



**CITY COUNCIL
WORK SESSION
AGENDA
KANNAPOLIS CITY HALL
401 LAUREATE WAY, KANNAPOLIS, NC
SEPTEMBER 11, 2023 4:30 PM**

Please Turn off Cell Phones or Place on Silent Mode.

CALL TO ORDER AND WELCOME

ADOPTION OF AGENDA - Motion to Adopt Agenda or make revisions

PROCLAMATIONS

- A. 9/11 Day of Remembrance (Mayor Darrell Hinnant)

CONSENT AGENDA - Motion to Adopt Consent Agenda or make revisions

- A. **RESOLUTION** - North Carolina Department of Environmental Quality Stormwater Grant Funding (Wilmer Melton, Assistant City Manager)
- B. August 28, 2023 Business Meeting Minutes (Bridgette Bell, City Clerk)

BUSINESS AGENDA

- A. **PRESENTATION/DISCUSSION** - Midway and North Kannapolis Revitalization Recommendations. (Irene Sacks, Director of Economic & Community Development, Richard Smith, Planning Director)
- B. **PRESENTATION/DISCUSSION** - Update on Imagine Kannapolis Strategic Plan. (Mike Legg, City Manager)
- C. **PRESENTATION/DISCUSSION** - Solid Waste Collection Bids and In-House Alternative. (Michael Rattler, Director of Transportation & Environmental Services, Wilmer Melton, Assistant City Manager)
- D. **PRESENTATION/DISCUSSION** - West Avenue Tower Monument. (Annette Privette Keller, Director of Communications)

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

MOTION TO ADJOURN

ADA Notice and Hearing Impaired Provisions

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"), anyone who requires auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service or activity of the City, contact Heather James, Human Resource Director at 704-920-4233 or email hjames@kannapolisnc.gov as soon as possible, but no later than forty-eight (48) hours before the scheduled event.



Kannapolis
Agenda Staff Report
September 11, 2023

To: Mayor and City Council
From: Mayor Darrell Hinnant
Subject: 9/11 Day of Remembrance

Action Requested by City Council

Proclamation

Required Votes to Pass Required Action

Background

Fiscal Implications

Policy Issues

Legal Issues

Recommendations and Alternate Courses of Action

Attachments

1. 911 anniversary 2023



Office of the Mayor
KANNAPOLIS, NORTH CAROLINA
P R O C L A M A T I O N

9/11 Day of Remembrance - 22nd Anniversary

WHEREAS, in an unprovoked and senseless act of terrorism, four civilian aircrafts were hijacked on September 11, 2001, and crashed in New York City, Pennsylvania and the Pentagon, resulting in a momentous loss of innocent U.S. lives of all heritages; and

WHEREAS, while we continue to recover from the loss of innocent lives, the spirit of the U.S. has been revitalized, giving way to expressions of patriotism; and

WHEREAS, inspired by the heroism of our nation's public service personnel, military service members and countless volunteers, our nation found unity and strength; and

WHEREAS, from the tragedy of September 11 emerged a stronger nation, renewed by the spirit of national pride, and a true love of country; and

WHEREAS, Americans also have fought back against terror by choosing to overcome evil with good by loving their neighbors as they would like to be loved, contributing to relief efforts, and volunteering their time to aid those in need.

NOW, THEREFORE, I MILTON D. HINNANT on behalf of the Kannapolis City Council do proclaim in tribute to all the victims, and the many who rose in service to the September 11 terrorist attacks, observe September 11, 2023, as “***National Day of Recognition and Remembrance***”, and furthermore call upon all its citizens and organizations to consider joining in this observance and to engage in activities of tribute, solemn remembrance, and charitable service.



IN WITNESS WHEREOF I have hereunto set my hand and caused the Great Seal of the City of Kannapolis to be affixed this 11th day of September 2023.

Milton D. Hinnant



Kannapolis
Agenda Staff Report
September 11, 2023

To: Mayor and City Council
From: Wilmer Melton, Assistant City Manager
Subject: **RESOLUTION** - North Carolina Department of Environmental Quality Stormwater Grant Funding

Action Requested by City Council

Motion to approve a Resolution to accept the North Carolina Department of Environmental Quality Stormwater Grant Funding.

Required Votes to Pass Required Action

Majority Present at Meeting

Background

The City was awarded grant money in the amount of \$225,000 through the American Rescue Plan Act (ARPA). The money will be administered through the North Carolina Department of Environmental Quality (NCDEQ) program: Local Assistance for Stormwater Infrastructure Improvements (LASII). With the grant, the City will investigate and evaluate existing components of the stormwater system in select areas that are prone to flooding.

Fiscal Implications

None. No match is required for grant funding.

Policy Issues

City Council approval is required for the resolution to be accepted.

Legal Issues

None

Recommendations and Alternate Courses of Action

1. **Approve the Resolution to accept North Carolina Department of Environmental Quality Stormwater Grant Funding Resolution (Recommended)**
2. Take no action
3. Table to a future meeting

Attachments

1. Resolution Accepting ARPA Grant Funding

**A RESOLUTION TO ACCEPT
AMERICAN RESCUE PLAN ACT (ARPA) FUNDING**

WHEREAS, the American Rescue Plan Act (ARPA), funded from the State Fiscal Recovery Fund, was established in Session Law (S.L.) 2021-180 to assist eligible units of local government with meeting their drinking water and/or wastewater and/or stormwater infrastructure needs, and

WHEREAS, the North Carolina Department of Environmental Quality has offered LASII ARPA funding in the amount of \$225,000 to perform the work detailed in the submitted application, and

WHEREAS, the City of Kannapolis intends to perform said project in accordance with the agreed scope of work,

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Kannapolis, North Carolina that:

That the City of Kannapolis does hereby accept the ARPA grant offer of \$225,000; and

That the City of Kannapolis does hereby give assurance to the North Carolina Department of Environmental Quality that any *Conditions* or *Assurances* contained in the *Funding Offer and Acceptance* (award offer) will be adhered to; has substantially complied, or will substantially comply, with all federal, State of North Carolina (State), and local laws, rules, regulations, and ordinances applicable to the project; and to federal and State grants and loans pertaining thereto; and

That Michael B. Legg, City Manager, and successors so titled, is hereby authorized and directed to furnish such information as the appropriate State agency may request in connection with this project; to make the assurances as contained above; and to execute such other documents as may be required by the North Carolina Department of Environmental Quality, Division of Water Infrastructure.

Adopted this the 11th day of September 2023.

Milton D. Hinnant, Mayor

ATTEST:

Bridgette Bell, MMC, NCCMC
City Clerk



Kannapolis
Agenda Staff Report
September 11, 2023

To: Mayor and City Council
From: Bridgette Bell, City Clerk
Subject: August 28, 2023 Business Meeting Minutes

Action Requested by City Council

Motion to approve August 28, 2023 Business Meeting Minutes

Required Votes to Pass Required Action

Majority Present at Meeting

Background

Fiscal Implications

Policy Issues

Legal Issues

Recommendations and Alternate Courses of Action

Attachments

1. 08-28-2023 Business Meeting

**CITY OF KANNAPOLIS
CITY COUNCIL MEETING
BUSINESS MEETING MINUTES
August 28, 2023**

A regular business meeting of the City Council of the City of Kannapolis was held on Monday, August 28, 2023, at 6:00 PM at the Kannapolis City Hall located at 401 Laureate Way, Kannapolis, NC.

CITY COUNCIL MEMBERS PRESENT:

Mayor: Milton D. Hinnant

Council Members: Jeanne Dixon
Dianne Berry
Tom Kincaid
Darrell Jackson

Council Members Absent: Doug Wilson
Ryan Dayvault

City Manager: Mike Legg

Deputy City Manager: Eddie Smith

Assistant to the City Manager: Kristin Jones

Assistant City Manager: Wilmer Melton

City Clerk: Bridgette Bell

City Attorney: Absent

Staff Present:	Tony Eury	Alex Anderson
	David Jordan	Terry Spry
	Richard Smith	Kirk Beard
	Gerald Faulkner	Gary Mills
	Greg Summitt	Scott Kaufhold
	Irene Sacks	Albaro Reyes-Martinez
	Tracy Winecoff	Chris Hill
	Michael Dodge	Tina Cline
	Michael Rattler	

Others Present:	Bob Doty	Deborah Allen
	Tim Furr	Sam Moore
	Jay Danki	Randy Niessner
	Sophia Wilkerson	Jayne Williams

Mark Spitzer Kate Underwood
Pam Smith Taylor Tapp
Ella Tyzinski Lilly Watkins
Emmy Watkins

CALL TO ORDER AND WELCOME:

Mayor Hinnant called the meeting to order and welcomed all in attendance. Mayor Hinnant led a moment of silent prayer and offered the Pledge of Allegiance.

ADOPTION OF AGENDA-Motion to Adopt Agenda or make revisions.

Mayor Hinnant announced there will be no Closed Session. Mayor Pro tem Kincaid made a motion to approve the revised agenda. Motion was seconded by Council Member Berry and approved by unanimous vote.

PROCLAMATIONS:

Mayor Hinnant read a proclamation for National Alzheimer's Month.

CONSENT AGENDA:

Council Member Jackson made a motion to approve the Consent Agenda. Motion was seconded by Council Member Dixon and approved by unanimous vote.

BID AWARD - Award bid to Miles-McClellan and authorize the City Manager to execute contract and adopt a BUDGET ORDINANCE (BA#24-08) amending the budget related to appropriating cash reserves to fund Fire Station #1 and #4 renovations. (Kristin Jones, Assistant to the City Manager) (Copy included as Exhibit A)

CAPITAL PROJECT ORDINANCE (BA#24-09) - Adopt a Capital Project Ordinance amending the budget related to appropriating cash reserves for Clearwell Rehabilitation Project in Water and Sewer. (Kristin Jones, Assistant to the City Manager) (Copy included as Exhibit B)

BUDGET ORDINANCE (BA#24-10) - Adopt a Budget Ordinance reappropriating Fund Balance of ongoing projects and commitments. (Kristin Jones, Assistant to the City Manager) (Copy included as Exhibit C)

BUDGET ORDINANCE (BA#24-11) - Adopt a Budget Ordinance appropriating funds received from a Wal-Mart Grant for National Night Out Supplies. (Kristin Jones, Assistant to the City Manager) (Copy included as Exhibit D)

BUDGET ORDINANCE (BA#24-12)- Adopt a Budget Ordinance appropriating a grant award for Stormwater grant to be used for consultant services. (Kristin Jones, Assistant to the City Manager) (Copy included as Exhibit E)

ORDINANCE - Amending the Kannapolis Code of Ordinances (FOG) - Chapter 17, Article III, City Council Business Meeting
August 28, 2023

1 Section 17-72 (Scott Kaufhold, Director of Engineering) (Copy included as Exhibit F)

2
3 RESOLUTION - Request to Consider Withdrawal from Dedication, a Portion of the Right of Way
4 (Unused and Undeveloped Alley) Intersecting With 1100 Pine St and set a Public Hearing date.
5 (Michael Rattler, Director of Transportation & Environmental Services) (Copy included as Exhibit
6 G)

7
8 RESOLUTION - Authorizing City to Enter Into Sole Source Equipment and Software Purchase
9 Agreement with AXON Enterprises, Inc. (Walter Safrit, City Attorney) (Copy included as Exhibit
10 H)

11
12 August 14, 2023, Work Session Minutes (Bridgette Bell, City Clerk)
13 August 14, 2023, Closed Session Minutes (Bridgette Bell, City Clerk)

14
15 **BUSINESS AGENDA:**

16 **PUBLIC HEARING - (TA-2023-03) Text Amendment - Legacy CD Zoning District**
17 **Amendments (Richard Smith, Planning Director) (Copy included as Exhibit I)**

18 Mr. Smith provided a Power Point presentation regarding case TA-2023-03, attached to and made
19 a part of these minutes as Exhibit I). Mr. Smith explained the amendments to the KDO, Article 4,
20 Table 4.2.B(5): Principal Use Table; Section 4.2.D(5)g.6: Standards Specific to Principal Uses;
21 Section 3.8.F(4): Modification of Underlying Use Permissions.

22
23 Amend Principal Use Table 4.2.B(5) to allow for ‘Personal vehicle service and repair’ with a
24 special use permit in the Campus District (CD). The Campus District already allows for restaurant
25 drive-thru service if it is secondary to an indoor seating area. This Campus District is a legacy
26 district from the old UDO and will not be used for any new sites.

27 **(a) In the Campus District (CD) the site shall have frontage on a major arterial highway. The**
28 **site must be within 500 feet of an intersection of two or more arterial highways.**

29 **(b) In the Campus District (CD) no vehicles shall be stored on site.**
30

31 Amend Section 4.2.D(5)g.6 Standards Specific to Principal Uses to restrict “Personal vehicle
32 service and repair” in the campus district.

33 **(a) In the Campus District (CD) the site shall have frontage on a major arterial highway. The**
34 **site must be within 500 feet of an intersection of two or more arterial highways.**

35 **(b) In the Campus District (CD) no vehicles shall be stored on site.**
36

37 Amend Section 3.8.F(4) Modification of Underlying Use Permissions within the Coddle Creek
38 Subdistrict to allow all for some uses in the vehicle and services category near major intersections.

39 **(a) Sites that have frontage on an arterial highway and within 500 feet of an intersection of**
40 **two or more major arterial highways shall be permitted if no vehicles are stored on site.**
41

42 The Planning and Zoning Commission unanimously recommended City Council approval of this
City Council Business Meeting
August 28, 2023

1 amendment (TA-2023-02) at their July 18, 2023, Commission meeting.

2
3 There being no questions or comments, Mayor Hinnant opened the public hearing to those in
4 attendance for an opportunity to speak. There being no speakers, Mayor Hinnant closed the public
5 hearing.

6
7 Motion was made by Mayor Pro tem Kincaid made a motion to approve a Resolution adopting a
8 Statement of Consistency for TA-2023-02 and seconded by Council Member Berry. The motion
9 was approved by unanimous vote.

10
11 Motion was made by Council Member Jackson and seconded by Council Member Dixon to adopt
12 an Ordinance to amend the text of the Kannapolis Development Ordinance for TA-2023-02. The
13 motion was approved by unanimous vote.

14
15 **PUBLIC HEARING - (A-2023-06) Voluntary Annexation - Conduct a Public Hearing**
16 **regarding a request for voluntary annexation of approximately 9.7 acres of contiguous**
17 **property located at 9600 Davidson Highway and consider a motion to extend the Corporate**
18 **Limits of the City of Kannapolis (Richard Smith, Planning Director) (Copy included as**
19 **Exhibit J)**

20 Planning Director Smith requested that Council table this Voluntary Annexation (A-2023-06) to
21 September 25, 2023, Business Meeting of the Kannapolis City Council. Motion was made by
22 Council Member Jackson and seconded by Mayor Pro tem Kincaid. The motion was approved by
23 unanimous vote.

24
25 **PUBLIC HEARING - (A-2023-07) Voluntary Annexation - Conduct a Public Hearing**
26 **regarding a request for voluntary annexation of approximately 1.06 +/- acres of non-**
27 **contiguous property located at 3495 Shiloh Church Road and consider a motion to extend**
28 **the Corporate Limits of the City of Kannapolis (Richard Smith, Planning Director) (Copy**
29 **included as Exhibit K)**

30 Mr. Smith provided a Power Point presentation regarding Voluntary Annexation A-2023-07,
31 attached to and made a part of these minutes as Exhibit K). Mr. Smith explained On August 14,
32 2023, City Council adopted a Resolution of Intent to Annex approximately 9.7 +/- acres of
33 contiguous property located at 9600 Davidson Highway, authorized the Clerk to Investigate the
34 Sufficiency of the Petition and established a public hearing date for August 28, 2023. The property
35 is further identified as Cabarrus County Parcel Identification Number 46822015490000 and is
36 presently located in an unincorporated area of Cabarrus County within an area designated as a
37 future growth area for the City of Kannapolis.

38
39 There being no questions or comments, Mayor Hinnant opened the public hearing to those in
40 attendance for an opportunity to speak. There being no speakers, Mayor Hinnant closed the public
41 hearing.

42 Motion was made by Council Member Dixon and seconded by Mayor Pro tem Kincaid to adopt
City Council Business Meeting
August 28, 2023

1 an Ordinance to extend the Corporate Limits of the City of Kannapolis. The motion was approved
2 by unanimous vote.

3
4 **PUBLIC HEARING- Regarding the Lease of Property at 461 N. Cannon Blvd. and**
5 **Authorize the City Manager to execute the lease extension. (Irene Sacks, Director of**
6 **Economic & Community Development) (Copy included as Exhibit L)**

7 Mr. Sacks explained because of the downtown revitalization projects, the City is the property
8 owner for the College Station shopping center on N. Cannon Blvd, which includes several
9 commercial tenants. Marcos Gonzalez and Paula Beltran have leased 461 N. Cannon Blvd since
10 2018 for a Western wear and boot store. Their lease expired July 31. City staff is considering a
11 three-year lease extension through July 31, 2026, subject to the tenant being current on rent and
12 prospective new tenant activity. State law requires the City to hold a public hearing for lease terms
13 greater than one year. Monthly rent would be \$1,250 for the first year, \$1,500 for the 2nd year, and
14 \$1,750 for the 3rd year.

15
16 Mrs. Sacks commented that the tenant has not stepped forward to sign the lease, so basically, they
17 are on a month-to-month lease. She also noted there may be other opportunities for other uses in the
18 shopping center.

19
20 There being no questions or comments, Mayor Hinnant opened the public hearing to those in
21 attendance for an opportunity to speak. There being no speakers, Mayor Hinnant closed the public
22 hearing.

23
24 Motion was made by Council Member Dixon and seconded by Council Member Jackson to
25 authorize the City Manager to execute the lease agreement extension. The motion was approved
26 by unanimous vote.

27
28 **PUBLIC HEARING- Regarding the Lease of Property at 473 N. Cannon Blvd. and**
29 **Authorize the City Manager to execute the lease extension. (Irene Sacks, Director of**
30 **Economic & Community Development) (Copy included as Exhibit M)**

31 Mrs. Sacks explained that Arturo Sanchez has leased 473 N. Cannon Blvd since 2018 for an ice
32 cream shop. His lease expired June 30. City staff is considering a three-year lease extension
33 through June 30, 2026, subject to the tenant being current on rent and prospective new tenant
34 activity. State law requires the City to hold a public hearing for lease terms greater than one year.
35 Monthly rent would be \$1,400 for the first year, \$1,700 for the 2nd year, and \$2,000 for the 3rd
36 year. Mrs. Sacks commented that the tenant has not stepped forward to sign the lease, so basically,
37 they are on a month-to-month lease.

38
39 There being no questions or comments, Mayor Hinnant opened the public hearing to those in
40 attendance for an opportunity to speak. There being no speakers, Mayor Hinnant closed the public
41 hearing.

42 Motion was made by Council Member Berry and seconded by Council Member Dixon to authorize
City Council Business Meeting
August 28, 2023

1 the City Manager to execute the lease agreement extension. The motion was approved by
2 unanimous vote.

3
4 **Resolution - Wastewater Allocation Policy - adopting Exhibit A (Richard Smith, Planning**
5 **Director) (Copy included as Exhibit N)**

6 Mr. Smith explained that the City Council previously adopted an Ordinance adopting a
7 Wastewater Allocation Policy ("Policy") intended to provide for the judicious allocation of these
8 resources in conformity with City Council's growth-related priorities of which were established
9 and/or reconfirmed in the policy. The underpinning structure of this Policy is to achieve a fair and
10 reasonable balance between public interests and private interests. City Council approved minor
11 modifications to the policy on February 14th and 28th, 2022, and subsequent recent amendments
12 on July 24, 2023.

13
14 City Council directed staff to prioritize non-residential projects moving forward with allocation,
15 particularly considering the number of pending residential units that qualify for allocation. Recent
16 amendments to the policy include distinguishing between non-residential and residential projects
17 accompanied by separate matrices for these two categories of development.

18
19 Since the adoption of the Policy, City staff has worked with an extended list of land developers
20 and homebuilders that have projects under consideration by the City. The work has been focused
21 on the developers and homebuilders submitting applications for allocation permits including the
22 required project scoring matrix. The scoring matrix is designed to establish an objective method
23 for ranking projects based on overall community benefit and approving the limited number of
24 wastewater allocation permits.

25
26 Exhibit A establishes how the City's wastewater treatment capacity will be allocated - more
27 specifically to which projects and "set asides" as well as the phasing plan for implementation. This
28 exhibit has been drafted in accordance with the Policy and the details of each project and its benefit
29 to the community. Exhibit A is considered a working document, and as such the Policy calls for
30 Exhibit A to be reviewed and approved periodically by City Council. This is the first revision of
31 Exhibit A since the February 2022 adoption.

32
33 Exhibit A has been amended as follows:

- 34 1. Changed average GPD from 80 to 75
- 35 2. Added recent WSACC sewer distribution #8 – revised Sewer Allocation Available
36 = 9,261 GPD
- 37 3. Downtown Set-Aside (category A) adjusted for known projects likely to need
38 wastewater.
- 39 4. allocation within the next 6 months. This includes the NCRC properties and the
40 block 10 hotel site. This amount is now 335,372 gpd.
- 41
- 42 5. Residential and Non-Residential Infill (category B and C) adjusted to allow for a

1 call for projects no later than October 2023. This amount is now 107,500 gpd (non-
2 residential) and 8,000 gpd (residential) although all of this may not be allocated
3 (the balance will ball back into reserves).

- 4 6. Affordable Housing Set-Aside (category D) adjusted to reflect no current projects
5 proposed. Some capacity will be kept in reserve for future needs.
- 6 7. Community Enhancement Set-Aside (category E) adjusted to reflect current known
7 economic development projects likely to need wastewater allocation within the next
8 6 months - some of which have previous approvals. The largest being the 85-
9 Exchange Industrial Park at NC 73 and Kannapolis Parkway. This amount is now
10 130,005 gpd.
- 11 8. Downtown Block 6 transfer to surplus buffer. This will remain in reserve until a
12 project merges.
- 13 9. Added Irish Creek and Loop Yard (previously Earnhardt Town Center) multi-
14 family to residential waitlist. This amended Exhibit A incorporates all revisions
15 recently discussed with City Council because of updates from staff. Additionally,
16 as was with the policy in the past, we will have the opportunity to release separate
17 calls for projects for non-residential and residential projects when allocation is
18 available. With City Council approval, staff anticipates a call for projects occurring
19 within the next thirty days.

20
21 There being no comments or questions, Motion was made by Mayor Pro tem Kincaid and seconded
22 by Council Member Dixon. The motion was approved by unanimous vote.

23
24 **APPOINTMENT - Appoint a Kannapolis Representative to the Rowan-Kannapolis ABC**
25 **Board (Mike Legg, City Manager) (Copy included as Exhibit 0)**

26 Mr. Legg explained The Rowan - Kannapolis ABC Board consists of three members with each of
27 the three seats appointed by Rowan County, the City of Kannapolis, and the City of Salisbury. The
28 ABC Board retains authority to set policy and adopt rules in conformity with ABC laws and
29 commission rules. As the terms of the initial board members expire, their successors are to be
30 appointed for three-year terms. Mike Price was Kannapolis' most recent representative. Sadly,
31 earlier this year Mr. Price passed away, so the Kannapolis seat is currently vacant. The vacant
32 Kannapolis seat is for a three- year term that began July 2023 and ends June 2026.

33
34 Three applications have been received for this position: Sam Moore, Ken Geathers, and Mike
35 Morton, Jr. Mr. Moore lives on Chisholm Trail off Trinity Church Road (in the City limits); he
36 applied the last time this vacancy was created. Mr. Geathers lives on Steepleton Drive in the eastern
37 part of the City; he is a former member of City Council. Mr. Morton is a Kannapolis native and
38 business owner who lives off Enochville Road just outside the City limits. There is not a residency
39 requirement as this is not a City board but that can certainly be a consideration.

40
41 Mayor Hinnant explained considering the absence of two Council Members, would require three
42 votes for the same person. Mayor Hinnant said all those in favor of Sam Moore to raise their hands.

1 Mayor Pro tem Kincaid, Council Members Jackson and Council Member Berry raised their hands.

2
3 Mayor Hinnant said normally, he would not say anymore, but felt compelled to say a few words.
4 Ken Geathers is the longest serving City Council Member in the history of this City and would do
5 a great job. Even though Sam Moore would also do a great job, he could not vote for both, but
6 feels both Mr. Moore and Mr. Geathers would do a great job in that position. He further added that
7 for Mr. Geathers to recommit himself and being involved in the City's business again is a great
8 thing. Mr. Geathers recently lost his wife and for him to become openly involved, applauded him.
9

10 Mayor Hinnant asked for all those in favor of Ken Geathers to raise their hand. Mayor Hinnant
11 and Council Member Dixon raised their hands. Sam Moore was appointed as the City's
12 representative on the ABC Board of Directors.
13

14 **CITY MANAGER REPORT:** None.
15

16 **CITY COUNCIL COMMENTS:** None.
17

18 **SPEAKERS FROM THE FLOOR:**

19 Deborah Allen of 14 Mills Avenue, Concord asked Council's help in finding a place for 54 people
20 to live. They are all Section 8 and cannot find a place to live. All are over 55 and one who is 64
21 years old. She went to Overcash and presented it . The lady at the desk looked down on her and
22 was told "we don't take Section 8 and to please leave". She does not understand why they can't
23 get help. Mayor Hinnant stated they don't debate with the citizens, but if she will talk to Mrs.
24 Sacks sitting behind her, maybe she would be able to find some solutions for her.
25

26 Tracy McGinnis of East 24th Street, Kannapolis stated he is coming to talk about the rights that
27 we don't have anymore. He thought that Council could get in touch with the Governor. They used
28 to have rights to go fishing without a license and hunt without a license, you can't do that anymore.
29 Nothing is free anymore. Since he has retired, he has started doing research on citizen rights. You
30 would be surprised how many people do not know the First Amendment. The Government takes
31 so many rights away, one generation does not know when they are losing rights. He presented
32 Council with 25 Supreme Court cases documented on rights that citizens have. (Copy included as
33 Exhibit P). Mayor Hinnant asked that Mr. McGinnis to give the information to Mr. Smith and
34 asked that the Clerk make a copy for Council.
35

36 **CLOSED SESSION** –NCGS 143-318.11 (a) (3) to consult with an attorney to preserve the
37 attorney client privilege and NCGS 43.318.11 (a) (4) for discussing matters relating to the
38 location or expansion of industries or businesses in the area.
39

40 No Closed Session was held.
41

42 Council Member Dixon made a motion to adjourn. Motion was seconded by Council Member
City Council Business Meeting
August 28, 2023

1 Berry and approved by unanimous vote.

2
3 The meeting adjourned at 6:35 PM on Monday, August 28, 2023.
4
5
6

7
8 _____
9 Milton D. Hinnant, Mayor

10
11 _____
12 Bridgette Bell, MMC, NCCMC
13 City Clerk



Kannapolis
Agenda Staff Report
September 11, 2023

To: Mayor and City Council

From: Irene Sacks, Director of Economic & Community Development, Richard Smith, Planning Director

Subject: **PRESENTATION/DISCUSSION** - Midway and North Kannapolis Revitalization Recommendations.

Action Requested by City Council

None. Presentation/Discussion only.

Required Votes to Pass Required Action

Presentation Only. No Action Required

Background

Last year our downtown development advisors, the Development Finance Initiative (DFI) from the UNC School of Government was hired to complete a high level analysis of the Midway and North Kannapolis areas and develop a recommended strategy for the revitalization of both areas. This initial work has been completed and DFI will provide City Council with these recommendations.

More specifically, at the meeting DFI will provide the following:

- Project and market overview
- Revitalization strategies
- Opportunity sites and financial feasibility
- Final Recommendations
- Next Steps

It is important to note, the DFI scope of work was not intended to include any detailed design ideas or specific costs. Those tasks will occur should City Council decide to move forward with these revitalization efforts. The first step towards that objective is to adopt the Imagine Kannapolis Strategic Plan which will address this path forward.

Fiscal Implications

None.

Policy Issues

None.

Legal Issues

None.

Recommendations and Alternate Courses of Action

None. Presentation/Discussion only.

Attachments

None



Kannapolis

Agenda Staff Report
September 11, 2023

To: Mayor and City Council
From: Mike Legg, City Manager
Subject: **PRESENTATION/DISCUSSION** - Update on Imagine Kannapolis Strategic Plan.

Action Requested by City Council

None. Presentation/Discussion only.

Required Votes to Pass Required Action

Presentation Only. No Action Required

Background

Staff is nearing completion of the Imagine Kannapolis Strategic Plan after more than a year of staff research, citizen focus group efforts, and City Council deliberation. At the meeting, the final draft version of the Plan will be presented. This is intended to be the final opportunity for City Council to weigh in on the Plan's projects, initiatives, and strategies. Of course, the Plan can be changed over time, but each initiative or project that launches will also remove a certain amount of financial resources from being available for other uses. For that reason, **if there is any hesitation to proceed with the Plan as presented, now is the time for that discussion.** This is especially important for the larger projects and initiatives.

Staff's intent is to receive any feedback from City Council at the meeting, make any corresponding changes and bring back a final version for City Council consideration - likely in October.

Fiscal Implications

The Strategic Plan includes approximately \$42 million of cash investments in 36 projects and initiatives ranging from \$25,000 to \$8 million over the six-year planning window. These cash projects also result in a projected \$4.1 million in annually recurring expenditures to support many of these projects and initiatives. Additionally, the Plan includes seven major projects totaling \$45 million in capital costs requiring new debt service and operating expenses of \$5.8 million per year at full buildout.

Regarding the revenue side of the Plan, a projected \$45 million is projected to be available at different intervals over the next six years, about half of which is immediately available for expenditures. The majority of the remaining projected revenues are contingent upon the sale of remaining land proceeds (primarily Plant 4 and Block 6) and future fund balance appropriations. The Strategic Plan also assumes \$33 million in future revenue increases, 80% of which is tied to increases in property valuations (new private investment and county revaluations). The remaining major revenue increases include downtown parking revenues, revenues from implementing a recent stormwater fee audit, and one monthly solid waste fee increase.

It is important to note that the Plan assumes the General Fund - Fund Balance remains at the City Council-set threshold of 25% of General Fund expenditures. The cash described above is in **addition** to this minimum "rainy day" fund amount.

Finally, the Plan includes the option of increasing revenues via a future General Obligation (G.O.) Bond vote and corresponding tax increase aimed at funding one or more additional park projects, primarily for the purpose of constructing a Community Center (or similar investment).

Policy Issues

None.

Legal Issues

None.

Recommendations and Alternate Courses of Action

None. Presentation/Discussion only.

Attachments

None



Kannapolis
Agenda Staff Report
September 11, 2023

To: Mayor and City Council

From: Michael Rattler, Director of Transportation & Environmental Services, Wilmer Melton, Assistant City Manager

Subject: **PRESENTATION/DISCUSSION** - Solid Waste Collection Bids and In-House Alternative.

Action Requested by City Council

None. Presentation/Discussion only.

Required Votes to Pass Required Action

Presentation Only. No Action Required

Background

Staff has completed the bidding process for our comprehensive Solid Waste Collection Services. The apparent low bid is from Waste Connections in the amount of \$3,787,170, which is about \$800,000 more expensive than our current service (which was expected). The other bidders were Republic, Waste Pro, and our current provider, Waste Management. The bids from Waste Management and Republic were both about \$1 million more than the low bid. Waste Pro's bid was only slightly higher than Waste Connection's bid. Waste Pro was recently let go from the City of Concord as they brought the service in-house.

Staff's projection for in-house service is \$3.5 million - slightly less expensive than the low bid.

However, adding debt service for equipment and construction of a maintenance facility, the total annual City cost is projected at \$5.1 million, approximately \$2.1 million more expensive than our current service. Bringing the service in-house would require significant adjustments to the draft Strategic Plan.

Staff will provide more details on these options at Monday's meeting with the goal being for City Council to consider awarding the bid at the September 25, 2023 meeting. Staff has vetted the firm and is recommending awarding the bid to the low bidder, Waste Connections. For more information on the firm please see the attached company summary or visit their website: www.wasteconnections.com. In the region, they currently provide service to Huntersville, Stallings and Indian Trail.

Fiscal Implications

See above.

Policy Issues

None.

Legal Issues

None.

Recommendations and Alternate Courses of Action

None. Presentation/Discussion only.

Attachments

1. Waste Connections culture-booket-10-14-22



NYSE



WASTE CONNECTIONS

Culture
matters



Our Culture, People and History





Welcome to Waste Connections!

For over 25 years, Waste Connections has created a culture that goes beyond excellence. Very few companies today have an authentic culture established by an executive team who are still sharing that vision with their employees. We invite you to learn, embrace, and champion the culture so you and those around you have a great place to work. Waste Connections continues to be the premier solid waste and recycling services company in North America. **Culture Matters** is key to our success!



WASTE CONNECTIONS
Connect with the Future®

www.wasteconnections.com

What We Believe

Purpose

Honoring our commitments provides our stakeholders peace of mind and establishes us as the premier waste services company in the markets we serve. This creates a safe and rewarding environment for our employees while protecting the health and welfare of the communities we serve, thereby increasing value for our shareholders.

Vision of the Future

Our goal is to create an environment where self-directed, empowered employees strive to consistently fulfill our constituent commitments and seek to create positive impacts through interactions with customers, communities, and fellow employees, always relying on our Operating Values as the foundation for our existence.

Statement of Operating Values

Our values are the foundation of our culture. They define the priorities and boundaries for everything we do. They are listed in order of importance to serve as a decision-making tool for each employee. Through adherence to our values, we are able to empower employees and operate decentralized.

Safety – We strive to assure complete safety of our employees, our customers and the public in all of our operations. Protection from incident or injury is paramount in all we do.

Integrity – We define integrity as “saying what you will do and then doing it”. We keep our promises to our customers, our employees and our stockholders. Do the right thing, at the right time, for the right reason.

Customer Service – We provide our customers the best possible service in a courteous, effective manner, showing respect for those we are fortunate to serve.

A Great Place to Work – We maintain a growth culture where our employees can maximize their potential, personally and professionally. Our objective is to provide an inclusive environment where people enjoy what they do and take pride in their work. We wish to embody a work hard, play harder culture.

The Premier Waste Services Company in the U.S. and Canada – We continue to provide superior returns, remain environmentally responsible and continue to grow in a disciplined way, deploying resources intelligently and benefiting communities we live in. We remain a “different breed”.



A MESSAGE FROM

Worthing Jackman

THE LEADER OF WASTE CONNECTIONS



"OUR UNIQUE CULTURE CHERISHES OUR EMPLOYEES, EXPECTS THE HIGHEST MORAL STANDARDS FROM OUR LEADERSHIP TEAM AND SEEKS TO GIVE BACK TO THE LOCAL COMMUNITIES IN WHICH WE OPERATE."

Worthing Jackman
President & CEO

Welcome to Waste Connections!

All of us at Waste Connections work hard to be the premier waste services company in the U.S. and Canada. Without the efforts of our team of professionals in our company's regions, districts and sites along with our corporate office departments, it would be impossible to share our success.

Our longevity stems from a "Servant Leadership" philosophy that has driven our company culture that consists of respect, encouragement, accountability, teamwork and colleagues that truly care for each other. We don't operate from a "top down" principle but from a "bottom up" perspective. Our company cherishes our employees, expects the highest moral standards from our leadership team and seeks to give back to the local communities in which we operate.

While we work hard at Waste Connections, we also play hard! Over our history, we have celebrated our hard work through office parties, milestones with team members, regional meetings, attendance at industry conferences, building bikes for local charities and enjoying each other's company at Waste Connections rodeos or events.

Your leadership team at the corporate and regional level is dedicated to providing the safest work environment, the most efficient operating standards, supportive sales and marketing functions, the most up-to-date IT infrastructure, exacting functionality for accounting, legal protection, and the highest level of care for our employees.

Without our board members, investors, history makers and employees, we would not be at the forefront of a great future for our company. Thank you for contributing to Waste Connections' success!



Worthing F. Jackman
President & CEO

Darrell W. Chambliss
Executive Vice President,
Chief Operating Officer

James M. Little
Executive Vice President,
Engineering & Disposal

Patrick J. Shea
Executive Vice President,
General Counsel,
Secretary

Mary Anne Whitney
Executive Vice President,
Chief Financial Officer

Matthew S. Black
Senior Vice President,
Chief Tax Officer

Robert M. Cloninger
Senior Vice President,
Deputy Counsel
Assistant Secretary

Susan R. Netherton
Senior Vice President,
People, Training &
Development

John M. Perkey
Vice President,
Deputy General Counsel
Compliance and
Government Affairs

Jason J. Craft
Senior Vice President,
Operations

David G. Eddie
Senior Vice President,
Accounting Officer

Eric O. Hansen
Senior Vice President,
Chief Information Officer

Keith P. Gordon
Vice President,
Information Systems

Shawn W. Mandel
Vice President,
Safety & Risk
Management

Jason Pratt
Vice President,
Corporate Controller

Kurt Shaner
Vice President,
Engineering &
Sustainability

Gregory Thibodeaux
Vice President,
Maintenance &
Fleet Management

Colin G. Wittke
Vice President, Sales and
Customer Engagement

In The **BEGINNING**



Planning the future at Ron and Darin's kitchen table.



IPO Celebration!



Early Days of "Work Hard... Play Harder."



The beginning of something great!

They started talking, and talking some more. They all had ideas on how they wanted the company to look. Several people that had worked together early on decided to take a chance and acquire some BFI operations. With Ron leading the charge, and a toast of Coors Light, the foundation of Waste Connections was laid . . .

and the rest is history.

Let's Do This!

WASTE

WASTE
Connections

WASTE
Connections

WASTE

WASTE
Connections

First logo sketches



OUR CORPORATE CULTURE IS THE SAME AS IT WAS IN 1998. A LOT OF PEOPLE DIDN'T THINK WE COULD MAINTAIN THAT FOR 25+ YEARS.

Then & Now

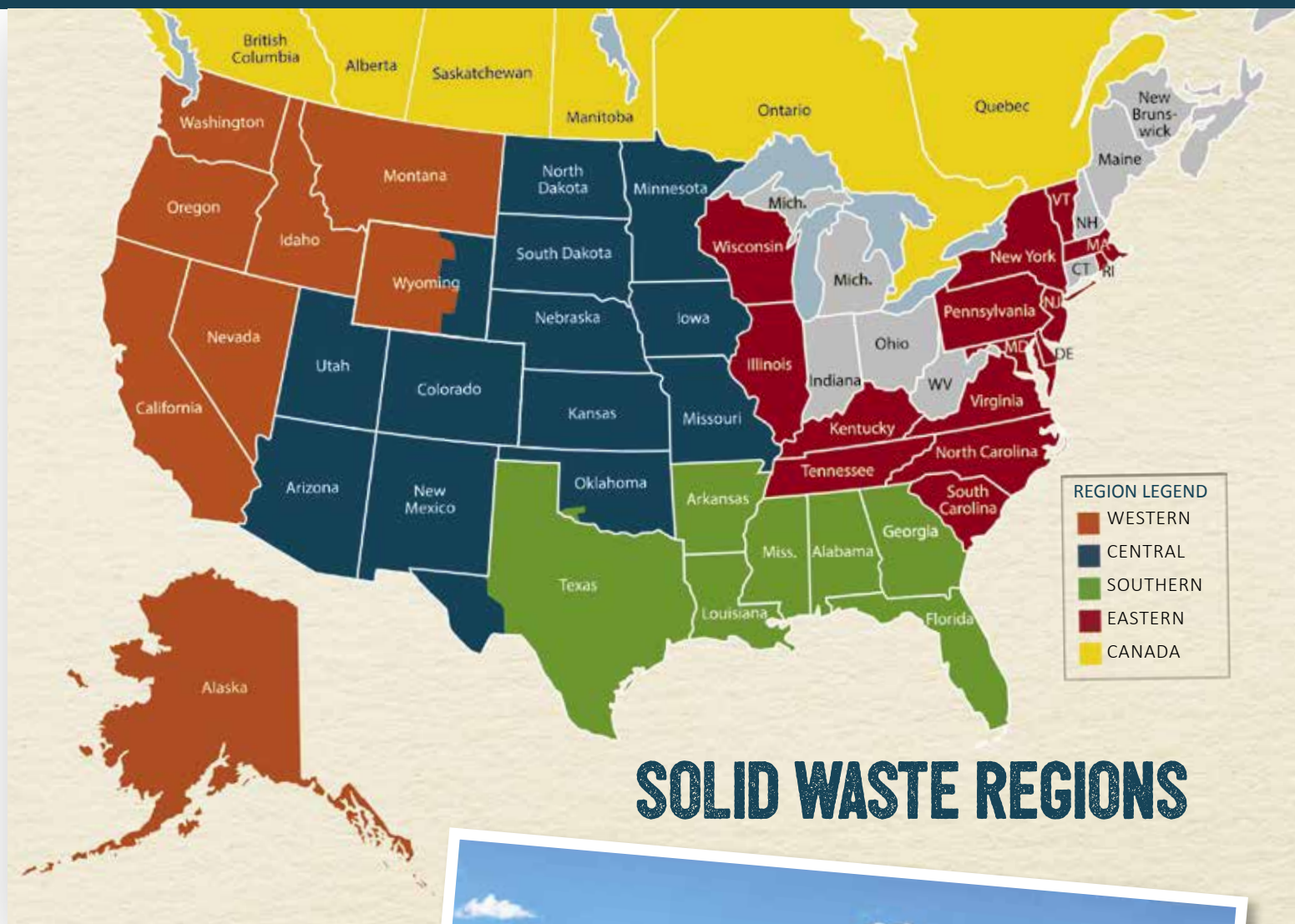
It all began in a suburban home in El Dorado Hills, California.....and now Waste Connections is the third largest provider of solid waste services in the U.S. and Canada. We are also the leading provider of E&P waste services in the U.S. and Intermodal services in the Northwest. Serving 43 U.S. states and six Canadian provinces, WC has grown from a handful of employees to over 21,000. Starting with revenues of a few million in 1997, WC has become a multi-billion-dollar company.



Above: The first Waste Connections office in the Mittelstaedts' home in El Dorado Hills, California.

Right: The current WC Executive Offices in The Woodlands, Texas.





SOLID WASTE REGIONS



WC REVENUE HISTORY *Then & Now*



COMPANY STATS

	1997	2021
Revenue	\$6mm	\$6.2bb
#States/Provinces	2/NA	43/6
Operations		
Collection	2	334
Transfer	0	195
Recycling	0	71
Landfills	0	97
E&P	0	42
Intermodal	0	6
Market Cap	Private	\$36bb
Adj. Free Cash Flow	NA	\$1.01bb
Total Shareholder Return Since IPO	NA	> 6,200%
Employees	200	21,000+
Trucks/Equipment	100	22,009
Acquisitions	4	450
Investors	12	100,000+



What Our Employees Say About Us

The culture here is what I value the most.

The degree of respect, care, integrity and genuine concern aligns with my personal values, and is evident in everyday interactions. I have...never experienced this level of cohesion between stated values and actual demonstration of them. "WORK HARD, PLAY HARDER" Waste Connections!!

We pride ourselves on building relationships...

knowing our people, their spouses and how many children and pets they have. We care and it's genuine, that is how we get people to look out for each other whether they are management or our frontline employees. People want to work here, we have fun, we work hard and we take care of each other like family.

The Waste Connections culture differentiates it from all other companies...

The company cares about its employees, their families, and provides every opportunity for you to be successful. When you enjoy what you do, the people you work with and for, it makes it a joy to come to work each day. So glad to be a part of the Waste Connections Team!

I have had more fun at work here at Waste Connections than I have ever had in my previous 5 years in the industry. "Work Hard, Play Harder" what a motto. WC Rocks!

What I enjoy best about Waste Connections are the people who I have had the privilege to meet. Everywhere you go, everyone is open arms and passionate about their CULTURE. The Waste Connections family makes me feel at home, welcomed, and puts a smile on my face every time. Waste Connections has a great culture, and makes me glad to be part of this team.



Waste Connections Annual Milestones

1997



Waste Connections
Founded in California

First acquisition in
Vancouver, WA

1998



Waste Connections' Initial Public Offering on NASDAQ

42 additional acquisitions

1999



Acquires El Paso Disposal, Novak Sanitation, Murrey's Disposal, CRC, Finley Buttes

46 other acquisitions

2000



Acquires two MSW landfills, two collections operations and one transfer station from Allied Waste

24 other acquisitions

2001



Acquires majority interest in Pierce County Composting, Recycling, and Disposal

Acquires first site east of the Mississippi

18 other acquisitions

2007



Receives investment grade credit rating

12 additional acquisitions

2008



Acquires Harold LeMay Enterprises

Revenues surpass \$1 billion

14 other acquisitions

2009



Acquires seven MSW landfills, six collection operations and three transfer stations from RSG

Acquires Sanipac

5 other acquisitions

2010



Acquires initial E&P waste business

17 other acquisitions

Commences cash dividend

2011



Acquires County Waste entering Hudson Valley

12 other acquisitions

2016



Acquires Progressive Waste Solutions

Revenues surpass \$4 billion

12 other acquisitions

2017



Acquires Groot Industries

13 other acquisitions

2018



Acquires American Disposal Services

19 other acquisitions

2019



Acquires Penn Waste

20 other acquisitions

Revenues surpass \$5 Billion

2002



- Transfers stock listing to NYSE
- Acquires San Luis Obispo and Knoxville
- 14 other acquisitions

2003



- Acquires Green Waste/ Green Team
- 14 other acquisitions

2004



- Enters intermodal business via Northwest Container Services
- 13 other acquisitions
- Commences stock repurchase program

2005



- Adopts Servant Leadership principles and corporate statement of values
- Acquires Mountain Jack
- 17 other acquisitions

2006



- Acquires El Dorado Disposal and Eastern Kentucky from WM
- 12 other acquisitions

2012



- Corporate offices move from Sacramento, CA to The Woodlands, TX



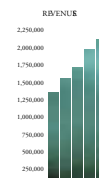
- Acquires R360 Environmental Services expanding E&P waste business
- Acquires Alaska Waste
- 11 other acquisitions

2013



- 10th consecutive year of positive shareholder returns
- 8 other acquisitions

2014



- Revenues surpass \$2 billion
- 9 other acquisitions

2015



- Acquires Rock River Environmental Services
- 13 other acquisitions

2020



- Acquires Waste Control



- Acquires L.P. Gill



- Acquires WasteMasters Solutions



- Acquires Dick's Sanitation
- 17 other acquisitions

2021



- Acquires E.L. Harvey & Sons



- Acquires C&S Waste Solutions
- 28 other acquisitions
- Revenues surpass \$6 Billion



Leadership in **SAFETY**

At Waste Connections, Safety is our #1 Operating Value. We believe that safety is the responsibility of each and every employee; it is ingrained in our culture. Our success has been driven by the development of our managers and supervisors into Servant Leaders and our ability to instill this commitment-based, safety-driven culture across our broader employee base. Servant Leaders are accountable to employees for each employee's success at work and beyond; safety is an integral component of this commitment. The strong relationship between Servant Leader and employee enables us to utilize observations and tools to develop an employee risk-profile ranking and to facilitate effective communication and behavior coaching. Put simply, the focus on safety is but one of the ways that we invest in our most important asset—our people.

Embracing our safety-focused, Servant Leadership-driven culture has reduced incident frequency by 70% over our 20+ year history. We obsessively strive for ZERO incidents and are most proud of this accomplishment given its positive impacts on our employees, customers and the communities in which we live and work.

Our CEO referred to safety in a recent industry publication article, “We believe safety is the greatest testament, that you have a responsibility for your employees and for the communities you operate in. The lower your incident rate, the healthier your company is overall.”

Our safety-driven culture is about –

- Making safety personal. A personal choice that each of us makes every day.
- Creating work environments wherein employees ALWAYS make the safe choice.
- Taking safety beyond the workplace and into their home lives.

It is more than a priority for us, it is our 1st Operating Value.



“Safety is personal. It is a personal choice that each of us makes every day. We strive to establish a culture where our employees always make the safe choice.”

– Shawn Mandel
*Vice President,
Safety & Risk Management*



Servant Leadership

Servant Leadership Success Story

THE PROBLEM

Despite the success of Waste Connections early on and its rapid growth into the third largest solid waste company in the U.S., good employees were leaving. Out of a staff of 3,000 in 2005, between 1,200 and 1,400 employees were leaving the organization each year—a turnover rate of more than 40 percent. What's more, 80 percent of those losses were voluntary. People were choosing to leave the company.

The leadership team knew the company would not remain successful if it had to replace and retrain 40 percent of its staff every year. They were particularly concerned about the number of employees who were resigning—and knew they needed to find a way to keep them.

To help management understand the reason for the high turnover, for a period of two years each person who left the company was asked to fill out an exit survey. More than 2,000 survey respondents spelled out the problem: their leaders had failed them. Forty-five percent of those surveyed said they could not have a candid conversation with their manager. An equal number said they were not doing the work they had been hired to do.

Waste Connections' executive leaders took a hard look at themselves. They recognized they were the ones their people couldn't talk to. They were the ones who hired people and gave them false expectations. If they wanted to increase employee retention, the leaders had to fix themselves.

THE SOLUTION

During the leadership teams' search for a solution to this operational crisis, they heard about a concept called Servant Leadership. The team learned that it turns the traditional leadership pyramid upside down, placing leaders at the bottom so that they can serve the employees at the top.

In support of the culture change was Waste Connections' CFO, who stated at the time, "I'll have a higher degree of confidence in our ability to hit financial projections and commitments made by our managers if Servant Leadership gets embedded in our culture. We'll actually be running the business, rather than the business running us."



"I met Ron Mittelstaedt, CEO and founder of Waste Connections, a number of years ago when I spoke to his CEO roundtable. Ron and I discovered we were kindred spirits in leadership philosophy. As a result, I got to do some work with Ron and his key managers as they progressed on their servant leadership journey. This essay will show you how the influence of the top manager can make servant leadership come alive and create great human satisfaction and results."

—Ken Blanchard

Waste Connections: A Servant Leadership Success Story
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by Ken Blanchard and Renee Broadwell. Barrett-Koehler
Publishers.





“Implementing Servant Leadership is hard. It requires continuous reinforcement. We still constantly talk about it and spend resources on it. Unless an organization is committed to doing that, Servant Leadership will become a dusty book on the shelf.”

THE IMPLEMENTATION

The company introduced Servant Leadership at the 2005 annual management meeting. They discussed the employee turnover problem, explained the long-term impact of high turnover on the organization, shared the results of employee exit surveys, and set the expectation of change. They then defined Servant Leadership and invited all of the managers to become servant leaders. (Ken Blanchard was the keynote speaker at that meeting.)

CHANGING THE CULTURE

COO Darrell Chambliss says, “Implementing Servant Leadership is hard. It requires continuous reinforcement. We still constantly talk about it and spend resources on it. Unless an organization is committed to doing that, Servant Leadership will become a dusty book on the shelf.”

THE RESULTS - A Great Place To Work

By the end of 2010, overall turnover had dropped from 40 percent to 17 percent. And of that, only 56 percent resigned, down from 80 percent. Waste Connections’ stock outpaced all of their competitors as well as the S&P, and safety incident rates had dropped 14 percentage points—from 40 percent in 2006 to 26 percent.

Summing up the impact of Servant Leadership: “The whole idea of Servant Leadership is that it has a positive ripple effect. The way our leaders treat their employees becomes the employees’ vision of leadership. The employees then go out and coach little league teams, serve in their church or community, lead in their families, and leave an indelible Servant Leadership thumbprint. Their influence improves their families and communities and continues to ripple outward as others lead the way they have been led.”

TODAY AT WASTE CONNECTIONS

Waste Connections’ stock continues to outperform its competitors and the S&P over the long term. Safety incident rates were significantly better than the industry average and turnover continued to be low. As Waste Connections moves into the future, Servant Leadership will continue to be how we do what we do: foster real relationships, as they achieve unparalleled results.

Servant Leadership

Waste Connections **Engagement → Relationships = Results**

We identified Engagement as the foundation of our 2020 Vision, as we looked to position Waste Connections for the future with continued focus on the core values that have been integral to our success. That vision of engagement included expanding our offerings for training and development of our leaders and frontline employees, and innovating new technology platforms to increase connectivity with our employees, customers and communities in which we operate.

Specifically, we announced or expanded the following engagement-driven initiatives in 2020:

- Launch of Workplace, our internal social networking app designed to facilitate communication, celebrate successes and build relationships across our over 600 operating locations;
- Implementation of our enhanced Learning Management System to expand content and increase access and visibility on training and development opportunities;
- Expansion of employee resource groups, including the Waste Connections Women's Network and the Veterans S.E.R.V.E. Network; and
- Expansion of training and onboarding tools for new employee transition and development.

Our 2020 focus on engagement was timely, as the COVID-19 pandemic necessitated the use of remote alternatives to in-person training and development and highlighted the importance of connectivity both inside and outside of the Company. We believe that our investment in technology to enhance connectivity and its effectiveness during the pandemic will result in a stronger, more engaged team as we emerge from this period, and over time, lower voluntary turnover.



COVID-19: Waste Connections' Response

From the onset of the COVID-19 pandemic, we recognized that as an essential services provider, our communities would count on us, and we on each other, to honor our commitments. As such, protecting the health, safety and welfare of our employees was our top priority. Recognizing the potential for financial hardship and other challenges, we provided a safety net for our employees on issues of income and family health through the addition of over \$50 million in discretionary spending since early 2020, primarily directed to frontline employee support through supplemental pay and bonuses. We covered COVID-19-related testing and medical costs, expanded and extended access to medical benefits, and provided wages for those with childcare issues.

We also proactively raised our targeted minimum wage to \$15 per hour, above many state and provincial requirements. To support and protect our employees, we established protocols and implemented operational changes focused on the health and safety of our employees and achieved seamless transitions to remote work environments for customer service representatives and other support personnel.



Through these efforts, we enabled our employees to make the right decisions about the health of their families and the well-being of their colleagues, which resulted in continuity of service to the communities we have the privilege to serve.

In addition, we expanded our Employee Relief Fund for those experiencing financial hardship and launched the

Waste Connections Scholarship Program to assist our employees' children in pursuing their educational goals. Now in its third year, the Waste Connections Scholarship program has 75 recipients with the cumulative awards of approximately \$250,000.

We also recognized the needs of the communities where we live and work, increasing our level of charitable support to assist food banks, families at risk, and organizations with a focus on addressing racial inequities at a local or national level, providing meals for healthcare workers and higher risk populations, and donating critical personal protective equipment.



At Waste Connections, we are committed to building and developing diverse teams that function in an environment of mutual respect, where employees feel empowered to contribute. Operating across hundreds of markets in the United States and Canada, we recognize the benefits of diversity and the importance of ensuring that employees feel respected and included, encouraged to bring their unique perspectives, ideas and best skills to work each day. In keeping with our efforts to support and encourage diversity and inclusion, we have undertaken several initiatives, including the 2019 introduction of a formal Diversity Policy for our Board of Directors and Senior Management with aspirational targets for female Board representation and additional disclosure on workforce composition.

More recently, we incorporated diversity and inclusion into Servant Leadership training, focused our leadership summit on understanding and mitigating unintended biases, expanded our Servant Leadership assessments of managers by employees to include diversity and inclusion, enhanced recruiting practices to ensure the broadest candidate pools, established financial commitments to organizations that focus on racial inequities and that support women and children at risk, and supported the development of resource groups including our Women's Network and Veterans' S.E.R.V.E. Network.

Waste Connections is a signatory to the CEO Action for Diversity & Inclusion, the largest CEO-driven business commitment to advance diversity and inclusion within the workplace.

CEO **ACT!ON FOR
DIVERSITY & INCLUSION**

We are committed to building and developing diverse teams that function in an environment of mutual respect, where employees feel empowered to contribute.

After 30 years in the Wood Products Industry I changed career fields and came aboard Waste Connections as a part-time fabricator/yard worker. In my 10+ years since, I've met some of the best and brightest individuals in any industry, both having been established with WC before me and having arrived since. I am humbled by, not only the talent around me, but the "family" atmosphere I experience with upper and middle management, office support, maintenance, and drivers alike. Our purpose, our operating values, vision for the future, and our culture as a whole are the cornerstones for success for us as individuals as well as a company. I feel so blessed to be a part of such an amazing community / an amazing company.

The reputation of WC as a first rate company is undeniable. Beyond the incredible business success we have enjoyed, WC developed a culture that encourages self-development, creativity, initiative and a respect for people. Congratulations to WC for having the insight to rely on employees' passion to succeed rather than create a corporate template. Thank you WC for sticking by all of us as we battle personal health and family challenge while attempting to contribute our best for the company. I'll never forget the day Ron assured me that the company would stand by me for as long as it takes to get my health back! Really? It changed my life and my dedication to help make this the best place for anyone to work at.

I am proud to be a part of the Waste Connections family because they empower their employees. I love that they have a bike build for underprivileged children every year. I love that "upper management" took the time out of their busy days for customer service appreciation day and answered phones so that customer service reps could enjoy lunch all together as a team. This made my team feel like they cared and they definitely need to have that feeling every time they walk through the door. The Waste Connections culture is so different than that of most companies that worry more about revenue than the safety and happiness of their employees.



2021 Driver, Mechanic and Operator Awards



DRIVERS OF THE YEAR

CANADA



SCOTT BOIS

CENTRAL REGION



CRAIG FRAZIER

EASTERN REGION



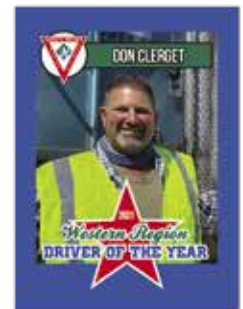
CHARLIE BEST

SOUTHERN REGION



LORENZO STEVENS

WESTERN REGION



DON CLEGET



MECHANICS OF THE YEAR



BENOIT BOSSAH



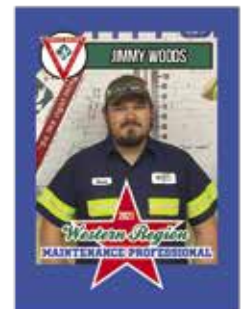
MITCH CHAPMAN



JERMAINE BOOTH



WADE MARSHALL



JIMMY WOOD



OPERATORS OF THE YEAR



MATT COMEAU



TONY SCHMIDTZ



BRAD WRIGHT



FELIX SAUCEDO



BRUCE WHEELER

CELEBRATING 10 years IN 2022

What Our Employees Say About Us (Continued)

I love the Servant Leadership culture at Waste Connections. As a manager, I take pride in helping my team reach and succeed their goals, and my manager helps develop and train myself, and my peers, for the next level.

I wanted to just say thank you for the invite for SLD! This IS the best place I have ever been able to work. Zig Ziglar said when your vocation becomes a vacation you have found your dream job! well I have found my dream career! I don't mean by vacation that I relax all the time, I just love the company I work for! Again thank you!

I am in awe of the company's commitment to Servant Leadership development! I am so proud to be here to "make good things happen for other people!"

The best thing about working at Waste Connections is the Servant Leadership. You feel more supported and understood.

What I enjoy best about Waste Connections are the people who I have had the privilege to meet. Everywhere you go, everyone is open arms & passionate about their CULTURE. The Waste Connections family makes me feel at home, welcomed, & puts a smile on my face every time. Waste Connections has a great culture, and makes me glad to be part of this team.

Proud to be employed by a company that allows advancement and plenty of opportunities for career growth. I am glad to be working with such a great bunch of guys and great supervisors.

It makes me very proud as a Manager to have a district where people want to work. In our area, we are the preferred waste industry employer. It also makes me very proud to have my employees tell me how much they love their job and like to work for Waste Connections. Congratulations Waste Connections and all of the employees who are fortunate enough to be a part of such a superb company.



Congratulations

to our Waste Connections Scholarship Program Recipients!

Waste Connections proudly celebrates our third year of Waste Connections Scholarship Program recipients. The WC Scholarship Program team has selected 50 outstanding students who will receive \$2,500 per academic year in which they are enrolled in school. These students are children of current employees from across the US and Canada. Each student will be pursuing their studies at a college, university, or vocational/technical school.

Our Vision of the Future at Waste Connections is to create an environment where self-directed, empowered employees strive to consistently fulfill our constituent commitments and seek to create positive impacts through interactions with customers, communities, and fellow employees, always relying on our Operating Values as the foundation for our existence.

Included in Our Vision of the Future is a goal of increasing access to education for the children of our WC families. This focus on family and by supporting our employees' educational goals for their children is one way to keep this promise and expand our Vision. We believe that through this support, the recipients of this scholarship are given the potential to become excellent future servant leaders.

Please join me in congratulating these well-deserving students and their proud parents.

Sue Netherton

Senior Vice President,
People, Training & Development



Giving Back to *Employees*



3rd Annual
WASTE CONNECTIONS
SCHOLARSHIP PROGRAM
Congratulations!



Celebrating Our Future Leaders
2022





What Sustainability Means to Us

We recognize the importance to our stakeholders of our commitments to minimize our impact on the environment, invest in our employees, expand the positive impacts we have on the communities we serve, maintain the strong financial health of our Company, and increase returns to our shareholders.

At Waste Connections, environmental stewardship through sustainability initiatives has always been integral to and consistent with our strategy and focus on long-term value creation for our shareholders. In 2020, we published expanded disclosure around our Environmental, Social and Governance (“ESG”) efforts in our Sustainability Report, which includes long-term, aspirational targets and our commitment of over \$500 million over fifteen years for investments to meet or exceed our targets. We view ESG as an avenue for growth with attractive returns and operational benefits. Advancing sustainability by generating additional offsets to our emissions, increasing resource recovery and on-site water management, continuing improvement to our safety record, voluntary turnover and Servant Leadership scores is core to who we are at Waste Connections.



ZERO WASTE

We believe our sustainability initiatives align with and support the efforts of our customers and the communities we serve. We regularly work with customers to increase resource recovery and facilitate their pursuit of zero waste goals. Whether providing services like composting of yard waste and food waste or supporting the introduction of new technologies, such as anaerobic digesters, we partner with communities and industrial customers to advance their objectives to reduce their reliance on landfills, decrease waste disposal costs and reduce emissions. Our easy-to-use reporting and analytics tool, Recycle 360°, enables our customers to develop waste management plans and track ongoing performance against waste reduction and recycling targets.



OUR VISION OF THE CIRCULAR ECONOMY

As an environmental services company, we recognize that we should be well-positioned to benefit from increased adoption of the circular economy. Moreover, our investments in recycling and renewable natural gas infrastructure provide visibility towards achieving our fifteen-year aspirational targets that call for their increase. Growth in both recycling and renewable natural gas not only align with our financial objectives, but also are key components of our vision for the circular economy.



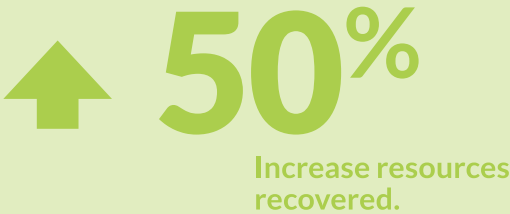
RESOURCE RECOVERY

At Waste Connections, resource recovery is a key element of sustainability and includes recycling through our material recovery facilities (MRFs). An integral part of our service offerings, we recycle or divert over 50% of our collected waste volumes in many markets, in some cases over 70%, and we continue to expand these efforts.



At the recycling plant level, we are investing in additional optical sorters and robotics to manage headcounts at MRFs, increase productivity and improve the quality and value of recycled commodities through reduced contamination rates. We currently utilize this technology in a number of facilities and recently placed our 50th robotic sorter across our MRF footprint, making us one of the largest adopters of this cutting-edge technology in the world.

OUR TARGET





LANDFILL GAS RECOVERY

The environmental benefits of utilizing landfill gas to generate electricity or produce pipeline-grade natural gas is compelling, with the economic benefit dependent on several factors, including landfill size, age, gas generation rates, and infrastructure costs, as well as the value of the energy produced. Waste Connections has 53 landfill gas collection systems installed in landfills of which 27 of these facilities, collected gas is used to generate power and/or create Renewable Natural Gas. In 2021, we collected 29.2 Billion Standard Cubic Feet SCF for conversion to energy, or the equivalent needed to power roughly 300,000 homes. We are pursuing a number of additional opportunities for renewable gas systems at existing landfills and look forward to expanding our biogas recovery by at least 40% to achieve our fifteen-year aspirational targets.



FLEET EMISSIONS AND EFFICIENCY

As a route-based business, a portion of our carbon footprint is linked to our fleet, and therefore we look to selectively utilize alternative fuel vehicles as part of our efforts to reduce fleet emissions. In addition to utilizing approximately 1,100 Compressed Natural Gas (CNG) trucks and with the expected payload and route capacity of commercial electric collection trucks comparable to diesel trucks, we will soon begin beta testing the first production application of our fully electric collection vehicles (EVs) in North America developed by The Lion Electric Co. and Boivin Évolution Inc. We are currently testing a hybrid EV as well. The fully electric trucks operate quietly and generate zero emissions. We look forward to continuing the expansion of alternative fuel vehicles in Waste Connections' fleet.

In addition, we focus our efforts on reducing consumption of fuel and petroleum-based products through replacement of older trucks with newer, more efficient trucks, utilizing transfer station networks to consolidate waste onto fewer trucks, installing controls to minimize idling time, switching to synthetic motor oils with longer replacement intervals, and reducing emissions by installing more advanced engine filters. In addition, we utilize technology, including on-board tablets and route optimization software to minimize driving time, and engine diagnostics software to anticipate issues to avoid downtime.



COMMUNITY ENGAGEMENT

Now more than ever it is critical to increase engagement within our communities and connectivity with our customers. We partner with our communities and in many instances deploy recycling coordinators to schools, community events and residences to provide educational sessions about the benefits of recycling and proper waste management. In 2019, we launched the Bob Davis Award for Leadership in Sustainability to recognize employees who demonstrate exemplary leadership in advancing sustainability through implementing or serving on community projects, programs, outreach, education, initiatives or services that benefit their community, customers, coworkers or Waste Connections.



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Kannapolis
Agenda Staff Report
September 11, 2023

To: Mayor and City Council
From: Annette Privette Keller, Director of Communications
Subject: **PRESENTATION/DISCUSSION** - West Avenue Tower Monument.

Action Requested by City Council

None. Presentation/Discussion only.

Required Votes to Pass Required Action

Presentation Only. No Action Required

Background

As part of the West Avenue Streetscape project an art installation with the words "West Avenue" was placed in one of the roundabouts. It was one of the centerpieces of the street and provided an unique focal brand point. It has not been damaged until this summer when an truck driving accident extensively damaged it. Both West Avenue art signage pieces were damaged, and an insurance claim has been made.

As we reviewed the damage, we examined the possible options for the future of a brand presence in the roundabout.

1. The original design could be replicated and reinstalled. We could move it inward slightly to help prevent damage in the future.
2. A different feature could be installed in the center of the roundabout which may be less inclined to suffer any damage.

Attached is a rough draft of what the new feature could look like. It is roughly the same price as Option One. This new feature would have a steel base, aluminum framing and be illuminated with all four sides displaying the words "West Avenue". Internal lighting would change colors and having a moving effect. The cupola coordinates with City Hall, Fire Stations 2 and 3, and the new I-85 structures. It would be 30 feet tall with a 6 foot tall base.

This type of structure could be replicated in other areas such as the NC 3 roundabout in the future for a consistency of our strategic brand plan. While we have not received the insurance settlement, it is expected to be enough to cover the cost of either Option One or Option Two. Should the insurance proceeds ultimately be determined to not cover the full cost in a significant way staff will revisit this decision with City Council. Either way, a budget amendment will be on a future City Council meeting to appropriate the insurance funding.

Fiscal Implications

None

Policy Issues

None

Legal Issues

None

Recommendations and Alternate Courses of Action

Presentation and Discussion only.

Attachments

1. Monument Design
2. West Ave Roundabout

36'-0" Total Height

14"

8'-0"

22'-0"

6'-0"

Note: Monument Structure is fabricated from three sections. The base is a 6' x 6' square covering a steel base that bolts into the existing concrete slab.

The center section is an aluminum frame four sided internally illuminated sign cabinet with silver prismatic letters mounted to the surface. Internal lighting can change colors and display a moving light show using the West Avenue Brand colors.

The cupola matches the designs on the fire stations and on the future I-85 Monuments.



Note: Kannapolis Public Works Dept. will prepare the site for installation by removing the center light pole and exposing the power connections that will be used to light the sign. The sign installation team will fasten the frame to the concrete using 16 - 5/8" 14" onto the concrete secured with concrete/ epoxy anchors. Verify with structural engineer.

WEST AVENUE
KANNAPOLIS

