> Other vulnerable species, including those not observed on the Property, depend on the wetland and forest areas. These considerations are discussed below, along with a description of the existing natural areas at the Site, associated plants and wildlife, and issues to be addressed on a local and national scale, followed by recommendations for maintaining the integrity of the Site’s natural features as development moves forward.

---

<sup>1</sup> Metrics are based on metro areas with a population of at least one million.

<sup>2</sup> Although not observed at the Property, the Federally Endangered Schweinitz’s Sunflower has also been impacted by growth in the region (U.S. Fish & Wildlife Service, 2011).

## Existing Natural Areas

The ideal approach to land use planning begins with a complete understanding of “the ‘integral reserve’ or undeveloped bioreserve,” so that decisions made about a site “copy nature and hasten her work,” rather than oppose it (Lacaze, 2000, p. 139). Local experts agree. Scott Pohlman of the NC Natural Heritage Program suggests identifying those areas to be protected and designing compatible development plans accordingly. Another expert finds that passive park visitors “are looking for a nature-based experience, so that should be the focus” (C. Matthews, March 8, 2021). This advice sets the stage for a development plan that prioritizes natural area conservation at the Cabarrus County Site. The primary natural areas include seasonal wetlands, an oak-hickory forest, and active farmland.

### *Wetlands*

The wetlands at the Site are classified as Upland Depression Swamp Forest (UDSF), defined as “isolated wetlands primarily of the Piedmont in small, shallow basins in upland settings where water pools due to limited soil drainage” (NatureServe Explorer, 2020b, n.p.). UDSFs are seasonal wetlands, as they fill up over the winter rainy season and dry out over the summer. The UDSF natural community is unique to the Piedmont region of the Eastern/Southeastern United States. They are not common (NatureServe Explorer, 2020a, n.p.), but are considered “rare, unique, and imperiled” (Baranski et al., 2015, p. 40; Veverka, 2012). According to the United States Department of Agriculture (USDA) Federal protection system, UDSFs are classified as G2G3 (Imperiled-Vulnerable)<sup>3</sup> (NatureServe Explorer, 2020a). UDSFs are not as susceptible to development or other economic uses due to their small size and poor drainage. These same characteristics, however, mean they are often not protected under standard wetland regulations (NatureServe Explorer, 2020b).



<sup>3</sup> G2 Imperiled: “At high risk of extinction or collapse due to restricted range, few populations or occurrences, steep declines, severe threats, or other factors.” G3 Vulnerable: “At moderate risk of extinction or collapse due to a fairly restricted range, relatively few populations or occurrences, recent and widespread declines, threats, or other factors.” Source: <<https://explorer.natureserve.org/AboutTheData/Statuses#Global>>. Two different ratings may be provided when there is insufficient evidence to choose only one categorization.

*Forest*

The St. Stephens Church Road Property is also home to a Dry-Oak Hickory Forest (DO-HF). This natural community, found largely in the southeastern United States from Alabama to Virginia, is considered to be among “the most natural community types in the Piedmont landscape,” (NCWRC, 2021a, n.p.). Dominant tree species observed at the Site include White Oak, Post Oak, Chestnut Oak, and Shagbark Hickory, along with numerous other species of trees, shrubs, herbs, and ferns. (For a complete listing of observed species, see Appendix C: Lower Butcher Branch Inventory.) According to the NC Wildlife Resources Commission (2021a), Dry-Oak Hickory Forests (DO-HFs) are home to several vulnerable wildlife species, which require large, undisturbed forested areas to thrive. Although most of these animal species have not been observed on the Property as of late, proper conservation management may encourage native wildlife species to return. Table 1.1, below, lists the most vulnerable species native to the DO-HF community. (For a full listing of relevant animal species, see Appendix D: North Carolina Wildlife Resources Commission).



**Table 1.1: Threatened Wildlife Species Native to Dry-Oak Hickory Forests**

SPECIES	COMMON NAME	PROTECTED STATUS	RELEVANCE
<i>Accipiter cooperii</i>	Cooper’s Hawk	Special Concern	Site represents known habitat
<i>Crotalus horridus</i>	Timber Rattlesnake	Special Concern	Site represents known habitat
<i>Helianthus schweinitzii</i>	Schweinitz’s sunflower	Endangered	Site represents known habitat
<i>Hemidactylium scutatum</i>	Four-toed Salamander	Special Concern	Observed on the Site
<i>Hyla versicolor</i>	Northern Gray Treefrog	Significantly Rare	Site represents known habitat
<i>Sistrurus miliarius</i>	Pigmy Rattlesnake	Special Concern	Site represents known habitat

As discussed above, threats to natural habitats represent threats to plant and animal species. Between 1990-2002, this forest type declined by 400,000 acres nationwide (7%) due to conversion to residential, commercial, and agricultural uses (Brown & Sheffield, 2003). Other risks to this type of forest community include fire suppression and conversion to pine plantations (NCWRC, 2021a), both of which have occurred at the St. Stephens Church Road Property (see Appendix C: Lower Butcher Branch

Inventory). According to NC Natural Heritage Program data, the DO-HF at the Site is the best-known example of this natural community type in Cabarrus County, strengthening the case for its continued protection.

## The Larger Ecosystem

The Cabarrus County Site is especially valuable due to the combination of Upland Depression Swamp Forest (UDSF) and DO-HF communities, which provide habitat for the wildlife in the area. Within singular ecosystems such as these, threats and associated management practices are universal— in many cases, protecting animal species involves protecting their habitats, and threats to the former represent threats to the latter. It follows that recommendations for the conservation of wildlife populations are similar to those of the UDSF and DO-HF communities. Thus, recommendations for protecting wildlife on the Property will offer concurrent benefits for the larger ecosystem. The following subsections describe the needs of, threats to, and benefits of specific wildlife species at the Park Site.

### *Amphibians and Reptiles*

Wetland communities like the Upland Depression Swamp Forest (UDSF) are important habitats for amphibians and reptiles, particularly because they do not support fish which may otherwise prey on amphibian larvae. Species of frogs, toads, salamanders, snakes, and lizards — collectively known as *herpetofauna* — use seasonal wetland areas as breeding sites during the wet seasons and migrate to forested areas in dry seasons (Bailey et al., 2006; Moorman et al., 2017). These *life zones* are crucial to the well-being of these species and showcase the value of intact upland forested areas in close proximity to the wetland sites (Bailey et al., 2006; S. Pohlman, March 10, 2021; NCWRC, 2021b). Conservation of amphibian species is a primary concern in wetland areas because of the ecological benefits they provide. Amphibians and reptiles may be predators that regulate populations of insects or rodents, or they may be important food sources for many species of birds, mammals, and other amphibians and reptiles (Moorman et al., 2017). Herpetofauna also serve as indicators of overall environmental health. A diverse community “indicates that an area can support the plants and insects herps need for food and that the area has a habitat available for a variety of wildlife” (Moorman et al., 2017, n.p.). Table 1.2 below.



**Table 1.2: Conservation Spotlight: Amphibians and Reptiles**

AMPHIBIANS & REPTILES: THREATS AND PROTECTIONS
<p>The natural areas at the Cabarrus County Site are home to various species of herpetofauna (amphibians and reptiles), including an abundance of Spotted Salamander (<i>Ambystoma maculatum</i>). These animals are vulnerable to specific threats, such as:</p> <ul style="list-style-type: none"> <li>● <i>Habitat Loss and Fragmentation</i>. Forest clearing, leveling terrain, and fragmentation due to development all pose significant risks to herpetofauna habitat.</li> <li>● <i>Sedimentation and Pollution</i>. Soil disturbed due to construction and development allows sediment to wash into wetlands. This fills-in hiding places between rocks and lowers the oxygen level in the water which is detrimental to herps and the plant species they eat.</li> <li>● <i>Altered Hydrology</i>. Disturbed rainwater flow may also bring insecticides, herbicides, petroleum products, and other pollutants into the wetland area, which can harm herpetofauna directly and contaminate their food supply (Moorman et al., 2017).</li> </ul> <p>Best Practices for Preservation</p> <ul style="list-style-type: none"> <li>● Maintain the integrity of wetland and forest areas as a complete habitat by leaving ‘safe corridors’ between various sections of the Park.</li> <li>● Avoid diverting water from impermeable surfaces into the wetland area to minimize sedimentation and pollution.</li> <li>● Avoid ditching and draining wetlands.</li> <li>● Do not disturb <i>buffer zones</i>, or trees and shrubs adjacent to wetland habitats.</li> <li>● Reduce the potential for road mortality by limiting automobile or ATV traffic to the Park exterior.</li> <li>● Protect streamside vegetation during development (Bailey et al., 2006; Moorman et al., 2017).</li> </ul>

### *Carolina Creekshell*

The Cabarrus County Site shares tributary streams with neighboring water bodies that provide a habitat for the Carolina Creekshell (*Villosa vaughaniana*), a freshwater mussel classified as *G2 (Imperiled)* by the United States Department of Agriculture (USDA)<sup>4</sup> (NatureServe Explorer, 2021) and *Endangered* by the State of North Carolina.<sup>5</sup> The Carolina Creekshell contributes to rich diversity found in the Carolina Piedmont, an ecosystem with the highest number of native fish, mussels, and crayfish species found in North America (Abell et al., 2000). The Carolina Creekshell is found in large part in the Charlotte metropolitan area and is at significant risk due to the continuing development in this region. Threats to this species include urban development, excessive water use, and dams and impoundments, calling for careful land use planning as a primary mode of conservation (NatureServe Explorer, 2021).

<sup>4</sup> Ibid.

<sup>5</sup> "Any native or once-native species of wild animal whose continued existence as a viable component of the State's fauna is determined by the Wildlife Resources Commission to be in jeopardy or any species of wild animal determined to be an 'endangered species' pursuant to the Endangered Species Act" (Article 25 of Chapter 113 of the General Statutes; 1987). Source: NC Department of Natural and Cultural Resources: [files.nc.gov/dncr-nhp/nheo\\_tier\\_1\\_and\\_2\\_attribute\\_info.pdf](https://files.nc.gov/dncr-nhp/nheo_tier_1_and_2_attribute_info.pdf)



## Recommendations

This section offers recommendations for conservation of the Park Site. Each recommendation includes a description of the issues, concrete strategies for implementation, examples of similar efforts and initiatives, and resources available to the County as future how-to guides.

### Recommendation 1: Avoid Fragmenting Natural Areas

#### *Description*

Natural ecosystems thrive when they are left intact and contiguous (S. Pohlman, March 10, 2021). Adjacent residential and commercial development and roadways can result in landscape fragmentation within or between natural communities (NatureServe Explorer, 2020a, b; NCWRC, 2021b). Additionally, wildlife migration patterns exist between wetlands and their surrounding ‘buffer zones,’ known as *amphibian life zones* (S. Pohlman, March 10, 2021). Amphibians and reptiles rely on uninterrupted access between forested areas and wetland breeding grounds to sustain their annual life cycle (Bailey et al., 2006; NCWRC, 2021b).

#### *Strategies*

- Limit all roads and major facilities construction to the exterior of the Park Site.
- Leave trees and shrubs along waterways intact. Avoid clearcutting large swaths of forested area.
- Monitor for invasive species, pests, and diseases.
- Ensure construction projects (e.g., trails and interpretive signage) create minimum impact to existing forested areas.

#### *Examples*

- **NC Zoo Natural Areas.** Dry-Oak Hickory Forest adjacent to the NC Zoo in Randolph County is a pristine example of this natural community type,<sup>6</sup> and provides a natural habitat for wildlife and federally endangered plant species. Targeted land acquisition by the Zoo connects its adjacent forests with other local natural areas such as Richland Creek, Harvey’s Ridge, and Selma Cornelison Ward Preserve. These efforts provide larger sections of contiguous habitat, which is critical to preservation of key species in the area like Bobcat, Timber Rattlesnake, and Schweinitz’s sunflower. The NC Zoo provides visitors with low-impact recreation opportunities such as four miles of hiking trails and school groups. In 2016, 6th grade students mapped and identified and collected invasive species on the property and compiled findings into a community awareness resource.
- **R. Wayne Bailey-Caswell Game Land.** A significant example of Dry Oak-Hickory Forest is at the R. Wayne Bailey-Caswell Game Land, a 18,000-acre site in Caswell County, NC. The game land is a rarity because of its size and continuity, which offers a thriving habitat for plants and wildlife

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<sup>6</sup>The NC Zoo Natural Areas are ranked ‘A’ for “excellent estimated viability/ecological integrity” by the NC Natural Heritage Program, which factors in criteria for size, condition, and landscape context (data and information courtesy of Scott Pohlman).

as well as hunting, fishing, birdwatching, and other recreation opportunities. Disconnected parcels of poor-quality farmland were transformed through conservation efforts including minimal facilities and roads development, regular prescribed burns, and selective thinning to achieve a “diversity of upland hardwood species and various age class compositions” (Baranski et al., 2015, p. 38). Outcomes include a healthy forest community with sustained and restored populations of birds, mammals, reptiles, amphibians, and plants.

### Key Resources

- NC Zoo. (2018). *Wild Land Preservation in North Carolina*. [nczoo.org/conservation/regional-conservation/wild-land-preservation-north-carolina](https://nczoo.org/conservation/regional-conservation/wild-land-preservation-north-carolina)
- NC Wildlife Resources Commission. (2015). *R. Wayne Bailey-Caswell game land management Plan*. [ncwildlife.org/Portals/0/Hunting/GameLand-Plans/RWB-Caswell-GLMP.pdf](https://ncwildlife.org/Portals/0/Hunting/GameLand-Plans/RWB-Caswell-GLMP.pdf)
- U.S. Forest Service. (2012). *Uwharrie National Forest land and resource management plan*. [fs.usda.gov/Internet/FSE\\_DOCUMENTS/stelprdb5367130.pdf](https://fs.usda.gov/Internet/FSE_DOCUMENTS/stelprdb5367130.pdf)

## Recommendation 2: Preserve the Site’s Natural Drainage

### Description

Disrupting the natural flow of water within a watershed can have adverse impacts on seasonal wetlands. Once water is diverted from a site because of drainage, ditching, or impermeable surfaces, wetland areas may not refill during wet seasons, causing permanent damage to the habitat. Development activity may also harm these communities. Direct harm may come from construction in and around an Upland Depression Swamp Forest, which could damage the impermeable substrate and preclude normal water refill. Indirect harm may be caused by sedimentation and pollution. Soil disturbed due to construction and development can wash into wetland areas, filling hiding places between rocks and lowering the oxygen level in the water. This is detrimental to amphibians and reptiles and the plant species they eat (Baranski et al., 2015; NatureServe Explorer, 2020a, b; NCWRC, 2021b). Further, diverted rainwater flow may also bring insecticides, herbicides, petroleum products, and other pollutants into the wetland area, which can harm amphibians and reptiles directly and contaminate their food supply (Moorman et al., 2017).

### Strategies

- Maintain the natural grade of the land.
- Implement low-impact construction projects.
- Opt for permeable building materials in place of concrete and asphalt when building areas with large surface area, such as parking lots.

### Examples

- **Flat Branch Nature Preserve, Charlotte, NC.** Located in South Charlotte, the Flat Branch Nature preserve includes an Upland Depression Swamp Forest similar to that at the Cabarrus County Site. In 2016, the Mecklenburg County Parks Department installed a concrete boardwalk across the wetland, providing visitors with an up-close look at this unique natural feature. Using modern, ‘top-down’ technology, the boardwalk installation offers a long-lasting recreational

amenity while keeping the fragile wetland substrate intact. Additionally, the site has minimal built features to provide “much needed open space in a rapidly developing area of the county” (Mecklenburg County, 2021, n.p.). Of its 42 acres, only 1.1 are developed with basic facilities — a parking lot, shelter, restrooms, the boardwalk, and interpretive signage.

[mecknc.gov/ParkandRec/StewardshipServices/Pages/NPTextDetail.aspx](http://mecknc.gov/ParkandRec/StewardshipServices/Pages/NPTextDetail.aspx).

- **Hawksbill Greenway, Luray, VA.** The Hawksbill Greenway utilizes a permeable paving surface in its parking lot and rain gardens to allow for natural stormwater runoff into adjacent Hawksbill Creek. Permeable surfaces are built using porous asphalt or permeable interlocking pavers, and are appropriate for walking, biking, and normal auto traffic. Typically, a drainage system beneath the surface prevents paved areas from flooding and allows stormwater to keep its natural course.

#### Key Resources

- Permatrak. (2016). *Top Down Boardwalk Construction at Flat Branch Nature Preserve*. [permatrak.com/news-events/boardwalk-construction-in-charlotte-nc-flat-branch-preserve](http://permatrak.com/news-events/boardwalk-construction-in-charlotte-nc-flat-branch-preserve)
- National Recreation and Park Association. (2017). *Green Infrastructure in Parks*. [nrpa.org/our-work/partnerships/initiatives/greener-parks/greeninfrastructure/](http://nrpa.org/our-work/partnerships/initiatives/greener-parks/greeninfrastructure/)

### Recommendation 3: Apply Forest Management Guidelines

#### Description

The Dry Oak-Hickory Forest on the St. Stephens Church Road Property is the best-known example of this community type in Cabarrus County, and should be managed as the valuable resource that it is. According to NC Natural Heritage Program data, fire suppression, pine cultivation, and invasive species are observed or highly likely. Regular fire in these forests is important because it controls invasive species, creates woody debris and tree snags available for wildlife habitat, and creates canopy gaps which allow natural understory growth (NCWRC, 2021a). Prolonged fire suppression can lead to *mesophication*, or dominance of plant species which thrive in fire-suppressed environments. As this process continues, it becomes increasingly difficult to restore natural habitat through fire, leading to minimal species diversity (Nowacki & Abrams, 2008). As species diversity diminishes, natural areas more closely resemble a *monoculture*, where a singular plant species dominates. Monocultures are more vulnerable to catastrophic losses from one disease or pests such as Southern Pine Beetle and support fewer wildlife species (A. Reynolds, March 3, 2021). Specifically, the loblolly pine plantation on the Site is more prone to Southern Pine Beetle outbreaks. If left unchecked, trees can topple over due to weakened root systems, posing serious threats to visitors and park staff (C. Rogers, March 17, 2021).

#### Strategies

- Conduct regular prescribed burns every 3-7 years to discourage invasive species and improve the overall health of the Property.
- Perform selective tree thinning to achieve desired species diversity and age class compositions.
- Monitor for invasive species, pests, and diseases, specifically species which contribute to mesophication.
- Thin the pine forest on the Property to encourage restoration of the Dry Oak-Hickory species. These pines can be sold for lumber, but repeated planting and harvesting of this area is highly

discouraged. A longer-term timber operation is preferred to limit the need for cutting in conditions that will damage the Property (e.g., very wet periods).

- Use profits from timber sales to train staff and enhance the County’s capacity to conserve the Property.

#### Examples

- **Mecklenburg County Natural Resource Management Plan.** The management plan outlines objectives and targets for land managed by Mecklenburg County. Relevant objectives include:
    - Plan and conduct restoration timber operations in low quality forests to increase groundcover, seral stage, and stand structure diversity. Timber operations should push communities to pine/oak/hickory forests and target at least 70 acres (1%) every five years until community goals are achieved.
    - Plan and conduct prescribed burns on 6-10% of preserve acres per year, varying seasons when possible.
    - Conduct prescribed fire treatment of non-native invasive plant species on at least 10 acres of nature preserve annually. Restoration areas, including reforested, burned or logged sites, should be prioritized for treatment when possible.
- [mecknc.gov/ParkandRec/StewardshipServices/Documents/2017%20NR%20Resource%20and%20Land%20Management%20Plan.pdf](https://mecknc.gov/ParkandRec/StewardshipServices/Documents/2017%20NR%20Resource%20and%20Land%20Management%20Plan.pdf)

#### Key Resources

- Wake County PROS. (2020). *Habitat Guidelines for Managing Natural Resources in Parks, Preserves, and Open Spaces*. [wakenature.files.wordpress.com/2020/12/wake-county-pros-habitat-guidelines.pdf](https://wakenature.files.wordpress.com/2020/12/wake-county-pros-habitat-guidelines.pdf) (p. 37-39).
- North Carolina Wildlife Resources Commission (NCWRC). (2021a). *Oak Forest - Piedmont Ecoregion*. [ncwildlife.org/Portals/0/Conserving/documents/Piedmont/P\\_Oak\\_forest\\_mixed\\_hardwoods\\_pine.pdf?ver=2011-08-15-161006-140](https://ncwildlife.org/Portals/0/Conserving/documents/Piedmont/P_Oak_forest_mixed_hardwoods_pine.pdf?ver=2011-08-15-161006-140)

### Recommendation 4: Protect Fragile Natural Areas with a Conservation Easement

#### Description

Conservation easements are temporary or permanent protections placed on a piece of land. Government and nonprofit entities monitor development and usage of the land under protection, with specific restrictions determined by the type of easement and the characteristics of the land being protected. The Upland Depression Swamp Forest (UDSF) on the Site may be an ideal piece of the Property in need of protection. Because UDSFs are seasonal wetlands, they are often not eligible for normal wetlands protection programs (NatureServe Explorer, 2020b). Ensuring that the UDSFs do not become destroyed through development or unnecessary construction at the Site will protect it and the plant and animal life that call it home.

#### Strategies

- Establish the Site as a Dedicated Nature Preserve with the state of North Carolina, the highest form of land protection in the state (Appendix E: National Heritage Program (NHP) Chapter 13H Rules).

### Examples

- **Embro Game Land Dedicated Nature Preserve, Warren & Halifax Counties, NC.** In 2012, the NC Wildlife Resources Commission designated over 8,000 acres of state – owned land for protection. The property’s notable features include a Piedmont Alluvial Forest, Piedmont Swamp Forest, Floodplain Pools, beaver ponds, rare plants, and other remarkable features which provide important ecological functions. Intended usage includes fishing, hunting, birdwatching, and education. [ncnhp.org/media/4/open](http://ncnhp.org/media/4/open).

### Key Resources

- NC Natural Heritage Program. (2020). *Dedicated Nature Preserves*. [ncnhp.org/conservation/dedicated-nature-preserves](http://ncnhp.org/conservation/dedicated-nature-preserves)
- NC State Extension. (2019). *Voluntary Conservation Options for Land Protection in North Carolina*. [content.ces.ncsu.edu/voluntary-conservation-options-for-land-protection](http://content.ces.ncsu.edu/voluntary-conservation-options-for-land-protection)
- NC Land Trusts. (2010). *Voluntary Conservation Agreements*. [ctnc.org/wp-content/uploads/2019/06/Voluntary-Conservation-Agreements-A-Guide-for-NC-Landowners.pdf](http://ctnc.org/wp-content/uploads/2019/06/Voluntary-Conservation-Agreements-A-Guide-for-NC-Landowners.pdf)

## Recommendation 5: Establish and Protect Riparian Zones

### Description

*Riparian zones* are vegetated areas surrounding a body of water such as a stream, river, wetland, lake or pond. According to Osmond and Burchell (2017), vegetation can act as a ‘buffer’ to:

- Filter stormwater runoff by capturing sediments and nutrients — when planned appropriately, these buffers can be particularly effective at filtering agricultural pollutants
- Provide shade to the water which helps maintain water temperature at ideal levels
- Stabilize stream banks
- Retain water within wetland areas
- Enhance species diversity



Chris Matthews, Director of Nature Preserves and Natural Resources for Mecklenburg County, points out the need to manage entire watersheds, not just land within property lines. “You preserve this [wetland] and develop all around,” he observes, “you kill the wetland.” While protection of water on the Site is important, “the watershed also needs to be protected, because that’s the source of water” (as cited in Veverka, 2012). Protecting and promoting riparian zones on and around the Cabarrus County Property will enhance the health of the wetlands on the Site and protect water quality from potential agricultural runoff (S. Pohlman, March 10, 2021).

### Strategies

- Plant trees, shrubs, and grasses along tributary streams around the Property.
- Avoid disturbing trees and shrubs which provide shade and filtration for the ponds, streams, and wetlands on the Site.
- Communicate with adjacent property owners and the community at large about the benefits of land conservation. Conservation easement programs provide tax incentives to landowners to dedicate their land to the protection of plants, wildlife, water sources, and other natural or cultural features on the land. Landowners may register some or all of their property as a conservation easement with a nonprofit or government entity on a temporary or permanent basis in order to receive these benefits.

### Examples

- **Creek Releaf.** The Charlotte Public Tree Fund hosts the annual Creek Releaf project with the help of donors, volunteers, and various community and local government partners. Planting projects are designed to restore water and air quality, tree canopy, and wildlife habitat. Volunteers install tree seedlings and weed mats, tree tubes, and stakes which protect young trees from invasive species, flooding, and animal damage. As of 2018, the Creek Releaf initiative planted over 23,000 trees and spread community awareness of the benefits of riparian zones. [charlottetreefund.org/creek-reeleaf](http://charlottetreefund.org/creek-reeleaf).

### Key Resources

- Conservation Trust for North Carolina. (2014). *Conservation Options For Your Land*. [ctnc.org/get-involved/conservation-options/](http://ctnc.org/get-involved/conservation-options/)
- Brandywine Conservancy. (n.d.). *Forested Riparian Buffer Planting Guide for Landowners and Developers*. [brandywine.org/sites/default/files/media/BrandywineConservancy-RiparianBufferGuide](http://brandywine.org/sites/default/files/media/BrandywineConservancy-RiparianBufferGuide)
- NC Department of Environmental and Natural Resources. (2003). *Riparian Buffers in Forest Management: Establishment, Effectiveness, and Recommendations*. [ncforestservice.gov/water\\_quality/pdf/Riparian%20Buffers%20Forest%20Mgmt\\_WP.pdf](http://ncforestservice.gov/water_quality/pdf/Riparian%20Buffers%20Forest%20Mgmt_WP.pdf)
- NC State Extension. (2017). *Agricultural Riparian Buffers*. [content.ces.ncsu.edu/agricultural-riparian-buffers](http://content.ces.ncsu.edu/agricultural-riparian-buffers)
- USDA-Forest Service. (1992). *Riparian Forest Buffers*. [fs.usda.gov/naspf/sites/default/files/publications/01\\_na-pr-07-91\\_riparian\\_forest\\_buffers\\_function\\_and\\_design\\_for\\_protection\\_and\\_enhancement\\_of\\_water\\_resources\\_508c.pdf](http://fs.usda.gov/naspf/sites/default/files/publications/01_na-pr-07-91_riparian_forest_buffers_function_and_design_for_protection_and_enhancement_of_water_resources_508c.pdf)
- NC Conservation Network. (2020). *North Carolina's Riparian Buffers*. [soundrivers.org/wp-content/uploads/2016/07/Riparian-Buffer-report-web-2016.pdf](http://soundrivers.org/wp-content/uploads/2016/07/Riparian-Buffer-report-web-2016.pdf)

## Recommendation 6: Conduct an Updated Plant and Wildlife Inventory

### Description

“Mapping and analysis of ecological conditions are at the basis of all decisions taken in the context of improvement,” writes Lacaze (2000, p. 140). Thus, he recommends that management “undertake an

inventory of...particular habitats, interesting animal or plant populations, landscapes or remarkable viewpoints, which would then be the object of specific measures in each working [land management] plan.” Unfortunately, the existing data of the Cabarrus County Property is not current; the most recent observations were documented in 2012, with some ranging as far back as 1992. Local experts recommend performing an updated natural resources inventory to determine the viability of the land and identify those species that may garner priority protection status (S. Pohlman, March 10, 2021; A. Reynolds, March 3, 2021).

### Strategies

- Apply for a BioBlitz through WakeNature Preserves Partnership. Through this program, WakeNature coordinates local experts and government agencies to identify and survey ecologically important pieces of publicly-owned land, such as the St. Stephens Park property. See the example, “Procter Farm Preserve,” below.
- Host a BioBlitz, inviting community members and school groups to find and identify “as many species as possible in a specific area over a short period of time” with the help of smartphone technology (National Geographic, 2021). (See also, Recommendation 10: Continue Ongoing Education Programs.)
- Enlist the help of the NC Natural Heritage Program. As the Site includes an existing natural area, they could be an option for conducting a natural inventories survey and assisting with land management. [ncnhp.org/contact](http://ncnhp.org/contact)
- Collaborate with local conservation groups to document various species
  - NC State Extension Master Gardener Volunteers of Cabarrus County
  - Mecklenburg Audubon Society
  - NC Native Plant Society, Southern Piedmont Chapter
  - Sierra Club, Central Piedmont Group

### Examples

- **Procter Farm Preserve.** In 2018, WakeNature Preserves Partnership coordinated a natural resources inventory project at Procter Farm Preserve, a 571-acre equestrian and hiking facility in Wake County, NC. Participants searched for various species such as birds, reptiles and amphibians, insects, and plants, and eventually found and documented over 300 species.
  - *Procter Farm Preserve info:* [wakegov.com/departments-government/facilities-design-construction/facilities-design-construction-projects/construction-projects/procter-farm-preserve-project](http://wakegov.com/departments-government/facilities-design-construction/facilities-design-construction-projects/construction-projects/procter-farm-preserve-project).
  - *WakeNature Preserve Partnership Assessment Template (coming soon):* [wakenature.wordpress.com/resources/natural-resources-inventories/](http://wakenature.wordpress.com/resources/natural-resources-inventories/)

### Key Resources

- National Geographic. (2019). *Guide To BioBlitz for After School Programs*. [media.nationalgeographic.org/assets/file/2019\\_BioBlitz\\_Guide-afterschool-updated.pdf](http://media.nationalgeographic.org/assets/file/2019_BioBlitz_Guide-afterschool-updated.pdf)
- National Geographic. (2021). *Guide To BioBlitz*. [media.nationalgeographic.org/assets/file/NationalGeographicBioBlitzGuide.pdf](http://media.nationalgeographic.org/assets/file/NationalGeographicBioBlitzGuide.pdf)
- Mecklenburg County Nature Centers. (2014). *Field Trip Guide*. [mecknc.gov/ParkandRec/StewardshipServices/Programs/Documents/Educators%20Guide%20014.pdf](http://mecknc.gov/ParkandRec/StewardshipServices/Programs/Documents/Educators%20Guide%20014.pdf)



Nature based recreation, defined as “outdoor activities in natural settings or...elements of nature” (Cordell, 2008, p. 4), includes walking, hiking, biking, horseback riding, and more (The Wilderness Society, 2021). These activities are widely popular, as parks and protected areas in North America receive over 3 billion visitors per year (Anderson et al., 2015). Park patrons may enjoy improved physical health, lower stress levels, and stronger community cohesion (AARP, 2018), and nature-based recreation opportunities are frequently cited as a primary measure of a community’s quality of life (EKU Recreation and Park Administration, n.d.). Furthermore, the economic impact of tourism and recreation can be substantial (Anderson et al., 2015). This thriving industry is reliant on sustained species biodiversity and natural aesthetic beauty. As a result, conservation can lead to economic, recreational, and educational benefits (AARP, 2018; Dunk et al., 2006; Macaulay, 2016; Rocchi et al., 2020). Park developers can secure these benefits within their own communities by offering creative, conservation-minded opportunities for park visitors.

Considering its unique natural features and rich biodiversity, the St. Stephen’s parcel offers an excellent opportunity to provide various types of nature-based recreation, specifically those occurring on and within trails and open spaces on the Park Property. The following section outlines basic requirements for popular nature-based recreational activities and corresponding recommendations for development and management. These recommendations align the needs and interests of the local community with critical protections for the land itself.

## Trails

With the help of public, private, and nonprofit initiatives and thousands of volunteers, trails have exploded across the country in the last several decades. Nearly 30,000 miles of walking, hiking, and mountain biking trails have been constructed since 1966, providing adventure, urban renewal, health and economic benefits, social connections, and immersion into history and culture for trail users and nearby communities (American Hiking Society, 2015).

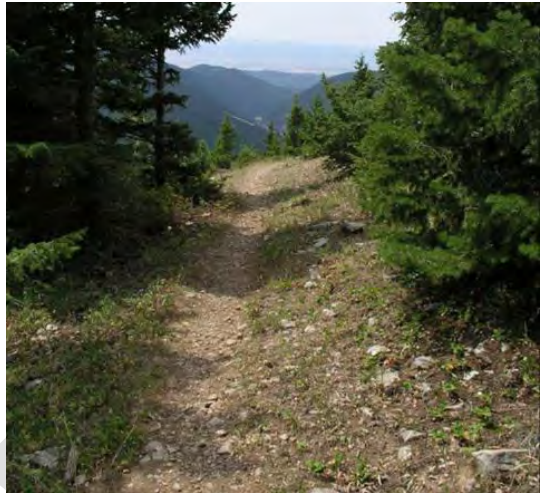
According to the National Park Service (2012, pp. 9-11), there are five common trail classifications installed according to the trail’s intended users, the surrounding natural area, weather and climate conditions, and the availability of funding and labor. These are:

- **Class 1: Minimal/Undeveloped.** This trail type offers users a primitive, natural experience along a natural ‘tread,’ or the specific area of the trail where hikers walk. The tread is narrow, offering minimal passing opportunities, making these trails appropriate for more skilled hikers. Structures and amenities may be nonexistent or lacking, and the natural trail bed requires infrequent maintenance.
- **Class 2: Simple/Minor Development.** This trail type is slightly more developed but tends to remain relatively narrow. Biking and equestrian activities are possible in some cases. The natural trail bed may include primitive drainage features and footbridge crossings, but these trails are unlikely to have amenities or structures.
- **Class 3: Developed/Improved.** This trail type supports hiking, biking, equestrian, cross country skiing, and snowshoeing. The trail tread is an uninterrupted path with no ambiguity about the direction in which the hiker should travel. These trails are made of natural materials and





- provide occasional allowances for passing. Trail structures, amenities, and bridges are common. This trail type is generally appropriate for users with moderate skills and abilities.
- Class 4: Highly Developed. Highly developed trails comfortably support the activities included on Developed/Improved trails and are found in more populated areas near parking lots and nature centers. The tread is wide and smooth, is often made of native or imported materials, and consistently supports two-way travel. The grade is often flat, and structures, amenities, and bridges are common, providing opportunity for users of all ability types.
- Class 5: Fully Developed. Fully developed trails are continuous, constructed with asphalt or other hardened materials, meet the requirements of the Americans with Disabilities Act (ADA), maintain a generally flat grade, and are always near facilities and roads. Drainage structures, safety information, and signage are common, and maintenance plans are designed to achieve accessibility for users of all ages and abilities.



Trail *sustainability* is another aspect of trail design. Sustainable trails are long-lasting, low-impact trails that “complement and flow with the natural landscape” (Maricopa County Parks and Recreation Department, 2018, p. 26). Beers (2009) explains that sustainable trails are those that: (1) do no harm to natural and cultural resources; (2) withstand impacts from recreation with only routine maintenance; and (3) offer exactly what the intended user needs, eliminating the urge for visitors to leave the trail. Sustainable trails are ideal because they protect the natural environment, require less maintenance, and provide trail users a satisfying experience (Maricopa County Parks and Recreation Department, 2018, p. 26; National Park Service, 2012). Different trail uses include walking and hiking, mountain biking, and equestrian.



## Walking and Hiking Trails

According to the National Recreation and Parks Association, 45% of American’s say walking and hiking are their top outdoor activities (NRPA, 2021). Additionally, trails and their associated activities are perennial favorites in Mecklenburg County’s annual community survey, spurred by visitors looking for an opportunity to recreate at their own pace in a quiet, natural environment (A. Reynolds, March 3, 2021; C. Matthews, March 8, 2021; C. Rogers, March 17, 2021). Walking and hiking trails provide physical and mental health benefits. They also can be designed to minimize damage to natural surfaces and features of a site when built according to established sustainability standards. Further, the inclusion of walking and hiking trails in the development of park sites is a great way to attract users with a variety of skillsets



and interests. (Carolina Thread Trail, 2021; Washington State Recreation and Conservation, 2021). The St. Stephen's Church Road Property is conducive to the full range of walking and hiking trails, from primitive, natural hiking routes to paved, ADA-compliant.

## Mountain Biking Trails

Mountain biking trails are designed for the sport of riding bicycles over rough terrain. Mountain biking has grown steadily; between 2005 and 2015, use of mountain biking trails increased by 8.1% since the 1970s. Mountain biking trails can diversify park activities and encourage a wider visitor base (BLM & IMBA, 2017). There are several considerations for mountain biking trails, including trail types, specifications, special features like pump tracks, downsides, and community involvement.

### *Mountain Biking Trail Types*

Mountain biking trails are similar to walking trails in terms of trail length, surface type, width, and grade, but use of these trails is often specified as single-use or shared-use by trail or park management (BLM & IMBA, 2017). Single use trails are designed specifically for biking needs by offering technical challenges, such as difficult terrain with steep inclines or sharp turns. Shared-use trails will accommodate additional uses such as hiking and trail running. These trails require more moderately sloped terrain to accommodate walkers, and trail length may be designed to match standard running distances (e.g., five kilometers). Trail managers may integrate different user needs by limiting routes based on user types. For example, bikers ride in one direction and walkers and runners travel in the opposite direction. Trails at Rob Wallace Park utilize this technique and include signage specifying the direction of travel for bikers and walkers.





### *Trail Specifications*

The ideal terrain for mountain biking trails includes hard soil with frequent changes in elevation (BLM & IMBA, 2017). Mountain biking trails are generally constructed from compacted dirt. Other materials like gravel and asphalt may be used but can reduce traction and increase wear on bicycle tires.

The Carolina Cycling Club recommends a minimum trail length of 10 miles but suggests that 20 miles would create a more attractive regional biking destination (M. Hartman, March 3, 2021). While 10 miles is feasible for biking enjoyment at the Cabarrus County parcel, it would require a high trail-to-land ratio, otherwise known as *trail density*. Proper trail density helps retain undisturbed land, provides enough mileage to minimize redundant riding experiences, and discourages bikers from cutting across trails. It is estimated that mountain biking trails at the Cabarrus Site would require at least 200 acres of trail, with a density of 1 mile per 20 acres. Compared to other parks in the area (listed below), this is relatively high density:

- Rob Wallace Park has 4.2 miles of trails at a density of 1 mile per 34 acres (Cabarrus County, 2021). At this density, trail users will be unable to see other users on different parts of the trail. This isolation is desired and leaves plenty of undisturbed land.
- The U.S. National Whitewater Center, the fifth most popular mountain biking location in NC, has over 50 miles of trail at a density of 1 mile per 26 acres (USNWC, 2021). At this level, mountain bikers may see others, but there exists enough trail mileage to minimize redundant riding experiences.
- Rocky River, the most popular trail in Cabarrus County, has 11.5 miles of trails at a density of 1 mile per 7 acres (MTB Project, 2021). At this level, there is considerable visibility from one trail section to the next, and bikers may be tempted to cut across trails and disturb natural areas.

### *Pump Tracks*

A specific type of single use trail suggested by Cabarrus County is a pump track. The origin of this type of trail comes from BMX racing. A pump track is a mountain biking course set with rolling hills and turns. It is designed so that pedaling is minimal. The rider builds momentum through weight manipulation on their bike (pumping) and going down hills. These hills are usually formed dirt mounds but can be made of more permanent materials such as cement, asphalt, or wooden structures. Pump tracks are usually very short, with an average length of 110 meters, making them ideal for urban areas or even backyards. This allows for a diverse range of jumps and terrain within a limited space. These trails are not recommended for a passive park as their iconic dirt berms are continually worn down and require high maintenance. They are also prone to flooding and erosion. In addition, a pump track could present a safety and liability issue.

### *Downsides to Mountain Biking Trails*

Despite being a popular sport, mountain biking has its share of downsides that should be considered. First, trails may see only seasonal use. The mountain biking season peaks in August when temperatures are mild and rain less frequent. Trails should be closed during rain to decrease the wear on the trail and prevent accidents. Second, mountain bikes can create an increased risk for invasive species dispersal as seeds travel in dirt collected on mountain bike tires (S. Nagid, March 4, 2021). This impact can be reduced by providing washing stations so that bikes can be cleaned of debris before and after riding, but these additional amenities will incur costs themselves. Because of these issues, mountain biking trails may not be a beneficial investment for the entire community.



### *Community Involvement*

According to area experts, decisions about mountain biking at the Park should consider both local interest in mountain biking trails and construction cost of the trail. (Paris, March 4, 2021). Further community discussion and planning may be required, including exploring how current mountain biking trails within the County are being used. For example, data on the daily or seasonal number of mountain bikers on Cabarrus County trails would provide an accurate look at the demand for public mountain biking in the area. Finally, if there is community support, future planning of mountain bike trails should involve significant input from relevant community groups (USDA, 2008), including the opinions and expertise of the local mountain biking community.

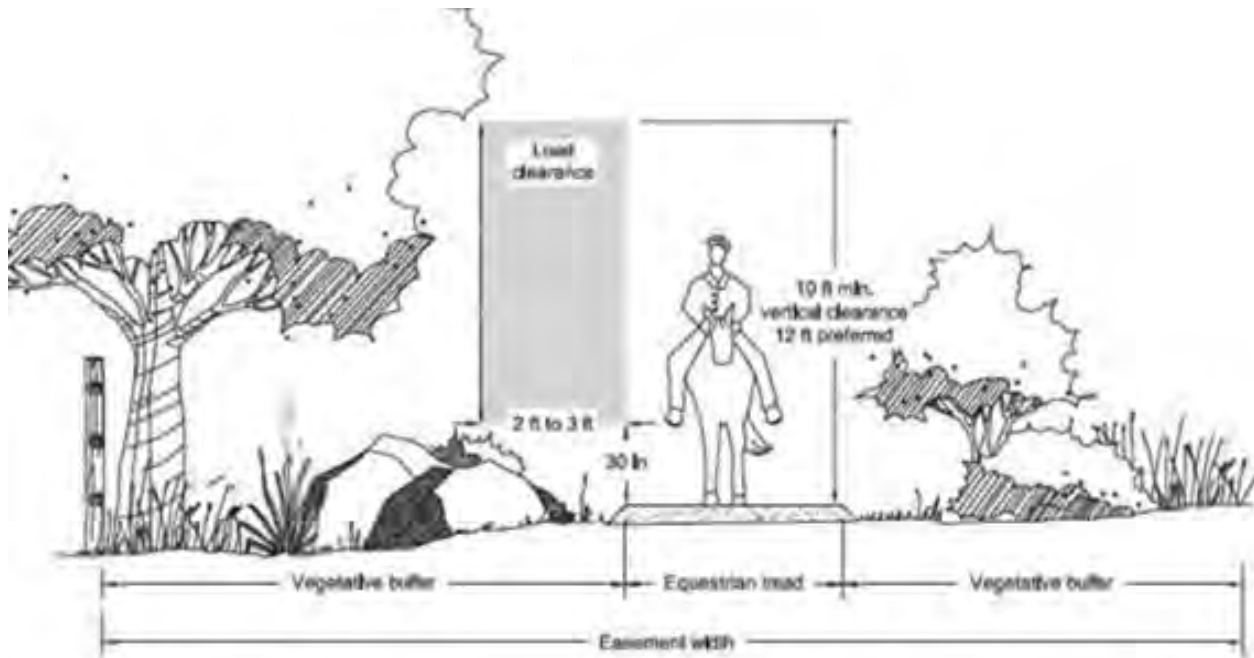
Potential community partners include the Central Carolina Cycling Club and the Tarheel Trailblazers, both of which are active in Cabarrus County. Park officials may be able to partner with mountain biking community groups to improve the mileage, quality, and diversity of trails in the County. One example of such a partnership is between the Tarheel Trailblazers and Charlotte-Mecklenburg Parks and Recreation Department. Formalized through a Memorandum of Understanding, this agreement allows the Trailblazers to perform mountain biking trail design and maintenance in Mecklenburg County (for the full document, see Appendix H: Tarheel Trailblazers Memorandum of Understanding).

### **Equestrian Trails**

Equestrian trails are designed to provide an enjoyable recreation opportunity for riders and safe passage for horses. In order to accommodate equestrian activity, park developers should be mindful of the numerous requirements associated with horses. First, trucks and trailers require wide turning lanes, parking lots with pull-through parking spaces separate from other park traffic, and entrance roads which loop back to the Park entrance, rather than terminating at 'dead-ends.' Second, horses and riders require a large 'box,' or clearance around the horse's and rider's head, requiring frequent pruning of trees and shrubs adjacent to the trail (See Figure 4.1 below). Third, equestrian trails can become easily damaged due to horses' considerable weight and small trail contact points. Soil should be compact, rocky, and drain easily to support equestrian activity and prevent erosion and unsafe conditions for horses. Fourth, equestrian trails should be long enough (at least 5 miles) to allow riders a sufficiently intensive recreation experience. Finally, equestrian activity requires certain amenities around the Park Site. These include a warm-up area for the horses, concrete pads with tie off posts to wash horses, frequent water sources for horses along trails, and clearly marked trail designations to keep all park visitors safe (A. Reynolds, March 3, 2021; C. Matthews, March 8, 2021; Hancock et al., 2007).

In some cases, equestrian accommodations may require expensive and time-consuming maintenance and create conflicts with other trail users. Compared to biking and hiking trails, equestrian trails can degrade trails to an extreme degree (Osleger, 2019). Hikers and bikers also tend to dislike sharing trails with horses. For example, horse manure is displeasing to those on bikes and on foot (S. Nagid, March 4, 2021), and horses have a tendency to be 'spooked' by speedy mountain bikers and children who are not "horsewise" (Hancock et al., 2007, n.p.).

Several park experts and community stakeholders interviewed by the MPA team voiced some of these concerns. One member of the local mountain biking community pointed out that horses often undo the hard work his club devotes to building and maintaining safe, pristine mountain biking trails. Similarly, one of the Environmental Education and Outdoor Recreation Managers for Mecklenburg County, noted that most nature preserve trails are too soft or narrow for horse trails. A nature preserves and natural

**Figure 4.1: Equestrian Trail Maintenance Requirements**

resources expert for Mecklenburg County, finds that, along with considerable trail maintenance needs, the parking areas for equestrian trailers often require clearing and developing an excessive amount of land where conservation may be the ultimate priority. Finally, Active Living and Parks questioned whether equestrian activity should be a priority at St. Stephen's Park. Horseback riding, they discussed, is an activity enjoyed by a limited number of citizens, and may not be a proper use of public funds and precious park space. Considering these issues, the MPA team cannot recommend an activity that could introduce intensive management requirements and visitor conflict at the Park. Further community discussion and planning may be required (See Section IX: Stakeholder Involvement).

## Open Spaces



Open, grassy areas, like those often found in parks, provide multiple benefits for park visitors and the surrounding community. For example, open spaces enhance the beauty of the neighborhood, improve users' social and psychological conditions, improve conservation efforts, provide economic growth, and reduce crime (EPA, 2017; Yuniastuti & Hasibuan, 2019). For children in particular, open space promotes numerous important functions: physical health and weight management, motor skills and cognitive development, socialization and independence, and self-esteem and self-confidence (CPHA, 2019;

Yuniastuti & Hasibuan, 2019). These benefits may also be extended to the larger population as friends and neighbors come together for exercise and social activity (University of Idaho, 2016). However, in



order to reap these benefits, communities must undertake active, deliberate planning strategies. Even if open space is provided, it may be underutilized if it fails to meet user needs or if the community views the space as unsafe or unattractive (Institute for Local Government, 2015; Sherer, 2003). To decide how exactly open space should be designed, Veal (2020) suggests consultation with community members and local organizations to reach some level of demand-based park planning.

## Recommendations

This section offers recommendations for nature-based recreation at the Park Site. Each recommendation includes a description of the issue at hand, concrete strategies for implementation, examples of similar efforts and initiatives, and resources available to the county as future how-to guides.

### Recommendation 7: Provide Recreation Opportunities for All Ages and Abilities

#### *Description*

Gil Penalosa, the founder of nonprofit 8 80 Cities, believes that “if everything we do in our public spaces is great for an 8-year-old and an 80-year-old, then it will be great for people of all ages” (as cited in AARP, 2018, p. 3). Indeed, parks should address special requirements for accessibility and inclusivity so that individuals of varying ability and age levels can enjoy recreation opportunities together. Unfortunately, this is not always the case. The AARP (2018) finds that parks are “falling short” for adults aged 60 and over, a group that will be 20% of the U.S. population by 2050 (U.S. Census Bureau, 2014). And children, despite their high park use rates relative to other groups, are now spending an average of five minutes outdoors and up to seven hours a day on electronic media (NRPAa, n.d.). Additionally, parks are working hard to include disabled populations, yet insufficient funding and staff training remain widespread obstacles to progress (NRPA, 2018). Trails and open spaces at parks are vital to these groups. Trails provide a fundamental service to park visitors and should be designed to meet the needs of the widest possible range of users (NACTO, 1999); open, natural spaces initiate *unstructured play*, by which children “follow their instincts, ideas, and interests without an imposed outcome” (CPHA, 2019, n.p.); and a variety of sensory and tactile experiences ensure that disabled individuals are not excluded from recreation activities (CPHA, 2019).

Aware of these concerns, Cabarrus County Active Living and Parks noted that older citizens frequent the trails at Rob Wallace Park, and so are ‘must-haves’ at any future site. Additionally, they are concerned that they are spending more time on technology-based entertainment than in years past. By addressing these needs, interesting and accessible natural recreation opportunities can provide a foundation for community health and cohesion.

#### *Strategies*

- Follow ADA specifications and guidelines and provide sensory and tactile experiences for the hearing and vision impaired. This will facilitate park accessibility for disabled persons.
- Clear a small amount of forested area for green open space available for active and passive recreation. (See strategies for clearing trees in Recommendation 3: Apply Forest Management Guidelines).



- Provide natural play areas to allow children to use their imagination and enjoy the benefits of unstructured play.
- Construct trails and walking paths with varying degrees of difficulty, distance, and grade. Figure 4.2 below provides suggestions for land use planning. The following areas and trail types are recommended:
  - Flat lowland area: Flat, paved trail with minimal grade changes, close proximity to parking lots, and wheelchair accessibility. (Trail Class 4 & 5).
  - Steeper forested area: More rugged hiking and biking trails (Trail Class 2 & 3).

### Examples

- **Carvers Creek State Park.** Located in Cumberland County, NC, this state park includes several accommodations for individuals with disabilities. These include accessible parking spaces, a ramp at the park office, and accessible restrooms. Additionally, the park has an ADA-compliant picnic area to allow close vehicle access upon request. The park also provides a shuttle program for visitors with disabilities and senior citizens who are unable to make certain trips across the park.
- **Fort Macon State Park.** This state park in Carteret County, NC includes standard ADA-compliant accommodations as well as several features designed for individuals with vision and hearing loss. These include a park video tour with subtitles and closed captions, an audio description with volume control, a tactile model of the fort, and restroom signs written in Braille.

Figure 4.2: Map of Usage and Terrain





### Key Resources

- U.S. Access Board. (2013). *Outdoor Developed Areas: A Summary of Accessibility Standards*. [access-board.gov/ada/](https://www.access-board.gov/ada/)
- American Association of Retired People. (2018). *Creating Parks and Public Spaces for People of All Ages*. [aarp.org/content/dam/aarp/livable-communities/livable-documents/documents-2018/Parks%20Guide-LR-091018-singles.pdf](https://www.aarp.org/content/dam/aarp/livable-communities/livable-documents/documents-2018/Parks%20Guide-LR-091018-singles.pdf)
- Orthopedic Service Co. (2019). *A Guide To Accessible Parks And Gardens Across North Carolina*. [liftforyou.com/blog/accessible-parks-gardens-north-carolina/](https://liftforyou.com/blog/accessible-parks-gardens-north-carolina/)

## Recommendation 8: Practice Sustainable Trail Development

### Description

Sustainable trail design and construction will consider needs related to drainage, vegetation, and soil conditions (National Park Service, 2012). First, trails in steep areas may disrupt runoff if water is unable to cross trails along natural drainage patterns. If water is diverted down the trails themselves, erosion will begin, triggering a pattern that will lead to degraded habitats, poor user experiences, and increased maintenance costs (Favro, 2018; R. Gilson, March 11, 2021). If left unchecked, this phenomenon will uproot trees and plants, redirect entire watersheds, and detract from the aesthetic and recreational value of the Park (PCTA, 2011). Second, trails should be routed around fragile natural species or features to diminish visitor traffic. Third, trails constructed on poor quality soils (e.g., low permeability or soil density) or that host high-impact activities (e.g., horseback riding) may ultimately be unsustainable (Bott et al., 2012; C. Matthews, March 8, 2021; National Park Service, 2012).

### Strategies

- Avoid constructing traditional walking trails through rare or fragile natural areas. Instead, consider modern approaches that provide recreation opportunities while protecting natural areas (for an example, see Recommendation 2: Preserve the Site's Natural Drainage).
- Build trails along natural land contours rather than straight up or down steep areas.
- Consider the drainage requirements of the Site:
  - Utilize the Site's natural mineral soil when constructing trails on steep land with minimal drainage issues.
  - Use an imported surface (e.g., crushed stone; asphalt) for flat trails with high foot traffic and poor drainage.
- Avoid equestrian trails to protect against erosion and excessive maintenance requirements.

### Examples

- **Cuyahoga Valley National Park Trails.** Located in Cuyahoga Valley National Park, Ohio, these trails adhere to sustainability guidelines set forth by the National Park Service. Three principles are used to guide trail design and maintenance: respect local ecology and natural elements, be aware of the existing natural form and safety requirements, and promote and inspire stewardship among trail users. [americantrails.org/resources/cuyahoga-valley-national-park-sustainable-trail-guidelines](https://www.americantrails.org/resources/cuyahoga-valley-national-park-sustainable-trail-guidelines).





- **Lake Raleigh Woods Trail Development.** Trail design was completed on this 96-acre parcel on the NC State University campus in 2019. Primary design considerations included conservation, intended user needs, and long-term maintenance costs, as well as site history, site analysis, and basic elements of sustainable trail design. [wellrec.dasa.ncsu.edu/wp-content/uploads/sites/110/2020/04/Lake-Raleigh-Woods-Trail-Plan\\_Destination-by-Design.pdf](http://wellrec.dasa.ncsu.edu/wp-content/uploads/sites/110/2020/04/Lake-Raleigh-Woods-Trail-Plan_Destination-by-Design.pdf).

#### Key Resources

- USDA-Forest Service. (2008). *Trails management handbook*. [fs.usda.gov/Internet/FSE\\_DOCUMENTS/stelprdb5403600.pdf](https://fs.usda.gov/Internet/FSE_DOCUMENTS/stelprdb5403600.pdf)
- Pacific Coast Trail Alliance. (2011). *Drainage design & drainage dips*. [pcta.org/wp-content/uploads/2012/11/201\\_Drainage\\_Design\\_Drain\\_Dips\\_v0311.pdf?x99107](http://pcta.org/wp-content/uploads/2012/11/201_Drainage_Design_Drain_Dips_v0311.pdf?x99107)
- American Trails. (2018). *Sustainable trails: Doing it right the first time*. [americantrails.org/resources/sustainable-trails-doing-it-right-the-first-time](http://americantrails.org/resources/sustainable-trails-doing-it-right-the-first-time)

### Recommendation 9: Collaborate with Volunteers and Community Partners

#### Description

Designing and constructing miles of trails can require a large amount of maintenance, manpower, and funding, creating a burden for park staff. Thus, many park professionals turn to volunteer groups for help (Moody, 2016). Hiring or coordinating with community conservation and recreation groups can provide an affordable yet practical source of high-quality trail design and construction. Additionally, encouraging stewardship among community partners and volunteers is a great way to “engage and energize” the community when creating a park site (AARP, 2018, p. 10).

#### Strategies

- Form partnerships with community organizations with the expertise and resources necessary to help design and build trails at the Site. Local possibilities include:
  - Carolina Thread Trail Volunteers. [carolinathreadtrail.org/how-you-can-help/volunteer](http://carolinathreadtrail.org/how-you-can-help/volunteer)
  - Conservation Corps NC. [ctnc.org/projects/service-programs/conservation-corps-nc/](http://ctnc.org/projects/service-programs/conservation-corps-nc/)
  - Tarheel Trailblazers [tarheeltrailblazers.com/](http://tarheeltrailblazers.com/)
  - Central Carolina Cycling Club [centralcarolinacycling.com/](http://centralcarolinacycling.com/)
- Collect and consider the opinions of the community. (Section IX: Stakeholder Involvement.)

#### Examples

- **Mecklenburg County Parks and Recreation and the Town of Matthews, NC.** Mecklenburg County has contractual partnerships with the Tarheel Trailblazers to build and maintain trails in approved parks. As experts and users of the trails, these volunteers prioritize accurate and appropriate trail design for mountain biking use. (Appendix H: Tarheel Trailblazers Memorandum of Understanding.)
- **Carolina Thread Trail Volunteers.** The Carolina Thread Trail is a network of trails throughout Cabarrus County. Volunteers help build and maintain trails and restore the surrounding habitat. (See resources below.)



- **Conservation Corps NC.** Formerly known as NC Youth Conservation Corps, this program provides youth the opportunity to maintain and build trails, grow their leadership skills, and either earn community service hours or minimum wage. Past projects areas include the Blue Ridge Parkway, Beaver Marsh Nature Preserve in Durham, Latta Plantation and McDowell Nature Preserve in Mecklenburg County, and Harris Lake County Park and Crabtree County Park in Wake County. (See resources below.)

#### *Key Resources*

- Carolina Thread Trail. (2021). *Volunteer with us.* [carolinathreadtrail.org/how-you-can-help/volunteer/](https://carolinathreadtrail.org/how-you-can-help/volunteer/)
- Conservation Trust for North Carolina. (2021). *Conservation Corps NC.* [ctnc.org/projects/service-programs/conservation-corps-nc/](https://ctnc.org/projects/service-programs/conservation-corps-nc/)

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“Parks must be designed in ways that encourage active use, but their presence alone cannot guarantee that people will visit them – programming, outreach, and education are needed to draw people to parks and build healthy habits” (NRPA, 2017, p. 25). This quote from the National Parks and Recreation Association represents the driving spirit of federal public land policy for the last century. The National Park Service (NPS) was established in 1916 with the mission to “preserve unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations” (National Park Service, 2020). Since the inception of the NPS, Park Rangers have furthered this mission by inspiring and educating park visitors through *interpretation*, making “the most complicated natural phenomena understandable to visitors from all walks of life” (U.S. Educational Division, 1929). In 2016, by passing the National Park Service Centennial Act, Congress turned this tradition into an explicit mandate for environmental education, confirming protected federal lands as ‘America’s largest classroom’ (Houseal & Thompson, 2020).

The value of environmental education initiatives has been realized at the state and local levels as well. North Carolina’s *Environmental Literacy Plan*, for example, includes three objectives for youth outdoor education: (1) prepare students to understand, analyze and address major environmental challenges facing the state and the nation; (2) provide field experiences as part of the regular school curriculum and create programs that contribute to healthy lifestyles through outdoor recreation and sound nutrition; and (3) create opportunities for interdisciplinary professional development for teachers, including field experiences, research opportunities and innovative instructional technologies (NC Environmental Education, 2017). By meeting these objectives, educators ensure that children become *environmentally literate*, possessing “the ability to make informed decisions about issues affecting shared natural resources while balancing cultural perspectives, the economy, public health and the environment” (NC Environmental Education, 2017, p. 7). Further, research shows that natural education is best disseminated outdoors in natural, wild places, leaving kids with pro-environmental attitudes and behaviors (Szczytko & Stevenson, 2017). The following section outlines what Cabarrus County is currently doing to build on these education initiatives, what educational opportunities exist at the new St. Stephens Park, and recommendations for furthering the mission of environmental education for park visitors of all ages.



## Environmental Education in Cabarrus County

Much like Federal and State entities, Cabarrus County has played a strong role in securing the benefits of natural education for its citizens. The Cabarrus Soil and Water Conservation District (SWCD), for example, has championed informed natural resource stewardship for the community since 1973 (Testerman, 2017). The SWCD hosts events and provides volunteer opportunities, educational workshops, and resources for educators (Cabarrus County, 2017). Cabarrus County’s focus on

environmental education has been furthered by educators and park professionals as they teach a new generation of residents about the wonders and benefits of the natural world.

*Existing Internal Programming*

Several Cabarrus County departments and programs engage in regular environmental education initiatives. The Soil and Water Conservation District (SWCD) continues to support its mission through competitions in which students research and present an important conservation topic or theme. SWCD also sponsors student teams to compete at Envirothon—an event where middle and high school students from across North America train in soils, aquatics, wildlife, forestry and current environmental issues and test their knowledge in a competition against other groups. The SWCD also hosts regular teacher training, student conservation workshops, and clean-ups like NC Big Sweep (Cabarrus County, 2017).



The Active Living and Parks Department (ALP) offers a recreational component to outdoor education. ALP has compiled several standardized programs designed for varying grade levels, examples of which are outlined in Table 5.1, below (See Appendix G: Cabarrus County Active Living & Parks (ALP) School Field Trip Information for a full list of programs).

**Table 5.1: Cabarrus County Active Living and Parks Department Program Descriptions**

GRADE LEVEL	PROGRAM DESCRIPTION
Pre-K to K	<u>Backyard Buddies (APL-1, APL-2, K.L.1, K.P.2)</u> Young scientists will investigate living and non-living things and explore the interdependence of all life. Students will be thrilled to observe and investigate some exciting native animals including a corn snake, tree frog and decomposers.
1st–2nd Grade	<u>Creek Stompers (1.L.1, 1.L.2, 2.L.1)</u> There is nothing better than a good ole’ creeks stomp to discover nature at its finest...from catching crayfish to salamanders, this trip will be unforgettable.
3rd–4th Grade	<u>Healthy Waters (3.E.2, 3.L.2, 4.L.1)</u> : Students will gain a better appreciation for the importance of clean water in the natural community. We will explore the creek and see what we can learn about its inhabitants, stream health, and human disturbance.
5th Grade	<u>Stream Scientists (5.L.2)</u> : Here we get our hands dirty! Students will investigate how living things depend on each other for survival in the microhabitat of one of our little creeks.



Middle School	<u>It's Not Easy Being Green (6.L.1)</u> : While being a tree or plant looks easy, there are a lot of challenges for our green friends! How do you find food when walking to the store is out of the question? How do you get your kids to move out? How might you defend yourself when you have no hands for fighting or legs for running away? These questions and more will be explored!
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*Source: Taken directly from: Cabarrus County Active Living and Parks (2021). Field Trips and School Visits. [See Appendix G: Cabarrus County Active Living & Parks (ALP) School Field Trip Information for full document.]*

The Active Living and Parks (ALP) educational programming staff also adapted these programs into virtual learning opportunities for school children during the COVID-19 pandemic, ensuring they receive uninterrupted outdoor education curricula.

### External Partnerships

The ongoing efforts of Cabarrus County educators are enhanced by strategic partnerships with external programs. Partnerships provide additional resources and expertise to ensure that both children and adults receive a full measure of knowledge and appreciation for the natural world around them. Below are just a few of those partnerships and external programs the County has adopted or hosted.

- **Muddy Sneakers.** This program is hosted at Rob Wallace and Frank Liske Parks in Cabarrus County. Based out of Brevard, North Carolina, Muddy Sneakers focuses on the scientific education of fifth grade students and offers opportunities for these children to learn about the natural world in designated nature sites (Muddy Sneakers, 2016). Students take field trips to these parks to learn about local flora and fauna, fostering a new drive to learn about interesting natural features in their communities.


- **North Carolina Science Festival.** Sponsored by the Morehead Planetarium and Science Center, the North Carolina Science Festival is an annual, month-long event which celebrates the educational, cultural, and financial impact of science in North Carolina. Events in Cabarrus County for 2021 are coordinated along with the Cabarrus Public Libraries and will include classes on gardening, constellations, and more (UNC Chapel Hill, 2021).
- **City Nature Challenge.** The California Academy of Sciences and the Natural History Museum of Los Angeles County puts on the annual City Nature Challenge, a worldwide, interactive competition between cities to document as many plants and animals in natural areas as possible. Participants use the smartphone application *iNaturalist* to take pictures of their findings, which are then verified by experts. The 2021 competition will focus on the





“healing power of nature” and a celebration of biodiversity (City Nature Challenge, 2021).

- **Junior Ranger Program.** Cabarrus County environmental educators provide school children the opportunity to learn about and explore the natural world. Staff make regular visits to the classroom throughout the school year, and the year is capped off with a field trip. Children participate in several engaging activities and are able to earn badges to record their progress (North Carolina State Parks, n.d.).

## Educational Opportunities at St. Stephens Park



The addition of the St. Stephens Park provides an exciting new venue for the County’s existing educational programs and partnerships to occur. By taking advantage of the natural world at the Park, community projects can provide educational opportunities for members of the surrounding community, allowing educators to impart a sense of wonder and appreciation in students’ own backyards. Likewise, any individuals visiting a nature-based park may also take advantage of educational installations and programming on their own.

Ongoing citizen education around the unique natural features and conservation needs of the Site will encourage investment in the Park’s preservation and protection (NRPA, 2017). Education at this Site may include global-level awareness of the benefits of biodiversity and land preservation, which include cleaner water, reduced erosion, stable climate, and conservation of key species (Ewing & Kostyack, 2005). These opportunities begin with a solid understanding of what natural features and conservation needs currently exist at the Site. A few of these key plants, animals, and habitats are highlighted below. (For complete Natural Heritage Program Site Data, see Appendix C: Lower Butcher Branch Inventory).

### *Pollinators and Plants*

One important feature of the Site is its collection of flowering plants, shrubs and trees, along with the pollinators they attract. Pollinators and flowering plants exist in a symbiotic relationship, where each depends on the existence of the other. Without bees, certain plants would be unable to reproduce; likewise, without flowering plants, many pollinator species would go without an important food source. The symbiosis of plants and pollinators creates numerous benefits for the natural world. For example, human survival is directly reliant on pollination. Eighty percent of the crops providing human food sources rely on pollination, and the value of pollinated crops is estimated at as much as \$10 billion per year. Additionally, pollination is critical for flowering plants that clean our air and water, provide oxygen, and prevent erosion (USDA-Forest Service, 2021). Considering these benefits, it is vital to protect pollinators and pollinator plants at the Park Site. A decline in the diversity of pollinating plants and insects and bees to pollinate them could have negative effects on the health of natural communities.

The NC piedmont region is home to two notable pollinating plant species: Carolina Birdfoot-trefoil and Schweinitz's sunflower. Aside from aesthetic beauty, these species attract pollinating species and strengthen the region's ecosystems. Both are targeted for protective measures by government entities. If pollinators are able to flourish at the Park Site and adjacent areas, they could help strengthen the populations of these vulnerable species.

- **Carolina Birdfoot-trefoil (*Acmispon helleri*)**. The Carolina trefoil (left), found near the Site in a 1992 survey, is classified by the State of North Carolina as *Special Concern-Vulnerable*.<sup>7</sup> It is the only plant species specifically noted in NC Natural Heritage Program site data. Because Carolina Birdfoot-trefoil does not reproduce vegetatively (via root spreading), pollinators play an important role in its vitality. Threats to the Carolina trefoil include the conversion of land to pine plantations, farmland, and residential and commercial use. Carolina trefoil may also be crowded out by other plants if routine fire is suppressed (Georgia Biodiversity, 2020).
- **Schweinitz's Sunflower (*Helianthus schweinitzii*)**. Although not observed on the Cabarrus County Property, the Dry Oak-Hickory Forest on the Site possesses "the ecological attributes conducive to the restoration of Schweinitz's sunflower" (USDA-Forest Service, 2012, p. 45). The sunflower (right) is a U.S. Endangered plant species found only in the Piedmont region of the Carolinas, and is a notable priority of both Federal and State government conservation efforts.<sup>8</sup> Many of the known communities of the sunflower exist along right-of-way areas and are harmed by improper management techniques (e.g., excessive mowing or herbicide use) (Fair Funding for Wildlife, n.d.; U.S. Fish & Wildlife Service, 2011). As 11 of 13 known populations lie within a 65-mile radius of Charlotte, urbanization poses a threat to the species, so widespread environmental education is critical for its continued vitality (U.S. Fish & Wildlife Service, 2011).



<sup>7</sup> "Any species or higher taxon of plant which is likely to become a threatened species within the foreseeable future." Source: [files.nc.gov/dncr-nhp/nheo\\_tier\\_1\\_and\\_2\\_attribute\\_info.pdf](https://files.nc.gov/dncr-nhp/nheo_tier_1_and_2_attribute_info.pdf)

<sup>8</sup> In 2017, Federal and State governments allocated \$47,000 towards efforts to conserve Schweinitz's Sunflower, which ranks 667th out of 1,430 endangered species in the U.S. Source: <https://www.fws.gov/endangered/esa-library/pdf/2017-Expenditures-Report.pdf>



### *Wildlife and Their Habitats*

Other important features of the Park Site are the Upland Depression Swamp, the Dry-Oak Hickory Forest, and the wildlife living in them.

- **Upland Depression Swamp.** The wetlands on the Property are unique natural areas found only in the Piedmont region of the Southeastern U.S. (NatureServe Explorer, 2020b), offering visitors access to a rare and obscure habitat. These wetlands are home to a diverse population of amphibians and reptiles. Because the Upland Depression Swamp does not support predatory fish due to seasonal wet-dry cycles, amphibians and reptiles are able to thrive (Bailey et al., 2006; Moorman et al., 2017). This seasonal nature usually discourages disruptive development, but also means Upland Depression Swamps go without government wetland protections (NatureServe Explorer, 2020b).
- **Dry Oak-Hickory Forest.** This forest type is also unique to the southeastern U.S. and is home to a wide array of plant and wildlife species (NCWRC, 2021a). Forested areas are of particular importance when adjacent to wetland areas because certain species of amphibians and reptiles migrate between dry areas and wetland breeding grounds on a seasonal basis (Bailey et al., 2006; NCWRC, 2021b). Other key wildlife species commonly found in Dry Oak-Hickory Forests are the Cooper’s Hawk and the Timber Rattlesnake, two species classified as ‘special concern’ by the state of North Carolina (Schafale, 2012).
- **Amphibians and Reptiles.** The natural areas at the Cabarrus County Site are home to various species of amphibians and reptiles, known as *herpetofauna*, or “herps.” According to NC Natural Heritage Program site data, one species observed in abundance at the Site is the Spotted salamander (*Ambystoma maculatum*). These species play valuable roles in the ecosystem, as they prey on harmful insects and rodents and provide a food source for larger animals. These animals are vulnerable to several threats: (1) forest clearing, leveling terrain, and fragmentation of wet and dry areas pose significant risks to herps’ habitats and migration cycles; (2) construction and development disturbs soil, which can fill hiding places between rocks and lower the oxygen level in the water, which is detrimental to herps and the plant species they eat; (3) disturbing natural rainwater flow may also bring insecticides, herbicides, petroleum products, and other pollutants into the wetland area, which can harm herps directly and contaminate their food supply (Moorman et al., 2017).

By working to educate park visitors about the Park’s fragile natural habitats and protections, park staff can inspire a stewardship mentality among park visitors.

## **Recommendations**

The following section offers recommendations for education about the natural features of the Park Site. Each recommendation includes a description of the need, concrete strategies for implementation, examples of similar efforts and initiatives, potential complications to be considered, and resources available to the county as future how-to guides.





## Recommendation 10: Continue Ongoing Education Programs

### Description

Cabarrus County Active Living and Parks (ALP) has robust environmental education programming already in place. ALP offers curriculum for children of various grade levels, coordinates with schools to host field trips and visit classrooms, provides teacher classes and training, and adopts and partners with various external programs. It will be important to retain these initiatives as well as adapt them for use at the new Park facility.

### Strategies

- Host a City Nature Challenge at the St. Stephen's Site. This would provide an introductory event at the Park, with dual benefits of education and conservation. (See also, Recommendation 6: Conduct an Updated Site Survey).
- Stay abreast of current environmental events in order to provide modern, culturally relevant programs for youth.
- Conduct routine research into new programs and partnerships available to bring to Cabarrus County.

### Examples

- **NC Envirothon.** This is the North Carolina chapter for the nationwide Envirothon, an outdoor competition for middle and high school students based on five core areas: wildlife, forestry, soil, aquatics, and current environmental issues. The following resource contains study guides, videos and podcasts, and volunteer opportunities to enhance the knowledge about natural resources and the environment for teachers and students in NC: [sites.google.com/site/envirothonnc/about?authuser=0](https://sites.google.com/site/envirothonnc/about?authuser=0).
- **Cabarrus Soil and Water Conservation District Classes.** These are free classes offered by the County that focus on education and conservation efforts. Topics can be tailored to the specific educational need. There is a wide range of topics including food webs, animal signs, endangered species, water quality testing, and habitats. [cabarruscounty.us/resources/educator-resources](https://cabarruscounty.us/resources/educator-resources)
- **NC Star Party.** This annual event held every April offers participants the opportunity for guided stargazing and moon watching in a group setting while also having professional educational presentations. [ncsciencefestival.org/events/statewide-star-party-cabarrus-county-public-library](https://ncsciencefestival.org/events/statewide-star-party-cabarrus-county-public-library)

### Key Resources

- Cabarrus County. (2017). *Conservation Education and Environmental Programs*. [Cabarrus County](https://cabarruscounty.us)
- Mecklenburg County Nature Centers. (2014). *Field Trip Guide*. [mecknc.gov/ParkandRec/StewardshipServices/Programs/Documents/Educators%20Guide%202014.pdf](https://mecknc.gov/ParkandRec/StewardshipServices/Programs/Documents/Educators%20Guide%202014.pdf)
- City Nature Challenge. (2018). *Tips for Teaching and Managing Students Outside*. [education.eol.org/cnc\\_materials/TipsForTeachingOutside.pdf](https://education.eol.org/cnc_materials/TipsForTeachingOutside.pdf)



## Recommendation 11: Install Permanent Education Opportunities

### *Description*

Park planners may consider providing permanent educational opportunities such as interpretive signage and natural attractions. Interpretive signage can include displays and panels across trails or park features to convey a narrative or theme about plants, wildlife, and historical and cultural elements at the Park. Jonathan Williams, an Interpretive Manager with California State Parks, finds that “[interpretive signage] draws in the visitor, captures a curiosity, develops an interest, and leaves the visitor with an undeniable sense of place and a little bit more knowledge than he or she had before” (California State Parks, 2018, n.p.). Permanent educational opportunities can teach and inspire the public about the natural habitats at the Park when park staff or local experts are unavailable, making this information available to any park visitor at any time. (California State Parks, 2018; National Park Service, 2019).

Furthermore, permanent displays may serve a dual purpose, educating visitors about the natural characteristics within the Park while also enabling park managers to disseminate pertinent rules and recommendations. According to Guo et al. (2017), the placement of educational materials specific to the acts of hiking and walking encourage those visiting the Park to stay on marked pathways in order to avoid damaging more delicate elements of the Park. Thus, the inclusion of educational installations may also encourage more responsible behavior by park visitors.

### *Strategies*

- Highlight information related to conservation at the Park Site, like the Upland Depression Swamp, the Dry Oak-Hickory Forest, amphibians and reptiles, and pollinators.
- Install a pollinator garden or honeybee hive with information about why pollinators are important, which plants are best for pollinators, and why humans rely on plant propagation. (See Appendix H: Pollinator Gardens for detailed instructions for pollinator gardens).
- Collaborate with national and local groups to establish best practices for implementation and upkeep of educational installations.
- Establish low-impact interpretive trails through the Upland Depression Swamp. A boardwalk through the wetland area would protect it from direct foot traffic while providing an up-close, educational experience (see Recommendation 2: Preserve the Site’s Natural Drainage.)
- Create a brochure that can aid in self-guided tours of the area. By implementing signage with Quick Response (QR) codes, visitors can scan the code with their mobile devices and be taken to a website with additional resources.

### *Examples*

- **Walton Interpretive Trail.** This western North Carolina trail includes interpretive displays that highlight the natural vegetation along the trail, as well as specific wildlife that may be seen. [hikewnc.info/trails/nantahala-ranger-district/walton-interpretive](http://hikewnc.info/trails/nantahala-ranger-district/walton-interpretive)
- **CCC Heritage Trail.** This interpretive trail at Hanging Rock State Park, NC highlights different spots along the trail where the members of Civilian Conservation Corps (CCC) Camp 3422 worked. The CCC group worked on the trail from 1935-1942 and built the majority of the



facilities that are still in use and the park roads.  
[ncparks.gov/hanging-rock-state-park/trail/cc-heritage-trail](https://ncparks.gov/hanging-rock-state-park/trail/cc-heritage-trail).

- **Duck Cove Trail.** Located at the Beaverdam Recreational Area in Wake Forest, NC, this trail is a 1.2-mile round trip hike that is guided by both educational brochures and signage about the history of the area.  
[ncparks.gov/falls-lake-state-recreation-area/trail/beaverdam-kids-track-trail-%E2%80%93-duck-cove-trail](https://ncparks.gov/falls-lake-state-recreation-area/trail/beaverdam-kids-track-trail-%E2%80%93-duck-cove-trail).
- **Monarch Waystation at the NC Zoo.** This installation serves as a 'rest and refueling' stop for Monarch Butterflies during their annual migration. Zoo staff and volunteers propagated pollinator plants from seed and planted them in the garden, providing a food source for the butterflies as well as an educational experience for volunteers and Zoo visitors. Besides regular weeding and mulching, the garden requires minimal maintenance, as the plants included in the garden are drought-resistant.  
[wakenature.files.wordpress.com/2020/12/wake-county-pros-habitat-guidelines.pdf](https://wakenature.files.wordpress.com/2020/12/wake-county-pros-habitat-guidelines.pdf) (p.33).
- **Veteran's Memorial Park, Springfield, Ohio.** QR codes at this veterans' memorial provide visitors with pictures, historical context, and the names of the veterans to whom the memorial pays tribute. This allows the park to share much more information than can be placed in the physical environment, and provides a more personal memorial of the veterans.  
[springfieldnewssun.com/news/local-military/codes-help-preserve-detailed-memories-veterans-fallen-soldiers/BgaHPEP41WIYSb7cIQQ0DM/](https://springfieldnewssun.com/news/local-military/codes-help-preserve-detailed-memories-veterans-fallen-soldiers/BgaHPEP41WIYSb7cIQQ0DM/)



### Key Resources

- California State Parks. (2018). *Educating trail users: Advice for planning interpretive trail signs and exhibits*. [americantrails.org/resources/educating-trail-users-advice-for-planning-interpretive-trail-signs-and-exhibits](https://americantrails.org/resources/educating-trail-users-advice-for-planning-interpretive-trail-signs-and-exhibits)
- National Park Service. (2019). *Types of trails*. [nps.gov/subjects/trails/types-of-trails.htm](https://nps.gov/subjects/trails/types-of-trails.htm)
- National Park Service. (2015). *QR Codes: How Can We Use Them?*  
[nps.gov/fova/learn/historyculture/qrcodes4.htm](https://nps.gov/fova/learn/historyculture/qrcodes4.htm)
- USDA Forest Service. (2015). *Gardening for Pollinators*.  
[fs.fed.us/wildflowers/pollinators/gardening.shtml](https://fs.fed.us/wildflowers/pollinators/gardening.shtml)
- U.S. Fish and Wildlife Service. (2020). *How to build a pollinator garden*.  
[fws.gov/midwest/news/PollinatorGarden.html](https://fws.gov/midwest/news/PollinatorGarden.html)



## SECTION VI: FACILITIES



Infrastructure is a necessity to support the active and passive amenities of any park. All four of the parks that Cabarrus County currently operates are classified as District Parks. Camp T.N. Spencer, Frank Liske, Rob Wallace, and Vietnam Veterans Parks contain similar infrastructure and facilities like restrooms with running water and flushing toilets, multiple parking lots, and paved access roads. Other facilities that are featured in Cabarrus District Parks are concessions stands, bathhouses, a pool house, and park offices.

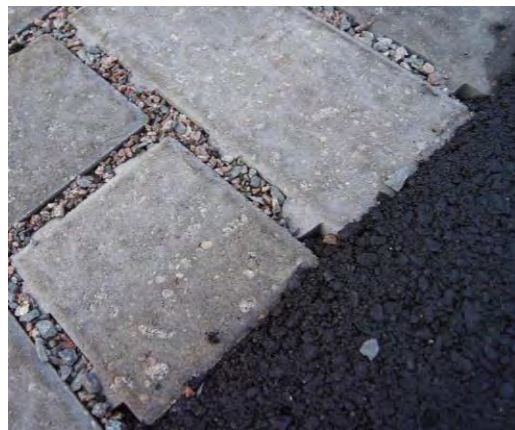
Three important themes emerged during the interviews with park experts and community stakeholders regarding facilities: the need for adequate parking, a need for clean and comfortable restrooms, and a focus on safety within the Park.

## Parking

Parking facilities are often the first area of visitor contact. In addition to its functional purpose, parking can serve aesthetic and conservation functions. Developing an effective parking facility enhances both the visitor experience and the protection of natural spaces (Weitowitz et al., 2019, p. 1). Some of the parking characteristics that most influence recreational use include parking type, capacity, access to ancillary facilities, and parking fees (Weitowitz et al., 2019, p. 2).

- **Parking types** are identified as roadside parking, designated car parking, and informal parking areas like fields.
- **Capacity** is defined by the number of vehicles that can be accommodated given the size of the Property and configuration of spaces.
- **Ancillary facilities** include things like water fountains, signage kiosks, and bathrooms to serve basic needs.
- **Fees** were not seen to reduce usage in parks of high-quality features like designated areas and ancillary facilities. Features like site attractiveness and amenities have the strongest pull for visitors, but parking features have significant effects as well (Weitowitz et al., 2019, p. 7).

Due to the Park's rural location, the majority of visitors will arrive by car. There will be a need to ensure that parking capacity for cars is adequate to serve the expected number of visitors. Another consideration for parking capacity is the function of the Park. If an equestrian or bicycle trail is present, for example, there may need to be specialized or larger parking available to accommodate transportation trailers and vehicles with extended length (McCusker, 2006, p. 2). The U.S. Bureau of Land Management (BLM) completed an environmental assessment for the Meadowood Special Recreation Management Area in Lorton, VA, which included an assessment of parking needs and trail impacts. Their plan directs the creation of parking facilities at separate trailheads for each function and use of gravel aggregate for the surface material at most of the locations (McCusker, 2006, p.1)





Determining the environmental impacts of a parking lot is another concern. “A 4047 m<sup>2</sup> paved parking lot may generate 16 times more runoff compared with a similar sized meadow” (Kuruppu et al., 2018, p. 1). When developing a park around natural preservation, the harmful effects of vehicle pollution around parking areas can be minimized by using permeable pavement systems. Permeable pavement systems (PPS) or aggregates like gravel, shown in Figure 6.1, can reduce runoff of harmful pollutants by allowing water to travel through them. In some cases, permeable pavement can treat the water as it filters through. However, the more comprehensive a PPS becomes, the more expensive it becomes (Kuruppu et al., 2018, p .13). Table 6.1 below highlights various types of PPS, along with usages, maintenance requirements, and cost estimates.

**Table 6.1: Permeable Pavement Types**

PERMEABLE PAVEMENT TYPES	DESCRIPTION	USAGE & MAINTENANCE	COST
<b>Porous Asphalt</b>	Asphalt which allows stormwater and runoff to penetrate the surface layer and drain into an open grade base layer	Not best for use where heavy equipment is expected. Moderate maintenance.	Medium
<b>Pervious Concrete</b>	Uses hydraulic cementitious binding of open grade aggregates to form a rigid but penetrable surface	Can be designed for heavy load areas, but not an ideal choice. Moderate maintenance.	Medium to High cost
<b>Permeable Interlocking Concrete Pavers</b>	Uses manufactured concrete units which facilitates permeability through the joints. Visually attractive and durable.	Has heavy use applicability. Low maintenance.	Medium
<b>Grid Pavement Systems (Plastic and Concrete)</b>	Concrete or Plastic grid cell pavement systems designed to be the thickness of all used aggregate/soil/grass.	Light usage areas. Moderate amounts of maintenance. Not ideal for frequently used parking areas. Better for overflow areas, better permeability.	Medium

Park developers should also consider incidents of people parking outside designated areas. Parking outside of designated areas can negatively impact the natural areas around the parking facility through direct damage and soil erosion. In addition, there are safety concerns for pedestrians if motorized



vehicles are able to drive outside of designated parking areas. Park developers can employ multiple efforts to deter and prevent unintended usage around the parking facilities. The primary tools are signage and enforcement to educate about impacts on vegetation and soil erosion. Boulders or natural features at problem areas can be used to block vehicular access (Manning, 2009, p. 211). Other considerations for parking areas are lighting sources for night access and external fencing. There are a variety of options for parking lot fencing, from landscaping and hardscaping to traditional fencing like split rails, or an integration of resources already on site. External fencing serves as a deterrent for visitors attempting to take motorized vehicles into unauthorized areas of the Park and designates clear, specific parking areas.

Cabarrus County has development ordinances in place which apply to these parking lots. *Chapter Nine: Landscaping and Buffer Requirements of the Cabarrus County Ordinances* includes a reference to installing vegetation near impervious surfaces to mitigate water pollution and stream bed damage. There are also specific requirements for the density and location of vegetation based on the number of parking spaces and size of the parking lot. There is also an extensive list of approved shrubs and trees which qualify. This could be a good opportunity to integrate conservation by using species native to the area.

## Restrooms

A sufficient number of restrooms at a park offers convenience to park users and enhances health and safety. In order to maximize their effectiveness, restrooms need to be offered where people will enter, exit, or congregate within the Park: near parking lots, trail heads, and other popular amenities (Earlywine, 2019). Different types of restrooms are available for these purposes.

### *Chemical Toilets*

Chemical toilets are often plastic-molded outdoor restroom facilities that collect excreta in a holding tank and use chemicals and deodorizers to control the multiplication and odor of bacteria (New England Restrooms, 2021). Chemical toilets are self-contained and can be transported easily, making them prime candidates for temporary restroom facilities at building sites, festivals, and other events that place a heavy use on existing restroom facilities. This form of restroom facility is not ideal for permanent use in parks because many chemical toilets are not wheelchair-accessible and they can develop an unpleasant odor if they are not maintained regularly or if they are overused (New England Restrooms, 2021). Chemical toilets are also vulnerable to general misuse, vandalism, tipping, and arson (Earlywine, 2019; Gaddo, n.d.).

### *Pit Toilets*

Pit toilets are another type of restroom facility that are commonly seen in parks. Pit toilets are small, semi-mobile wooden structures that cover a hole in the ground that collects human waste. Pit toilets, also known as outhouses, are inexpensive to construct and require less frequent maintenance than chemical toilets, since they only require a simple wooden shelter





and a 1.5-meter-deep hole in the ground (USDA-Forest Service, 1995). However, pit toilets are viewed as an environmentally unfriendly choice for restroom facilities, as excreta and dry-cleaning materials could take decades to fully decompose into the ground, with a chance for human waste to escape and contaminate local groundwater (Tilley et al., 2014, p. 60; USDA-Forest Service, 1995). In Olympic National Park, pit toilets are not able to keep up with the increased number of visitors, causing park staff to replace pit toilets in popular spots every three years (Stinchcombe, 2020). But to many hikers, campers, and park goers, the biggest drawbacks to this form of restroom facility are the smell and the insects that accompany pit toilets. The stagnant wastewater below pit toilets provides an ideal breeding ground for insects and odor-causing bacteria (Leonard, 2016; Tilley et al., 2014, p. 61).

### *Conventional Restrooms*

Conventional restroom facilities are commonly included in parks as a more comfortable and sanitary alternative to chemical toilets and pit toilets. Conventional restrooms are commonly ADA accessible and they provide park users with a more pleasant experience than pit toilets or chemical toilets. However, brick and mortar restroom facilities are not without their own drawbacks. They can incur much of the same vandalism as chemical toilets; they are much more expensive to construct and maintain than chemical toilets; they can be closed for long periods of time to replace broken fixtures, and the operating hours do not always match the hours of the Park (Durham Parks and Recreation, 2014; Gaddo, n.d.).

Another consideration of conventional restroom facilities is the acquisition of water and the disposal of wastewater. With most park restroom facilities, a connection to a municipal water and sewer system is sufficient, if available. If a water tap is not readily available or financially feasible, drilling a well for water and installing a large-capacity septic system is the next best alternative (U.S. EPA, 2015). Wells and septic systems can become rather expensive or difficult to implement if the area has unfavorable soil conditions or if the septic system could be deemed a possible contaminant to the local aquifer (U.S. EPA, 2017).

When conventional restroom facilities are not feasible due to high initial investment costs or logistic difficulties, vault toilets are seen as an acceptable alternative. Vault toilets combine the relative simplicity of a pit toilet with the comfort of a conventional toilet, while safely containing excreta underground and eliminating unpleasant odors through a clever vent system (Sunrise Specialty Staff, 2019). Vault toilets allow for the storage of human waste in an underground chamber that can be periodically pumped out by a standard septic truck. In extremely remote locations where septic pump trucks cannot gain access, vaults can be loaded into trucks, small 4x4 ATVs, flown out by helicopter like in Olympic National Park (Stinchcombe, 2020; USDA-Forest Service, 1995).

### *Modern Developments*

A few companies are working to revolutionize the vault toilet with new and innovative practices. Green Flush Restrooms has designed a pre-fabricated, free-standing, flushable vault toilet that is almost completely self-sufficient. Water can be pumped into an underground tank for use in this vault toilet system, but rainwater can also be collected to use as flush water. Water is conserved using one-quart toilets, waterless urinals, low-flow sinks, as well as filtering and recirculating greywater generated by hand washing into flushable water (Green Flush Restrooms, n.d.). Like other vault toilets, wastewater is stored underground and can be pumped out by a conventional septic pump truck. Another manufacturer of vault toilets, Toilet Tech Solutions, has pioneered a waterless vault toilet that can separate urine from fecal matter and uses decomposition and insects to consume fecal matter and



manage the waste that has to be removed (Toilet Tech, 2019). Toilet Tech's decomposition vault toilet system has an advertised 10-20 year lifespan and has been installed in many remote locations where traditional vault toilets are not feasible. These locations include: Olympic National Park, Rocky Mountain National Park, Zion National Park, Mount Rainier National Park, Oregon's Smith Rock State Park, and several provincial parks in British Columbia, Canada (Stinchcombe, 2020; Toilet Tech, 2019).

## Safety and Security

Parks improve the physical, mental, and social health of park users, but they can quickly become a liability when they are perceived as unsafe. In such cases, parks lose their value and benefit to the community (National Recreation and Park Association, n.d.; No Fault, LLC., n.d.). A study of parks in Kansas City, Missouri found that violence, concerning behavior, lack of maintenance, lack of lighting, and busy roads were primary factors of the perceived safety of a park (Groshong et al., 2020). A study conducted of 3,815 American adults living in Albuquerque, New Mexico, Chapel Hill, North Carolina, Columbus, Ohio, and Philadelphia, Pennsylvania revealed that residents had 4.6 times greater odds of visiting a park that was perceived as safe. The same study found that older individuals and those who reported being in fair or poor health were less likely to attend parks that were perceived as unsafe (Lapham et al., 2016). Marquet (2020) conducted a study of 230 Greensboro, North Carolina residents and found similar results—increased crime in parks and near resident's homes were associated with fewer park visits.

The design of a park can help facilitate a feeling of safety. Crime Prevention Through Environmental Design (CPTED) is a multi-disciplinary approach to reducing crime and the fear of crime by reducing victimization, deterring offender decisions that precede criminal acts, and building a sense of community among inhabitants to reduce crime opportunities (The International Crime Prevention Through Environmental Design Association, n.d.). CPTED is divided into four main overlapping principles: (1) Territoriality, (2) Natural Surveillance, (3) Image and Milieu, and (4) Access Control.

- **Territoriality** creates a sense of ownership among park users. Owners have a vested interest and are more likely to report intruders to the police. By using physical and symbolic barriers to express ownership and to define what is public, semi-public and private space, natural territorial reinforcement occurs (Cozens & Love, 2015). Examples of infrastructure that facilitate a sense of territoriality include landscaping, lighting, sidewalks, fences, and signage (Hayward Police Department, n.d.).
- **Natural Surveillance** is the design of an area that provides opportunities for surveillance for park users and others using the building configuration and the design and placement of windows and building entrances that give clear lines of sight (Cozens & Love, 2015). Natural surveillance is focused on providing people who want to do harm a less-favorable location to commit criminal acts. Essentially, people need to be able to clearly see who and what is around them if they want to prevent crime (Geason & Wilson, 1989).







- **Image and Milieu** are important parts of CPTED, as the image of well-maintained, neat, and orderly facilities can offset the image of a troubled neighborhood (Geason & Wilson, 1989). Poor maintenance such as leaving graffiti up, dirty or inoperable restrooms, not repairing amenities that are damaged or in a state of disuse, broken windows, grass that is not being mowed regularly, and unruly landscaping all project a lack of concern for the Property, which can create a hotspot for criminal activity (York & MacAlister, 2015).
- **Access Control** was not originally included in CPTED, it has evolved to address the design of an area that uses real and psychological barriers to guide or obstruct people and vehicles while also providing for safe movement and connections. Real barriers can include a gate across an access road, a cinderblock wall, or a chain link fence. Psychological barriers can include a small, wooden fence, a row of hedges, a flower garden, or simply a “No Trespassing” sign (Geason & Wilson, 1989).



The principles of CPTED provide a well-rounded approach to building a safe and secure park that will help the community around it grow and prosper, while working to minimize the amount of crime in and around the Park.

## Recommendations

The following recommendations for park facilities and infrastructure are drawn from the available information and research on parking, restrooms, and park safety while also taking into careful consideration the thoughts of park experts and community stakeholders that we interviewed.

### Recommendation 12: Develop Parking Areas that Protect Natural Elements

#### *Description*

The impacts of runoff from parking surface areas include increased stormwater volume that can cause localized flooding and erosion, transport of pollutants and debris from impervious surfaces to natural resources, and impacts on groundwater recharge in the area (Eisenberg et al., 2015, p. 3). The management of stormwater runoff through structural best practices like permeable pavement systems and landscape mitigation can reduce erosion and the ability of pollutants to reach the natural resources around the parking areas.

#### *Strategies*

- Build a Rain Garden, a natural depression of native perennials and shrubs collects excess water runoff until it can be absorbed
- Plant native vegetation within and along the perimeter to “sponge” excess water



- Build with a permeable pavement system that is adequate for vehicular and pedestrian use (See also: Recommendation 2: Preserve the Site's Natural Drainage).

#### Example

- **The Meadowood Special Recreation Management Area, Lorton, VA.** The site is approximately an 800-acre passive park managed by the Bureau of Land Management and has multiple parking lots and trail functions (pedestrian, equestrian and biking). The primary parking material is gravel aggregate. The Meadowood Special Recreation Management Area has some high run-off areas and at those locations employs a landscaped rain-garden stormwater retention basin to slow infiltration of runoff pollutants and trap sediments (McCusker, 2006, p. 3).

#### Key Resources

- U.S. Environmental Protection Agency. (2020). *What is Green Infrastructure?*. [epa.gov/green-infrastructure/what-green-infrastructure](https://epa.gov/green-infrastructure/what-green-infrastructure)
- American Society of Civil Engineers. (2015). *Permeable Pavements*. [doi.org/10.1061/9780784413784](https://doi.org/10.1061/9780784413784)
- Environmental Earth Sciences (2019). Permeable pavement as a stormwater best management practice: a review and discussion. [doi.org/10.1007/s12665-019-8312-2](https://doi.org/10.1007/s12665-019-8312-2)
- Bureau of Land Management National Environmental Policy Act Register. [eplanning.blm.gov/eplanning-ui/home](https://eplanning.blm.gov/eplanning-ui/home)

## Recommendation 13: Provide Adequate and Appropriate Parking

#### Description

One of the biggest concerns and points of interest that emerged from interviews was to ensure adequate parking is available. Understanding the necessary capacity will be a function of the Park's expected usage rates, use types, and number of access points.

#### Strategies

- Construct multiple parking facilities based on usage and accessibility.
- Conduct anticipated use studies to determine what an adequate level of parking will be.
- Use parking counts to assess usage after development to see if parking capacity is meeting needs.
- Ensure all functions have accessible parking: ADA compliant areas, larger spaces for loading/unloading if mountain biking is an activity, if educational trips are expected capacity to allow for buses.

#### Examples

- **Rob Wallace Park.** The best reflection of local conditions and usage will come from Cabarrus County's other parks. The closest type is Rob Wallace Park. Using Rob Wallace Park as a guide and assessing its capacity to usage rates will be a good starting point if it is meeting parking needs.



### Resources

- *Landscape and Urban Planning*. (2019). *Parking provision at nature conservation sites and its implications for visitor use*. [doi.org/10.1016/j.landurbplan.2019.103597](https://doi.org/10.1016/j.landurbplan.2019.103597)
- University of Vermont Press. (2009). *Parks and people managing outdoor recreation at Acadia National Park*.

## Recommendation 14: Consider the Most Appropriate Restrooms for the Site

### Description

Conventional restrooms were frequently requested in the interviews with both park experts and community stakeholders. Restrooms are a necessity for everyone and have the potential to draw people to the Park or to push them away (Carman, n.d.). Many people, especially women, prefer conventional toilets over chemical or pit toilets, for reasons relating to cleanliness, privacy, and personal preference (Earlywine, 2014). Despite the higher initial investment of building a restroom facility, connecting to a municipal water system or drilling a well, and either sending wastewater to a sewer line or building a large-capacity septic system, this is the preferred option. Since many other parks in Cabarrus County have conventional restrooms, this would maintain the level of service that people are used to when they go to other parks in Cabarrus County.

If getting running water to the Park from a municipal water line would be too expensive, a well cannot be drilled, or a septic system cannot be installed on the Property, then a vault toilet is the preferred alternative. Vault toilets combine the cleanliness and odor-free environment of a Conventional Restroom, the ease of construction of a pit toilet, and the ease of maintenance of a chemical toilet. Vault toilets can include running water and flushing toilets or use a waterless approach, while still providing a clean and comfortable environment for park users to use the restroom.

Due to the large size of the Park Property, constructing a combination of both conventional and vault restrooms might be an ideal practice. Conventional toilets could be located near parking lots, trailheads, and amenities where people congregate. Vault toilets could be strategically placed in other areas throughout the Park, where connecting to water and sewer service might be challenging or financially impractical, like at trail connections that are some distance from the trailhead or parking lot. The combination of both conventional and vault restrooms would give park users the best array of restroom facilities throughout the Park Property.

### Strategies

- Build restrooms near places that people congregate
  - Parking lots
  - Trailheads
  - Trail connections
  - Other amenities where people congregate
- Design with CPTED in mind
  - Ease of maintenance
  - Well-lit
  - Clear lines of sight to other places nearby



- Keep the restrooms open when the Park is open

#### Examples

- **Frank Liske Park**
  - Conventional Restrooms
- **James L. Dorton Park**
  - Conventional Restrooms
- **Crowders Mountain State Park**
  - Vault Restrooms are located near campsites throughout the Park.
- **Uwharrie National Forest**
  - Vault Restrooms are located near campsites throughout the forest.

#### Key Resources

- Recreation Management. (n.d.). *Dirty Business—What Your Restrooms Say About Your Park*. [recmanagement.com/feature\\_print.php?fid=200711fe03](https://recmanagement.com/feature_print.php?fid=200711fe03)
- Green Flush Restrooms. (2019). What You Need To Know Before You Plan For Your Park Restroom. [greenflushrestrooms.com/what-you-need-to-know-before-you-plan-for-your-park-restroom](https://greenflushrestrooms.com/what-you-need-to-know-before-you-plan-for-your-park-restroom)
- Green Flush Restrooms. (n.d.). *Utilities Free Vault Restrooms*. Green Flush Restrooms. [greenflushrestrooms.com/utilities-free](https://greenflushrestrooms.com/utilities-free)
- The Sierra Club. (2020). *When Nature Calls in the Backcountry, It's a Problem for Parks*. [sierraclub.org/sierra/when-nature-calls-backcountry-it-s-problem-for-parks](https://sierraclub.org/sierra/when-nature-calls-backcountry-it-s-problem-for-parks)

### Recommendation 15: Embody the Principles of Crime Prevention Through Environmental Design (CPTED)

#### Description

The principles of Crime Prevention Through Environmental Design (CPTED) lay the groundwork for a park that will be safe, fun, and add value to northeastern Cabarrus County. Since the Park is rural and there will be wooded areas that are not easily seen from other areas of the Park, it is crucial that the Park feel safe. CPTED principles assert that if a park is populated, cared for by the managing organization and the community, designed to limit areas of potential crime, and instills a sense of ownership to park visitors, it will mitigate potential problems for Cabarrus County and the local community.

#### Strategies

- Keep amenities and facilities close to the parking lots or access roads so they can be easily patrolled by law enforcement.
- Install a park gate
- Install lights in the parking lot and around facilities
- Keep maintenance in mind when deciding what plants to include with landscaping.
- Promptly address and correct broken, vandalized, worn-out facilities and amenities.



### Examples

- **The Carolina Thread Trail.** The Carolina Thread Trail Master Plan for Cabarrus County stresses the importance of utilizing CPTED in the design and development of a trail system. [zotero.org/google-docs/?s37wAd](https://zotero.org/google-docs/?s37wAd).

### Key Resources

- CPTED (2015). A Review and Current Status of Crime Prevention through Environmental Design. [doi.org/10.1177/0885412215595440](https://doi.org/10.1177/0885412215595440)
- The International Crime Prevention Through Environmental Design Association. (n.d.). *What is CPTED?* [cpted.net/Primer-in-CPTED](https://cpted.net/Primer-in-CPTED)

DRAFT



Park amenities are “improvements that contribute to the traditional use of park land” and include benches, playgrounds, picnic tables, shelters, sports fields, or sports facilities (Mississauga, 2021, p. 4). Passive park amenities should attract visitors, complement the area’s natural features, and be designed to protect attractive and distinctive natural resources. Additionally, a park’s protected features may be damaged by intensive development, so park planners should consider the impact of different amenities proposed for a site (Nagid, 2018; S. Nagid, April 5, 2021).

According to the MPA team’s research, passive parks require various amenities, including: shelters, sitting places, and shade. This section includes recommendations for the design and implementation of these amenities. In addition, Cabarrus County staff and various interviewees proposed several amenities. This section includes important considerations for inclusion of these amenities at the Park property, although many of these suggestions will require additional community input and funding decisions.

## Shelters

Shelters can attract users to the St. Stephen’s parcel. For the purposes of this document, shelters are defined as open-air, roofed structures that can accommodate the needs of park visitors. They should be designed with consideration for the sensitivity of the habitat and other park amenities (State of Minnesota, 2019; S. Nagid, April 5, 2021). Uses vary, but the basic purpose of a shelter is to provide overhead protection from sun and rain, and to provide areas for seating and social gatherings (National Park Service, 2011). This allows visitors of all ages to stay at the park for extended periods of time. Not only do shelters protect visitors but they also help protect the equipment underneath them, such as benches. The protective covering can aid in keeping benches at a reasonable temperature for visitor use as well as extending the life of the equipment (MRC Recreation, 2021). Additionally, the flooring material of any shelter is an important consideration. Options include varieties of wood, brick, stone, concrete, gravel, or dirt. However, the selection of flooring materials will vary according to soil conditions and weather patterns (National Park Service, 2011). Cabarrus County, for example, primarily uses concrete floors for its park shelters (Active Living and Parks, 2021).

## Sitting Places

Another important park addition is places for park visitors to sit. Besides providing resting spots, seating can trigger secondary activities such as reading, eating, and socializing. In passive parks, there are excellent opportunities to provide sitting places that promote these secondary activities and encourage patrons to use park amenities more frequently or for longer periods of time (Putriutami et al., 2020). Three primary park seating options exist: stools and chairs, benches, and picnic tables. These seating options are designed according to their purpose and location as well as the type of park in which they reside. One example of seating customization occurs in outdoor classrooms. Single-use seating made of logs and stumps can be measured and cut to accommodate varying student heights, offering children effective and unique learning environments (Khan et al., 2019).

In addition to the types of seating provided, park designers should also consider materials. Natural materials, like wood, are ideal for a passive park due to their natural aesthetic. However, there may be



tradeoffs to an emphasis on aesthetics alone, such as durability and mobility. The Park and Facilities Catalog (2019) outlines these tradeoffs according to material type:

- **Wood.** Wood is among the most traditional materials for park amenities and will contribute to the natural aesthetic of a passive park. A considerable downside to wood, however, is its limited durability. Wooden amenities may need to be replaced more often than those made of metal or concrete.
- **Repurposed Logs:** Repurposing fallen trees is an eco-friendly and affordable option. However, wooden amenities can be heavier, more cumbersome, and thus, more difficult to move. They may also be less comfortable and cause splinters if not sanded properly.
- **Metal.** Metal amenities, typically made of steel, are some of the most durable benches available. If coated in thermoplastic or powder coating, they are easy to clean, protected from rust, and have smoother edges than other materials. However, metal does not fit the natural aesthetic of a passive park and may be more expensive than wood.
- **Recycled Plastic.** Recycled plastic is a durable, eco-friendly option. It is important to make sure the materials are 100% plastic, with no fillers that can weaken the benches' integrity over time and require unexpected, early replacements.
- **Concrete.** Concrete is typically the most durable but least comfortable material for park amenities. It is also heavier, so placing them deep into wooded areas will require more labor.
- **Aluminum.** Aluminum is one of the lightest materials available, making it a good option for amenities that need to be moved regularly. This mobility may also lead to theft, however, so securing and locking aluminum amenities is a must.

## Shade

Cabarrus County boasts around 214 days of sunshine per year and an average June temperature of 87 degrees (Cabarrus County Convention & Visitors Bureau, 2021), so UV protection is an important consideration. At outdoor recreation areas with limited protection from the sun, shade can reduce prolonged sun exposure and keep patrons cool. Additionally, the introduction of shade in areas with minimal sun protection has been shown to increase park attendance numbers (Buller et. al, 2017). Park shade structures are relatively inexpensive and require minimal infrastructure investment. They also deliver a large return on park patron use and satisfaction (Buller et al., 2017; City of Phoenix, 2010).

When feasible, natural sources of shade, like trees, are ideal and have many benefits, such as improved air quality and minimal maintenance requirements. Trees can also enhance the natural aesthetic of a nature-based passive park. In some cases, natural shade from trees is unavailable due to permanent ground development like asphalt or concrete (Host, 2021). One solution is the use of artificial shade sails, or large pieces of fabric suspended over recreation areas. They can either be porous or water-proof. To be effective, shade sails should meet or exceed safety requirements for strength and resistance to light degradation and provide a minimum ultraviolet protection factor to reduce UV exposure. The choice of size, shape, and material is contingent upon the purpose of the space it will cover. In addition to providing UV protection, shade sails can protect visitors from heavy rain (Bueller et. al, 2017).

## Recommendations

The following section offers recommendations for amenities the passive Park could offer. Each recommendation includes a description of the need, strategies for implementation, and examples of



similar efforts and initiatives, any potential complications to consider, and resources available to the county as future how-to guides.

## Recommendation 16: Build Accessible Shelters on the Property

### Description

The County should provide park shelters as an amenity to the Property, including at least one that meets the ADA standard accessibility and path of travel requirements. Having several shelter options in strategic locations addresses ADA requirements that disabled individuals have reasonable accommodations and are able to enjoy similar experiences as non-disabled individuals (Department of Justice, 2010, 402.2\*). Additionally, if the shelters are added to the County's online rental portal, citizens can utilize the shelters throughout the year for larger outdoor events. Moreover, the County will be aware of the frequency of their usage and be able to monitor those shelters for security and cleaning expectations.



### Strategies

- Evaluate the best locations and number of shelters necessary for the Park.
- Review all building material options for park shelters with regards to expected capacity, structural expectations, sustainability, and ease of maintenance.
- Build shelters near parking lots and bathroom facilities, so they can be easily accessible to all park patrons.
- Ensure at least one of the shelters meets required ADA Standards for Accessible Design.

### Example

- **Wildlife Shelter, Frank Liske Park.** This 20 X 23 foot, 25-person capacity shelter is on the edge of the parking lot, close to the bathroom facilities. It contains a smooth concrete floor and is handicap accessible, with a sidewalk leading directly to the shelter from the parking lot (Active Living and Parks, 2021). This shelter meets the strictest build requirements for ADA compliance, and is a permanent structure with minimal maintenance requirements.





## Recommendation 17: Provide Sufficient Sitting Places Across the Park

### Description

The County should provide sitting areas according to anticipated social, educational, or health needs of park visitors. Additionally, park developers should choose the correct materials for amenities according to the objectives at the park, whether they are providing natural aesthetics, facilitating secondary activities, or encouraging full use of the park.

### Strategies

- Evaluate the number of sitting places needed. The outdoor classroom, for example, could attempt to provide enough seats for the largest class sizes in Cabarrus County.
- Select the most appropriate materials for each activity's seating purpose and location.
- Ensure amenities meet the requirements of the Americans with Disabilities Act (ADA) .

### Example

- **Bintaro Xchange Park, Banten, Indonesia.** Bintaro Xchange Park utilizes seating in strategic locations across to motivate users to participate in various activities. It also provides 'stepped' seating so that users in the back have a similar view to those closer to the front.

### Key Resources

- Cornelius County. (2021). *Park bench, picnic table & tree donation policy & application. memorial-commemorative-donation-policy.* [cornelius.org/DocumentCenter/View/5366/Memorial-Commemorative-Donation-Policy](https://cornelius.org/DocumentCenter/View/5366/Memorial-Commemorative-Donation-Policy)
- Children's Geographies. (2019). *There is no better way to study science than to collect and analyse data in your own yard: Outdoor classrooms and primary school children in Bangladesh.* <https://doi.org/10.1080/14733285.2018.1490007>
- IOP Publishing. (2020). *Affordance of sitting places in parks as a support for passive and active recreation.*

## Recommendation 18: Provide Shade in High-Traffic Areas of the Park

### Description

To enhance the visitor experience, the County should seek to provide shade that meets the needs of visitors in the Park's open areas. This effort underpins the mission of Active Living and Parks, to improve the quality of life for its residents with fitness, wellness, and education (Cabarrus County Active Living and Parks, 2021, n.p.).

### Strategies

- Provide shade in open, communal areas.
- Utilize large, light-colored shade to ensure shade structures protect visitors during the hottest periods, such as summer afternoons.



- Provide enough shade to accommodate a large amount of users at once.
- Host tree-planting events in areas where additional shade is needed. Doing so can provide affordable development strategies and nurture community involvement within local parks.

### Examples

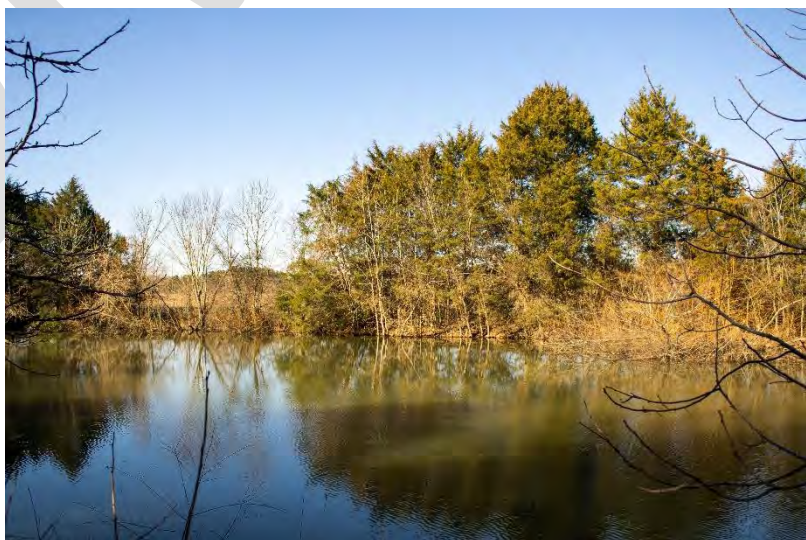
- **Myrtle Beach Boardwalk, Myrtle Beach, South Carolina.** The installation of shade sails at the Myrtle Beach Boardwalk boosted tourism in the area and enhanced public infrastructure in an aesthetically pleasing way. Although it required a large investment, it was the best solution since natural canopy either could not grow, or would take several years to provide tourists any UV relief. [shadesystemsinc.com/wp-content/themes/ShadeSystems/documents/articles/LASN\\_myrtlebeach.pdf](https://shadesystemsinc.com/wp-content/themes/ShadeSystems/documents/articles/LASN_myrtlebeach.pdf)
- **Tree and Shade Master Plan, Phoenix, Arizona.** The goal of this 2010 citywide initiative was to provide UV shade relief in the city's most heavily trafficked urban neighborhoods. While trees can take longer to provide robust UV protection than artificial structures, they can offer a higher return on investment than other shade options, and can slow the deterioration of street pavement and sidewalks. [phoenix.gov/parks/parks/urban-forest](https://phoenix.gov/parks/parks/urban-forest).

## Amenities Requiring Further Study

Over the course of this project, several additional options for park amenities emerged. These ideas came from the County, community stakeholders, and park experts. After further research, the MPA team found that these may require significant financial investment and serve a small part of the community. As a result, the MPA team recommends that they not be implemented in the short term. Instead, this section provides certain advantages and disadvantages of each amenity, along with best practices for design and installation. Additionally, Section IX: Stakeholder Involvement provides strategies for collecting community opinion, which may be an important step towards finalizing the development plan for St. Stephen's Park.

### Fishing

Fishing as a park activity was suggested by both County officials and numerous community stakeholders. According to the NC State Extension and the North Carolina Wildlife Resources Commission (2018), ponds should have a surface area of at least 1 acre to support fish. This is because smaller ponds cannot support a large number of fish, and because ponds with smaller surface area are more vulnerable to drought. The ideal depth of a fishing pond is between 6 feet and 12 feet to limit the growth of aquatic vegetation (Virginia Department of Wildlife Resources, 2021).





Some aquatic plant presence is preferred, as leaves and grass are great nutrient sources for fish. However, other vegetation, such as duckweed and watermeal, grow at alarming rates and end up depriving other aquatic organisms of sunlight and oxygen (Dunn's Fish Farm, 2014).

Another important factor to consider when constructing a fishing pond is a drainage area. This is imperative for the pond because it maintains water levels and also allows water to be drained for pond maintenance. The ideal size of the drainage area is dependent on the natural features of the area, such as slopes, soil quality, and surrounding vegetation (USDA, 1997). Dams are typically good watershed sources for ponds. However, the County may need to apply for a permit from the North Carolina Department of Environmental Division of Water Resources to install a dam (NC State Extension & NCWRC, 2018).

Based on a visit to the Site and the Park map, a pond with a sufficient surface area for fishing is not currently located on the Property. A small pond is located on the Site, but park developers would need to build a larger pond with appropriate drainage features to accommodate fishing and regulate water levels as needed. The County should consider the cost of installing a fishing pond as well as community demand for fishing to examine if fishing is the best choice for the Park.

### *Disc Golf*

Disc golf is a popular feature in many parks across the country. This sport focuses on skilled play and precise control of small discs. In wooded areas, these discs are thrown along narrow corridors cut through dense tree cover (Nelson et al., 2015). In similar fashion to traditional golf, disc golf centers on individual skill and creativity in overcoming natural hazards along the course. The sport's relatively low cost of entry and play allows it to be enjoyed by individuals from all social and financial levels (Infinite Discs, 2021).



In the context of a passive park, a disc golf course constitutes a serious undertaking that requires careful planning and consideration of the natural characteristics of the area. However, in comparison to other more invasive installations such as pools or athletic fields, disc golf courses require a much smaller financial investment. An average municipal baseball field, for example, can cost \$15,000 or more (River



Sharks, 2021), while a disc golf course can cost as little as \$3,000, since most of the cost centers around equipment such as tee pads and target baskets (Infinite Discs, 2021).

While disc golf courses provide an opportunity for recreation with reduced impact on the lands in which they are placed, it is important to remember that any amenity increases foot traffic and can disrupt its surroundings. In the case of the St Stephen's Park, these include both farmland and a fragile, protected biome if the wetlands. The limited amount of acreage able to be developed is also a concern as each additional facility reduces the likelihood of other athletic installations. As a result, planners should seek out additional consensus from the community as to whether they desire a disc golf course in place of other amenities, as well as the relative disruption of the surrounding natural environment.

#### *Nature Center*

A nature center is a facility that serves to educate park guests on conservation and the natural world around them (Ashbaugh, 1971). Often, these facilities are located on public property and in parks. Nature centers help to educate visitors on the indigenous flora and fauna. Because of this, they are best situated in areas with diverse terrain and interesting geological features (Ashbaugh, 1971). Nature centers provide several benefits to the community such as leisure opportunities, connecting people to the environment, enhancing civic engagement, and building community resilience through community pride in the beauty of the local area (Browning et al., 2016). Successful nature centers utilize volunteers, community support, and diverse and high-quality programming, funding sources, and staff (Browning et al., 2016).

The idea of a nature center came up in interviews with both community stakeholders and park experts from Mecklenburg County Parks and Recreation. Interviewees identified the following best practices for building and developing a nature center:

- Hire planners who are familiar with environmental preservation and education. They can help guide the process and provide valuable input.
- "Practice what you preach," and construct the nature center in an energy efficient manner, even if it costs more.
- Opt for smaller windows, which will discourage birds from flying into them.
- The landscaping around and the plants on the inside of the structure should be native to the area.
- It is a good idea to include nature center staff when creating a plan for programming. While the whole team may not be necessary, having some staff who can provide input would be a valuable asset (A. Reynolds, March 4, 2021).
- Keep larger facilities, like a nature center, near the Park entrance. This will reduce the impacts of construction and traffic on the more secluded and fragile areas of the Park (C. Matthews, March 8, 2021).

A nature center is a large investment that needs input from community stakeholders. It requires a strategic plan that should be developed by a park planner. If the County would like to build a nature center, the MPA team recommends that the County gain public input from those that would use the Park most. For information regarding the collection of stakeholder feedback, please see Section IX: Stakeholder Involvement.

#### *Signature Amenity*

The County directed the MPA team to utilize stakeholder input to develop ideas for a signature amenity at the Park. The County stated that it would like to build a structure that would be an identifying feature



of the Park as well as an attraction for residents and visitors alike. While conducting interviews, MPA team members transcribed notes and analyzed major themes to discern if an agreed upon signature amenity would emerge. However, there was no consensus. Instead, various options were mentioned, including:

- Nature/education center
- Suspended tree-top walkway
- Amphitheater
- A large shelter for special occasions
- Ropes courses
- Rock climbing
- Swimming pool
- Ball fields
- Dog parks

Due to the lack of consensus, the County should continue to seek the input and involvement of community stakeholders before committing to a signature amenity for the Site. All of the aforementioned options would entail a considerable amount of funding and development. As such, feedback from the community is paramount. Moreover, gathering more information and engaging in conversations with community stakeholders will enable the County to discover what feature of the region they should highlight. Finally, several of these options may have a greater impact on the environment than others. Considering the County's desire to create a passive park, other less intensive developments, such as a nature center, could serve as the signature amenity given community support.





The St. Stephen's Church Road Property includes a 138-acre farm that runs along its western boundary. In January 2021, Cabarrus County released a Request for Proposals (RFP) to seek a farmer to take control of the farm. The County's goal was to identify a lessee with experience in crop cultivation, sustainable methods, and soil and water conservation best practices. The County finalized a contract with Barrier Farms, LLC in March 2021. The Cabarrus County Soil and Water Conservation District Board plans to implement controls, such as regular monitoring and required soil testing of the agricultural farm at least every three years. These plans will help to ensure the lessee adheres to evidence based practices over the life of the lease. The active farm provides the County with a unique opportunity, as few passive parks that the MPA team researched include a working farm.



Barrier Farms appears well qualified to uphold Cabarrus County's vision given their history in the community and farming experience. Barrier Farms has been owned and operated by the Barrier family for four generations. The farm was established in 1880, and in the 1970s became one of the biggest dairy farms in Cabarrus County. In 1986, a large barn fire led to hard times for the small family farm, and they transitioned to growing row crops. This purpose, as a grain farm, has suited them well ever since. Currently, they specialize in GMO free grains. On their other property, they grow, mill, and package grain, and even raise their own animals

with the feed they produce. In an interview with Mr. Landon Barrier, he stated that the St. Stephen's Church Road Property will be dedicated solely to growing and harvesting row crops such as corn, soybeans, wheat, barley, oats, and rye. From there, the grains will be transported to their mill and packaging facilities.

The active farm represents an important opportunity for the County to promote land conservation and recreation for visitors, which are the primary objectives for the Site as a whole. Conservation and recreation, as well as education, community engagement, and economic development, can be promoted through targeted initiatives at the active farm. The following section includes a rationale for advancing these objectives in an agricultural setting, followed by recommendations for current and future management of the active farm.

## Conservation

The farmland on the parcel offers a valuable asset to Cabarrus County and the immediate community. At 138 acres, it exceeds the average farm size for the County and contributes to North Carolina's \$92.7 billion agriculture and agribusiness industry, the largest industry in the state (NC Department of Agriculture & Consumer Services, 2020). Despite the strength of this industry, however, urban development remains a threat. Eleven million acres of farmland were converted between 2001 and 2016, with North Carolina ranking second in the nation for highest risks to conversion (American Farmland Trust, 2020). Fortunately, North Carolina policymakers understand threats to the state's

flagship industry and have committed significant funding to ensure farmland is preserved for a new generation of farmers and ranchers. These efforts include Farm Link programs through the NC State Extension, which the American Farmland Trust (2020) places among the most robust in the country. Cabarrus County has demonstrated its commitment to these efforts by preserving farmland at the St. Stephens Property and welcoming land use proposals that will contribute to the local and state economy.

Approaches for conserving the quality of farmland have been established as well. One example, suggested by Scott Pohlman of the NC Natural Heritage Program, is *regenerative agriculture*, an approach to farming and land management that emphasizes rehabilitation of existing land to help maintain the health of soil and produce diverse crops (The Climate Reality Project, 2021; Schreefel et al., 2020). Farmers can learn these practices through the Regenerative Organic Certification program. Farmers with this background will be best prepared to meet high standards of soil health, animal welfare, and social fairness (Regenerative Organic Certified, 2021).

## Education

Experts frequently point to agricultural education as a valuable context for traditional subjects (FFA, 2021; Knobloch et al., 2007; NAAE, 2021), such as environmental science, nutrition, mathematics, technology, and more. In other words, agriculture education helps children “understand the relevance of the material they learn in classes” (Kirby & Olinger, 2019, n.p.). The history of agricultural education in the U.S. is illustrated by the evolution of 4-H, a U.S. Department of Agriculture (USDA) program that promotes development and equal opportunity for youth. 4-H was founded to bring rural agricultural developments into the mainstream through ‘hands-on’ approaches. This inspired the formation of agricultural clubs in the early 20th Century and formalization as a federal program under the USDA in 1924. Today, 4-H engages youth to address issues like food security, climate change, sustainable energy, and childhood obesity (4-H, 2021). Through these efforts, 4-H demonstrates the salience of modern agricultural education for a wide range of modern problems.



## Community Engagement and Economic Development

Several agricultural programs and initiatives provide an opportunity for community engagement and economic development. These include agritourism, Community Supported Agriculture, and farmers’ markets.

### *Agritourism*

Agritourism links active agriculture with tourism to provide education and entertainment to patrons (National Agricultural Law Center, n.d.). One of the most impactful benefits of agritourism is enhanced economic growth for agricultural communities. In fact, according to Whitt et al. (2019), agritourism revenue more than tripled in the U.S. between 2002 and 2017. Agritourism operations can offer farmers supplemental income and diversify farmers’ income streams, which can protect them from fluctuations in the agricultural market and natural disasters, minimizing their need for government subsidies. Agritourism also provides a more complete use of household assets and more employment opportunities. For example, agritourism can range from outdoor activities like wildlife study and horseback riding to hospitality services such as guided tours and special event venues (Brown & Reeder, 2007). Agritourism also benefits the local community by providing increased economic activity and a broader tax base, as well as producing labor opportunities for local residents and revitalizing rural economies (Brown & Reeder, 2007; Whitt et al., 2019). Bagett (2018) offers advice to farmers considering agritourism:

- **“Use what you have and what you know.”** Farms should focus on their specific area of expertise. Navigating unfamiliar programs may prove difficult and costly.
- **“It is not about where you are but what you have to offer.”** A quality agritourism experience will attract visitors, regardless of the distance they have to travel.
- **“Use a unique and compelling farm story to set yourself apart from others.”** Take advantage of what makes a given farm or its product different from others.
- **“Build neighborhood relationships.”** By tapping into community strengths, agritourism initiatives can market themselves and gain support from the surrounding area.



### *Community Supported Agriculture*

Community Supported Agriculture (CSA) offers opportunities for community engagement with the farm. Generally, CSAs operate by individuals purchasing shares of the farm in advance of the growing season so that the farmer can focus on “good land stewardship and growing high quality food” (Roos, 2021, n.p.). During the season, members receive a certain amount of produce according to their level of contribution. In some CSA models, members work on the farm instead of paying with cash. According to the USDA, farmers engaged in CSA programs “receive advance working capital, gain financial security, earn better crop prices, and benefit from the direct marketing plan” (USDA, n.d.).



### *Farmers' Markets*

Farmers' markets are spaces where farmers can come together to sell their products directly to consumers (CDC, n.d.). According to the National Recreation and Park Association, farmers' markets connect people with their food and help to bridge the urban/rural divide (Young, 2014). Moreover, these markets can help low-income individuals and families buy healthy foods through the Supplemental Nutrition Assistance Program (SNAP) (CDC, n.d. p. 3). Farmers' markets can also serve as collection points for food pantries (Welch, 2010). Based on publications from the CDC, farmers' markets are a proven way to promote public health by providing access to fresh produce and other foods (CDC, n.d.). Moreover, farmers' markets provide economic and social benefits (CDC, n.d.; NRPAb, n.d.). Welch (2014) offers advice for farmers' markets:

- Create prominent signage and displays that engage customers.
- Provide educational opportunities about cooking, health, and nutrition.
- Ensure prices are easy to see and understand.
- Consider offering samples for consumers who may not be familiar with certain foods.
- Engage in marketing activities that fit with your consumer demographic (e.g., signage at community centers as opposed to social media).
- Set SMART (Specific, Measurable, Attainable, Realistic, & Timely) goals and track profitability.

### **Recommendations**

According to Young (2014, n.d.), the relationship between parks and agriculture is “a natural fit,” helping to “preserve agricultural heritage, promote conservation and provide education programming that reconnects urbanites with rural America.” “The connection with the agricultural community is relevant and important,” he writes, and occurs through “community engagement and education, conservation of natural resources and the agritourism economy.” The following recommendations capture these elements with specific programs and initiatives, some of which may be implemented with Barrier Farms and others with a future tenant.



#### **Recommendation 19: Set Agricultural Standards**

##### *Description*

As a GMO-free grain farm, Barrier Farms is experienced in evidence-based conservation practices. Mr. Barrier also practices no-till farming, a component of Regenerative Agriculture which prevents soil erosion, limits carbon emissions, and promotes sustainable soil (The Climate Reality Project, 2021; Regeneration Agriculture Initiative, 2017). Additional components of regenerative agriculture include:

- **Encouraging a diversity of crop species.** Different plants produce different carbohydrates, which provide nutrients to microorganisms that release beneficial nutrients into the soil (The Climate Reality Project, 2021).
- **Limiting the use of artificial and synthetic fertilizers.** Excessive use can cause an imbalance in the pH level of the soil and damage the atmosphere. The use of natural fertilizers through the use of cover crops, crop rotations, compost, and animal manures provides beneficial nutrients to soil and plants (Regeneration Agriculture Initiative, 2017; Schreefel et al., 2020).



Furthermore, Section 5 of the Lease Agreement mentions the USDA Natural Resources Conservation Service’s Field Office Technical Guide as a resource Barrier Farms will use when drafting their conservation plan. The lease agreement between Cabarrus County and Barrier Farms states that the County Soil and Water Conservation District Board will use this guide to review Barrier Farm’s conservation plan. This and other strategies will ensure continued conservation of the farmland on the Site.

### Strategies

- Work with Barrier Farms to document their current approaches to conservation to be used in future RFPs.
- Including Regenerative Agriculture Certification as a desired or required qualification of future farm lessees. For certificate application instructions, see [regenorganic.org/apply/](https://regenorganic.org/apply/).
- Apply for a North Carolina Agricultural Development and Farmland Preservation Trust Fund grant. (Appendix I: North Carolina Agricultural Development and Farmland Preservation (NCADFP) Trust Fund).

### Examples

- **Recent NC Agricultural Development and Farmland Protection Trust Fund Grantees:**
  - 2016: The Franklin County Cooperative Extension Service received \$20,000 for a feasibility study to determine the need and location for a multipurpose facility and farmers market in Franklin County.
  - 2015: Davie County received \$12,000 to develop a farmland protection plan.
  - 2009: Polk County received \$34,000 to help connect many small and beginning farmers with community and business opportunities. Marketing and training resources will also be made available to these farmers to reconnect the community with agriculture [ncadfp.org/documents/CycleIIGrantRecipientSpreadsheet.pdf](https://ncadfp.org/documents/CycleIIGrantRecipientSpreadsheet.pdf)

- **Cargill.** The global food corporation has committed to regenerative agriculture in the production of row crops such as corn, wheat, canola, soybeans, and other staple crops. These efforts are expected to reduce greenhouse gas emissions in its global supply chain by 30% by 2030, as well as preserve water and enhance soil health. They have partnered with The Ohio State University, The Nature Conservancy, The Soil Health Institute, and others to help promote these initiatives. [world-grain.com/articles/14234-cargill-commits-to-regenerative-ag-practices](https://world-grain.com/articles/14234-cargill-commits-to-regenerative-ag-practices).

#### Key Resources

- Regeneration Agriculture Initiative. (2017). *What is regenerative agriculture?* [regenerationinternational.org/wp-content/uploads/2017/02/Regen-Ag-Definition-2.23.17-1.pdf](https://regenerationinternational.org/wp-content/uploads/2017/02/Regen-Ag-Definition-2.23.17-1.pdf)
- Regenerative Organic Alliance. (2021). *Certification resources.* [regenorganic.org](https://regenorganic.org)
- NC Department of Agriculture and Consumer Services. (n.d.). *About the trust fund.* [ncadfp.org/aboutus.htm](https://ncadfp.org/aboutus.htm).

### Recommendation 20: Coordinate Educational Opportunities at the Farm

#### Description

The Cabarrus Soil and Water Conservation District (SWCD) has encouraged agricultural education and stewardship for its constituents since 1973 (Testerman, 2017). The SWCD hosts events and provides volunteering opportunities, educational workshops, and resources for educators (Cabarrus County, 2017). These efforts aim to protect the County's land and water, which remain vital components of North Carolina's booming agribusiness industry. In fact, 28% of the County's land is active farmland, valued at over half a billion dollars (NC Department of Agriculture & Consumer Services, 2021). The active farm could provide a new venue for agricultural education specific to the activities conducted by Barrier Farms. Mr. Barrier stated that he would not be opposed to leading agriculture based educational programs on the Site, and has relevant experience with the Cabarrus County Cooperative Extension. In the future, the County could consider working with specific lessees with farming activities conducive to education.

#### Strategies

- Bring ongoing Cabarrus SWCD programs to the St. Stephens Park and Active Farm.
- Consider new programs which may further agricultural education for Cabarrus County citizens.
- Coordinate between Barrier Farms and Cabarrus Active Living and Parks to develop school field trip programs for the active farm.

#### Examples

- **National Garden Clubs.** Youth programs with the National Garden Clubs promote self-expression, dignity, integrity, respect and knowledge of youth's environment. Outreach programs include a wide range of activities, scholarships, and contests designed to promote interest in horticulture, gardening, conservation, sustainability, and environmental stewardship. [gardenclub.org/youth-programs](https://gardenclub.org/youth-programs).
- **Lost Creek Reserve and Knoop Agricultural Heritage Center.** Part of the Miami County, Ohio parks department, these attractions include a working dairy farm, miles of trails, historic barns,

a Victorian-era farmhouse, and an Agricultural Heritage Center. The heritage center documents the history of the 200-year-old Knoop Homestead. These programs help educate visitors about the importance of agriculture as well as the history of the region.

[miamicountyparks.com/park/lostcreek](http://miamicountyparks.com/park/lostcreek).

*Key Resources*

- NC State Extension. (2019). *Agricultural education curriculum*. [growforit.ces.ncsu.edu/curriculum](http://growforit.ces.ncsu.edu/curriculum)
- USDA. (n.d.). *Agricultural education toolkit*. [nifa.usda.gov/agriculture-education-toolkit](http://nifa.usda.gov/agriculture-education-toolkit).

**Figure 8.1: Knoop Historic Homestead, Miami County, Ohio**



**Recommendation 21: Promote Community Engagement Activities at the Farm**

*Description*

Cabarrus County and its citizens could benefit from increased opportunities for community engagement at the farm, such as agritourism, farmers’ markets, and Community Supported Agriculture (CSA). Together, these programs provide exponential economic and social benefits to the community. Agritourism, for example, can bring people to the farm, encouraging them to buy produce from the farmer directly, which could lead to a formal farmer’s market. Agritourism may also help retain and engage with the farm’s potential CSA customers, providing additional financial support and community trust (Adams, 2013). These programs could also fill a local need. For example, the closest farmers’ markets to the St. Stephen’s Property are miles away in Concord and Harrisburg. Additionally, Cabarrus County Active Living and Parks showed support for the idea of agritourism in the County as a means of economic development and marketing. Furthermore, including produce from the St. Stephen’s farm would diversify an already robust CSA program within Cabarrus County.

The MPA team acknowledges that many of the following strategies may not be possible under the current lease. If Barrier Farms is uninterested or unable to pursue these programs at this time, the County could express its desire to pursue these initiatives in a future RFP.

### Strategies

- Consider an agritourism attraction at the St. Stephen’s farm.
- Sell St. Stephens Park produce at area farmers’ markets and consider hosting a farmers’ market at the Site.
- Offer produce to the public through a Community Supported Agriculture (CSA) program.
- Consider partnering with other farms, local groups, and nonprofit organizations to enhance community outreach and product diversification.
- Work with Barrier Farms to identify the needs and interests of its existing client base.
- Market the initiatives at the farm using modern technology. Phone applications and websites for NC include *Got to be NC* ([gottobenc.com](http://gottobenc.com)) and *Visit NC Farms* ([visitncfarmstoday.com](http://visitncfarmstoday.com)).
- Apply for the USDA’s Food and Nutrition Service [provides funding](#) for the equipment needed to implement SNAP at farmers’ markets.

### Examples

- **Carriage Hill, Five Rivers MetroPark, Dayton, Ohio.** Carriage Hill strives to illustrate what life was like on a farm in the 1880s. This park attraction is built on a historical farm and includes a blacksmith shop, woodshop, historic structures, and live animals. The site also includes a visitor center, horseback and walking trails, a lake, and wetland areas. [metroparks.org/places-to-go/carriage-hill/](http://metroparks.org/places-to-go/carriage-hill/).
- **Belle Nicho Winery, Nebo, NC.** This small homestead winery offers canned and jarred goods such as honey, wine, jams, jellies, pickles, and sauces. [bellenichowinery.com](http://bellenichowinery.com).
- **Cool Springs Nursery, Banner Elk, NC.** This farm grows and sells NC Fraser Fir Christmas Trees and other greenery products. [coolspringsnursery.com](http://coolspringsnursery.com).
- **Cold Water Creek Farms CSA Program.** This family farm serves Cabarrus, Stanley, and Rowan Counties. They are a certified organic farm serving 60 families between May and November. [localharvest.org/cold-water-creek-farms-M28230](http://localharvest.org/cold-water-creek-farms-M28230).

### Key Resources

- Cornell University Cooperative Extension. (2017). *Getting started in agritourism*. [csetompkins.org/resources/getting-started-in-agritourism](http://csetompkins.org/resources/getting-started-in-agritourism).
- NC State Extension. (2012). *Agritourism in North Carolina: Summary of pilot study results*. [content.ces.ncsu.edu/agritourism-in-north-carolina-summary-of-pilot-study-results](http://content.ces.ncsu.edu/agritourism-in-north-carolina-summary-of-pilot-study-results).
- University of Vermont Extension. (2019). *A guide to successful agritourism enterprises*. [uvm.edu/sites/default/files/Vermont-Agritourism-Collaborative/2019\\_BestPracticesAgritourism-FINALDRAFT-lores.pdf](http://uvm.edu/sites/default/files/Vermont-Agritourism-Collaborative/2019_BestPracticesAgritourism-FINALDRAFT-lores.pdf)
- Ohio State University Extension. (2010). *How to be a farmers’ market vendor*. [oeffa.org/conference/files/Welch\\_Farmers\\_Market\\_Vendor\\_2010\\_OEFFA.pdf](http://oeffa.org/conference/files/Welch_Farmers_Market_Vendor_2010_OEFFA.pdf).
- NC State Extension. (2021). *Community supported agriculture (CSA) resource guide for farmers*. [growingsmallfarms.ces.ncsu.edu/growingsmallfarms-csaguide/](http://growingsmallfarms.ces.ncsu.edu/growingsmallfarms-csaguide/).
- USDA. (2019). *Community supported agriculture*. [nal.usda.gov/afsic/community-supported-agriculture](http://nal.usda.gov/afsic/community-supported-agriculture).



Due to the numerous possibilities for and implications of certain amenities and land uses at St. Stephens Park, the MPA team recognizes the need for stakeholder input and involvement to enhance the decision-making process.

This section explains some of the benefits of stakeholder participation, defines who should likely be involved in planning and decision-making discussions, and identifies issues for which the County might request stakeholder input based on conservation and recreation literature. Recommendations and strategies for facilitating stakeholder input and involvement are provided to orchestrate community-oriented development of the Park.

### **Benefits of Stakeholder Involvement**

According to the Environmental Protection Agency (2001), stakeholder involvement means allowing groups and individuals to participate in decision-making processes otherwise exclusive to public administrators and elected officials. Over the last thirty to forty years, private and nonprofit groups as well as individual citizens have become increasingly involved in government decisions, especially those regarding environmental protection and public recreation areas. In fact, nongovernmental input has become a lynchpin for successful public policy and administration due to the unique perspectives and solutions stakeholders provide. Furthermore, when stakeholders are involved at the local level, they feel more ownership of end results which leads to higher commitment in instances of co-production. Overall, engaging stakeholders in planning and execution often leads to better outcomes (Everett Community College, n.d.; Bingham et al., 2005).

### **Requirements for Stakeholder Participation**

An important first step to consider is the method by which administrators collect citizens' opinions. Surveys are a popular and useful tool for collecting citizen input regarding land usage and the (dis)interest the public has in a given amenity or service (Beaufort County Rural and Critical Land Preservation Program, 2018; City of Greer, South Carolina, n.d.). Despite their widespread use, however, surveys alone may not lead to true stakeholder involvement if administrators do not work to build long-term, collaborative relationships with the public (Lacaze, 2000).

In order to maximize the value of a public project, administrators must seek out the wishes and concerns of the public. Creating trust between government and its constituents can enhance the appropriateness of decisions made. The goal is to create shared trust between stakeholders with competing interests. This may take time and public managers should be prepared to moderate conversations. Fostering stakeholder engagement and implementing any of the aforementioned methods could require knowledge and skill building for administrators and citizens alike. However, Pomeranz et al. (2013) suggest the effort will be well worth the rewards of open communication, reciprocal understanding, and achieving results. It is essential to set realistic goals as well as plan for monitoring and evaluation of both the process and the end results (Wondelleck & Yaffee, 2000). Finally, administrators and managers should judge the success of stakeholder involvement by whether those involved were able to come to an agreement and not how effortlessly they were able to do so.

## Recommendations

The following recommendation is intended to provide Cabarrus County with strategies, examples, and resources for engaging the community in decisions about development at St. Stephens Park. These strategies will allow the County to define the needs of citizens and set priorities for the Park according to community feedback.

### Recommendation 22: Explore Various Strategies for Stakeholder Involvement

*Description*

Actors with agendas tied closely to government activities have a strong incentive to form stakeholder groups. Public managers sometimes focus mainly on these types of actors because they show the strongest interest in particular proposals and actions. More equitable stakeholder involvement requires governments to reach out to a broader array of stakeholders whose lack of awareness or empowerment excluded them from the decision-making process. This type of comprehensive stakeholder engagement can strengthen organizational legitimacy (Yang & Callahan, 2007). Outlined below are pertinent stakeholder groups to consult and potential topics to consider throughout the St. Stephens Park development process:

<u>Groups to Include</u>	<u>Topics to Consider</u>
<ul style="list-style-type: none"> <li>● Property owners</li> <li>● Residents</li> <li>● Conservation organizations</li> <li>● Elected officials</li> <li>● Business owners</li> <li>● Special interest groups <i>(Agbenyega et al., 2009)</i></li> </ul>	<ul style="list-style-type: none"> <li>● Recreation / amenities</li> <li>● Aesthetics</li> <li>● Conservation</li> <li>● Long term sustainability</li> <li>● Community unity</li> <li>● Economic development</li> <li>● Funding</li> <li>● Land use</li> <li>● Maintenance requirements</li> <li>● Safety <i>(Carlson et al., 1989)</i></li> </ul>

Bingham et al. (2005, p. 547-51) offer the following “new governance” strategies to promote stakeholder engagement. The MPA team has built on these strategies with supplemental examples and resources to provide the County with several options for consideration when engaging the above groups and interests.

Strategy 1: E-Democracy

E-democracy, also known as digital democracy, is a method of community involvement that utilizes modern technology to “extend community engagement, expand suffrage and citizen agency, create real time decision making, rapidly aggregate opinion data, and pave the way for a shift from representative to more direct forms of democracy” (Richardson & Emerson, 2018, n.p.). Methods include virtual town meetings, feedback polls, public surveys, and community forums (IGI Global, 2021).

### Examples

- **Mecklenburg County, NC Park Surveys.** Mecklenburg County Parks and Recreation Department offers an annual survey to its citizens. Participants are able to rate their enjoyment of various park facilities and programs, as well as provide input on their favorite amenities. This helps parks and recreation staff make decisions about funding priorities and communicates community opinion about their public spaces (C. Matthews, March 8, 2021).
- **City of Portland, Maine Needs Assessment.** In 2007, the Portland, Maine Parks and Recreation Department distributed a survey to citizens to establish development priorities for future services, facilities, and programs. Findings included the quality of current facilities, the most popular park activities, the extent of park use in the city, and what facilities and amenities would be most beneficial. [portlandmaine.gov/DocumentCenter/View/1593/Community-Needs-Assessment?bidId=](http://portlandmaine.gov/DocumentCenter/View/1593/Community-Needs-Assessment?bidId=).

### Key Resources

- Centers for Disease Control. (2013). *Community Needs Assessment*. [cdc.gov/globalhealth/healthprotection/fetp/training\\_modules/15/community-needs\\_pw\\_final\\_9252013.pdf](http://cdc.gov/globalhealth/healthprotection/fetp/training_modules/15/community-needs_pw_final_9252013.pdf).
- The Urban Institute. (2004). *Understanding Park Usership*. [urban.org/sites/default/files/publication/57656/311012-Understanding-Park-Usership.PDF](http://urban.org/sites/default/files/publication/57656/311012-Understanding-Park-Usership.PDF).

### Strategy 2: Focus Groups



Focus groups are small group discussions led by a trained facilitator. Focus groups are designed to gauge opinions on a specific topic or issue, and rely on group interaction and discussion. Focus groups are beneficial for discussing sensitive topics and can help researchers explore more rich, nuanced information than other methods, such as surveys. Ideally, the same focus groups questions will be repeated with multiple different groups in order to obtain a diversity of perspectives (University of Idaho Park Studies Unit, n.d.; University of Kansas, 2021).

### Examples

- **Listening Outside the Park.** The University of Idaho Park Studies Unit conducted focus groups in four main areas of the U.S.: Columbia, SC; Tucson, AZ; Seattle, WA; and Southwest Missouri. The objective of the focus groups was to identify “who is *not* visiting National Parks, and why?” (University of Idaho Park Studies Unit, n.d.). Focus groups, which consisted of minorities and youth, were asked about participants’ preferred recreational activities, to what extent parks meet those preferences, and barriers to park access. Researchers were able to provide recommendations to address issues they identified. Topics included activities, amenities, lack of awareness, economic constraints, safety concerns, and discrimination. (University of Idaho Park Studies Unit, n.d.). [interpnet.com/docs/2013-Handouts/HOLMES-Outside-the-Park-PPT.pdf](http://interpnet.com/docs/2013-Handouts/HOLMES-Outside-the-Park-PPT.pdf).



### Key Resources

- The Puget Sound Consortium for Manufacturing Excellence. (n.d.). *A guide for planning, organizing, and managing focus groups*. [shoreline.edu/pscme/reports/Y4/FocusGroupGuide.pdf](https://shoreline.edu/pscme/reports/Y4/FocusGroupGuide.pdf)
- University of Idaho Park Studies Unit. (n.d.). *Listening Outside the Park: Using Focus Groups to Build Community Relations and Foster Visitor Diversity*. <https://wwinterpnet.com/docs/2013-Handouts/HOLMES-Outside-the-Park-PPT.pdf>

### Strategy 3: Participatory Budgeting

Participatory Budgeting (PB) allows citizens to decide how to spend part of a public budget, giving them “real power over real money” (Participatory Budgeting Project, 2021, n.p.). PB is adopted by public entities as a regular part of the annual budget process. The Participatory Budgeting Project (2021) outlines five steps:

- **Design the process.** A steering committee creates rules and engagement plans.
- **Brainstorm ideas.** Residents share and discuss ideas through online tools.
- **Develop proposals.** Volunteers develop ideas into feasible proposals.
- **Vote.** Residents choose proposals that best meet community needs.
- **Fund winning projects.** Governments fund and implement winning ideas.

Benefits include increased civic engagement, stronger relationships among stakeholders, broader political participation, empowerment of marginalized groups, new community leaders, and more equitable and efficient spending (Participatory Budgeting Project, 2021).

### Examples

- **Park Development Projects, Greensboro, NC.** The city of Greensboro, NC has adopted PB as an important method for community input for facilities and amenities in its public parks. In 2019, the community allocated over \$300,000 for safety, education, planning, and recreation at city parks. [greensboro-nc.gov/departments/budget-evaluation/participatory-budgeting](https://greensboro-nc.gov/departments/budget-evaluation/participatory-budgeting).
- **Participatory Budgeting Initiative, Oakland, CA.** Over 1,200 Oakland residents decided how to spend a quarter million dollars over a two year period. Approved projects were largely focused around helping low- to moderate-income residents. [pboakland.org/page/about](https://pboakland.org/page/about).

### Key Resources

- Participatory Budgeting Project. (2021). *Resources*. <https://www.participatorybudgeting.org/run-pb/>

### Strategy 4: Collaborative Policy-Making

Collaborative policy-making (CPM) is grounded in the idea of bottom-up, community-driven policy implementation, as opposed to top-down decision-making (Ansell, Sorensen, & Torfing, 2017; Vernon et al., 2007; Pomeranz et al., 2013). CPM bridges the gaps between policymakers, constituents, and other actors, helping to “blur the sharp lines of demarcation between design and execution, top and bottom and public and private” (Ansell, Sorensen, & Torfing, 2017, n.p.).

### Examples

- **Tracy Arm-Fords Terror Wilderness, Alaska.** Conflict emerged between stakeholders over uses of a protected wilderness and recreation area in southeast Alaska. The major cruise industry, smaller tour guides, and conservation advocates were brought together to discuss strategies for implementing established best practices. The U.S. Forest Service, by serving as a neutral party to implement collaborative discussions among stakeholders, was able to improve communication between parties and promote a spirit of compromise (Pomeranz et al., 2013). Pomeranz et al. found that participants appreciated being “equal participants in voluntary rulemaking, as opposed to passive recipients of mandatory regulations” (2013, p. 23).
- **Collaborative partnerships in Cornwall, UK.** The Caradon District Council in Cornwall, United Kingdom, formed community partnerships to identify barriers to a sustainable tourism strategy compiled by public leaders. The strategy initially recognized the need to balance the needs of local business, environmental concerns, and the booming tourism industry in the area. The collaboration involved government agencies and the local university. Together, these entities formulated objectives designed to minimize conflict between various stakeholders. Three relevant lessons learned include: (1) the importance of government leaders that set and maintain priorities; (2) sustained public relations campaigns temper stakeholder apathy and encourage community input; and (3) roles of participants are dynamic, and certain groups may not have valuable contributions throughout all stages of the planning process (Vernon et al., 2007).

### Key Resources

- FairVote. (n.d.). *Best practices for collaborative policymaking*. [fairvote.org/best\\_practices\\_for\\_collaborative\\_policymaking#clearing\\_a\\_path\\_for\\_collaborative\\_legislation](https://fairvote.org/best_practices_for_collaborative_policymaking#clearing_a_path_for_collaborative_legislation).

## CONCLUSION

In late 2020, Cabarrus County, North Carolina purchased a 616-acre parcel from The Conservation Fund through a three-year purchase agreement. This parcel possesses significant natural features such as an Upland Depression Swamp Forest, a Dry Oak-Hickory Forest, and an active farm to be managed by a private operator. By commissioning the St. Stephen's Park project and this report, Cabarrus County has demonstrated its dedication to conserving public lands and providing unique recreation and educational opportunities to Cabarrus County residents and visitors. The County has also committed to local economic development by encouraging the continued use of active farmland on the property. These efforts will benefit the community for years to come. The MPA team is pleased to present these findings and recommendations in promotion of Cabarrus County's vision for the property.

The recommendations provided in this report stem from academic and non-academic literature, stakeholder and expert interviews, and visits to the site itself. From this research come 22 recommendations based on seven general themes: conservation, nature-based recreation, education, facilities, amenities, the active farm, and stakeholder involvement. In compiling these findings, the MPA team experienced one limitation. The team was unable to make contact with all stakeholders, so the recommendations offered in this report provide general guidance for park development rather than the precise needs of the entire community. Further, the scope of this project prohibited the MPA team from providing advice related to budgeting decisions. However, this limitation provides an opportunity for Cabarrus County officials to seek additional community input. By engaging the public in the Park's development, the County can design park features grounded in conservation, recreation, and education, which will meet the needs of the community for years to come.



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- David Bennett, Charleston County Parks & Recreation Commission Executive Director
- Rob Gilson, Mecklenburg County Senior Maintenance & Operations Specialist
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- Peter Cook, Mecklenburg County Parks and Recreation Deputy Director
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- Anjoli (Joli) Reynolds, Mecklenburg County Environmental Education and Outdoor Recreation Manager
- Scott Pohlman, North Carolina Natural Heritage Program Director of Conservation Incentives
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## APPENDIX

- A. Scope of Work
- B. Agricultural Development and Farmland Preservation (ADFP) Trust Fund
- C. Interviewees
- D. Interview Instrument
- E. Lower Butcher Branch Inventory
- F. North Carolina Wildlife Resources Commission (NCWRC)
- G. National Heritage Program (NHP) Chapter 13H Rules
- H. Tarheel Trailblazers Memorandum of Understanding (MoU)
- I. Cabarrus County Active Living & Parks (ALP) School Field Trip Information
- J. Pollinator Gardens

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## Appendix A: Interviewees

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Category	Name	Title	Organization	Date of Interview
Stakeholders	Ben Callahan	Historical Researcher	Eastern Cabarrus Historical Society	February 20, 2021
	Bob Dowles	Parks and Recreation Director	City of Concord	March 3, 2021
	Deena Bost	Member	Tri-County Cowboy Church	March 5, 2021
	Doug Paris	Town Manager	Midland, NC	March 4, 2021
	Haynes Brigman	Town Manager	Town of Harrisburg	March 10, 2021
	Jim Sells	Commissioner	Mt. Pleasant Town Council (Board of Commissioners)	March 11, 2021
	Landon Barrier	Owner	Barrier Farms	March 25, 2021
	Londa Strong	Director	Active Living and Parks Commission - is this Cabarrus County or Mt. Pleasant?	March 18, 2021
	Lori Furr	Commissioner, Mayor Pro Tem	Mt. Pleasant Town Council (Board of Commissioners)	March 17, 2021
	Matt Hartman	President	Central Carolina Cycling Club	March 3, 2021
	Randy Holloway	Town Manager	Town of Mt. Pleasant	March 3, 2021
	Rick Money	Principal	Mt. Pleasant Elementary School	March 8, 2021
	Russ Snyder	Principal	Mt. Pleasant High School	March 8, 2021
	Tim Farrar	Principal	Mt. Pleasant Middle School	March 4, 2021
	W. Del Eudy	Mayor	Mt. Pleasant Town Council (Board of Commissioners)	March 16, 2021
Parks and Recreation Experts	Anjoli Reynolds	Manager, Quest Nature Center	Mecklenburg County, Parks and Recreation	March 3, 2021
	Chris Matthews	Division Director, Nature Preserves and Natural Resources	Mecklenburg County, Parks and Recreation	March 8, 2021
	Christa Rogers	Natural Resources Manager	Mecklenburg County, Parks and Recreation	March 17, 2021
	Corey King	Parks and Recreation Director	Town of Matthews	March 3, 2021
	Daniel McClellan	Senior Resource Conservation Specialist	Soil and Water Conservation District Board	March 18, 2021
	David Bennett	Executive Director	Charleston County Park and Recreation Commission	March 10, 2021

Appendix A: Interviewees

Gary Mills	Director	City of Kannapolis, Parks and Recreation	March 12, 2021
Katie Lloyd	Senior Planner	Mecklenburg County, Planning	March 9, 2021
Peter Cook	Deputy Director	Mecklenburg County, Parks and Recreation	March 4, 2021
Robert Gilson	Senior Maintenance and Operations	Mecklenburg County, Parks and Recreation	March 11, 2021
Scott Pohlman	Director of Conservation Incentives	North Carolina Natural Heritage Program	March 10, 2021
Shawn Marble	Assistant Director, Parks and Recreation	Town of Harrisburg	March 12, 2021
Stephanie Nagid	Passive Parks Manager	Beaufort Passive Parks Program	March 4, 2021
Wesley Knapp	Mountains Field Ecologist/Botanist	North Carolina Natural Heritage Program	March 10, 2021

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## Appendix B: Interview Instrument

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### Interview Questions for Park Professionals

MPAD 6187 Spring 2021

1. Explain the project
  1. Cabarrus County has made arrangements to purchase ~616 acres of land in Northeast Cabarrus County near NC 49 North, St. Stephens Church Road, and North Lentz-Harness Shop Road. This parcel includes many natural features including ~200 feet of elevation change, an Upland Depression Swamp, farmland, and many old-growth trees. Cabarrus County would like to turn this parcel into a passive park. A passive park usually includes less structured recreational activities that require little or no specialized parkland development and management and therefore can be provided at a low cost to communities. It involves casual activities and the pursuit of hobbies, with no adverse impact to the natural habitat. Generally, no motorized activity is allowed and trails are typically dirt or gravel.
2. Tell me about your background? How long have you been working with parks?
3. What do you personally like about the parks in your area (or that you manage)? Specifically, passive parks.
4. What do you dislike about those parks?
5. What does your staff/coworkers like about passive parks (ease of maintenance, type of maintenance)?
6. What does your staff/coworkers dislike about passive parks?
7. What do your residents like about passive parks?
8. What do your residents dislike about passive parks?
9. What features are “must haves” for your residents to visit a passive park?
10. Have you ever been to a park you didn’t like? Can you tell me what you didn’t like about it?
11. If you were building a passive park from scratch, what would you do?
12. If you have built a passive park in the past, what would you do differently?
13. Do you have any other comments about passive parks? Things we should consider?

#### Topic-Specific

- Do you have any advice for marketing a new park, addition to a park, or other recreation opportunity to the public? How do you get the word out?
- Are there any volunteer groups/organizations that help maintain [the park/site] that aren’t hosted by [the county/city/organization that runs the park]? Any local partnerships who play a role in upkeep?
- Do you have any special plant and wildlife considerations at your park? If so how do you ensure their safety while also maximizing visitors?
- During the development stages of a park (or whatever the expert’s specialty is) which activities should be prioritized and why?
- How long does it take to develop a standard “XYZ” (i.e. bike trail, equestrian trail, etc.)?
- What’s the average price range to develop XYZ?
- Why are passive parks valuable assets to communities?

## Appendix B: Interview Instrument

- What type of performance metrics do you utilize to analyze the overall quality of the park and/or activities?  
How do you balance conservation and recreation at your park? What is key to establishing this balance?
- Do you have any educational opportunities or partnerships with schools? If so, please tell me about them and what has worked well and maybe not so well.
- Do you have any experience with conservation easements?
- How do you integrate educational experiences into park usage?
  - Follow-up if applicable: Any specific thoughts on historical/conservation/wildlife?

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## Interview Questions for Community Stakeholders

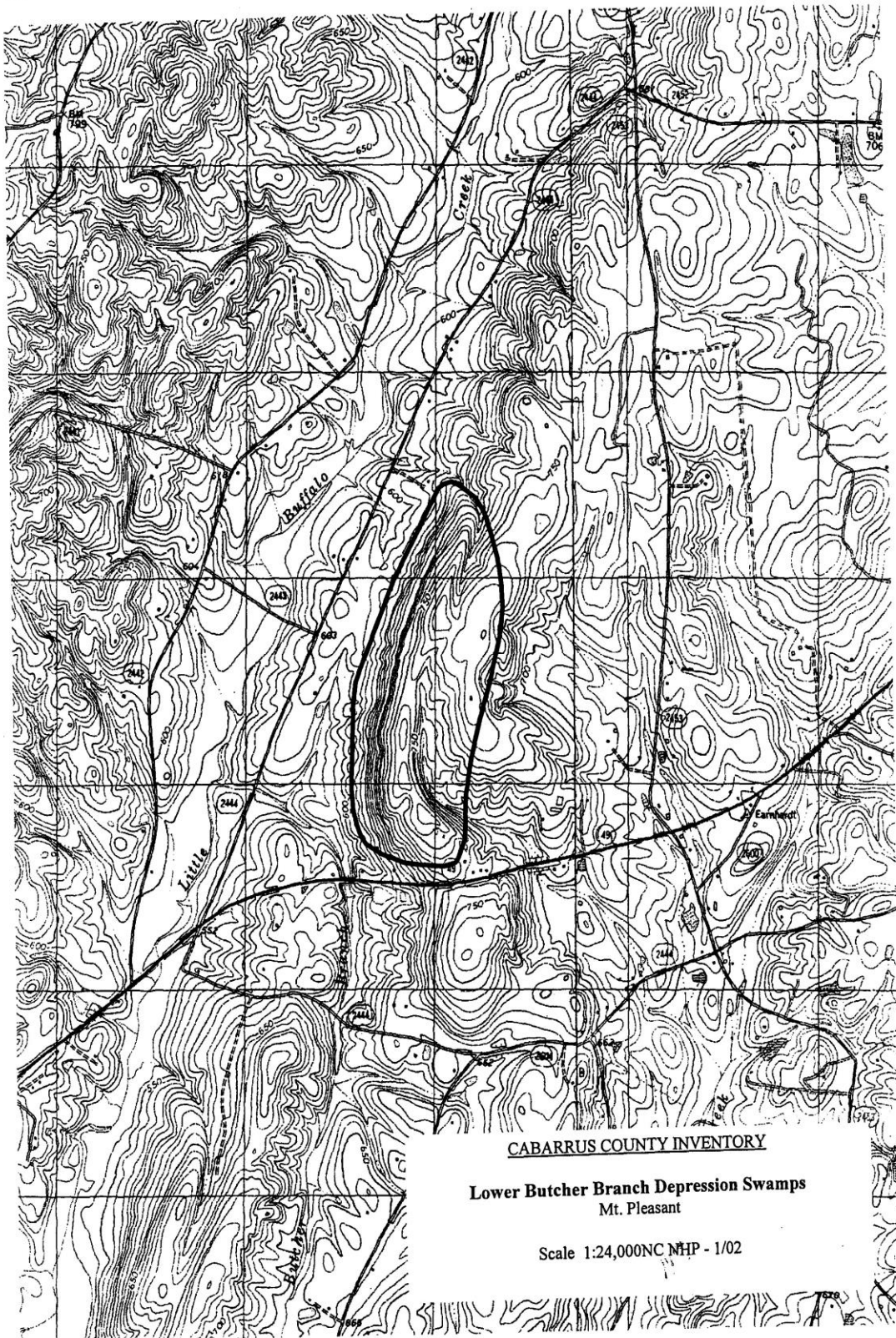
MPAD 6187 Spring 2021

1. Explain the project
  - Cabarrus County has made arrangements to purchase ~616 acres of land in Northeast Cabarrus County near NC 49 North, St. Stephens Church Road, and North Lentz-Harness Shop Road. This parcel includes many natural features including ~200 feet of elevation change, a wetland bog, farmland, and many old-growth trees. Cabarrus County would like to turn this parcel into a passive park. A passive park usually includes less structured recreational activities that require little or no specialized parkland development and management and therefore can be provided at a low cost to communities. It involves casual activities and the pursuit of hobbies, with no adverse impact to the natural habitat. Generally, no motorized activity is allowed and trails are typically dirt or gravel.
2. Tell me about your organization. What do you do? Who are you?
3. Where do you like to do your activities (i.e., ride your horses, ride your bike, etc.)?
4. What features do you like about that park/area?
5. What makes you return to that site?
6. What features are “must haves” for you to visit a park?
7. What features would you like to include in a park for your group (i.e., special parking for horse trailers, bike repair station, elevation and natural features, what would make their experience better)?
8. Have you ever been to a park you didn't like?
9. Which features would you like to see available immediately and which features would you not mind waiting for?

### Topic-Specific Questions

- Are you aware of any other community organizations which may be interested in/willing to support the development, maintenance, or marketing of this site?
- *Other questions from this section are for specific individuals Will is interviewing. Will add to their sheets.*
- Misha/Chelsea have reviewed - no additional questions
- Jonathan/Maiya have reviewed - no additional questions
- How do you balance the prioritization of conservation and recreation in your community?
- What sort of educational opportunities would you like to see at a passive park? Can you think of any partnerships we should look into?
- How do you integrate educational experiences into park usage?
  - Follow-up if applicable: Any specific thoughts on historical/conservation/wildlife/geological information?

## Appendix C: Lower Butcher Branch Inventory



## Appendix C: Lower Butcher Branch Inventory

### Cabarrus County Natural Area Inventory

#### LOWER BUTCHER BRANCH DEPRESSION SWAMPS

##### Significant Natural Heritage Area

Site Significance: county

Size: ca. 90 acres

Quadrangles: Mt. Pleasant

#### SIGNIFICANT FEATURES

Significance: Site is considered significant because of the occurrence of two upland depression swamps and the relatively good quality of the surrounding forest.

#### Biological Description:

A: The site is an example of a DRY-OAK HICKORY FOREST which also contains an UPLAND DEPRESSION SWAMP FOREST in two areas. (see map)

B&C: The dry ridge canopy consists of a mix of *Quercus alba*, *Q. falcata*, *Q. prinus*, *Carya ovata*, *C. glabra* and *Pinus echinata*. Subcanopy species include *Acer leucoderme*, *A. rubrum*, *Cornus florida*, *Nyssa sylvatica*, *Asimina triloba*, and *Oxydendrum arboreum*. The shrub layer includes *Nestronia umbellula*, *Ilex opaca*, and *Vaccinium corymbosum*. Herb layer contains *Tipularia discolor*, *Houstonia* sp., *Chimaphila maculata*, *Erythronium americanum* and *Thalictrum thalictroides*. The two depressions contained standing water and had a canopy of mostly *Acer rubrum* and *Liquidambar styraciflua*. Also present was *Quercus phellos*. Sphagnum moss occurs in both depressions as well as the aquatic *Proserpinaca palustris*.

D: The ridge is bordered by agricultural fields on the western side and DRY-MESIC OAKHICKORY FOREST on the eastern side.

E: The quality of this site is good although its condition is fair due to selective cutting of canopy species.

F: ca. 90 acres total

The following is a description of the two upland depressions that are found on the site. They are identified as cnhsA and cnhsB. The cnhsA depression is approximately 100 x 60 feet in size, has a fair overstory cover, and a maximum depth of 11.5 inches. Water chemistry characterizations reveal no significant pollution problems, though the pH measures slightly acidic. cnhsA is located atop a ridge adding to its unique character. Inundated/ponded conditions are expected to be present throughout the year given its basin and water levels during the time of the assessment. Several species of amphibians were observed utilizing the wetland. Spotted salamander, *Ambystoma maculatum*, egg masses were found in abundance. The cnhsB depression is approximately 5.5 x 3 feet in size, has good overstory cover and a maximum depth of 5.5 inches. Water chemistry characterizations reveal no significant pollution problems though the pH measures slightly acidic.

#### SITE DESCRIPTION

Province: PIEDMONT

Watershed: Yadkin - Pee Dee

Aspect: W, flat

Moisture: inundated swamp, mesic, dry mesic

Hydrology: terrestrial, palustrine

Slope: 0-35+

Topographic Position: crest, upper-mid-lower slope



## Appendix C: Lower Butcher Branch Inventory

Geology: mvm - Mafic and intermediate Metavolcanic rocks within Gold Hill Shear Zone of Carolina Slate belt. Zp-Phyllite

Elevation: 640-760

Soils: Swamp: MsA-Misenheimer channery silt loam, 0 to 4% slopes, Ridge: GoF-Goldston very channery silt loam, 15 to 45% slopes, GoC-Goldston very channery silt loam, 4 to 15% slopes, TaB-Tatum silt loam

Comments: Wide spacing of trees due to dry soil on ridge. Area has also been selectively cut. Site contains two upland depression swamps both of which contained egg masses and sphagnum moss.

### LANDSPE RELATIONSHIPS

Adjacent Land Use: Agriculture, residential

Landscape: Swamp on top of hill, water 10" to 16" in depth, Sweetgum, Red maple, some Willow oak, Campsis sp., Ilex sp.

Ridge running NE to SW, very rocky soil.

Fire Regime: unknown, probably suppressed

Comment: Area was selectively cut, although not recently, as evidenced by the presence of stumps.

Management and Protection: This site is recommended for protection as a natural area. The two depressions are breeding habitat for amphibians, and the surrounding forest is good habitat for other wildlife.

### Noteworthy Species:

#### PLANT SPECIES LIST

CANOPY: Quercus alba, Q. marilandica, Q. falcata, Q. phellos, Q. stellata, Q. prinus, Q. velutina, Q. rubra, Q. coccinea, Oxydendrum arboreum, Pinus echinata, P. virginiana, Carya ovata, C. glabra, Acer rubrum, Fraxinus americana, Liquidambar styraciflua, Nyssa sylvatica

SUBCANOPY: Juniperus virginiana, Cornus florida, Nyssa sylvatica, Prunus serotina, Oxydendrum arboreum, Ulmus alata, Acer rubrum, A. leucoderme, Sassafras albidum

SHRUBS: Asimina triloba, Ilex decidua, I. opaca, Viburnum rafinesquianum, V. dentatum, Nestronia umbellula, Vaccinium corymbosum

HERBS: Claytonia virginica, Tipularia discolor, Houstonia sp., Chimaphila maculata, Erythronium americanum, Thalictrum thalictroides, Carex glaucescens, Rhynchospora corniculata, Scirpus cyperinus, Proserpinaca palustris (aquatic)

VINES: Campsis radicans, Smilax sp., Vitis sp., Trachelospermum difforme

FERNS: Pteridium aquilinum

#### ANIMAL SPECIES LIST

Benthic Macroinvertebrates observed:

ORDER / COMMON NAME

Amphipoda / scuds

Decapoda / crayfish and shrimp

Diptera / midges, mosquitoes, aquatic gnats and flies

Megaloptera / fishflies, dobsonflies, alderflies

Oligochaeta / aquatic worms

Odonata / dragonflies and damselflies Plecoptera / stoneflies Other wildlife:

Carolina Anole, White Tail Deer, Salamander egg masses in both depressions

#### REFERENCES:

26-Mar-98, 14-Sep-98, 24-Jun-97 (D. Seriff, D. Testerman)

## Appendix D: North Carolina Wildlife Resources Commission (NCWRC)

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Table 1. Priority species associated with piedmont oak forests and mixed hardwood/pine stands.

Group	Scientific name	Common name	State status* (Federal status)
Birds**	<i>Accipiter cooperii</i>	Cooper's Hawk	SC
	<i>Caprimulgus vociferus</i>	Whip-poor-will	
	<i>Coccyzus americanus</i>	Yellow-billed Cuckoo	
	<i>Colaptes auratus</i>	Northern Flicker	
	<i>Contopus virens</i>	Eastern Wood-pewee	
	<i>Helmitheros vermivorus</i>	Worm-eating Warbler	
	<i>Hylocichla mustelina</i>	Wood Thrush	
	<i>Melanerpes erythrocephalus</i>	Red-headed Woodpecker	
	<i>Picoides villosus</i>	Hairy Woodpecker	
	<i>Wilsonia citrina</i>	Hooded Warbler	
Mammals	<i>Mustela frenata</i>	Long-tailed Weasel	
	<i>Scalopus aquaticus</i>	Eastern Mole	
Amphibians	<i>Ambystoma maculatum</i>	Spotted Salamander	
	<i>Ambystoma opacum</i>	Marbled Salamander	
	<i>Hemidactylium scutatum</i>	Four-toed Salamander	SC
	<i>Hyla versicolor</i>	Northern Gray Treefrog	SR
	<i>Plethodon glutinosus sensu stricto</i>	Northern Slimy Salamander	
	<i>Scaphiopus holbrookii</i>	Eastern Spadefoot	
Reptiles	<i>Cemophora coccinea copei</i>	Northern Scarletsnake	
	<i>Crotalus horridus</i>	Timber Rattlesnake	SC
	<i>Elaphe guttata</i>	Corn Snake	
	<i>Eumeces laticeps</i>	Broad-headed Skink	
	<i>Lampropeltis calligaster rhombomaculata</i>	Mole Kingsnake	
	<i>Lampropeltis triangulum elapsoides</i>	Scarlet Kingsnake	

Appendix D: NCWRC

	<i>Ophisaurus attenuatus longicaudus</i>	Eastern Slender Glass Lizard	
	<i>Sistrurus miliarius</i>	Pigmy Rattlesnake	SC
	<i>Terrapene carolina</i>	Eastern Box Turtle	
	<i>Virginia valeriae valeriae</i>	Eastern Smooth Earthsnake	
<p>*Abbreviations            SC Special Concern            SR Significantly Rare            ** In pine-dominated systems under this heading, the brown-headed nuthatch and Chuck-willswidow could also be included in the list of associated priority species.</p>			

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## Appendix E: National Heritage Program (NHP) Chapter 13H Rules

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### SUBCHAPTER 13H - NATURAL HERITAGE PROGRAM

#### SECTION .0100 - GENERAL PROVISIONS

#### 07 NCAC 13H .0101 STATEMENT OF POLICY 07 NCAC 13H .0102 STATEMENT OF PURPOSE

*History Note: Authority G.S. 113-3; 113-8; 113A-164.2; 113A-164.4;  
Eff. April 4, 1979;  
Amended Eff. January 1, 1986; October 1, 1984;  
Expired Eff. February 1, 2016 pursuant to G.S. 150B-21.3A;  
Transferred from 15A NCAC 12H .0101-.0102 Eff. April 1, 2017.*

#### 07 NCAC 13H .0103 DEFINITIONS AS USED IN THIS SUBCHAPTER

In addition to the definitions in G.S. 143B-135.254, the following terms shall apply to this Subchapter:

- (1) "Natural diversity" means the native plant and animal species, geological features, plant communities, ecosystem types, and other natural features.
- (2) "Natural Heritage Areas List" means a list of those natural areas recommended by the Natural Heritage Program, pursuant to G.S. 143B-135.256(7), that are of special importance to the maintenance of the state's natural diversity and that may warrant protection by registration or dedication.
- (3) A "natural community" means any area with a recognizable and reoccurring assemblage of plants, animals, bacteria, and fungal species naturally associated with each other and their physical environment.

*History Note: Authority G.S. 143B-135.254; 143B-135.256;  
Eff. April 4, 1979;  
Amended Eff. August 1, 1988; January 1, 1986; October 1, 1984; August 30, 1980;  
Readopted Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0103 Eff. April 1, 2017.*

#### 07 NCAC 13H .0104 RESPONSIBILITIES AND DUTIES OF NATURAL HERITAGE PROGRAM

*History Note: Authority G.S. 113-3; 113-8; 113A-164.4;  
Eff. April 4, 1979;  
Amended Eff. January 1, 1986; October 1, 1984; August 30, 1980;  
Repealed Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0104 Eff. April 1, 2017.*

#### 07 NCAC 13H .0105 NATURAL HERITAGE ADVISORY COMMITTEE

- (a) The Natural Heritage Advisory Committee shall be composed of nine members appointed by the Secretary, in accordance with G.S. 143B-135.256(6).
- (b) The Natural Heritage Advisory Committee shall:

## Appendix E: NHP 13H Rules

- (1) advise and make recommendations to the Department on inventory and evaluation of natural areas;
- (2) review and make recommendations for registration, acquisition, and dedication of natural areas and nature preserves by the Department;
- (3) review and make recommendations on Department priorities and plans for the selection of particular natural areas for State acquisition and for designation of nature preserves;
- (4) review and make recommendations on master plans, management plans, and other plans and proposals for development and use of lands administered by the Department;
- (5) advise the Secretary on policies and rules governing management, protection, and use of registered natural areas and dedicated nature preserves by the Department;
- (6) advise and consult with the Secretary and Department staff on policies and programs relating to preservation of natural diversity and outstanding natural areas in the state; and
- (7) consult and coordinate with other public agencies, conservation organizations, and scientific bodies on matters concerning natural diversity inventory and natural areas identification, acquisition, management, and dedication.

*History Note: Authority G.S. 143B-10; 143B-135.256;  
Eff. April 4, 1979;  
Amended Eff. January 1, 1986; October 1, 1984; March 1, 1983; August 30, 1980;  
Readopted Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0105 Eff. April 1, 2017.*

### 07 NCAC 13H .0106 INFORMATION SERVICES 07 NCAC 13H .0107 LOCATION

*History Note: Authority G.S. 113-3; 113-8;  
Eff. April 4, 1979;  
Repealed Eff. October 1, 1984;  
Transferred from 15A NCAC 12H .0106, .0107 Eff. April 1, 2017.*

### **SECTION .0200 – REGISTRY OF NATURAL HERITAGE AREAS**

#### 07 NCAC 13H .0201 OBJECTIVES OF REGISTRY

*History Note: Authority G.S. 143B-135.254; 143B-135.256; 143-135.258;  
Eff. April 4, 1979;  
Repealed Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0201 Eff. April 1, 2017.*

#### 07 NCAC 13H .0202 CRITERIA FOR ELIGIBILITY

- (a) For an area to qualify as a Natural Heritage Area and be eligible for registration or dedication, the Natural Heritage Program staff shall determine that the area possesses one or more of the following natural values:
- (1) a habitat for individual species of plants or animals that are in danger of or threatened by extirpation;
  - (2) a rare terrestrial natural community;

- (3) a rare aquatic community;
  - (4) features that illustrate geologic processes or the history of the earth;
  - (5) unique or unusual ecological types; or
  - (6) biological or ecological phenomena of significance.
- (b) Upon meeting one of the criteria in Paragraph (a) of this Rule, the Natural Heritage Program staff shall evaluate an area with respect to the following factors:
- (1) the presence of ecological values represented in previously registered Natural Heritage Areas;
  - (2) the natural diversity of the area;
  - (3) the quality and viability of the environmental features including self-sufficiency of the ecosystem when managed and degree of vulnerability to disturbances and intrusions;
  - (4) the extent to which past disturbances or land uses have altered natural communities. An area may be considered even if it shows evidence of past disturbance or land use;
  - (5) the ability to be managed to protect and maintain ecological features in a natural condition, and a buffer area, as set forth in Rule .0304 of this Subchapter, to ensure protection. A buffer zone, where possible, shall follow defensible boundaries and help protect the site against adverse effects from use and development of adjacent land. The buffer zone may be included in the designated area but need not itself possess any eligibility criteria as set forth in this Rule;
  - (6) compatibility of protective management practices with current use practices on adjacent lands; and
  - (7) scientific and educational value.

*History Note: Authority G.S. 143B-135.256; 143B-135.258;  
Eff. April 4, 1979;  
Amended Eff. January 1, 1986;  
Readopted Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0202 Eff. April 1, 2017.*

## 07 NCAC 13H .0203 REGISTRATION PROCESS

### (a) Nomination.

- (1) Nominations for the Registry of Natural Heritage Areas may be made by the Natural Heritage Program staff, by other public agencies, by members of the Natural Heritage Advisory Committee, or by any other resident or property owner of the State. Nominations shall be submitted, in writing, to the North Carolina Natural Heritage Program, 1651 Mail Service Center, Raleigh, North Carolina 27699. Nominations shall include the name, address and phone number for both the nominator and the owner of the of the nominated area and the location where the area is located.
- (2) The Natural Heritage Program staff shall conduct an on-site evaluation of a nominated area in order to gather information to determine that the area meets eligibility criteria.
- (3) After reviewing information on a nominated area, the Natural Heritage Program staff shall determine if an area qualifies for the registry and shall document its findings in an evaluation report with recommendations for action.
- (4) Nominations initiated by the public or other agencies shall be accepted or rejected by the Department within one year of receipt. Rejections shall include an explanation. The nominator may request consideration again by submitting information that was not previously considered to the Natural Heritage Program.

- (b) Notification of Landowner or Administrator. Once an area is nominated and is recommended for registration, the Natural Heritage Program staff shall notify the owner or administering agency. The owner may request that the property be or not be considered further for registration.
- (c) All nominations and recommendation reports shall be submitted by the Natural Heritage Program to the Natural Heritage Advisory Committee ("Committee"). Upon approval of the nomination by the Committee, the chairman or acting chairman shall sign the statement of recommendation and submit it for review by the Division Director. If the Division Director approves the statement of recommendation, it shall be submitted to the Natural Heritage Program staff. The Natural Heritage Program staff shall solicit comments about the nomination from the landowner or managing agency. Recommendation statements, comments, and a report of the owner's willingness to accept registration shall then be submitted to the Secretary by the Natural Heritage Program staff.
- (d) Designation. Upon review of the information submitted in Paragraph (c) of this Rule, the Secretary shall decide whether the nominated area is eligible for listing in the Registry of Natural Heritage Areas. The registration of a site shall be the voluntary decision of the landowner or administering agency, pursuant to G.S. 143B-135.258.
- (e) The owner or a volunteer shall annually report to the Natural Heritage Program Director once a year on the condition of the registered area.

*History Note: Authority G.S. 143B-135.256; 143B-135.258;  
Eff. April 4, 1979;  
Amended Eff. January 1, 1986; October 1, 1984; August 30, 1980;  
Readopted Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0203 Eff. April 1, 2017.*

## 07 NCAC 13H .0204 REGISTRATION

*History Note: Authority G.S. 113-3; 113-8; 113A-164.4; 113A-164.5;  
Eff. April 4, 1979;  
Amended Eff. January 1, 1986;  
Repealed Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0204 Eff. April 1, 2017.*

## 07 NCAC 13H .0205 RESCISSION

- (a) The registration agreement may be terminated at any time upon notification by either party. Such termination shall remove the area from the Registry.
- (b) Any person may submit a written request to the Department to remove an area from the Registry if he or she believes the site no longer meets the criteria for registration as set forth in Rule .0202 of this Section. The request for removal shall explain the changes that have occurred to the area since the area was registered and why the area no longer meets the criteria in Rule .0202 of this Section. All requests made under this Rule shall be submitted to the North Carolina Natural Heritage Program, 1651 Mail Service Center, Raleigh, North Carolina 27699. After considering the request, the Secretary, upon recommendation of the Natural Heritage Program staff and Natural Heritage Advisory Committee, may order removal from the Registry as set forth in G.S. 143B-135.258.
- (c) Rescission shall remove the area from the Registry of Natural Heritage Areas, and the owner or administering agency shall be requested to return the certificate to the agency signifying the area's inclusion on the Registry, as set forth in G.S. 143B-135.256.

(d) Any person aggrieved by any of the steps in the process described in this Rule may seek an administrative hearing as set forth in G.S. 150B-23.

*History Note: Authority G.S. 143B-135.256; 143B-135.258;  
Eff. April 4, 1979;  
Amended Eff. August 1, 1988; January 1, 1986; October 1, 1984;  
Readopted Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0205 Eff. April 1, 2017.*

#### **07 NCAC 13H .0206 PUBLIC ACCESS**

Registration of a natural area shall not create a right of public access to the registered area. Any person visiting a registered area shall first obtain the permission of the owner or managing agency before entering the property. The landowner or managing agency retains the option to restrict publicity and access to the property.

*History Note: Authority G.S. 143B-135.256;  
Eff. April 4, 1979;  
Readopted Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0206 Eff. April 1, 2017.*

#### **07 NCAC 13H .0207 MANAGEMENT OF REGISTERED NATURAL AREAS**

*History Note: Authority G.S. 143B-135.256; 143B-135.258;  
Eff. April 4, 1979;  
Repealed Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0207 Eff. April 1, 2017.*

#### **07 NCAC 13H .0208 DESIGNATION OF NATURAL AREAS ON STATE LANDS**

*History Note: Authority G.S. 143B-135.258; 143B-135.264;  
Eff. March 1, 1983;  
Amended Eff. October 1, 1984;  
Repealed Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0208 Eff. April 1, 2017.*

### **SECTION .0300 – DEDICATION OF NATURE PRESERVES**

#### **07 NCAC 13H .0301 OBJECTIVES OF DEDICATION**

The State may accept the dedication of nature preserves on lands deemed by the Secretary to qualify as "outstanding natural areas," based on the criteria of eligibility as set forth in Rule .0202 of this Subchapter. The Secretary shall recommend to the Governor and Council of State, through the Director of the State Property Office in the Department of Administration, that an area be dedicated as a nature preserve. Dedication of a preserve becomes effective only upon acceptance of Articles of Dedication by the Governor and Council of State. Articles of Dedication shall be recorded in the county or counties where the nature preserve is located, in the State Property Office and in the office of the Natural Heritage Program.



*History Note: Authority G.S. 143B-135.252; 143B-135.256; 143B-135.260; 146-26; Eff. August 30, 1980; Amended Eff. January 1, 1986; October 1, 1984; Readopted Eff. March 1, 2017; Transferred from 15A NCAC 12H .0301 Eff. April 1, 2017.*

## 07 NCAC 13H .0302 DEDICATION PROCESS

- (a) Upon receipt of the recommendation reports from the Natural Heritage Program and statements of recommendation from the Natural Heritage Advisory Committee, the Secretary shall determine whether the proposed area qualifies under criteria set forth in Rule .0202 of this Subchapter and constitutes an "outstanding natural area" through dedication as a nature preserve.
- (b) Nature preserves are created when natural areas are dedicated by:
  - (1) the owner who transfers to the State the title or other interest in the land with Articles of Dedication agreed to by the owner and the State;
  - (2) any local unit of government that transfers fee simple title or other interest in land to the State through Articles of Dedication agreed to by the local government agency and the State; or
  - (3) the State itself for State-owned lands through Articles of Dedication, and declaring the State as trustee for the dedication, subject to allocation pursuant to the provisions of G.S. 143-341(4)g. The Secretary and Director of the State Property Office shall make recommendations to the Governor and Council of State for dedicating State-owned lands as nature preserves.

*History Note: Authority G.S. 143B-135.256; 143B-135.260; 143B-135.262; 143B-135.264; 143B-135.266; 143B-135.268; Eff. August 30, 1980; Amended Eff. August 1, 1988; January 1, 1986; Readopted Eff. March 1, 2017; Transferred from 15A NCAC 12H .0302 Eff. April 1, 2017.*

## 07 NCAC 13H .0303 ARTICLES OF DEDICATION

- (a) Articles of Dedication shall include:
  - (1) a statement of the public purposes served by the dedication and a declaration that the State shall hold such title or interest to the area in trust for the public as a dedicated nature preserve under the terms and authority set forth in G.S. 143B-135.262, and describe the rights and restrictions as will protect the dedicated area consistent with the criteria set forth in Rule .0202 of this Subchapter.
  - (2) the primary custodian who will be responsible for managing the nature preserve in accordance with the Articles of Dedication and these Rules;
  - (3) the right of the State or its agents to enter dedicated lands to inspect its condition and to enforce the Articles of Dedication. This right of inspection shall not in and of itself create an automatic right of public access; and
  - (4) any other provision necessary to carry out the purpose of this Subchapter.
- (b) Articles of Dedication on land remaining in private ownership shall contain a provision notifying the State before any sale or transfer by deed or lease of the land or other interests therein. The State shall not regulate or prohibit such sale or transfer, but shall ensure that the grantee or lessee is familiar with the Articles of Dedication. The Articles of Dedication shall contain a provision indicating that any

transfer of any interest in the dedicated nature preserve shall be subject to the conditions set forth in the Articles of Dedication.

*History Note: Authority G.S. 143B-135.260; 143B-135.262; 143B-135.264; 143B-135.266; 143B-135.268;*

*Eff. January 1, 1986;*

*Amended Eff. August 1, 1988;*

*Readopted Eff. March 1, 2017;*

*Transferred from 15A NCAC 12H .0303 Eff. April 1, 2017.*

## **07 NCAC 13H .0304 BUFFER AREAS**

(a) For the purpose of protecting a nature preserve, adjoining land that is not otherwise suitable for dedication as a nature preserve may be dedicated as a buffer area in the same manner as a nature preserve under this Section. A buffer area, where possible, shall help protect the site against adverse effects from use and development of adjacent land. The buffer area may be included in the designated area but need not itself possess eligibility criteria.

(b) Provisions in the Articles of Dedication for the management, use, development, and public access of the buffer area may differ from those used for the adjacent nature preserve.

*History Note: Authority G.S. 143B-135.256; 143B-135.260;*

*Eff. January 1, 1986;*

*Readopted Eff. March 1, 2017;*

*Transferred from 15A NCAC 12H .0304 Eff. April 1, 2017.*

## **07 NCAC 13H .0305 PUBLIC TRUST**

(a) Members of the public may bring notice to the Secretary or his or her agents of suspected violations of terms of dedications. Notice shall be made by U.S. Mail to 4601 Mail Service Center, Raleigh, North Carolina 27699. The Natural Heritage Program shall investigate notices of violations and shall maintain monitoring of all dedicated preserves. After investigation of a notice of violation, the Natural Heritage Program shall respond, via U.S. Mail, to the notifying party and recommend action to the Secretary.

(b) The Natural Heritage Program shall maintain administrative records for dedicated areas. These shall be available for public review online at [www.ncnhp.org](http://www.ncnhp.org). or at 121 West Jones Street, Raleigh, North Carolina 27603, and copies shall be available at actual cost.

(c) The State may enter into contracts and agreements with other agencies and persons to manage and monitor dedicated preserves, but the State shall not abdicate its trusteeship for dedicated lands through such contracts or agreements.

*History Note: Authority G.S. 143B-135.256; 143B-135.262;*

*Eff. January 1, 1986;*

*Readopted Eff. March 1, 2017;*

*Transferred from 15A NCAC 12H .0305 Eff. April 1, 2017.*

## **07 NCAC 13H .0306 AMENDMENTS**

(a) Amendments that remove some portion of the existing Articles of Dedication shall not be approved until after a public hearing in the county or counties where the dedicated preserve lies. The State shall provide not less than 30 days notice of the hearing in the newspaper of largest circulation in

the county or counties where the land lies. The State shall provide not less than 30 days notice to the chief county and municipal administrative officials in the jurisdiction where the land lies.

(b) Notwithstanding the provisions of Paragraph (a) of this Rule, Articles of Dedication may be amended as they affect use or disposition of land, even if the purposes of G.S. 143B-135.262 or the original dedication will be violated under the following circumstances:

- (1) the Governor and Council of State find that an amendment serves the best interest of the State and no prudent alternative exists;
- (2) after a public hearing with notice provided in Paragraph (a) of this Rule; and
- (3) with the concurrence of the Governor and Council of State.

(c) After the public hearing and finding by the Governor and Council of State, the State shall publish a statement of its findings in the newspaper of largest circulation in the county or counties where the land lies at least 30 days before the amended Articles of Dedication is final.

*History Note: Authority G.S. 143B-135.256; 143B-135.260; 143B-135.262; 143B-135.268;  
Eff. January 1, 1986;  
Amended Eff. August 1, 1988;  
Readopted Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0306 Eff. April 1, 2017.*

#### **07 NCAC 13H .0307 EXTINGUISHMENT BY THE STATE**

(a) Articles of Dedication may be extinguished by amendment and the dedication abandoned if:

- (1) the Secretary finds that qualifying features of the land have been destroyed or damaged;
- (2) the Secretary finds that the public purposes of the dedication have been frustrated; (3) after a public hearing with notice provided as described in Rule .0306(a) of this Section; and
- (4) with the approval of the Governor and Council of State.

(b) Articles of Dedication may be extinguished by amendment and the dedication abandoned if:

- (1) the Secretary finds that the extinguishment and abandonment serves a public necessity and no alternative exists;
- (2) after a public hearing with notice provided as described in Rule .0306(a) of this Section; and
- (3) with the approval of the Governor and Council of State.

(c) After the public hearing, the State shall publish a statement of its findings in the newspaper of largest circulation in the county or counties where the land lies at least 30 days before the extinguishment is final.

*History Note: Authority G.S. 143B-135.256; 143B-135.260(c);  
Eff. January 1, 1986;  
Readopted Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0307 Eff. April 1, 2017.*

#### **07 NCAC 13H .0308 MUTUAL TERMINATION**

Articles of Dedication shall terminate only under the following circumstances:

- (1) in accordance with the terms of the Articles of Dedication itself;
- (2) in accordance with the nature and duration of the underlying legal interest in the property being placed under the Articles of Dedication; or

- (3) upon mutual written consent executed by and between the owner, its successors or assigns, the State, and approved by the Governor and Council of State.

*History Note: Authority G.S. 143B-135.256; 143B-135.260(c);  
Eff. January 1, 1986;  
Readopted Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0308 Eff. April 1, 2017.*

## **SECTION .0400 – MANAGEMENT; USE; AND PROTECTION OF DEDICATED NATURE PRESERVES**

### **07 NCAC 13H .0401 MANAGEMENT PLAN**

- (a) A management plan shall be prepared for each dedicated nature preserve. The Articles of Dedication shall assign responsibility for the preparation of the management plan.
- (b) The Secretary of the Department of Natural and Cultural Resources or his or her designee shall review all management plans and their revisions, and shall approve those plans that implement the principles set forth in Rule .0402 of this Section.
- (c) The Secretary or his or her designee shall monitor all dedicated preserves as set forth in Rule .0305 of this Subchapter and report violations of the approved plan, situations that violate the Articles of Dedication, or actions harmful to the natural resources of the preserve.
- (d) In the event that the owner or the State agency managing the dedicated preserve does not adopt an approved management plan or does not adhere to the provisions of the plan, the Secretary shall request the Department of Administration to take an action such as mediation, reallocation of the land to another agency, or referral to the Office of the Attorney General.

*History Note: Authority G.S. 143B-135.256; 143B-135.262;  
Eff. January 1, 1986;  
Readopted Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0401 Eff. April 1, 2017.*

### **07 NCAC 13H .0402 MANAGEMENT PRINCIPLES**

The following management principles shall apply to all dedicated preserves, unless exceptions are expressly provided in the Articles of Dedication:

- (1) the natural character of the property shall be maintained;
- (2) improvements, including building of all types, trails, parking areas, vehicular roadways, signs, fences, steps, and bridges, shall only be constructed when approved by the Secretary or his or her designee as necessary for the security, safety, access of the public or for the maintenance and management of the preserve;
- (3) destruction of flora and fauna shall not be permitted except for the purpose of preserving species and natural communities of concern, or for the purpose of establishing and maintaining public access facilities. In case of either exception, and upon approval of the exception by the Secretary or his or her designee, manipulation of the flora and fauna shall be consistent and compatible with the ecological character of the area and shall not be damaging or detrimental to the preserve;
- (4) no motorized vehicles shall be permitted on the dedicated property other than those utilized by the owner or the owner's agents in management and protection of the

- property or used by the general public for ingress and egress to the property in compliance with the management plan for the preserve;
- (5) no signs, billboards, or other advertising of any kind shall be erected, with the exception of informational and directional signs, designed by the Secretary, owner, or State agency, related to the designation of the area as a preserve or for public access to the preserve;
  - (6) no change shall be made in the topography of the preserve except as approved by the Secretary or his or her designee for those alterations that may be necessary to provide on-foot access to the public for visitation or observation, if the change is compatible and consistent with the character of the property, and where no detrimental effect will result;
  - (7) no activity shall be allowed that may pollute any stream or body of water in the preserve;
  - (8) no stream in the preserve shall be dammed, impounded, or have its course altered as a result of human activity;
  - (9) visitor activities shall be controlled to prevent disturbance and environmental degradation of the preserve;
  - (10) prescribed fire and necessary fire lines may be used as management tools to maintain or protect the natural community type;
  - (11) the cutting or removal of trees, dead or alive, shall be prohibited, except when it is necessary for public safety, as determined by the Secretary, owner, or State agency;
  - (12) persons wishing to engage in scientific research or collection of natural materials within a preserve shall first secure written permission from the owner or the State agency;
  - (13) when necessary, as determined by the Secretary, owner, or State agency, boundaries of a preserve shall be made evident by placing markers or boundary signs at corners and other strategic locations;
  - (14) control of exotic (non-native) species may be undertaken where eradication may be accomplished without disturbance of the area's natural conditions; and
  - (15) no other acts or uses that are detrimental to the maintenance of the property in its natural condition shall be allowed, including disturbance of the soil, mining, commercial or industrial uses, timber harvesting, ditching and draining, or depositing waste materials.

*History Note: Authority G.S. 143B-135.256; 143B-135.262;  
Eff. January 1, 1986;  
Readopted Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0402 Eff. April 1, 2017.*

## **07 NCAC 13H .0403 MANAGEMENT RULES FOR PRESERVES**

Additional management principles consistent with the general management principles for dedicated preserves, as set forth in Rule .0402 of this Section, may be adopted through an amendment to the Articles of Dedication by the owner or State agency, in accordance with Rule .0306 of this Subchapter.

*History Note: Authority G.S. 143B-135.256; 143B-135.262;  
Eff. January 1, 1986;  
Readopted Eff. March 1, 2017;  
Transferred from 15A NCAC 12H .0403 Eff. April 1, 2017.*

## Appendix F: Tarheel Trailblazers Memorandum of Understanding (MoU)

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**PARK AND RECREATION DEPARTMENT  
AMENDED AND RESTATED AGREEMENT BETWEEN THE COUNTY OF MECKLENBURG,  
HEREIN COUNTY AND TARHEEL TRAILBLAZERS, INC., HEREIN CONTRACTOR, FOR  
THE DEVELOPMENT AND MAINTENANCE OF MOUNTAIN BIKING TRAILS AT VARIOUS  
PARK LOCATIONS AS IDENTIFIED IN SCHEDULE 1 ATTACHED HERETO.**

**RECITALS**

1. Contractor and County entered an agreement in March 2006 and now desire to amend and restate that prior agreement which shall be replaced in its entirety by this agreement
2. Contractor is a North Carolina non-profit corporation and wishes to develop and maintain mountain biking trails in the Mecklenburg County Park and Recreation Park System.
3. Contractor and County have maintained a partnership for several years, in which Contractor has been permitted to construct and maintain mountain bike trails in several selected County parks.
4. County agrees to allow Contractor to continue to build and maintain mountain bike trails (herein Trails) in selected County Parks on a TEMPORARY use basis (until the sites are Master Planned or until areas used by Contractor are needed for other planned development) and Contractor desires to do so.

In consideration of the recitals, the mutual promises and conditions stated herein, and in recognition of the Contractor's role as an independent contractor and not as an employee of the County, County and Contractor agree as follows:

**I. DUTIES OF THE CONTRACTOR:**

Prepare plans and specifications for the construction of Trails in approved County Parks. Such plans will be submitted to the County's Parks and Recreation Department Planning Staff (herein Staff) for review and approval. No Trail will be located closer than 100 feet from any Park boundary. Trail construction standards, design specifications, layout considerations and trail difficulty rating system standards may, to the extent reasonably possible, follow those promulgated by the International Mountain Bike Association (IMBA) but will in all cases follow plans which have been reviewed and approved by Staff.

Contractor agrees to inspect the Trails on a monthly basis once constructed and open to public use, and maintain such trails in a safe condition. In the event that Contractor desires to clear, mark and/or stabilize the trails, Contractor agrees to present such plans to the Staff for review. Upon the successful review of such plans, Staff may give permission to Contractor to proceed with the approved plans.

In consultation with the Staff, develop and provide a signage system approved by the Staff identifying the Trails, their level of difficulty (as applicable), and unusually difficult sections of Trail. The signage plan may include codes of trail conduct and requirements for the use of safety equipment and shall be approved by the Staff before implementation.

The Contractor may hold organized mountain biking programs or events, subject to the prior consent of County, including coordinating, sponsoring or co-sponsoring organized competitive racing events on the Trails. Mecklenburg Parks and Recreation logo shall appear on all publications and signs advertising or promoting these programs and events.

The Contractor will report any problems or difficulties noted relative to safety issues by users of the Trails.

The Contractor will deliver a quarterly report to County which will include a listing of approved events held that quarter, the number of participants for each event, and a list of approved upcoming events along with a summary of volunteer projects and the number of volunteer hours contributed in respect of the Trails. Contractor understands that all projects which it undertakes must have specific prior approval by County.

Contractor agrees to meet with a designated County employee at least quarterly to review upcoming requests related to programs, plans, budgets, and events desired by Contractor and to review previously approved items as needed.

## **II. DUTIES OF THE COUNTY**

- A. Meet with the Contractor as reasonably requested, but at least quarterly, to review requests for programs, plans, budgets, and events related to the Trails including approved Trail construction and maintenance and to review issues related to this Agreement.
- B. Notify Contractor of:
  - (1) Additional opportunities to build approved trails, and;
  - (2) Development of, or changes to, Master Plans or other policy or construction issues which may impact existing Trails;
- C. Provide Contractor reasonable access to the Parks so that it may fulfill its obligations hereunder.
- D. Provide mulch and gravel to assist Contractor with approved projects as may be possible.
- E. Provide technical advice and assistance to Contractor as may be possible and consistent with approved projects.

## **III. HOLD HARMLESS, INDEMNITY AND INSURANCE**

- A. **Indemnification.** CONTRACTOR agrees to indemnify, defend and save harmless the COUNTY and its agents, officers and employees from and against any and all liability, expense (including defense costs and legal fees) and claims for damages including, but not limited to, bodily injury, death, personal injury, or property damage arising from or connected with CONTRACTOR's operations or services hereunder, including any Worker's Compensation suits, liability or expense, arising from or connected with services performed on behalf of CONTRACTOR by any person pursuant to this Agreement except to the extent that such bodily injury, death, personal injury or property damage arises from or is connected with the COUNTY's operations or services. CONTRACTOR's duty to indemnify the COUNTY shall survive the expiration or other termination of this Agreement.

but only with respect to those liabilities, expenses (including defense costs and legal fees) and claims for damages including, but not limited to, bodily injury, death, personal injury, or property damage which arise from any of CONTRACTOR's operations or services provided prior to the expiration or other termination of this Agreement.

- B. **CONTRACTOR's Insurance.** CONTRACTOR shall provide and maintain at its own expense during the term of this Agreement the following program(s) of insurance covering its operations. Such insurance shall be provided by insurer(s) satisfactory to the COUNTY as approved by the COUNTY's Risk Management Division and evidence of such programs satisfactory to the COUNTY shall be delivered to the COUNTY on or before the effective date of this Agreement. Such evidence shall specifically identify this Agreement and shall contain the express condition that the **COUNTY is to be given written notice of at least ten (10) days in advance of any modification or termination of any program of insurance.** Such insurance shall be primary to, and not contributing with any other insurance maintained by COUNTY, **and shall name MECKLENBURG COUNTY as an additional insured:**

**Commercial General Liability:** Insurance endorsed for Independent Contractor, Professional Liability, Premises-Operations, Products/Completed Operations, Contractual, bodily injury and property damage with a combined single limit of not less than ONE MILLION DOLLARS (\$1,000,000.00) per occurrence.

IV. **LIMITATIONS:**

- A. The Contractor shall not sell or provide, nor cause nor allow to be sold or provided, alcoholic beverages during any of its functions without prior written permission of County, including obtaining permits as may be required by the County's Park and Recreation Facilities Ordinance;
- B. The Contractor shall not transfer its obligations under this Agreement to other interested parties without prior written permission of County;
- C. Opportunities to participate in all activities conducted by the Contractor must be available without regard to race, religion, national origin, sex, or disability.

V. **NOTICES**

**If to Contractor:**

President  
Tarheel Trailblazers  
c/o 3611 Woody Grove Lane  
Charlotte, NC 28210  
Fax: 704-662-0898

**If to County:**

Director  
Mecklenburg County Park and  
Recreation Department  
5841 Brookshire Blvd.  
Charlotte, N.C. 28216  
Telephone: 704-336-5476

With a copy to:  
Christopher J. Fernandez  
Alston & Bird LLP  
101 South Tryon Street, Suite 4000  
Charlotte, NC 28280-4000



**VI. TERM/TERMINATION**

This Agreement is entered into and effective this the 15th day of February, 2009. This Agreement shall be effective for one year from the date hereof but will automatically renew unless terminated by notice as described herein. This Agreement may be terminated by either party for cause in the event that the other party remains in non-compliance of this Agreement after thirty (30) days notice of such non-compliance. Either party hereto may terminate this Agreement without cause and for any reason with a minimum of ninety (90) days written notice. This Agreement contains the entire agreement between the parties and may not be altered except by a written amendment executed by both parties.

IN WITNESS WHEREOF, THE PARTIES HAVE DULY EXECUTED THIS CONTRACT TO BE EFFECTIVE AS OF THE DATE ABOVE WRITTEN:

**TARHEEL TRAILBLAZERS**, a North Carolina non-profit corporation

By: \_\_\_\_\_  
James Grover, its President

**MECKLENBURG COUNTY PARK AND RECREATION DEPARTMENT**

By: \_\_\_\_\_  
Gregory Jackson, Division Director, Park Operations and Athletic Services

\_\_\_\_\_  
Contracts Administrator

\_\_\_\_\_  
Director, Park and Recreation Dept.

**SCHEDULE 1**

**Current Trails**

Renaissance Park

Historic Tuckaseegee Ford Park

Col. Francis J. Beatty Park

North Mecklenburg Park

Sherman Branch Park

Jetton Park

**Pending/Under-Construction Trails**

Park Road Park

Southwest Park

Dixie River Property

Lakewood Community Park

## Appendix G: Cabarrus County Active Living & Parks (ALP) School Field Trip Information

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# Field Trips and School Visits Cabarrus County Active Living & Parks

Cabarrus County Active Living and Parks is a great place to bring your class! And if you can't come to us, we will come to you! We offer hands-on minds-on nature and science-based programs that will engage and excite young scientists. Our activities inspire curiosity and spark the desire to learn more about the natural world. All programs meet North Carolina Essential Standards.



***"The visuals and hands-on activities brought learning to life for our students."***

**R. Brown McAllister Elementary School Teacher**

***"The experiments were highly engaging and memorable."***

**Weddington Hills Elementary School Teacher**

**"The program totally reinforced the curriculum we taught and the kids had so much fun!" Bethel Elementary School Teacher**

## HOW TO REGISTER

Requests are processed in the order they are received. Please fill out a field trip application and return it via email or direct mail a minimum of 4 weeks in advance to:

### **Cabarrus County Active Living & Parks**

Address: 12900 Bethel School Road Midland, NC 28107 E-mail: [seunger@cabarruscounty.us](mailto:seunger@cabarruscounty.us)

Please contact Shannon Unger at 704-920-2727 or [seunger@cabarruscounty.us](mailto:seunger@cabarruscounty.us) with any questions. Programs done at a school location are 30 minute and are \$2 per student. Programs done at a park are 1.5 hours for PreK-K and 2.5 hours for 1<sup>st</sup> 5th grade. These visits will include a science program, team-building session and additional outdoor activities. The fee is \$3 per student. Adults are free. We can accommodate up to 30 in a group and can accommodate multiple groups.

**Cabarrus County Schools qualify for the Jr. Ranger Program that consists of 3 classroom visits and 1 park field trip for only \$3 per student!**

### Registration Information

Starred programs can only be done at Cabarrus County Parks and are highly recommended for a park field trip. All other programs can be done at either your school site or park location. Unless noted, you may choose the County Park for your visit. Please note above which park you would like to visit. Cabarrus County Parks include Camp T.N. Spencer Park (Concord), Frank Liske Park (Concord), Rob Wallace Park (Midland), and Vietnam Veterans Park (Concord).

Please see program descriptions for location requirements.

While

grades are recommended for each program, program choice is at the teacher's discretion.

Requests are processed in the order they are received. Please fill out a field trip application and return it via email or direct mail a minimum of 4 weeks in advance to:

Cabarrus County Active Living & Parks

Address: 12900 Bethel School Road Midland, NC 28107 E-mail: [seunger@cabarruscounty.us](mailto:seunger@cabarruscounty.us)

Please contact Shannon Unger at 704-920-2727 or [seunger@cabarruscounty.us](mailto:seunger@cabarruscounty.us) with any questions.

Programs done at a school location are 30 minute and are \$2 per student. Programs done at a park are 1.5 hours for PreK-K and 2.5 hours for 1<sup>st</sup> – 5th grade. These visits will include a science program, team-building session and additional outdoor activities. The fee is \$3 per student.

Adults are free. We can accommodate up to 30 in a group and can accommodate multiple groups.

Cabarrus County Schools qualify for the Jr. Ranger Program: 3 classroom visits and 1 park field trip for only \$3 per student!

Cabarrus County Active Living and Parks welcomes children and adults that need special accommodations.

Please let us know how we can accommodate your group.



**Cabarrus County Active Living and Parks Department**

Address: 12900 Bethel School Road Midland, NC 28107

E-mail: [seunger@cabarruscounty.us](mailto:seunger@cabarruscounty.us) Phone: 704-920-2727

Contact: \_\_\_\_\_ Address: \_\_\_\_\_

School/Organization: \_\_\_\_\_

Grade: \_\_\_\_\_ Children: \_\_\_\_\_ Adults: \_\_\_\_\_

Phone Number: \_\_\_\_\_ Email Address: \_\_\_\_\_

Program Request: \_\_\_\_\_ Location  
(park/school): \_\_\_\_\_

Dates Requested: First Choice: \_\_\_\_\_ Second Choice: \_\_\_\_\_

For Multiple Programs:

Program 2 Request: \_\_\_\_\_ Location (park or  
school): \_\_\_\_\_

Dates Requested: First Choice: \_\_\_\_\_ Second Choice: \_\_\_\_\_

Program 3 Request: \_\_\_\_\_ Location (park or  
school): \_\_\_\_\_

Dates Requested: First Choice: \_\_\_\_\_ Second Choice: \_\_\_\_\_

Program 4 Request: \_\_\_\_\_ Location (park or  
school): \_\_\_\_\_

Dates Requested: First Choice: \_\_\_\_\_ Second Choice: \_\_\_\_\_



## Cabarrus County Active Living and Parks Department

Address: 12900 Bethel School Road

Midland, NC 28107

E-mail: seunger@cabarruscounty.us Phone: 704-920-2727

### Pre-Kindergarten—Kindergarten

**Animal Detectives** ( APL-1, APL-2, K.L.1) Young detectives will “track” different animals using clues along the trail to identify their presence. \*

**Backyard Buddies** (APL-1, APL-2, K.L.1, K.P.2) Young scientists will investigate living and non-living things and explore the interdependence of all life. Students will be thrilled to observe and investigate some exciting native animals including a corn snake, tree frog and decomposers.\*

**Its in the Details...**(APL-1, APL-2, K.L.1, K.P.2): Come along with Slimy and Shelly on a walk through the woods as they find a mysterious object. Use the clues in the story to figure out what these critters have found. Then meet the real Slimy and Shelly (a frog and turtle)!

**Jr. Earth Protectors** (APL-1, APL-2, K.L.1): Calling all Earth Protectors! Come join us as we investigate our local animal friends and their homes as we learn how to protect them. Young students will have a ball making "seed balls" to help create habitat for birds and butterflies.

**Our Amazing Bodies** (APL-1, APL-2, K.L.1): Young students will have a blast learning about their bodies and comparing themselves to other animals! This program is full of stories, movement, touching animal artifacts and meet-and-greets with live animals including a rat, frog, and snake.

**Sense-sational** (APL-1, APL-2, K.P.2): Young scientists will investigate how their senses help them understand the world around them. They will test their own senses in a series of challenges...from mystery bags and smelly bottles to a series of sounds and optical illusions.

**Wacky Weather** (APL-1, APL-2, K.E.1): Students will have a blast investigating weather...from the everyday to the wacky! We will wrap up the program making something we see too little of - snow, that each student gets to take home!

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### 1st –2nd Grade

**Creek Stompers** (1.L.1, 1.L.2, 2.L.1) There is nothing better than a good ole’ creeks stomp to discover nature at its finest...from catching crayfish to salamanders, this trip will be unforgettable.\* Location: Frank Liske Park

**FBI (Fungi, Bacteria, and Insects) (1.L.1, 1.L.2, 2.L.1)** Going on a bug hunt has never been so much fun! Students will go hiking, digging, and log rolling to look for some of our unsung heroes, decomposers!\*

**It's Not Easy Being Green! (1.L.1, 2.L.1):** Through stories, games and crafts, students will learn that it is not always easy to be green. The program will start with the classifying of real plant specimens into their distinct parts followed by a game of true survival and finally, make and take our own seed balls.

**May the Force Be With You (1.P.1, 2.G.1):** Students will have a blast as they investigate a variety of forces including air pressure, magnetism, and electricity. Students will go on "road trips" across North Carolina simply using magnets and create basic circuits.

**The Moon is Made of Swiss Cheese! (1.E.1, 1.P.1, 2.E.1):** Students will have fun on a moon expedition! From modeling moon phases with cookies (yum!) to becoming meteorites and crashing into our large model moon to making their own moon complete with craters and an American Flag, students are sure to have an out-of-this-world experience!

**We Dig it! (1.E.2, 1.L.1, 2.G.2):** We will go on an underground adventure as students do simple experiments and make observations of different types of soil. This program has a delicious ending as students create edible soil profiles to learn how the earth changes the deeper you dig. We dig it!

**Whether you Like it or Not! ( 1.E.1, 2.E.1, 2.P.2)** Young meteorologists will learn that the sun is the "star" of the weather show that drives temperature and precipitation. Students will have a blast making a cloud and watching it rain and making and wearing a daily reminder that the sun runs the show!

**Around We Go (1.L.2, 2.L.1, 2.L.2):** Come join us on a life cycle journey as students compare and contrast different life cycles and compare them to their own. We will get to meet-and-greet a live rat, snake, and frog and explore how their life cycles vary and wrap up by making slimy frog egg masses to take home!

**Help! I'm Sublimating! (1.E.1, 2.P.2):** Come along as we investigate states of matter and phase changes! We may even have some fun with dry ice and bubble hats. You want to know what bubble hats are, don't you?

\*While accommodations may be made for a school visit, these programs are recommended for Cabarrus County Parks.



## Cabarrus County Active Living and Parks Department

Address: 12900 Bethel School Road

Midland, NC 28107

E-mail: seunger@cabarruscounty.us Phone: 704-920-2727

### 3rd – 4th Grade

**Healthy Waters** (3.E.2, 3.L.2, 4.L.1): Students will gain a better appreciation for the importance of clean water in the natural community. We will explore the creek and see what we can learn about its inhabitants, stream health, and human disturbance. \*Location: Frank Liske Park

**Healthy Habitats** (3.L.2, 4.L.1): Students will explore the importance of healthy, diverse habitats for native wildlife. Using tools, including nets, shake cloths, bug jars, magnifiers, ID guides and more, students will investigate insects, plants, and other life found here.\* Locations: Frank Liske Park, Camp T.N. Spencer Park, or Rob Wallace Park

**Grossology** (3.L.1, 4.L.2) This is one of my favorites! The body is so gross and so cool all at the same time. Discover the importance of skin, mucus, bile, flatulence, and so much more with these unforgettable hands on experiments.

**Dazzling Diversity** (3.L.1, 4.L.1) Explore our own body systems and those of other creatures to get a better understanding of form and function as major factors for survival. Students will investigate biofacts of different animals, compare skeletal differences and meet some of our resident ambassador animals including a frog, snake, turtle, and rat.

**A Solar System in your Pocket** (3.E.1, 3.E.2.2, 4.E.1 ): How big is our solar system? Students will have a blast using creative models of register tape and clay to get a good grasp on just how amazing, huge and diverse our solar system really is starting from our neighbor, the moon, to our outer planets.

**Cannons, Catapults, and 'Copters** (3.P.1, 3.P.3, 4.P.1) Investigating energy and force has never been so much fun! Students will build and take home canons and catapults and build a circuit that flies a helicopter through use of electricity and magnets!

**Fantastic Flight** (3.P.1, 4.L.1) Hasn't everyone wanted to fly at some point? Students will be enthralled learning just how birds fly and will experiment with flight designs of their very own in our wind tunnel.

**From Sea to Shining Sea** (3.L.2, 4.E.2): Students will explore a variety of landforms by building them with clay on a map. We will end the creative session with a little volcanic eruption!



**Fossil Fun** (4.E.2, 4.P.2): Calling all budding anthropologists! Students will investigate and enjoy creating and eating a delicious rock cycle . Then we dive into fossils by classifying a variety of real fossils and matching them with the animals and plants that created them.

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### **5th Grade**

**Stream Scientists** (5.L.2): Here we get our hands dirty! Students will investigate how living things depend on each other for survival in the micro-habitat of one of our little creeks.\*  
Location: Frank Liske Park

**Land-Lovers** (5.L.2): Students will investigate different habitats at our parks for the producers, consumers, and decomposers that keep it running! \*

**Turtle Hurdles** (5.L.2): Being a turtle isn't easy and students will find out the challenges a turtle endures by playing Turtle Hurdles! From predators and fishing to trash and pollution, it isn't easy being green!\*

**The Sky's the Limit** (5.P.1.) We will investigate force and motion is a very exciting way - with rockets! Students will design an experiment, changing variables, to conclude what is the best formula to increase force and therefore motion of their own balloon rocket!

**The Incredible Journey** (5.P.2, 5.E.1): Everyone has their own journey, but what about a little drop of water? The most incredible! Come experience it for yourself and take home a lovely reminder-a water cycle bracelet.

**The Leg Bone is Connected to the...**(5.L.1) Lets take a look inside, at our own bones and guts that is! We will compare our own body systems to that of other living creatures. Then we will get to meet some of our non-human neighbors including a snake, turtle, and a frog.

**\*While accommodations may be made for a school visit, these programs are recommended for Cabarrus County Parks.**

*Teachers - If there a science or nature topic that you would like us to present and you cannot find it here or it is under a different grade, just let us know. We will work with you and your students to accommodate your needs and get the students excited about science and nature!*

## Appendix H: Pollinator Gardens

### Appendix X: Pollinator Gardens

Installing a pollinator garden provides an educational opportunity for park visitors as well as an interactive volunteering experience for the community. Pollinator gardens are created to provide nectar and for pollinators like bees and butterflies. These gardens serve as a food source to help fight against the decline of the pollinator population due to the loss of their natural habitat. Installing a pollinator garden or similar interactive feature of the park will enhance aesthetic beauty, habitat resilience, and educational opportunities available to visitors of the park. Table 1 illustrated the best choices for native NC plants that will attract pollinators. Following are a list of best practices, potential community partners, examples, and a list of resources to help guide the design, installation, and maintenance of the garden.

**Table 1: Best Native Plants for Pollinator Gardens in North Carolina**

Common Name	Scientific Name	Bloom Time Spring	Early Summer	Late Summer	Fall
Anise Hyssop	Agastache 'Blue Fortune'		X	X	X
Asters	Symphyotrichum spp.			X	X
Bee Balm	Monarda spp.		X	X	
Black-eyed Susan	Rudbeckia spp.		X	X	X
Coneflower	Echinacea spp.		X	X	X
Golden Alexander	Zizia aurea	X		X	
Joe Pye Weed	Eutrochium spp.			X	X
Milkweed	Asclepias spp.			X	
Mountain Mint	Pycnanthemum spp.		X	X	

*Adapted from: Conserving Carolina (n.d.)*

#### Best Practices for Pollinator Gardens (New England Wildflower Society, n.d.)

1. Plant species which flower across the growing season, from spring to late fall.
2. Monitor for invasive species.

## Appendix H: Pollinator Gardens

3. Incorporate a variety of flowers to attract a variety of pollinators.
4. Limit the use of pesticides and herbicides, which can harm pollinator species and cause more damage to their populations.
5. Provide bare ground and grasses for pollinator species which nest and winter below ground.
6. Provide a small source of water, such as a bird bath or trough.

### Potential Community Partners

- NC Native Plant Society. ([ncwildflower.org/about-us](http://ncwildflower.org/about-us))
- Cabarrus County Master Gardener Extension Program ([cabarrus.ces.ncsu.edu/2017/08/nc-extension-master-gardener-program-information/](http://cabarrus.ces.ncsu.edu/2017/08/nc-extension-master-gardener-program-information/))
- The Bee Conservancy. ([thebeeconservancy.org](http://thebeeconservancy.org))

### Pollinator Garden Examples

- **Monarch Waystation at the NC Zoo.** This installation serves as a ‘rest and refueling’ stop for Monarch Butterflies during their annual migration. Zoo staff and volunteers propagated pollinator plants from seed and planted them in the garden, providing a year-round food source for the butterflies as well as an educational experience for volunteers and Zoo visitors. Besides regular weeding and mulching, the garden requires minimal maintenance, as the plants included in the garden are drought-resistant. [wakenature.files.wordpress.com/2020/12/wake-county-pros-habitat-guidelines.pdf](http://wakenature.files.wordpress.com/2020/12/wake-county-pros-habitat-guidelines.pdf) (p.33).
- **Gateway Nature Preserve Pollinator Garden.** This garden in Winston-Salem has over 120 trees, shrubs, and plants. There is also signage around the garden with a picture of the plant as well as a description of its characteristics. The GNP also seeks out volunteers to help with both the upkeep of the garden as well as research about the plants and pollinators. [gatewaynaturepreserve.org/pollinator-garden-1](http://gatewaynaturepreserve.org/pollinator-garden-1).
- **Smithsonian Gardens.** Located adjacent to the Museum of Natural History in Washington D.C., this garden highlights the dependency between pollinators and plants. The gardens also provide an educational experience focusing on the mutually beneficial relationship between pollinators and the plants and flowers that produce pollen. The gardens have virtual and in person self guided tours. [Pollinator Garden - Smithsonian Gardens \(si.edu\)](http://Pollinator Garden - Smithsonian Gardens (si.edu))

### References and Additional Resources

- Conserving Carolina. (n.d.). *10 Great Plants for Pollinator Gardens*. [conservingcarolina.org/our-impact/education/10-great-plants-pollinator-gardens/](http://conservingcarolina.org/our-impact/education/10-great-plants-pollinator-gardens/)
- New England Wildflower Society. (n.d.). *Pollinator garden best practices*. [https://wellesleyma.gov/DocumentCenter/View/10929/PollinatorGarden\\_Best-Practices-PDF](https://wellesleyma.gov/DocumentCenter/View/10929/PollinatorGarden_Best-Practices-PDF)
- NC State Extension. (2021). *Resource List for Pollinator Conservation*. [growingsmallfarms.ces.ncsu.edu/growingsmallfarms-pollinatorresources/](http://growingsmallfarms.ces.ncsu.edu/growingsmallfarms-pollinatorresources/)
- U.S. Forest Service. (2015). *Gardening for Pollinators*. [fs.fed.us/wildflowers/pollinators/gardening.shtml](http://fs.fed.us/wildflowers/pollinators/gardening.shtml)
- U.S. Fish and Wildlife Service. (2020). *How to build a pollinator garden*. [fws.gov/midwest/news/PollinatorGarden.html](http://fws.gov/midwest/news/PollinatorGarden.html)

## Appendix I: North Carolina Agricultural Development and Farmland Preservation (NCADFP) Trust Fund

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### North Carolina Agricultural Development and Farmland Preservation (ADFP) Trust Fund

The ADFP trust fund is a resource available for county governments and conservation non-profits that are interested in growing agribusiness and preserving farms and forests for future generations.

#### History

In March 2005, Agriculture Commissioner Steve Troxler delivered his "Agricultural Development and Farmland Preservation Strategy" to the General Assembly as a State priority. During the 2005 legislative session, the General Assembly passed House Bill 607 establishing the Agricultural Development and Farmland Preservation Trust Fund.

The purpose of the fund is to support the farming, forestry, and horticulture communities within the agriculture industry by:

- Supporting the purchase of agricultural conservation easements (on farm, forest, and horticulture lands), including transaction costs.
- Funding public and private enterprise programs that will promote profitable and sustainable family farms through assistance to farmers in developing and implementing plans for the production of food, fiber, and value-added products, agritourism activities, marketing and sales of agricultural products produced on the farm, and other agriculturally related business activities.
- Funding conservation agreements (on farm, forest, and horticulture lands) targeted at the active production of food, fiber and other agricultural products.

The legislation also established a Trust Fund Advisory Committee to advise Commissioner Troxler on the prioritization and allocation of funds, the development of criteria for awarding funds, program planning, and other areas for the growth and development of family farms in North Carolina. In the fall of 2006, the Trust Fund awarded its first grants to support projects aimed at agricultural development and farmland preservation.

Source: <https://ncadfp.org/aboutus.htm>

#### Eligible Entities

Per N.C.G.S.106-744, all applicants for conservation easements, agricultural development projects, and agricultural plans must be non-profit conservation organizations or county agencies, Farmers, landowners, and others interested in applying must partner with a non-profit conservation organization or county agency to participate in an ADFP Trust Fund grant proposal.

#### Application

The application period for 2021 is closed as of February 2021. If available for 2022, applications will be open from October to December of 2021. For application materials for the 2021 cycle, please see <https://ncadfp.org/CycleXIV.htm>.

Frequently Asked Questions: <https://ncadfp.org/faq.htm>

Landowner inquiry form: <https://fs30.formsite.com/ADFPTrustFund/7iggemxvqq/index.html>

Contact Information: <https://ncadfp.org/AdvisoryCommittee.htm>

## Appendix J: Scope of Work



### SCOPE OF WORK

MPAD 6187 - SPRING 2021

Client: Cabarrus County, NC

#### I. Introduction

Cabarrus County, North Carolina has recently acquired a parcel of land in the Northeast portion of the County. Lying North of NC 49 between St. Stephens Church and North Lentz Harness Shop Roads, the 615-acre property is considered by the Natural Heritage Inventory as a unique natural area. The Cabarrus County Soil & Water Conservation Board and the Board of Commissioners selected the land as part of an initiative to conserve and protect unique natural areas. The parcel has been purchased from The Conservation Fund through a three-year purchase agreement, which allows Cabarrus County to act as owner for purposes of planning and management of the property.

An inventory of these natural features by the North Carolina Natural Heritage Program (NCNHP) has identified the following as unique or vulnerable features contributing to the culture, natural character, and economy of the local region:

- Upland Depression Swamp Forest
- *Villosa vaughaniana* (Carolina creekshell)
- *Acmispon helleri* (Carolina Birdfoot-trefoil)
- Active farmland
- Dry Oak / Hickory Forest

Cabarrus County's vision includes the development of a passive park which prioritizes conservation of these unique natural features of the site. Students in the UNC Charlotte MPA program (MPAD 6187) will work with the Cabarrus County, North Carolina government to research and propose broad recommendations to guide the future development of this site. Research will focus on both the theory and practice of conservation and recreation management of public lands to offer best practices for park design according to the objectives of Cabarrus County and other conservation authorities. The following outlines the goals for the UNC Charlotte MPA team, the list of tasks to be completed, as well as limitations, timetable, and project deliverables.

#### II. Goals

## Appendix J: Scope of Work

The MPA team will seek to do the following in fulfillment of the partnership with Cabarrus County:

- Develop existing Cabarrus County citizen input data and conduct interviews and research to better understand the needs of the community.
- Offer recommendations based on best practices for both recreation and conservation as it pertains to the vision for this park as well as the existing landscape and natural features.

### III. Tasks

The following tasks will be undertaken to meet the goals outlined above.

#### Research Topics

The MPA team will conduct research on the following topics and compile findings into a literature review:

- Notable examples of public recreation areas within and around conservation areas.
- Notable examples of public recreation areas within and around Upland Depression Swamp Forests, specifically.
- Best practices for conservation of endangered flora and fauna identified on the property.
- Specific mandates or protections in place from government or conservation entities (e.g., The Conservation Fund) given the endangered species, farmland, and other unique natural features of the site.
- Best practices for the development of various recreational amenities typically found at passive parks.
- Local features such as the Carolina Slate Belt, the Reed Gold Mine, and the Uwharrie Mountain Range.
- The history of the property and existing utilities.
- The conservation of cultivated land as a natural and economic resource along with any potential uses for community engagement, recreation, and/or education.

#### Community Outreach and Data

The MPA team will undertake the following in order to best understand the existing needs of the Cabarrus County community and key stakeholders:

- Create and conduct surveys and interviews of the groups listed in the “St. Stephens Park Summary” document and other potential stakeholders to gather respective visions for the project.
- Collect area maps from Cabarrus County GIS data team in order to render a visual representation of suggested land use.
- Collect, clean, and analyze existing community survey data to guide future site development.
- Identify key experts, draft questionnaires, interview experts, and develop recommendations according to an analysis of the results.

The findings from the research, outreach, and data analysis will be compiled into a report with recommendations based on best practices and the input of various stakeholders and experts for the

## Appendix J: Scope of Work

development of the site. The findings and recommendations will be presented to Cabarrus County leadership near the end of the Spring academic semester (see Section V for a more specific timeline).

### IV. Limitations

The UNC Charlotte team has identified certain factors which may limit the extent of research, design, and other aspects which must ultimately be conducted by future champions of this project.

1. As this project is being conducted through an MPA class, the timeline is limited to that of the Spring 2021 UNC Charlotte academic calendar.
2. Any cost-benefit analysis, financial projections, or budgetary concerns are outside the scope of this project. Any recommendations for site development will not necessarily include financial considerations.
3. As the scope of this project does not call for detailed mapping nor does the MPA team necessarily possess related skills, the MPA team will be unable to provide documents which show scaled images of any proposed or suggested park amenities.
4. The tentative dates provided in this scope of work are subject to change in accordance with requirements for the UNC Charlotte MPA team.

### V. Timeline

Task	Date (Tentative)
Send finalized Scope of Work to Cabarrus County (Jonathan Marshall)	February 15, 2021
Develop questionnaire and identify interviewees	March 1, 2021
Begin Stakeholder Interviews	March 15, 2021
Draft Report to Cabarrus County for Review	April 21, 2021
Final Report to Cabarrus County	May 3, 2021
Presentation to Stakeholders - Cabarrus County Staff, Board of Commissioners, Active Living & Parks Advisory Board, and the Soil & Water Conservation District Board	May 3, 2021

### VI. Deliverables

- Scope of Work
- Survey Instrument(s) and Associated Data
- Draft Report for Review
- Final Report
- Presentation

**VII. Approval**

By signing below, signatories agree that the proposed Scope of Work serves as adequate and appropriate direction for the UNCC MPA team as commissioned by Cabarrus County staff.

UNCC Team Representative (Grant McMillan)

Grant McMillan Date 2/23/2021

Cabarrus County Representative

Michael K. Downs  
MICHAEL K. DOWNS  
COUNTY MANAGER Date 2/19/2021



# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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**AGENDA CATEGORY:**

Approval of Regular Meeting Agenda

**SUBJECT:**

BOC - Approval of Regular Meeting Agenda

**BRIEF SUMMARY:**

The proposed agenda for the May 17, 2021 regular meeting is attached.

**REQUESTED ACTION:**

Motion to approve the agenda for the May 17, 2021 regular meeting as presented and schedule the public hearings.

**EXPECTED LENGTH OF PRESENTATION:**

1 Minute

**SUBMITTED BY:**

Lauren Linker, Clerk to the Board

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- ▢ Coversheet

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS REGULAR MEETING

**May 17, 2021  
6:30 PM**

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### MISSION STATEMENT

THROUGH VISIONARY LEADERSHIP AND GOOD STEWARDSHIP, WE WILL ADMINISTER STATE REQUIREMENTS, ENSURE PUBLIC SAFETY, DETERMINE COUNTY NEEDS, AND PROVIDE SERVICES THAT CONTINUALLY ENHANCE QUALITY OF LIFE

### CALL TO ORDER BY THE CHAIRMAN

### PRESENTATION OF COLORS

### INVOCATION

#### A. APPROVAL OR CORRECTIONS OF MINUTES

1. Approval or Correction of Meeting Minutes

#### B. APPROVAL OF THE AGENDA

#### C. RECOGNITIONS AND PRESENTATIONS

1. DHS - World Elder Abuse Awareness Day Proclamation
2. Planning and Development - Construction Standards Proclamation of Building Safety Month
3. Proclamation - Memorial Day 2021
4. Proclamation - Recognition of Jay M. Robinson Band

#### D. INFORMAL PUBLIC COMMENTS

#### E. OLD BUSINESS

1. EMS - Renewal of Non-Emergency Transport Franchise Agreement with American Transmed

#### F. CONSENT AGENDA

*(Items listed under consent are generally of a routine nature. The Board may take action to approve/disapprove all items in a single vote. Any item may be withheld from a general action, to be discussed and voted upon separately at the discretion of the Board.)*

1. Appointments - Active Living and Parks Commission
2. Appointments - Nursing Home Community Advisory Committee
3. Appointments and Removals - Home and Community Care Block Grant Advisory Committee (HCCBG)
4. County Manager - Boys & Girls Club of Cabarrus County Funding Request
5. County Manager - Funding to begin the MIT Mentoring Program at The Cabarrus Center
6. County Manager - Juvenile Crime Prevention Council (JCPC) FY22 Allocation of Funds
7. County Manager - Sale of Former Infrastructure and Asset Management Building
8. Finance - Health Insurance Fund Balance Amendment
9. Finance - Update of Capital Project Fund Budget and Related Project Ordinance for Mobile Units
10. Infrastructure and Asset Management - Cabarrus County Courthouse Expansion Construction Manager at Risk Contract Extension (GMP 2) Increase from Contingency Funding
11. Planning and Development - Carolina Farm Stewardship Association Annual Report on Elma C. Lomax Research and Education Farm
12. Property and Liability - Move Funds from Property and Liability Insurance Internal Service Fund to the General Fund
13. Tax Administration - Refund and Release Reports - April 2021
14. Tax Administration - Resolution of Administration of Ad Valorem Taxes

**G. NEW BUSINESS**

1. Planning and Development- TEXT2021-00001, Proposed Text Amendments to Chapter 2, Chapter 4, Chapter 6 and Chapter 13 of the Cabarrus County Development Ordinance - Public Hearing 6:30 p.m.
2. County Manager - Presentation of the FY22 Recommended Budget

**H. REPORTS**

1. BOC - Receive Updates From Commission Members who Serve as Liaisons to Municipalities or on Various Boards/Committees
2. BOC - Request for Applications for County Boards/Committees
3. Budget - Monthly Financial Update
4. County Manager - Monthly Building Activity Reports
5. County Manager - Monthly New Development Report
6. EDC - April 2021 Monthly Summary Report

**I. GENERAL COMMENTS BY BOARD MEMBERS**

**J. WATER AND SEWER DISTRICT OF CABARRUS COUNTY**

**K. CLOSED SESSION**

**L. ADJOURN**

**Scheduled Meetings**

<b>June 7</b>	<b>Work Session</b>	<b>4:00 p.m.</b>	<b>Multipurpose Room</b>
<b>June 7</b>	<b>Budget Public Hearing</b>	<b>6:30 p.m.</b>	<b>BOC Meeting Room</b>
<b>June 10</b>	<b>Budget Meeting</b>	<b>4:00 p.m.</b>	<b>Multipurpose Room</b>
<b>June 21</b>	<b>Regular Meeting</b>	<b>6:30 p.m.</b>	<b>BOC Meeting Room</b>
<b>July 6</b>	<b>Work Session</b>	<b>4:00 p.m.</b>	<b>Multipurpose Room</b>
<b>July 19</b>	<b>Regular Meeting</b>	<b>6:30 p.m.</b>	<b>BOC Meeting Room</b>
<b>July 21</b>	<b>Cabarrus Summit</b>	<b>6:00 p.m.</b>	<b>Cabarrus Arena</b>

**Mission:** Through visionary leadership and good stewardship, we will administer state requirements, ensure public safety, determine county needs, and provide services that continually enhance quality of life.

**Vision:** Our vision for Cabarrus is a county where our children learn, our citizens participate, our dreams matter, our families and neighbors thrive, and our community prospers.

**Cabarrus County Television Broadcast Schedule  
Cabarrus County Board of Commissioners' Meetings**

The most recent Commissioners' meeting is broadcast at the following days and times. Agenda work sessions begin airing after the 1st Monday of the month and are broadcast for two weeks up until the regular meeting. Then the regular meeting begins airing live the 3rd Monday of each month and is broadcast up until the next agenda work session.

<b>Sunday - Saturday</b>	<b>1:00 P.M.</b>
<b>Sunday - Tuesday</b>	<b>6:30 P.M.</b>
<b>Thursday &amp; Friday</b>	<b>6:30 P.M.</b>

In accordance with ADA regulations, anyone who needs an accommodation to participate in the meeting should notify the ADA Coordinator at 704-920-2100 at least forty-eight (48) hours prior to the meeting.

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 3, 2021  
4:00 PM**

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**AGENDA CATEGORY:**

Closed Session

**SUBJECT:**

Closed Session - Pending Litigation and Economic Development

**BRIEF SUMMARY:**

A closed session is needed to discuss matters related to pending litigation and economic development as authorized by NCGS 143-318.11(a)(3) and (4).

**REQUESTED ACTION:**

Motion to go into closed session to discuss matters related to pending litigation and economic development as authorized by NCGS 143-318.11(a)(3) and (4).

**EXPECTED LENGTH OF PRESENTATION:**

30 Minutes

**SUBMITTED BY:**

Mike Downs, County Manager

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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