# AGENDA

| | |
|---|---|
| Meeting Type: | S |
| Date. | 04-01-1991 |
| SUBJECT | Joint City County Cultural Action Plan |

City of Charlotte, City Clerk's Office

City Council / County Commission
Cultural Action Plan 4/1/91

| | | | |
|---|---|---|---|
| Mayor | ✓ | Rod Autrey | ✓ |
| Campbell | | Ken Andrews | ✓ |
| Clodfelter | | Douglas Booth | ✓ |
| Hammond | ✓ | Peter Keller | ✓ |
| McCrory | ✓ | Kinsey (Patsy) | |
| Mangum | | Edwin Chirico | ✓ |
| Martin | ✓ | Bob Walton | ✓ |
| Matthews | ✓ | | |
| Patterson | ✓ | | |
| Scarborough | ✓ | | |
| Vinroot | | | |
| Wheeler | | | |

Cultural Study Committee
Chair
Pat Phillips
Michael Marsicano
President Arts & Science Council

12:20

Booth - Prayer
Walton
Myrick
Pat Phillips - gave names of entire Committee
McCrory - should political representatives be on Committee
Pat Phillips

Mynick

Matthews

Phillips

Matthews

Phillips

McCrory

Phillips

McCrory - What kind of authority or communication between the Arts Center, Opera, Spirit Square, etc.

Phillips

McCrory

Phillips

McCrory

Phillips

Martin

Phillips

Martin

Phillips

Martin

Phillips

Martin

Patterson

Phillips

Martin

Phillips

Patterson

Autrey

Phillips

Patterson

Phillips - 20.9% Private Contributions together, Public + Private can do more - if symphony failed, it would remove 100 nights from Performing Arts Center

Patsy Kinsey:

Phillips - adoption of plan would not solve all problems - Arts + Science could say to organizations find a solution and you are likely to get more funding.

Kinsey - concerned about power Arts + Science Council would have.

Phillips

Walton - 350,000 patrons are children

Phillips

Walton

Phillips

Walton

Phillips

Walton - talking to Carol Gray

Phillips

Walton - will support asking for the tax. Is not sure he will support implementing the tax.

Phillips - % of admission

Walton

Phillips - less than $200,000

Chirico

Autrey

Patt

Autrey

Walton

Phillips

Walton

Phillips

Walton

Phillips - $100,000 by School Board

Jerry Fox

Walton

Myrick

McCrary

Myrick
Underhill
Myrick - City will vote tonight - workshop
Matthews
Phillips
Matthews
Patterson
Phillips
Matthews -
Phillips
Matthews
Phillips - No
McCrory - need coordination
Myrick
Autrey - ask for vote
Andrews
McCrory
Andrews - before issues 1, 3 + 4 -
talk more about issues one
by one.
Autrey
Keller - need another meeting
Patterson
Keller

Patterson
Keller
Autrey - Mayor - Mayor Pro Tem, Chair, Vice Chair get together + discuss

Patterson

Autrey
Booth / Keller — App 1ST 3 ITEMS in PHILLIPS' letter receive info on #4

Chirico
Autrey
Booth
Autrey
Patterson
Autrey
Keller
Patterson
Autrey
Walton
Autrey
Bethune
Phillips
Bethune
Autrey

Bethune

Andrews

Autry

VOTE - ANDREWS - NO -

Matthews

Patterson

Myrick

ADJOURN 1:33 p.m.

# Citizens For Effective Government, Inc.

*More effective government through research and watchdog activity*

**Presentation to Charlotte City Council**

**Monday, April 1, 1991**

**on**

**Proposed Entertainment Tax**

Citizens For Effective Government, Inc.
P. O. Box 2244
Charlotte, NC 28247

Telephone (704) 543-5507

The Tax onslaught continues Every special interest in town wants the taxing authorities to lay on a tax on somebody else to support their special cause.

At some point there will be a City Council in Charlotte that will say "absolutely no!" to some special interest group that comes before you with their pet project for you to support through some form of new tax

Are you the City Council that will finally say no to some group?

You are going to be considering the possibility of supporting a 3% entertainment tax with no upper limit defined at this time Who are going to be the benefactors of the revenues from this tax?

Since coming to Charlotte 14 years ago and while I was the CEO of a local company I supported the arts that I wanted to support, mainly what is now Opera Carolina, the Symphony, the Mint Museum, Discovery Place and Spirit Square and not what the Arts & Science council wanted to support Some CEO's in Charlotte/Mecklenburg do what I did and many do both I have great admiration for their generosity Many give much, much, more than their fair share, sometimes I even felt embarrassed that I did not do more

I have served on the Board of Directors of Opera Carolina and understand their frustrations trying to raise enough money each year to do a little better than break even so that eventually they will be able to pay off their small debt The Charlotte Symphony is as everyone knows in the hole about $800,000 I sympathize with the Directors of the Symphony

Nevertheless, who will benefit from this proposed tax? It is our judgment that there are about 3,500 to 4,000 people who are the regular season ticket holders of the Opera, Symphony, Community Concert Series, Spirit Square, etc., etc , etc It is obvious that the buyer of a season ticket to any of these events does not pay for what it costs to put on these performances For example, if a ticket to a performance of the Opera costs $30 00 it probably costs $60 00 per seat to put on that performance The difference has to come from somewhere In the case of the Opera they are raising enough money to cover the difference In the case of the Symphony they are not raising enough money to cover their operating costs

You are being asked to tax one segment of the public not attending and not supporting "artsy" performances by paying a tax on the performances that they choose to attend. To be crass about it, those who like basketball, football, flea markets, Broadway plays and musicals are going to pay for the opera, symphony, spirit square, etc , etc , etc

If we had a Charlotte Rock and Roll Band that was operating in debt would you be talking about supporting it with tax dollars? Of course you wouldn't. If we had a Charlotte 1940's Dance Band would you be talking about supporting it with tax dollars? Of course you wouldn't

Remember this, a Tax is simply a Transfer Payment A significant portion of our taxes, federal, State, County and City, comes from those of us who are best able to pay and are transferred to those of us who are less able to support ourselves

The Tax you are considering is aimed at collecting taxes from one class of entertainment buyers, a significantly large class, and transferring those taxes collected to another class of entertainment buyers, a significantly small but elite class

Why in the world would you support taxing the 50,000 people or so who don't go to the Opera, Symphony, Spirit Square, Community Concerts, the Mint Museum, etc , etc , etc to pay for the deficit created to provide entertainment for perhaps 4,000 people?

# Tax Legislation*

Amendment to Admissions Tax

1. Amend 1(f) to allow revision of distribution formula to one mutually agreed to by City Council and Board of County Commissioners.

   "The percentage distribution to the City of Charlotte may be revised from time to time by mutual agreement between the Mecklenburg County Board of Commissioners and the Charlotte City Council."

* Approved 6-1 as part of action by Board of County Commissioners on 4/1/91

Cultural Action Plan
Next Steps

On April 1, 1991, both City and County voted to approve three items related to the Cultural Action Plan. Approved were:

1. Authorization of an admissions tax for submission to the state legislature.

2. Designation of a reconstituted Arts & Science Council as the strategic cultural planning agency for City and County governments.

3. Adoption of a revised system of allocating local government funds to cultural agencies.

   Local government program and operating funds will be transferred to the reconstituted Arts & Science Council while local governments will retain responsibility for their "facility related costs." A standard definition of facility costs will be developed and used as the basis of negotiating/renegotiating leases between the local government owning the facility and the cultural group using it.

Also a fourth item, receipt of a formal request to increase local government funding for cultural activities by $1.543 million ($.9 million for City) was referred to the normal budget cycle of City and County governments.

In response to these City and County actions, the Arts & Science Council has undertaken changes to both its staffing and Board. The changes will prepare it to function as the community's strategic cultural planning agency and to administer local governments' cultural program funds.

Michael Marsicano, in his May 20th memo (attached), outlined the next steps called for by the Cultural Plan. City staff have reviewed this and, where appropriate, provided supplemental information and suggested actions.

RECEIVED
JUL 26 1991
OFFICE OF CITY CLERK

**Action Items**

1. Appointment of one elected City Councilmember and one top staff from the City Manager's office.

   Suggested Council Options

   A. Approve. Make appointment by July 1st.

   B. Defer approval in concept until after discussion of Councilmembers sitting on boards and commissions.

2. Transfer on July 1, 1991, all cultural program/operating funds to the Arts & Science Council for distribution to cultural organizations. The Arts & Science Council now has a full-time staff person to assist with this process.

3. Negotiate or renegotiate leases for cultural facilities based on a standard definition of "facility related operational costs."

   Suggested Council Options

   A. Approve. City and Arts & Science Council staff will complete by March 1992 in anticipation of FY 93 budget.

   B. Defer. Consider with consolidation of arts facilities under the County.

4. Endorse privatization review of Mint Museum which will be completed by October 1, 1991.

**Information Items**

5. Public Art Ordinances will be reviewed during summer/fall with a report on proposed changes due December 1991.

6. Should an Admission Tax not pass the General Assembly, the Arts & Science Council requests that City Finance staff work with the Arts & Science Council staff to find alternative revenue sources to fully implement the allocation system Council approved on April 1, 1991.

Board of Directors
Michael J. Beatty
Peter A. Bell
Sue B. Bryant
Kenneth R. Brown
B. Benjamin Burns Jr.
Robert F. Chappell
William C. Coughenour Jr.
Patricia O. H. Dewey
Gary C. Dillashaw
Charles A. Duncan Jr.
Hugh M. Durden
Thomas H. Fetzer III
Henry Ferrell III
Harry T. Greer
Robert W. Harmon
Jay Heard Jr.
Elizabeth Hair
Peter A. Lewis
Lawrence
M. G.
Coy T. McGuire
N. McLean
Patterson
Peter M. Patterson
Anne E. Phillips
Rogers
Sarah Schwab
Simon
Stanton
J. St.
H. Stevens Jr.
Sumter
Swenson
Thompson
Sally Van Allen
Marie H. Ward
Wilson
Walter
Zimmerman

MEMORANDUM

To: Vi Alexander
Larry Rosenstrauch

From: Michael Marsicano

Re: Cultural Action Plan - Next Steps

Date: May 20, 1991

Per your request, I have outlined below the next steps required of the City Council to move forward on the Cultural Action Plan. It is my understanding that the City Council has already voted approval of certain items described in a memorandum to the City Council by Pat Phillips and attached for your convenience. The favorable vote was made by a margin of 10 to 1 on Monday, April 1, 1991. Since that time, the Arts and Science Council has been about the business of a complete Board and staff restructure. Thank you for your thoughtful consideration of this important matter.

NEXT STEPS

1) It is requested that City Council deliberate over appointments to the restructured ASC Board by July 1, 1991. The Cultural Plan calls for appointments of one elected City Council member and a high ranking City staff administrator from the City Manager's office.

2) It is requested that all cultural funds clearly understood as program and operating funds be transferred to ASC on July 1, 1991 for distribution to cultural organizations. All funds to cultural groups which are not clearly defined as program and operating funds (as opposed to facility related costs) are to be reviewed jointly by City Finance staff and ASC staff for possible transfer by January 1, 1992.

3) Privatization review proceedings on the Mint Museum will be completed by October 1, 1991 and require no action until that time.

4 North Church Street
Suite 100
Charlotte NC 28202
Telephone 704 372 9[illegible]
Facsimile 704 372 8210

RECEIVED
MAY 24 1991
CITY OF CHARLOTTE
ECONOMIC DEVELOPMENT DEPT

4) Public Art Ordinances will be reviewed this summer/fall with proposed changes brought to City Council in December of 1991.

5) While it is our interpretation that City Council approved the Allocations System in principle on April 1, 1991, it is impossible to fully implement the system without the requested funds. Should the Admissions Tax not become viable for FY92, ASC requests that the City Finance staff be assigned to work with ASC staff to find alternative revenue sources.

js956

I. DEPARTMENT: CULTURAL ACTION PLAN

II. BUDGET HIGHLIGHTS

| | FY91 BUDGET | FY92 REQUESTED | FY92 RECOMMENDED | FY93 REQUESTED | FY93 RECOMMENDED |
|---|---|---|---|---|---|
| DIRECT PAYMENTS | | | | | |
| AFRO-AMERICAN CULTURAL CENTER | $ 35,000 | $ 102,200 | 0 | 0 | 0 |
| MINT MUSEUM | 1,724,260 | 1,829,545 | $1,552,274 | $1,849,665 | $1,613,946 |
| SCIENCE MUSEUMS, INC. NATURE MUSEUM | 244,530 | 257,000 | 323,381 | 271,000 | 457,233 |
| PERFORMING ARTS CENTER | 0 | 0 | 0 | 150,000 | 0 |
| ARTS & SCIENCE COUNCIL | 652,200 | 702,200 | 661,331 | 726,000 | 671,244 |
| AVERAGE NORMAL COST INCREASE | 0 | 167,500 | 0 | 0 | 0 |
| CHALLENGE FUND PROGRAM | 0 | 382,500 | 0 | 0 | 0 |
| SUB-TOTAL DIRECT PAYMENTS | 2,655,990 | 3,440,945 | 2,536,986 | 2,996,665 | 2,742,423 |
| FACILITY SUPPORT | | | | | |
| AFRO-AMERICAN CULTURAL CENTER | 4,380 | 0 | 30,000 | 0 | 36,022 |
| MINT MUSEUM | 92,783 | 0 | 98,273 | 0 | 95,492 |
| SCIENCE MUSEUMS, INC. | 349,571 | 649,571 | 340,862 | 0 | 357,949 |
| SPIRIT SQUARE | 250,000 | 0 | 0 | 0 | 0 |
| PERFORMING ARTS CENTER | 0 | 0 | 0 | 440,253 | 0 |
| SUB-TOTAL FACILITY SUPPORT | 696,734 | 649,571 | 469,135 | 440,253 | 489,463 |
| GRAND TOTAL CULTURAL ACTION PLAN | $3,352,724 | $4,090,516 | $3,006,121 | $3,436,918 | $3,231,886 |

III. SERVICES PROVIDED

| | FY92 BUDGET | FY93 BUDGET |
|---|---|---|
| Direct Payments | | |
| a. Arts and Science Council<br>Administered by the Arts and Science Council; provide grants to its affiliate organizations. | $ 661,331 | $ 671,244 |

| Direct Payments (Continued) | FY92 BUDGET | FY93 BUDGET |
|---|---|---|
| b. Science Museums, Inc./Nature Museum<br>Provide funding and/or operating support for the OmniMax Theatre and/or Nature Museum. | $ 323,381 | $ 457,233 |
| Sub-Total Direct Payments | 984,712 | 1,128,477 |
| **Facility Support** | | |
| a. Afro-American Cultural Center<br>Assists in defraying the building maintenance expenses of the Afro-American Cultural Center. | 30,000 | 36,022 |
| b. Mint Museum<br>Included in Central Services' budget is $92,783 to sustain the Museum; funding increased by $5,490 to aid in building maintenance. | 5,490 | 0 |
| c. Science Museums, Inc./Nature Museum<br>Incorporated in Central Services' budget for FY92 ($340,862) and FY93 ($357,949) to maintain the agency's buildings. | 0 | 0 |
| Sub-Total Facility Support | 35,490 | 36,022 |
| TOTAL CULTURAL ACTION PLAN | $1,020,202 | $1,164,499 |

NOTE: Final figure for Cultural Action Plan recommended budget does not include direct payments or total facility support to the Mint Museum.

# Appendix D
# Capital Funding -- Cultural Facilities

| Agency | Year | Project | City Funding | City Source | Private Funding | State Funding |
|---|---|---|---|---|---|---|
| Afro-American Cultural Center | 1984 | Renovation | $ 900,000 | Community Development Funds | $ 1 000,000 | $ 0 |
| Children's Theatre | 1985 | Expansion | 100,000 | Revenue Sharing | 100,000 | 0 |
| Discovery Place | 1977 | New Facility | 7,100,000 | Bonds | 1 000,000 | 0 |
| | 1985 | Expansion | 350,000 | Revenue Sharing | 500,000 | 0 |
| | 1989 91 | Omni Max Expansion | 9,000,000 | Bonds | 5,000,000 | 5,000,000 |
| Mint Museum | 1984 | Expansion | 3,500,000 | Bonds | 4,500 000 | 0 |
| Performing Arts Center | 1988 90 | New Facility | 15,000,000 | Bonds | 27,000,000 | 13,600,000 |
| Spirit Square | 1977 | Renovation | 5,300,000 | Bonds | 850,000 | 0 |
| | 1983 | Expansion | | | 1,100,000 | 0 |
| | 1984 87 | Improvements | 600,000 | Revenue Sharing | 0 | 0 |
| | 1987 | Renovation | 2,700,000 | Capital Facility Lease Purchase | 3,300,000 | 0 |
| Subtotal | | | $44,550,000 | | $44,350,000 | $18,600 000 |

Total Capital Projects 1979-1991 $107,500,000

Monday, April 1, Joint City-County Lunch

- Time and Place

  12:00 Noon
  Chamber Conference Room (basement).

- Purpose

  Discuss Admission Tax legislation, and consider several actions recommended by the Cultural Study. Pat Phillips' memo of March 25th explaining these actions is attached.

- Other Attachments

  - Draft Admission Tax legislation prepared by the County Attorney.

  - Arts & Science Council cultural funding request for FY92. You will be asked to act on as part of the budget process, but not on Monday. It helps explain the need for funding.

  - Cultural budget overview (Revision B)

- County's Arts Hearing

  Also, as part of their regular meeting, at 9:30 AM on April 1, the County has invited individuals and institutions to comment on the Cultural Plan. You may wish to attend.

NCNB Corporation
Charlotte NC 28255
Telephone 704|374-5000

NCNB
Corporation

MEMORANDUM

To: Charlotte City Council
Mecklenburg County Commission

From: Pat Phillips, Chairman
Cultural Action Planning Committee

Re: Joint City/County Meeting - April 1, 1991

Date: March 25, 1991

It is a pleasure for my colleagues and me on the Cultural Action Planning Committee to have an opportunity to address the City Council and the County Commission in joint session. I am writing this memorandum to summarize four action steps that the Cultural Action Planning Committee will request of both local government bodies:

1) to vote approval of legislation authorizing an Admissions Tax for submission to the State Legislature. A draft of said legislation will be sent to you by City/County staff under separate cover.

2) to vote designation of a reconstituted Arts and Science Council as the strategic cultural planning agency for the City of Charlotte and Mecklenburg County.

3) to vote acceptance of a revised allocation system of local government funds to cultural agencies based on the principle that non-facility related operational costs will be granted to the reconstituted Arts and Science Council for distribution. Facility related operational costs will be paid directly by the appropriate local government body. Furthermore, to direct the City/County staff to work with the staff of the Arts and Science Council to determine a standard definition of facility related operational costs and to negotiate or renegotiate lease arrangements to reflect said definition. This change will not, by itself, increase or decrease local

government appropriations to the cultural community. It will only change the form of the appropriations.

4) to receive a formal request by the Arts and Science Council (based on the Final Cultural Action Plan Report) for an increase in total local government funding of cultural activities above FY91 levels by $1,543,000. This request is necessary to implement the Cultural Action Plan. It is proposed that the requested figure be split between the City at $900,000 and the County at $643,000. Written request from the Arts and Science Council will be sent to you under separate cover. All parties understand that action on these requests will take place as a part of the normal budget cycle of the City and County.

Thank you for your thoughtful consideration of these critical action steps. Should you require further information, please do not hesitate to call me at your convenience. Otherwise, I look forward to our meeting on April 1, 1991.

js877

F Crowder Falls
Chairman

Michael Marsicano
President

Board Of Directors

Robert J Beatty
Theresa A Bethea
Sarah B Bryant
Kenneth R Brown
B Bernard Burns Jr
Robert F Colwell
William C Covington Jr
Patricia O H Dewey
Cay G Dillashaw
Charles A Duncan Jr
Hugh M Durden
M E Everett III
E O Ferrell III
Charles T Greer
George P W Harmon
Isaac Heard Jr
Elisabeth Hair
Lynnette A Lewis
Fred T Lowrance
Loonis McGlohon
Julie T McGuire
John A McLean
Kevin L Patterson
Robert M Patterson
Randel E Phillips
James F Rogers
James K Schwab
Marcia W Simon
Hilliard Staton
Gregory J Stone
David H Stovall Jr
Geraldine Sumter
Jeanne M Swenson
Joseph F Thompson
Sally Van Allen
Marion H Ward
Guy A Wilson
Carrie Winter
Joan H Zimmerman

214 North Church Street
Suite 100
Charlotte NC 28202
Telephone 704 372 9667
Facsimile 704 372 8210

**MEMORANDUM**

To: Charlotte City Council
Mecklenburg County Commission

From: Arts and Science Council Board of Directors
Crowder Falls, Chairman
Michael Marsicano, President/CEO

Re: FY92 Request of Funds

Date: Monday, March 25, 1991

Introduction

Survey research and data collection associated with the Cultural Action Plan have produced detailed information about the non-profit cultural industry in Charlotte and Mecklenburg County heretofore unavailable. An analysis of the data requires immediate action.

Status quo funding from both private and public sectors will:

a) bankrupt major cultural institutions
b) jeopardize the opening and operations of two cultural facilities currently under construction at a cost of $55 million (both facilities are owned by local government)
c) set back cultural diversification goals
d) diminish regional and federal grants and earned incomes
e) retard rather than enhance educational opportunities for Mecklenburg County youth

The City of Charlotte and Mecklenburg County can ill afford these results; a major blow to economic development will follow. With a modest investment of new funds a healthy cultural program is achievable.

Request of Funds

The total FY91 estimate of the non-profit cultural industry revenue base is $23,690,000. It is critically important that this figure increase to $27,437,000 in FY92. Growth in both public and private sectors will be necessary to achieve the

required funds. Private sector sources must grow from $16,891,000 to $19,594,000 for a total increase of $2,703,000. At the same time, local government funds must grow from $5,124,000 to $6,667,000 for a total increase of $1,543,000.

The Arts and Science Council (ASC) respectfully requests new funds for the non-profit cultural sector of $1,543,000. Specifically, ASC requests increased funds of $900,000 from the City of Charlotte and increased funds of $643,000 from Mecklenburg County. The former figure brings the City of Charlotte support to $4,253,000 or 15.5% of the $27.4 million composite budget. The latter figure brings the County of Mecklenburg support to $2,414,000 or 8.8% of the $27.4 million composite budget. Please note that combined City and County support represents 24.3% of the total budget at these requested levels. This percentage leaves us far short of the 33% national average for government funding.

Itemized Usage

Below you will find an itemized list that designates use of the $1,543,000 in new funds from both local government bodies. The list is followed by a summary explanation of each item.

Use of Funds

| | | |
|---|---|---|
| FY91 Base Allocation | $5,124,000 | |
| A) Average Normal Cost Increases | 256,000 | $1,543,000 |
| B) Omnimax Annual Facility Operations | 300,000 | |
| C) Challenge Fund Program | 818,000 | |
| D) ASC Services | 100,000 | |
| E) Arts Education | 69,000 | |
| Total Allocation | $6,667,000 | |

A) Average Normal Cost Increases

Any attempt to maintain services at FY91 levels requires a 5% cost adjustment for normal expense increases. Corresponding figures for the City and County amount to $167,500 and $88,500 respectively. However, several forces confronting cultural institutions, and identified in the Cultural Action Plan, will make it difficult for them to maintain services at previous levels without revenue enhancement above the rate of inflation. The operation of and programming for expanded facilities require well above this 5% adjustment.

B) Omnimax Annual Facility Operations

Between FY91 and FY92 the total annual revenues related to the Science Museums, Inc. will grow from $3,111,028 to $4,810,000. This increase of $1,798,972 is a direct result of the expansion of Discovery Place scheduled to open in

the early fall of 1991. The City of Charlotte is only responsible for $300,000 of the $1,798,972 increase. The Omnimax Theatre and Discovery Place are responsible for generating the balance of $1,498,972 from nonlocal government sources.

The payment of $300,000 by the City of Charlotte is consistent with Cultural Action Plan guidelines that place a priority on the allocation of local government funds toward the facility-related operational costs of buildings owned by local government.

C) Challenge Fund Program

Perhaps the most important part of this grant request is the Challenge Fund Program. The program has been designed after the successful pilot project undertaken within the past fiscal year by the Arts and Science Council with modest support from the City of Charlotte, Mecklenburg County, and the National Endowment for the Arts. You may recall that every local government dollar funneled through the program leveraged one increased private sector dollar with enormous success in difficult economic times.

The Challenge Fund would be established with $818,000 from local government sources, split between the City of Charlotte at $382,500 and Mecklenburg County at $435,500. Its purpose is twofold. First, the funds are needed to begin to address the major issues outlined in the Cultural Action Plan; institutional stabilization, under capitalization, cultural diversity, collaboration and elimination of duplicated services, regional development, popularized programming, and audience development.

The second purpose of the fund is to leverage the $2,703,000 in new funds required of the private sector to make the Cultural Action Plan work. The private sector will be required to match every local government dollar with three new private sector dollars. The $818,000 in local government funds will "challenge" an allocation of $2,454,000 in new and increased private sector support. The Challenge Fund will be distributed to cultural agencies by ASC through an extensive and accountable grants process with wide community involvement.

D) ASC Services

The Cultural Action Plan calls the Arts and Science Council to greater community service. It requires ASC to restructure itself as the strategic cultural planning agency for Charlotte and Mecklenburg County. Every community which has reached Charlotte's level of cultural development has such an agency.

As a "cultural council", the reconstituted Arts and Science Council is first and foremost the agency for all ongoing cultural planning for its community. All issues relating to culture are referred to the council for study and recommendations. All public policy relating to culture emanates from its research and recommendations. All community-wide cultural budgets originate from its deliberations and analysis. In addition, a cultural council does facility planning, united arts fund-raising, grant-making, technical assistance, marketing, advocacy, information dissemination, and long-range program development. It is the agency which delineates appropriate roles for cultural facilities and categorizes activities for cultural organizations in order to eliminate inappropriate duplication.

The Cultural Action Planning Committee has recommended an expansion of ASC operations and services at a cost of $150,000. It was further recommended that each of the three partners, City, County, and private sector contribute $50,000 toward the cost of a reconstituted ASC.

E) Arts Education

Perhaps the most exciting part of the Cultural Action Plan is the section devoted to our children and their education. A randomly sampled household survey identified extraordinary support for arts education opportunities among Mecklenburg County residents: 92% of respondents endorsed the importance of providing more education in art, music, drama, and dance and 86% endorsed the importance of public funds used to supplement local school district funds to provide these educational experiences.

The Cultural Action Plan proposes that Charlotte/Mecklenburg can achieve a TOP 5 rating in arts education within five years for a modest investment. A comprehensive planning process is required to set the course. Mecklenburg County is requested to allocate $69,000 to ASC for the year long planning process.

Conclusion

The Arts and Science Council respectfully acknowledges the difficult financial status of both the City of Charlotte and Mecklenburg County. The Cultural Action Plan was conducted at the request of the City Council and the County Commission. Unlike other financial problems facing local government, the Cultural Action Plan enables our community to prevent a crisis rather than reacting to one after the fact. However, a year from now will be too late. Acceptance of the Cultural Action Plan and its requirement of additional financial support is of critical importance.

Charlotte/Mecklenburg is blessed with cultural facilities of higher quality than communities twice its size. As our "bricks and mortar" phase comes to a close, we have a choice to make. Our $105,000,000 cultural facilities can become white elephants or they can come alive with adults and children pursuing meaningful activities.

In ten short years Tourism will become the single largest industry in the United States. Without a thriving cultural life in Charlotte/Mecklenburg, the economic development of our community is in jeopardy.

Finally, it is important to note that the total $6,667,000 joint request to the City of Charlotte and Mecklenburg County renders all other known individual agency requests null and void (unless the City and County decide not to deal with the comprehensive package proposed within the Cultural Action Plan and this request). Thank you for your thoughtful consideration of this final grant request.

js880

| REVISION B 3/4/91 $-000's (Exhibit) | Actual 1988 | Actual 1989 | Est 1990 | Budget 1991 | Proj 1992 | Proj 1993 | Proj 1994 | Proj 1995 | Proj 1996 | Growth Rate 88-96 | Growth Rate 88-91 | Growth Rate 91 96 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| REVENUE | | | | | | | | | | | | |
| Earned Income (A) | 6,122 | 6,478 | 7 483 | 8 763 | 10 437 | 11,527 | 12 214 | 12 998 | 13,801 | 10 7% | 12.7% | 9.5% |
| Endowment Income (A) | 38 | 40 | 66 | 72 | 131 | 391 | 647 | 702 | 757 | 45 3% | 23.7% | 60 1% |
| | | | | | | | | | | | | |
| ASC –Private (A) | 1 651 | 1,848 | 2,028 | 2,227 | 2,316 | 2,502 | 2 702 | 2 918 | 3,151 | 8 4% | 10.5% | 7 2% |
| Other Priv Contrib (A) | 2 910 | 3 019 | 3,828 | 5 829 | 6,710 | 5,332 | 5,876 | 6 471 | 7,123 | 11.8% | 26.1% | 4 1% |
| Total Private Contrib | 4,561 | 4,867 | 5,856 | 8 056 | 9,026 | 7,834 | 8,577 | 9,389 | 10,274 | 10 7% | 20.9% | 5 0% |
| | | | | | | | | | | | | |
| Total Fed & State (B) | 882 | 1 046 | 1,202 | 1 347 | 1,177 | 1,177 | 1,177 | 1 177 | 1 177 | 3 7% | 15.2% | -2 7% |
| | | | | | | | | | | | | |
| City of Charlotte (C) | 2,646 | 2,807 | 2,907 | 3,353 | 4,253 | 4,874 | 5,267 | 5 651 | 6,057 | 10 9% | 8.2% | 12 6% |
| Mecklenburg Co (D) | 1,075 | 1 141 | 1 433 | 1,771 | 2,414 | 2,867 | 3 098 | 3,324 | 3,563 | 16 2% | 18.1% | 15 0% |
| Total Local Govt | 3 721 | 3,948 | 4,340 | 5 124 | 6,667 | 7,741 | 8,365 | 8 975 | 9,620 | 12 6% | 11.3% | 13 4% |
| | | | | | | | | | | | | |
| Total Revenue | 15,323 | 16,379 | 18,946 | 23,362 | 27 437 | 28,669 | 30 980 | 33,241 | 35,629 | 11 1% | 15 1% | 8 8% |
| | | | | | | | | | | | | |
| EXPENSES | | | | | | | | | | | | |
| Publicly Owned Fac | 1 404 | 1 452 | 1 491 | 1,880 | 2,274 | 2,828 | 2,965 | 3 112 | 3 291 | 11 2% | 10.2% | 11 9% |
| Program Costs | 13,586 | 14,560 | 16 859 | 20 999 | 23,876 | 24,436 | 25 662 | 26 966 | 28,395 | 9 7% | 15.6% | 6 2% |
| ASC Costs | 478 | 529 | 606 | 811 | 883 | 927 | 974 | 1 023 | 1 074 | 10 7% | 19.3% | 5 8% |
| | | | | | | | | | | | | |
| Total New Initiatives (B) | | | | | 404 | 478 | 1,379 | 2,141 | 2,869 | | | |
| | | | | | | | | | | | | |
| Total Expenses | 15 468 | 16,541 | 18 955 | 23 690 | 27,437 | 28 669 | 30 980 | 33,241 | 35,629 | 11 0% | 15.3% | 8.5% |
| | | | | | | | | | | | | |
| Net Cash | 145 | -162 | -9 | -328 | 0 | 0 | 0 | 0 | 0 | | | |
| | | | | | | | | | | | | |

| Revenue Mix | 1988 | 1989 | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 |
|---|---|---|---|---|---|---|---|---|---|
| Earned Income | 40 0% | 39.5% | 39.5% | 37.5% | 38.0% | 40 2% | 39 4% | 39 1% | 38 7% |
| Endowment | 0.2% | 0.2% | 0.3% | 0.3% | 0.5% | 1 4% | 2 1% | 2.1% | 2 1% |
| Private Contributions | 29.8% | 29 7% | 30 9% | 34.5% | 32.9% | 27.3% | 27 7% | 28.2% | 28 8% |
| State & Federal | 5 8% | 6.4% | 6.3% | 5 8% | 4.3% | 4 1% | 3 8% | 3.5% | 3.3% |
| City | 17.3% | 17 1% | 15.3% | 14 4% | 15.5% | 17 0% | 17 0% | 17 0% | 17 0% |
| County | 7 0% | 7 0% | 7 6% | 7 6% | 8.8% | 10 0% | 10 0% | 10 0% | 10 0% |
| Total Local Govt | 24.3% | 24 1% | 22.9% | 21 9% | 24.3% | 27 0% | 27 0% | 27 0% | 27 0% |

DRAFT

03/22/91

A BILL TO BE ENTITLED
AN ACT TO AUTHORIZE MECKLENBURG COUNTY TO ADOPT AN ORDINANCE
LEVYING AN ADMISSIONS TAX ON CERTAIN EVENTS

The General Assembly of North Carolina enacts:

Section 1. Authority to levy an admissions tax.

(a) Authorization and scope. Mecklenburg County is hereby authorized to enact an ordinance to levy an admissions tax at the rate of not more than three percent (3%) of the ticket price or admissions fee for admission to the following types of facilities or events: sports contests; concerts; craft shows; consumer shows such as boat shows, car shows, home improvement shows, decorating shows; and similar exhibitions and shows; dances; recitals; plays; museums; theme parks; and similar facilities and events. The tax shall not be charged on the ticket price or admissions fee for admission to the following types of facilities or events: movies shown at commercial movie theaters; events sponsored by and held at public and private primary and secondary schools if held exclusively for civic and charitable purposes; events sponsored by non-profit charitable or civic enterprises as fund raisers; and events sponsored by religious organizations. This tax is in addition to any other State or local tax. The Mecklenburg County Board of Commissioners may, in its discretion, establish additional exemptions from the levy of the tax as it deems necessary and appropriate and as fairness or equity may require. The ordinance may contain all reasonable additional requirements and provisions necessary to fully implement this grant of authority.

(b) Collection. Every person, firm, or corporation selling tickets or collecting admissions fees taxable under this section shall, on and after the effective date of the levy, collect the tax. This tax shall be collected at the

same time as the charge for furnishing a taxable admission, and shall be paid by the purchaser of the admission to the seller of the admission. The seller of the admission shall collect the tax as trustee for and hold said funds for payment to the County as required by the ordinance. The tax shall be stated and charged separately from the sales price and shall be added to the admissions price and passed on to the purchaser instead of being borne by the seller.

(c) Administration. The County shall administer a tax levied under this section. A tax levied and collected under this section is due and payable to the County Tax Collector on or before the 15th day of the month following the month in which the tax is collected. Every person, firm, or corporation liable for collecting the tax shall, on or before the 15th day of each month, prepare and render a return on a form prescribed by the County. The return shall state the total gross admissions subject to the tax that were sold during the preceding month and other relevant information as required by the Tax Collector. A person, firm, or corporation liable for collecting the tax shall be entitled to retain the tax on the first $1,000.00 of gross admissions from the full run of any single event to help defray its administrative expenses in collecting the tax.

A return filed with the County Tax Collector under this section is not a public record as defined by G. S. 132-1 and may not be disclosed except as required by law.

(d) Penalties. A person, firm, or corporation which fails or refuses to file the return required by this section shall pay a penalty of Ten Dollars ($10.00) for each day's omission up to a maximum of two thousand dollars ($2,000.00) for each return. In case of failure or refusal to pay the taxes for a period of thirty (30) days after the time required for paying the tax, there shall be an additional fee, as a penalty, of five percent (5%) of the tax due, and an additional fee of five percent (5%) for each additional month or fraction thereof

until the fee is paid. The Board of County Commissioners may, for good cause shown, compromise or forgive the penalties imposed hereunder.

(e) Misdemeanor. Any person who willfully attempts in any manner to evade paying or collecting the admission tax, or who willfully fails to pay such tax to the County, in addition to the penalties described above, shall be guilty of a misdemeanor, and shall, upon conviction, be punished in the discretion of the court by a fine not to exceed $500.00 or by imprisonment not to exceed thirty (30) days or by both such fine and imprisonment.

(f) Distribution and use of tax revenue. By the 15th of the month following its collection of any taxes levied under this section, Mecklenburg County shall distribute 62.5 percent of the net proceeds of the tax to the City of Charlotte. As used in this subsection, "net proceeds" means gross proceeds less the cost to Mecklenburg County of administering and collecting the tax, as determined by the Tax Collector.

(g) Effective date of levy. A tax levied under this section shall become effective on the date specified in the ordinance levying the tax. That date must be the first day of a calendar month, however, and may not be earlier than the first day of the second month after the date the ordinance is adopted.

(h) Repeal. An ordinance levying a tax under this section may be repealed at any time by the Mecklenburg Board of Commissioners. Repeal of a tax levied under this section shall become effective on the first day of a month and may not become effective until the end of the fiscal year in which the ordinance is repealed. Repeal of a tax levied under this section does not affect the liability for a tax that attached before the effective date of the repeal, nor does it affect a right to a refund of a tax that accrued before the effective date of the repeal.

Sec. 2. All laws and clauses of laws in conflict with this act are hereby repealed.

Sec. 3. This act shall apply to Mecklenburg County only.

Sec. 4. This act shall become effective upon ratification.

8446p

CHARLOTTE.

# MAYOR AND CITY COUNCIL WORKSHOP AGENDA

April 1, 1991

MAYOR AND CITY COUNCIL
WORKSHOP AGENDA
April 1, 1991

5:00 p.m. - 8:00 p.m.

- Dinner

- Recommend adoption of a motion scheduling an executive session for Monday, April 8, 4:00 p.m. in room 270, for the purpose of continuing the performance evaluation of the City Manager as permitted by G.S. 143-318.11(a)(8)

- Legislative Program

- Update of Two-Year Budget and CIP

- Discussion of MPO

- Gastonia Rail Corridor

# Legislative Briefing

I. Local Bills

II. Stormwater Legislation

III. Interbasin Transfer

IV. Criminal Justice

V. Blank Bills

- A. Convention Center
- B. Seat Tax

VI. Menu of Revenue

VII. Sales Tax Alternatives to Reimbursables

VIII. Other Bills & Issues

DISCUSSION OF

FY91 GENERAL FUND BUDGET

FY92-FY93 OPERATING BUDGET

FY92-FY96 CIP

COUNCIL WORKSHOP
April 1, 1991

# COUNCIL WORKSHOP
## Operating and Capital Budget Status Reports

SUBJECT


| FY91 (Current Year) | Content | Page Number |
|---|---|---|
| 1. Overview of the FY91 (current year) Budget Status | Discussion | |
| **FY92-93** | | |
| 2. Status of FY92-93 General Fund Operating Budget<br>- Revenues<br>- Expenditures<br>- Pay and Benefits | Workshop Book | 2 |
| 3. Status of other FY92-93 Operating<br>- Utility<br>- Transit | Workshop Book | 15 |
| 4. Major Decision Points for May Discussion | Discussion | |
| **FY92-96 CAPITAL IMPROVEMENT PLAN** | | |
| 1. Capital Program Policy Assumption | Workshop Book | 19 |
| 2. Capital Program Financing Options | Workshop Book | 32 |
| 3. Major Decision Points for May Discussion | Discussion | |

# STATUS OF FY92-93 GENERAL FUND

# OPERATING BUDGET

GENERAL FUND REVENUES
FISCAL YEAR 1991 AND 1992
MARCH 1991

Current year (FY91) revenue growth will be 1.2% over the previous year (FY90). This is the lowest revenue growth rate the City has experienced in over 20 years. A review of economic sensitive revenues such as sales tax and occupancy tax gives indications that we can expect this trend to continue into next fiscal year. We are projecting next year's total revenue growth rate to be 3.2%.

Approximately 84% of total General Fund revenues are made up of four major categories: property tax, sales tax, utility franchise tax and intangibles tax. Exhibits A-D give you our overview of each of these revenue sources. Exhibits E and F reflect a five year analysis (historic and projected) of total General Fund revenues.

The Finance Director and his staff will discuss the current status of the revaluation process and make a short presentation on this information at the April 1 workshop.

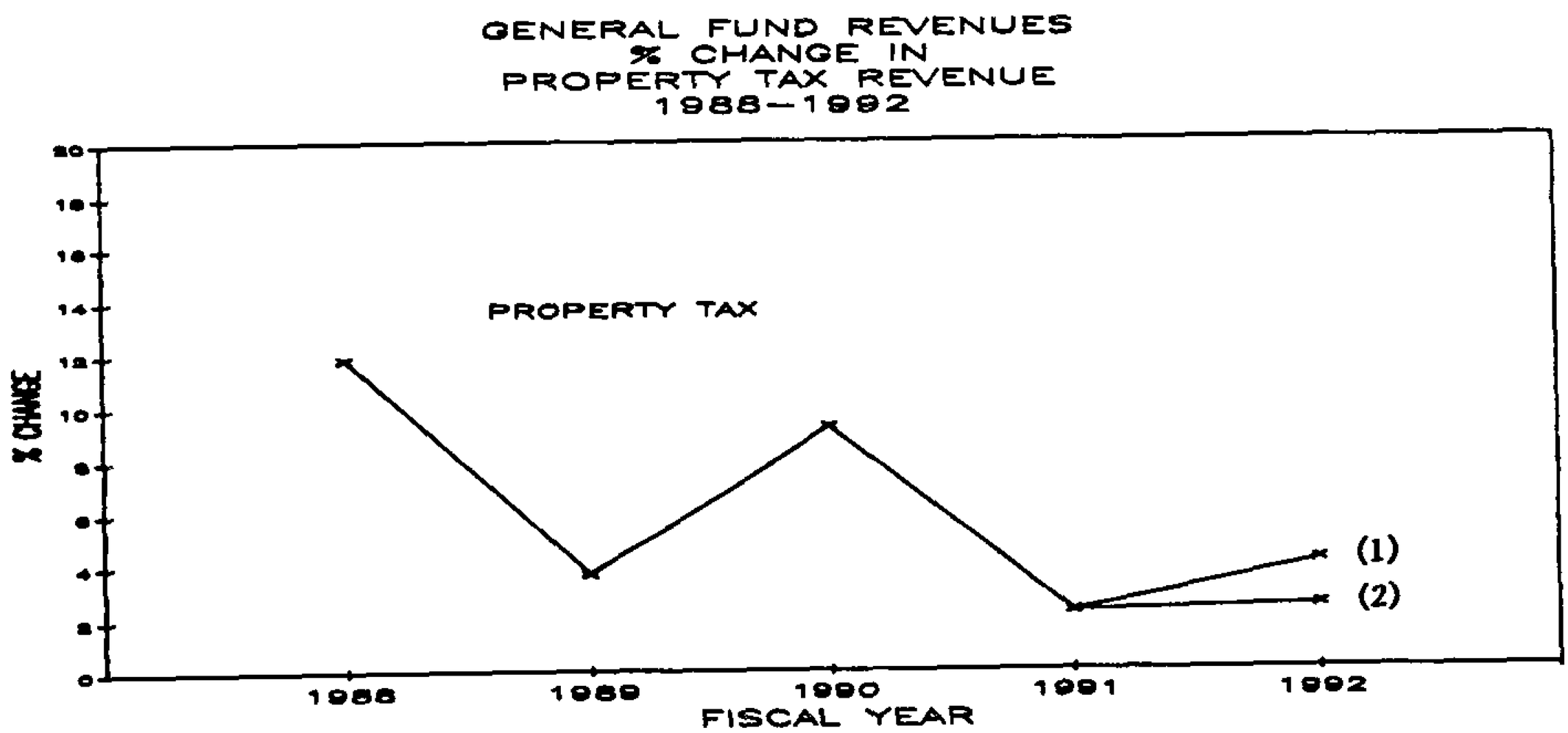
EXHIBIT A

## Property Tax

**Description:** All property, real and personal (excluding business inventories and household property) lying within the corporate limits of the City on the first day of January each year is subject to taxation. The amount of tax is based on the property's assessed value as appraised by the City/County Tax Office and the rate as determined by City Council.

**Example:** Tax rates are established per $100 of assessed value. The rate for FY91 is $.6275 per $100 of value. The tax bill for a home valued at $100,000 is calculated as follows:

| | | |
|---|---|---|
| Value of Home | = | $100,000.00 |
| Divide by 100 | = | 1,000.00 |
| Multiply x tax rate | = | .6275 |
| Tax Bill | = | $ 627.50 |



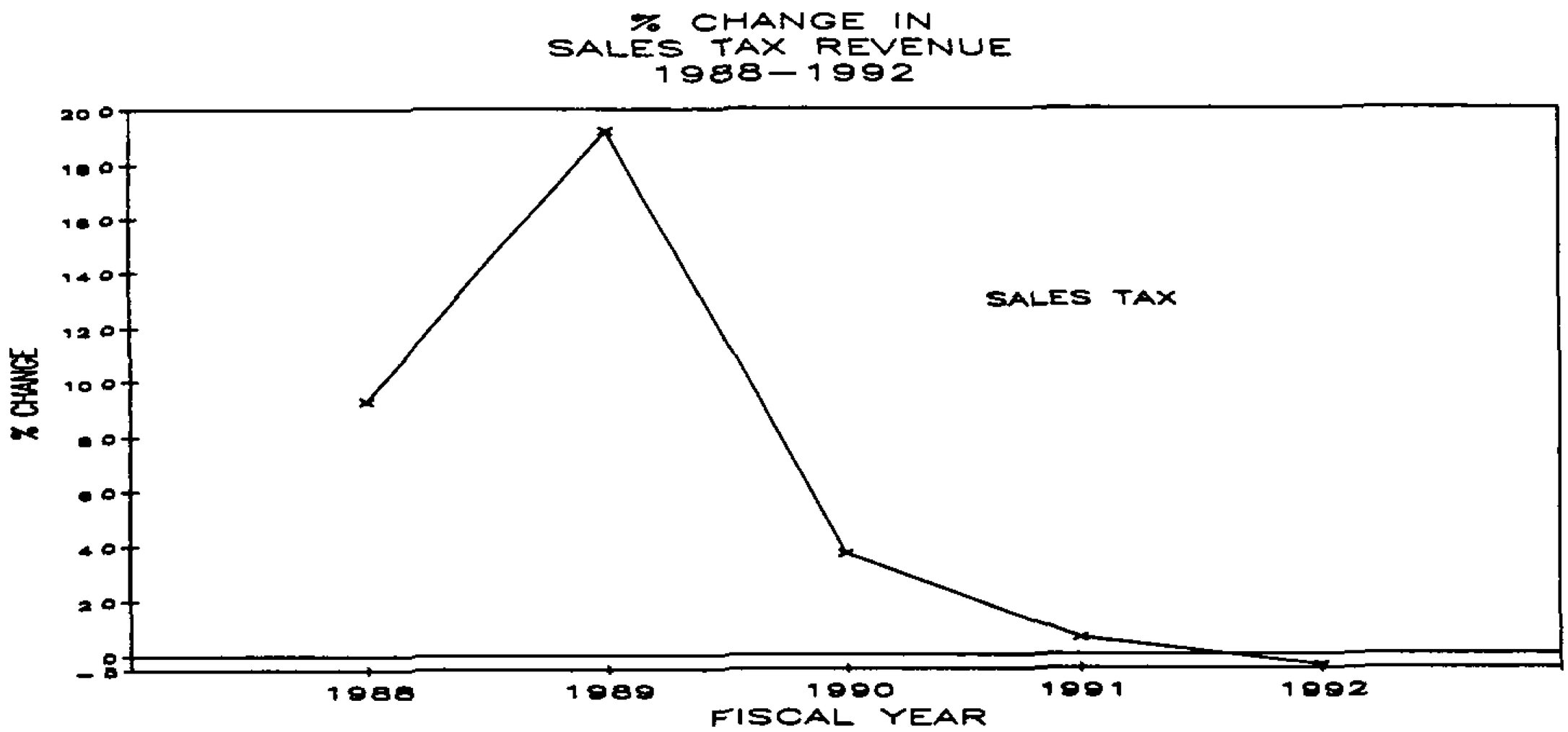

| Fiscal Year | 1988 | 1989* | 1990* | 1991 est.* | 1992 est.* |
|---|---|---|---|---|---|
| Amount ($000) | $92,555 | $95,939 | $104,808 | $107,133 | $111,549 (1) |
| % Change | 11.8% | 3.7% | 9.2% | 2.2% | 4.1% |
| | | | | | $109,426 (2) |
| | | | | | 2.4% |

*Includes State reimbursement for repeal of inventory tax.

EXHIBIT B

## 1% Local Sales Tax

**Description:** A 1% sales tax is levied on all retail sales, lease or rental of tangible personal property, rental of motel or hotel rooms, and items subject to the state 3% sales tax. The State collects the tax, retains a collection fee and each quarter returns the net to the City, County and towns. The net collections are distributed to Mecklenburg County and its municipalities based on each entities tax levy compared to the total combined levies within the County.

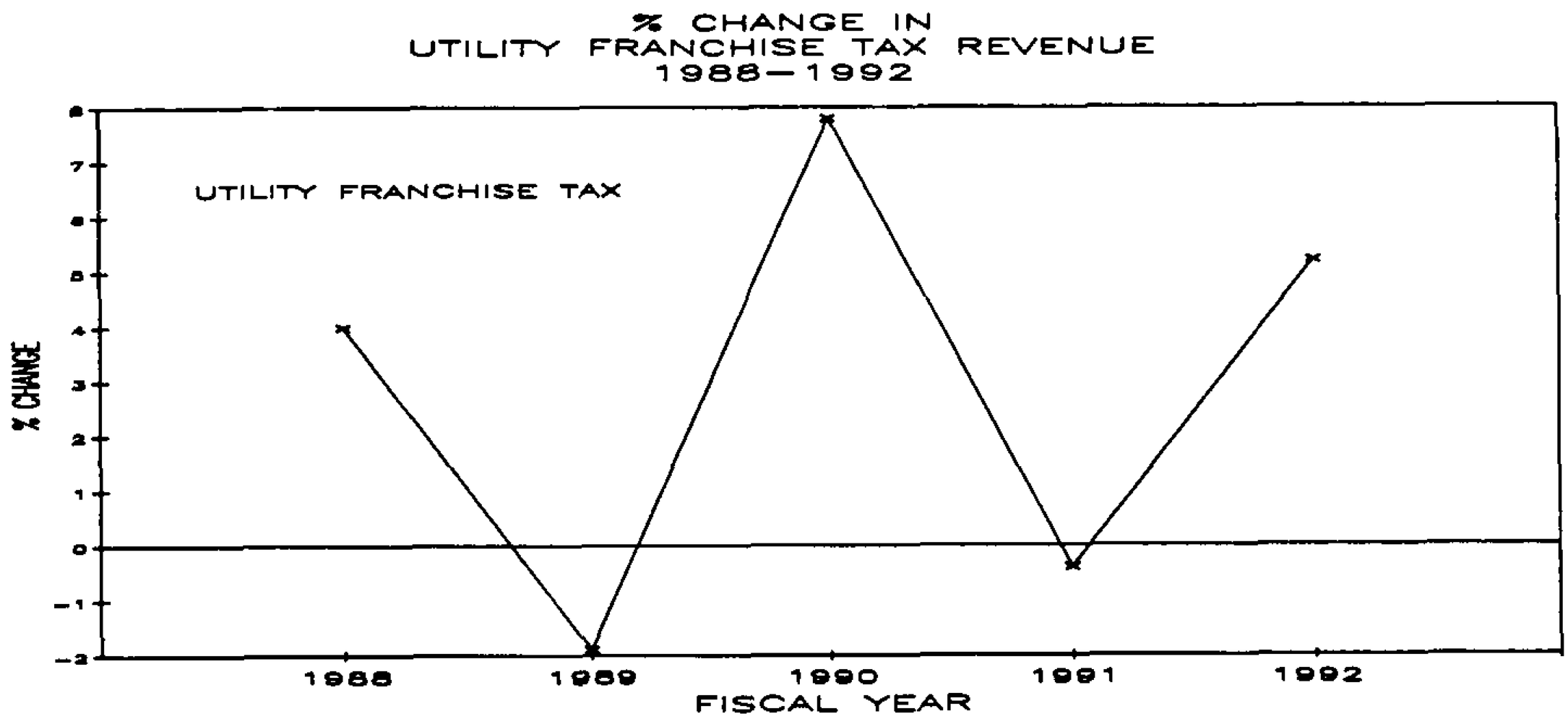



| Fiscal Year | 1988 | 1989 | 1990 | 1991 est. | 1992 est. |
|---|---|---|---|---|---|
| Amount ($000) | $18,895 | $22,528 | $23,370 | $23,500 | $23,400 |
| % Change | 9.3% | 19.2% | 3.7% | .6% | -.4% |

EXHIBIT C

## Utility Franchise Tax
## State Shared

**Description:** The State of North Carolina levies a 3.22% tax on gross receipts of the public utility (gas, electric and telephone) franchises that operate within the City. The State returns to the City an amount equal to the proceeds of a 3.09% tax on gross receipts.




| Fiscal Year | 1988 | 1989 | 1990 | 1991 est. | 1992 est. |
|---|---|---|---|---|---|
| Amount ($000) | $13,766 | $13,504 | $14,553 | $14,500 | $15,257 |
| % Change | 4.0% | -1.9% | 7.8% | -.4% | 5.2% |

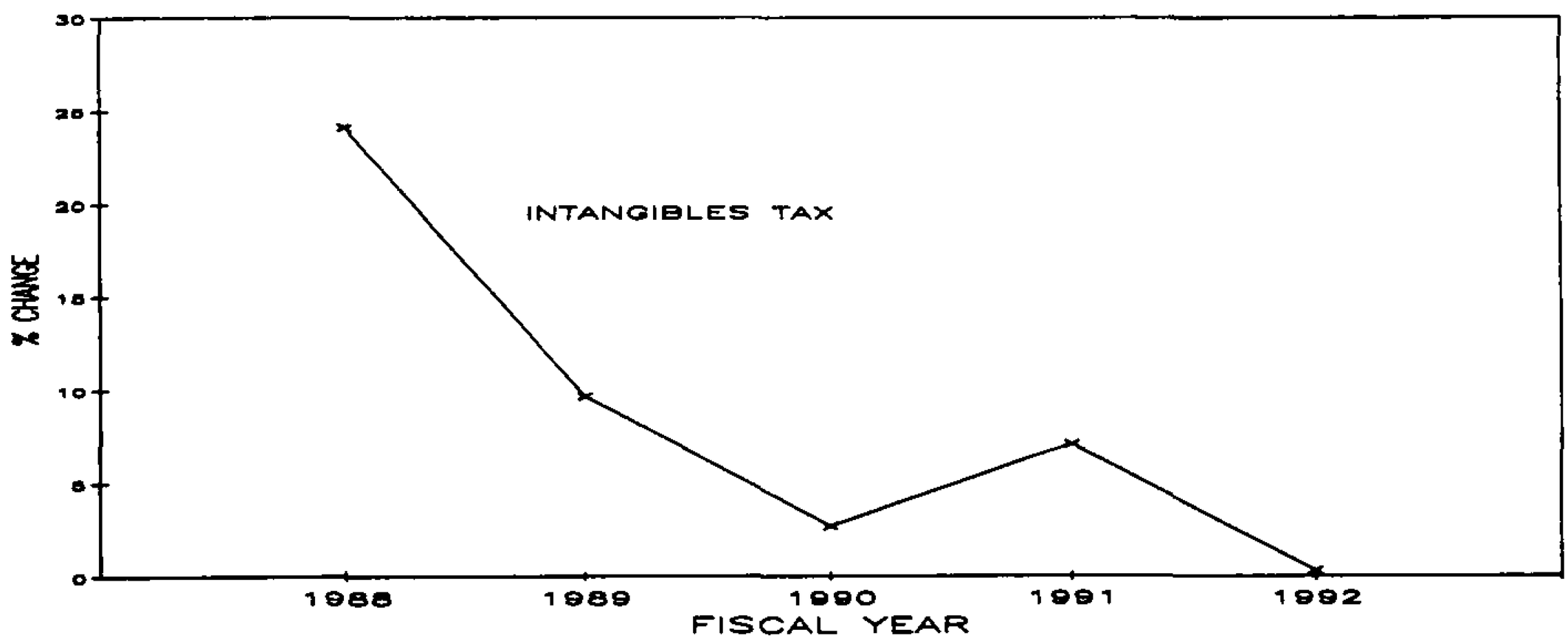
EXHIBIT D

## Intangibles Property Taxes
## State Shared

**Description:** The State collects an intangibles property tax, retains an administrative charge and distributes the net to the City, County and towns, in proportions to the total ad valorem taxes levied by each during the preceding fiscal year.

The following are subject to the tax of twenty-five cents ($0.25) per one hundred dollars ($100.00) valuation:

(1) Accounts Receivable
(2) Bonds, Notes and other Evidences of Debt
(3) Share of Stock, Units of Investment Funds, Etc.
(4) Beneficial or Equitable Interest in Foreign Trusts




| Fiscal Year | 1988 | 1989 | 1990 | 1991 est. | 1992 est. |
|---|---|---|---|---|---|
| Amount ($000) | $4,992 | $5,477 | $5,623 | $6,025 | $6,044 |
| % Change | 24.1% | 9.7% | 2.7% | 7.1% | .3% |

EXHIBIT E

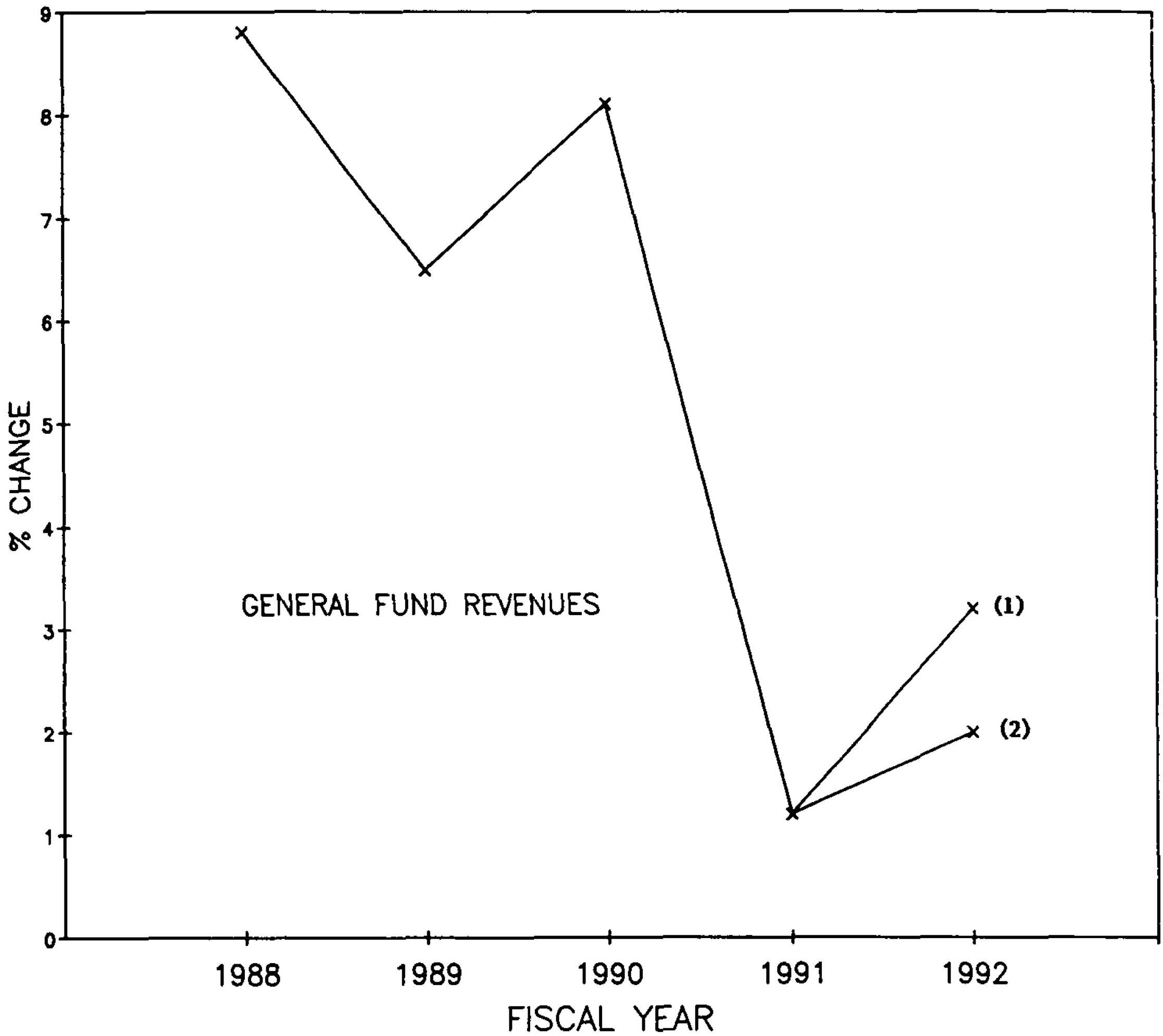
5-Year Analysis
of
General Fund Revenues
($000)

| GENERAL FUND | ACTUAL FY 1988 | FY 1989 | FY 1990 | EST FY 1991 | EST FY 1992 |
|---|---|---|---|---|---|
| PROPERTY TAX | $92,555 | $89,370 | $98,248 | $100,559 | $104,974 |
| INVENTORY REIMBURSEMENT | $0 | $6,569 | $6,560 | $6,574 | $6,575 |
| SALES TAX 1% | $18,895 | $22,528 | $23,370 | $23,500 | $23,400 |
| UTILITY FRANCHISE TAX | $13,766 | $13,505 | $14,553 | $14,500 | $15,257 |
| INTANGIBLES TAX | $4,992 | $5,477 | $5,623 | $6,025 | $6,044 |
| subtotal | $130,209 | $137,448 | $148,355 | $151,158 | $156,250 |
| OTHER *** | $23,903 | $26,613 | $28,985 | $28,279 | $28,866 |
| TOTAL GENERAL FUND | $154,112 | $164,062 | $177,340 | $179,437 | $185,116 |
| increase over previous year | $12,514 | $9,950 | $13,278 | $2,097 | $5,679 |
| % change | 8 8% | 6.5% | 8.1% | 1.2% | 3.2% |

| *** OTHER | EST FY 1992 |
|---|---|
| MOTOR VEHICLE LICENSE TAX | $1,353 |
| OCCUPANCY TAX | $1,373 |
| BUSINESS PRIVILEGE LICENSE | $4,000 |
| BEER & WINE TAX | $1,650 |
| ABC | $1,449 |
| CABLE TV FRANCHISE | $2,030 |
| OTHER | $17,012 |
| | $28,866 |

EXHIBIT F

# % CHANGE IN TOTAL GENERAL FUND REVENUES 1988–1992




| Fiscal Year | 1988 | 1989 | 1990 | 1991 est. | 1992 est. |
|---|---|---|---|---|---|
| Amount ($000) | $154,112 | $164,062 | $177,339 | $179,437 | $185,116 (1) |
| % Change | 8.8% | 6.5% | 8.1% | 1.2% | 3.2% |
| | | | | | $182,994 (2) |
| | | | | | 2.0% |

FY92
Score Card
General Fund

| | |
|---|---|
| **New Revenue** | |
| *Projected FY92 Revenue* (Revenue Growth of $3 1 M, or 1 7%) | *$ 184 1* |
| **New Expenses** | |
| Estimated Pay Plan | $ 5 3 |
| Liability Insurance Increase | 3 1 |
| Employee Benefits Cost Increase | 2 7 |
| Police Department Growth | 1 5 |
| Pay Step Increases | 1 3 |
| 2 Extra Pay Days | 0 8 |
| Cityfair | 0 6 |
| Council Initiatives | 0 5 |
| Opening New Facilities | 0 4 |
| Employment and Training | 0 1 |
| *TOTAL NEW EXPENSES* | *$ 16 3* |
| **Adjustments** | |
| Operating Expenses Reductions | $ 1 7 |
| Position Reductions | 1 4 |
| *TOTAL ADJUSTMENTS* | *$ 3 1* |
| **Final Score** | |
| New Revenues | $ 3 1 |
| New Expenditures | (16 3) |
| Adjustments | 3 1 |
| *TOTAL GAP* | *$ (10 1)* |

FY92 SALARY AND BENEFITS SURVEY
MARCH 1991

**Objective:** To establish and maintain salaries and benefits which will place the City in a competitive position to attract and retain qualified employees.

**Annual Salary Review Process**

The Human Resources Department conducted a comprehensive salary and benefits survey of:

- Fifty-four national/regional municipalities
- Twenty-six local employers

Review also included identification of recruitment and retention problems through analysis of available data and input from departments.

**Economic Indicator**

The Bureau of Labor Statistics reports that the Consumer Price Index for the period 1/90-1/91 increased by:

- All urban consumers - 5.7 percent
- All urban consumers (South) - 5.5 percent

**Pay**

**Survey Findings**
A general adjustment of 3.5% is needed to allow the City to remain competitive. All ranges in each of the City's Pay Plans would be adjusted by 3.5%. Employees would continue to progress through their assigned pay ranges.

Senior Management/Management employees and Exempt employees in the Performance Range are not eligible for the general adjustment; however, these employees would be eligible for performance-based pay increases approximating the general adjustment.

Employees are not eligible for a pay increase unless they are at the Expected performance level or above.

The additional FY92 General Fund cost of implementing the recommended 3.5% general adjustment is $5.3 million.

**Alternatives**
In view of the City's financial condition, several alternatives have been identified. Attached is a list outlining these alternatives.

## Insurance

### Funding

The plan is funded through a "minimum premium" approach. Allows City to maximize overall cash flow and savings as well as limit the City's risk.

### Rate Setting

Renewal rates are based on claims experience for the previous year and a medical inflation rate.

### FY92 Rates

Effective July 1, 1991, rates will change as follows:

| | |
|---|---|
| · **Medical** | 18.3% **increase** |
| · **Dental** | 5.5% **increase** |
| · **Life** | 5.0% **decrease** |
| · **AD&D** | 17.0% **decrease** |
| · **Accident & Sickness** | 26.0% **decrease** |
| · **Overall** | 16.0% **increase** |

### Alternatives

Medical rate can be reduced to 11.3% increase if plan change adopted which eliminates 100% coverage for first $4,000 of inpatient hospital care. (Savings = $800,000)

SUMMARY OF ADDITIONAL COSTS OF RECOMMENDED ALTERNATIVES

(Salaries Only-Adjusted for General Fund Positions)

| Alternative # | Description | Additional Cost General Fund (M) | Comments |
|---|---|---|---|
| 1. | 3.5% General Adjustment<br>plus Step Increases<br>3.5% Management and Exempt in P* | $5.3 | Needed to maintain City's competitive position in the wage market |
| 1a. | 2.0% General Adjustment<br>plus Step Increases<br>2.0% Management and Exempt in P* | $3.6 | Would help the City's competitive position; would help offset the impact of higher employee health insurance rates in July 1991 |
| 1b. | 3.5% General Adjustment (Jan. 92)<br>plus Step Increases<br>3.5% Management and Exempt in P* (Jan. 92) | $3.8 | Would delay being in competitive position until mid-year; negative impact on employees with higher insurance rates in July |
| 2. | 3.5% General Adjustment only<br>FREEZE STEPS<br>3.5% Management and Exempt in P* | $3.8 | Would maintain City's competitive position; no progression in range; limited recognition of performance |
| 2a. | 3.5% General Adjustment only<br>FREEZE STEPS<br>3.5% Management and Exempt in P* (Jan. 92) | $3.7 | Increases for management and 60% of Exempt employees would be delayed until Jan 1992 |
| 2b. | 2.0% General Adjustment only<br>FREEZE STEPS<br>2.0% Management and Exempt in P* | $2.2 | Would help the City's competitive position; no progression in range; limited recognition of performance |
| 2c. | 2.0% General Adjustment only<br>FREEZE STEPS<br>20% Exempt at P - July 91<br>2.0% Management - Jan 92 | $2.2 | See Comments for Alternative #2a and #2b |

* In Performance Range

| Alternative # | Description | Additional Cost General Fund | Comments |
|---|---|---|---|
| 3. | Step increases only/No General Adjustment<br>Extend Maximums of all Pay Plans by 2.5%<br>2.5% Management and Exempt in P* (Jan. 92) | $2.2 | All employees eligible for a 5% or 2 1/2% increase during the year; employees with later merit dates will be impacted by higher insurance rates in July |
| 3a. | Step Increases only/No General Adjustment<br>No adjustment of ranges<br>No increase for employees at Maximum, or Management and Exempt in P*<br>Note: If general adjustment is approved, cost of step increases is $1.5 million | $1.4 | No increase for:<br>40% of General Pay Plan<br>32% of Public Safety Pay Plan<br>59% of Exempt Pay Plan<br>100% of Management Pay Plans |

* In Performance Range

## STATUS OF FY92-93 OPERATING FUNDS

UTILITY

TRANSIT

FY92
Score Card
Water & Sewer Fund

| | |
|---|---|
| **New Revenue** | |
| Projected FY92 Revenue<br>(Revenue Growth of $3 38 mil, or 5 6%) | $63,630,740 |
| **New Expenditures** | |
| New Programs/New Positions | 540,317 |
| Capital Outlay | 152,000 |
| Additional capital program | |
| debt service | 750 000 |
| pay-as-you-go | 1 525 000 |
| Additional Operating Expenses | 444,629 |
| TOTAL NEW EXPENSES | (3,411,946) |
| **Adjustments** | |
| Position Reductions | 33 183 |
| TOTAL ADJUSTMENTS | 33,183 |
| **Final Score** | |
| New Revenues | 3 385,763 |
| New Expenditures | (3 418,946) |
| Adjustments | 33,183 |
| REVENUE/EXPENDITURE GAP | 0 |

note Requested FY92 budget $65,368,321, reduced to $63,630,740

FY92
Scorecard
Transportation Fund

The Transportation Fund will exhaust its fund balance in FY92 and will begin to run a deficit
The following options have been presented

| | Deficit FY92 | Deficit FY93 |
|---|---|---|
| Option 1<br>o Balance to existing revenue<br>o Fare increase in FY92<br>o Service reduction of 15%<br>o Special Transportation Service 0% increase | $0 | $0 |
| Option 2<br>o Continue FY92 level of service<br>o No fare increase | ($2 2 m) | ($3 9 m) |
| Option 3<br>o Expand service in FY92 and FY93<br>o No fare increase | ($2 6 m) | ($4 8 m) |
| Option 4<br>o Expand Service in FY92 and FY93<br>o Fare increase in FY92 | ($2 2 m) | ($4 4 m) |

# FY92-96 CAPITAL IMPROVEMENT PROGRAM

POLICY ASSUMPTIONS

FINANCING OPTIONS

PROJECT CHANGES

# REVIEW OF CURRENT AND PROPOSED CHANGES

# TO

# CAPITAL IMPROVEMENT PROGRAM POLICY ASSUMPTIONS

Prepared by:

BUDGET AND EVALUATION
March 4, 1991

# CAPITAL IMPROVEMENT PROGRAM POLICIES

## CURRENT

### I. POLICY ASSUMPTIONS

1. To evaluate capital project requests according to the following priority ranking system:

   1st Priority: Rehabilitation or Maintenance of Existing Facilities
   2nd Priority: Replacement of Existing Facilities
   3rd Priority: Expansion of Existing Facilities
   4th Priority: New Facilities

2. To continue a capital program which meets the highest priority needs as identified in the ten-year Capital Needs Assessment.

3. To ensure that existing infrastructure is maintained and replaced as needed.

4. To provide for some new capital projects to help meet the highest priority growth needs in the community.

5. To provide a balanced capital program which will not fund all identified needs, but will fund projects in a variety of program areas.

6. To pursue and dedicate new sources of revenue to address unfunded capital needs.

### II. FINANCING ASSUMPTIONS

1. The dedication of 6.50 cents of the property tax rate to the capital program will be maintained in the Municipal Debt Service Fund.

2. Pay-As-You-Go Tax Fund will be used in conjunction with a long-term debt financing to finance capital projects. The revenues generated by a levy of 4.5¢ and the investment (interest) income earned will be dedicated to this fund.

## PROPOSED CHANGES

No changes are proposed for current policy assumptions; options selected on the issue papers may impact the financial assumptions.

# TRANSPORTATION

## CURRENT

### I. POLICY ASSUMPTIONS

1. Construct local roads as identified in the 2005 Road List, with construction scheduling planned for the least disruption of traffic flow.

2. a) Where feasible, improvements to the local thoroughfare system should be pursued through public/private cooperative efforts.

   b) Continue to encourage public/private cooperative efforts in the development and construction of the Westinghouse Boulevard system.

3. Continue to participate in State road projects by providing up to 25 percent of the right-of-way costs; and, ensure that sidewalk and landscaping conform to City standards.

4. Continue to emphasize cost effective transportation system management intersection improvements.

5. Provide City funding to meet the local match requirements for an Independence Boulevard High Occupancy Vehicle (HOV) Lane.

## PROPOSED CHANGES

Maintain policy assumptions Number 2a, 2b and 3; delete policy assumptions Number 4 and 5; and, add a new policy assumption addressing priorities for road and intersection funding.

The options for road and intersection funding are outlined in a separate Issue Paper and summarized below:

Option No. 1

Fund local road, non-numbered state roads on a case-by-case basis, and participate in State road projects.

Option No. 2

Fund local road, high priority intersections, non-numbered State roads on a case-by-base basis, and participate in State road projects.

# HOUSING

## CURRENT

### I. POLICY ASSUMPTIONS

1. To reduce the number of households in substandard, overcrowded or unaffordable housing through a program of code enforcement, rehabilitation and through partnership efforts to stimulate production of housing.

2. To provide funding for innovative housing programs.

3. To emphasize housing rehabilitation as the focus of Community Development Programs.

4. To continue traditionally funded programs funded through the Community Development Block Grant for economic development loan funds, human services contracts and program delivery.

## PROPOSED CHANGES

None

## GOVERNMENT FACILITIES

### CURRENT

I. POLICY ASSUMPTIONS

1. To rehabilitate and renovate facilities where cost-effective results would be obtained over the construction of new facilities.

2. To implement the Government Center Open Space Plan.

3. To construct new and expanded facilities to meet service requirements for annexation areas.

### PROPOSED CHANGES

Maintain the existing policy assumptions and add the following:

1. To ensure that City properties conform with Environmental Protection Agency regulations (mandated by Federal Regulations).

# ECONOMIC DEVELOPMENT

## CURRENT

### I. POLICY ASSUMPTIONS

1. To stimulate economic growth in depressed areas through leveraging public investment and improvements to encourage private development.

2. To provide public resources to invest in partnerships for the purpose of promoting economic development.

## PROPOSED CHANGES

Maintain the existing policy assumptions and add the following:

1. To create jobs and economic opportunities through promoting business expansions (Staff Recommended).

# PARKS AND RECREATION

## CURRENT

### I. POLICY ASSUMPTIONS

1. To identify and acquire open space for future park development before land becomes too expensive.

2. To maintain and upgrade existing park lands and recreation facilities.

3. To provide for the development of new parks.

## PROPOSED CHANGES

None

## NEIGHBORHOOD IMPROVEMENTS

### CURRENT

I. POLICY ASSUMPTIONS

1. To maintain, preserve, and enhance the quality of life in Charlotte neighborhoods by providing a continued program of public improvements as identified in community development and small area plans.

2. To address storm drainage problems in the public right-of-way and on private property; to proceed with the processes necessary to establish a storm water utility.

3. To implement a Neighborhood Reinvestment Program.

### PROPOSED CHANGES

Maintain policy assumptions Number 1 and 3; modify policy assumption Number 2 by adding the following·

1. To address storm drainage and dam structural stability problems in the public right-of-way and on private property. (Public Works Committee)

2. To meet Environmental Protection Agency standards relating to water quality, and; to proceed with the processes necessary to establish a storm water utility. (Council Action on Storm Water Utility)

## CULTURAL FACILITIES

### CURRENT

I. POLICY ASSUMPTIONS

1. To provide public participation for cultural facility capital program expansions or rehabilitation on a 50/50 matching basis.

2. To maintain the basic structural soundness of City facilities leased by cultural organizations.

### PROPOSED CHANGES

Maintain the existing policy assumptions and add the following:

1. To implement the Cultural Action Plan as recommended by the Cultural Action Plan Committee. (Cultural Action Plan Committee)

## SEWER

### CURRENT

I. POLICY ASSUMPTIONS

1. To continue to meet Environmental Protection Agency wastewater treatment standards by ensuring adequate treatment capacity for all treatment plants.

2. To service developing areas of the County by providing sewer collection facilities and sewer infrastructure where financially feasible.

3. To continue to maintain and upgrade the existing sewer infrastructure.

4. To provide sewer facilities to the newly annexed areas within two years according to annexation laws.

5. To redirect growth to the Northeast and Northwest sections of Charlotte and Mecklenburg County by providing necessary wastewater collection infrastructure as an incentive for development.

6. To place additional emphasis on construction of wastewater collection trunks to developed areas currently supplied by private sewer systems.

7. To design and construct wastewater collection systems to interface in an efficient and logical manner with existing and/or planned facilities in surrounding counties.

### PROPOSED CHANGES

Maintain the existing policy assumptions and add the following:

1. To install requested street main extensions up to 1,000 feet at the Utility Department's expense for single-family residential dwellings previously served by other water and sewer systems. Extensions will be installed up to the annual funding level approved by Council. (CMUD Advisory Committee Report).

# WATER

## CURRENT

### I. POLICY ASSUMPTIONS

1. To continue to meet Environmental Protection Agency water treatment and quality standards by ensuring adequate water system capacity and treatment capability.

2. To service developing areas of the County by providing water distribution systems and water infrastructure where financially feasible.

3. To continue to maintain and upgrade existing water system infrastructure.

4. To provide water services to the newly annexed areas within two years according to annexation laws.

5. To redirect growth to the Northeast and Northwest sections of Charlotte and Mecklenburg County by providing necessary water distribution infrastructure as an incentive for development.

6. To place additional emphasis on construction of transmission mains to developed areas currently supplied by private water systems.

7. To design and construct the distribution system to interface in an efficient and logical manner with existing and/or planned facilities in surrounding counties.

## PROPOSED CHANGES

Maintain the existing policy assumptions and add the following:

1. To install requested street main extensions up to 1,000 feet at the Utility Department's expense for single-family residential dwellings previously served by other water and sewer systems. Extensions will be installed up to the annual funding level approved by Council. (CMUD Citizen Advisory Committee)

# TRANSIT

## CURRENT

### I. POLICY ASSUMPTIONS

1. Continue expansion of transit service to meet the needs of increased population and employment and the geographically expanding City.

2. Provide mobility for transportation-handicapped citizens of the City through provision of demand-responsive, special transportation service.

## PROPOSED CHANGES

Substitute the above policy assumptions with the following and add policy assumption Number 3.

1. To ensure transit service availability to the transit dependent population and, where feasible, expand transit service to reduce road congestion. (Policy determined by Transit Fund Option)

2. To provide special transportation service to transportation handicapped citizens and to comply with federal regulations stipulating levels of service to this population. (Staff Recommended)

3. To lay the foundation of a light rail system by assessing implementation opportunities and facilitating on-going efforts. (Council Transportation Committee)

# AVIATION

## CURRENT

I. POLICY ASSUMPTION

1. To use the Airport Master Plan Update as the guide for future capital project development.

## PROPOSED CHANGES

None

# FY92-96 CAPITAL IMPROVEMENT PROGRAM

## FINANCING OPTIONS

## ISSUE PAPER NO. 1: SLOWER CAPITAL PROGRAM

**ISSUE:** General Government Capital Improvement Program project budgets could be reduced in scope or consolidated in order to transfer funds to the General Fund.

**OPTIONS:** The following options have been developed for Council's consideration.

1. Because of slower than expected revenue growth in Property Tax, Sales Tax, and Occupancy Tax, the option to transfer road project savings from the Municipal Debt Service Fund to the General Fund is no longer available The transfer would impact the debt model and Council Policy to maintain a balance of 50% of annual debt payments in the Debt Service Fund. These savings may be reprogrammed in later years in the CIP (see Issue Paper No 2) but will not be available for immediate use due to the slow-down in revenue growth.

2. Reduce Innovative Housing appropriations from $4.5 million to $4.0 million annually.

   Impacts: Maintains current level for Housing Partnership, but reduces local RFP initiatives; transfers one-quarter cent ($500,000) from Debt Service Fund in FY92 and FY93 and one-quarter cent from Pay-As-You-Go Tax Levy beginning in FY94.

3. Consolidate two capital projects: Improvements to Existing Parks and Freedom Park Reconstruction (current total annual budget: $1.5 million); leverage bond financing totalling $10 million for both projects; transfer $500,000 to Operating Budget beginning in FY93.

   Impacts: The short-term (i.e., five years) impact is positive in that high priority park needs are accelerated; the long-term (i.e., after five years) impact is that Pay-As-You-Go funds are committed for 20 years to debt service bonds; transfer $500,000 (one quarter cent) from Pay-As-You-Go Tax Levy to the Operating Budget.

4. Consolidate two capital projects: Area Plan Improvements and Neighborhood Reinvestment; reduce total funding from $2.5 million to $2 million and transfer $500,000 to the Operating Budget.

   Impacts: Reduces neighborhood revitalization efforts; transfers $500,000 (one quarter cent) from the Pay-As-You-Go Tax Levy to the Operating Budget.

## ISSUE PAPER NO. 2: ROAD SAVINGS

**ISSUE:** How should road project savings of $23 5 million be used?

**BACKGROUND:** On February 6, 1991, the Capital Project Status/Closeout Report was forwarded to Council. The report indicated that $13.7 million in 1987 and 1988 Street Bonds would be realized as savings from various road projects. Since that time, an additional $9 8 million has been identified in savings.

**OPTIONS:** The following options have been developed for Council's consideration.

1. Reprogram the savings for additional road and/or intersection projects Any option for reprogramming the road savings would have to be deferred to the later years of the CIP and beyond.

2 Reprioritize bond capacity for other needs in the capital program (for example, storm drainage). Any option for reprogramming the road savings would have to be deferred to the later years of the CIP and beyond.

3. Develop a combination of Options 1 and 2.

4. The option to transfer road bond savings to the Operating Budget has been deleted. (See Issue Paper No. 1).

5. Reserve bond capacity for future needs.

CITY OF CHARLOTTE

FY92 96 CAPITAL IMPROVEMENT PROGRAM

PROJECT CHANGES FROM FY91 95 CIP

PRELIMINARY

| PROJECT TITLE | 1991-92 | 1992 93 | 1993-94 | 1994-95 | 1995 96 | TOTAL |
|---|---|---|---|---|---|---|
| TRANSPORTATION | | | | | | |
| Increased Minor Intersections | 650 000 | 650 000 | 650 000 | 650 000 | 650 000 | 3 250 000 |
| New Participation in State Highway Projects-Future | | 284 000 | | 1 863 000 | 1 525 000 | 3 672 000 |
| Deleted Fairview Rd Widening | | | | | | |
| Deleted Sharon-Amity Rd Median | | | | | | |
| Deleted Hoskins Rd Widening | | | | | | |
| GOVERNMENT FACILITIES | | | | | | |
| Increased Police/Fire Training Academy Fire Pits | | | | 500 000 | 500 000 | 1 000 000 |
| Increased Underground Storage Tanks | 350 000 | 400 000 | 400 000 | 400 000 | 400 000 | 1 950 000 |
| Increased Renovation of Fire Station | 250 000 | | 100 000 | 600 000 | | 950 000 |
| New Greenville Center Lavatory | 120 000 | | | | | 120 000 |
| New Maintenance Yard Facilities | 1 000 000 | | | 320 000 | 1 640 000 | 2 960 000 |
| NEIGHBORHOOD IMPROVEMENT | | | | | | |
| Increased Stormwater Quality Permit/Utility Development | 2 400 000 | 600 000 | 1 000 000 | 1 500 000 | 2 000 000 | 7 500 000 |
| CULTURAL FACILITIES | | | | | | |
| New Spirit Square Roof Survey and Repair | 72 000 | | | | | 72 000 |
| TRANSIT | | | | | | |
| New Light Rail Right-of-Way Protection | 1 000 000 | 1 000 000 | 1 000 000 | 1 000 000 | 1 000 000 | 5 000 000 |
| New Light Rail Corridor Study | 250 000 | | | | | 250 000 |

CITY OF CHARLOTTE

FY92-96 CAPITAL IMPROVEMENT PROGRAM

PROJECT CHANGES FROM FY91 95 CIP

PRELIMINARY

| PROJECT TITLE | 1991 92 | 1992 93 | 1993-94 | 1994-95 | 1995-96 | TOTAL |
|---|---|---|---|---|---|---|
| WATER | | | | | | |
| New Street Main Extension Program | 3 000 000 | 3 000 000 | 3 000 000 | 3 000 000 | 3 000 000 | 15 000 000 |
| Increased Water Main Relocation For Street Improvements | 500 000 | 500 000 | 500 000 | 500 000 | 500 000 | 2 500 000 |
| New Electrical Equipment Replacement at Vest Water Treatment Plant | 250 000 | | | | | 250 000 |
| New Water Distribution/Customer Service Center Renovations Study | 100 000 | | | | | 100 000 |
| New Vest Plant Clearwell Renovations | 250 000 | | | | | 250 000 |
| New Protective Structures for Franklin Plant Equipment | 600 000 | | | | | 600 000 |
| New Water Distribution System Study | | 500 000 | | | | 500 000 |
| Decreased Water Main Along Beard Rd and Ridge Road | | 87 300 | 675 700 | | | 763 000 |
| New North Mecklenburg Water Treatment Plant | | 1 458 000 | 1 458 000 | 12 150 000 | 12 125 000 | 27 216 000 |
| New Water Main along Harris Blvd | | | 180 000 | 1 143 500 | | 1 323 500 |
| SEWER | | | | | | |
| New Street Main Extension Program | 7 000 000 | 7 000 000 | 7 000 000 | 7 000 000 | 7 000 000 | 35 000 000 |
| New Irwin Creek Wastewater Treatment Plant Improvements/Expansion | 3 000 000 | | | | | 3 000 000 |
| New Sugar Creek Wastewater Treatment Plant Improvements | 5 000 000 | | | | | 5 000 000 |
| Increased Sanitary Sewer Rehabilitation | 1 500 000 | 2 000 000 | 2 000 000 | 2 000 000 | 2 000 000 | 9 500 000 |
| New Sewer System Evaluation Survey | 1 610 000 | 2 000 000 | 2 000 000 | 2 000 000 | 2 000 000 | 9 610 000 |
| New Sanitary Sewer Facility Plan | 300 000 | 200 000 | | | | 500 000 |
| New Flow Equalization-McAlpine Ck Wastewater Treatment Plant | 5 000 000 | 2 100 000 | | | | 7 100 000 |
| New Flow Equalization-Sugar Creek Wastewater Treatment Plant | 400 000 | 3 600 000 | | | | 4 000 000 |
| Increased Stony Creek Tributary to Ridge Rd | 256 500 | 1 458 000 | | | | 1 714 500 |
| New Rocky River Outfall | 1 598 538 | 4 795 612 | 4 567 250 | | | 10 961 400 |
| New Lake Area Sanitary Sewer Implementation | 750 000 | 750 000 | 750 000 | 1 500 000 | 3 200 000 | 6 950 000 |
| Decrease Stony Creek Outfall -- Phase II | | 519 000 | | | | 519 000 |
| New North Mecklenburg Rocky River Outfall | | 200 000 | 100 000 | 218 400 | 1 047 600 | 1 566 000 |

CITY OF CHARLOTTE

FY92 96 CAPITAL IMPROVEMENT PROGRAM

PROJECT CHANGES FROM FY91 95 CIP

PRELIMINARY

| PROJECT TITLE | 1991-92 | 1992-93 | 1993 94 | 1994-95 | 1995 96 | TOTAL |
|---|---|---|---|---|---|---|
| AVIATION | | | | | | |
| New FAA Access Control System | 400 000 | 300 000 | | | | 700 000 |
| New Rental Car Relocation | 250 000 | 2 250 000 | | | | 2 500 000 |
| New Terminal Third Floor Upfit | 2 000 000 | | | | | 2 000 000 |
| New Concourse B Ramp Expansion | | 3 750 000 | 3 750 000 | | | 7 500 000 |
| New Tunnel Under Taxiway A | | | 500 000 | 1 000 000 | | 1 500 000 |
| New Air Cargo Ramp Expansion | | 1 200 000 | 800 000 | | | 2 000 000 |
| New Remote Crash-Fire Rescue Station | | | 100 000 | 400 000 | | 500 000 |
| New Preconditioned Air System | | | 5 300 000 | | | 5 300 000 |
| New Aviation Fuel Farm Improvements | | | 3 000 000 | | | 3 000 000 |
| New New Fuel Line | | | 1 500 000 | | | 1 500 000 |
| New Loop Road Extension | | | 2 000 000 | | | 2 000 000 |
| New Hotel Access Roadway | | | | 2 500 000 | | 2 500 000 |
| New Dobbs Catering Expansion | | | 1 500 000 | | | 1 500 000 |
| New Commuter Ramp Extension | | | | 3 600 000 | 7 000 000 | 10 600 000 |
| New Renovate/Expand Bag Claim Lobby | | | | 2 000 000 | | 2 000 000 |
| New Renovate Ramp Level Concourses | | | | | 5 000 000 | 5 000 000 |
| New Renovate/Expand Baggage Make up | | | | | 9 000 000 | 9 000 000 |
| New Federal Inspection Services | | | | | 10 000 000 | 10 000 000 |

# THE CHARLOTTE-MECKLENBURG METROPOLITAN PLANNING ORGANIZATION AND REGIONAL TRANSPORTATION PLANNING

## EXECUTIVE SUMMARY

### Origin of the MPO

The designation of a Metropolitan Planning Organization (MPO) for each urbanized area began in 1973 following passage of the Federal-Aid Highway Act. The Governor is responsible for naming the agency in each metropolitan area (areas with a population over 50,000 persons) to receive federal funds for transportation planning.

Four MPOs have been designated in the immediate Charlotte area:

- Charlotte-Mecklenburg
- Gastonia-Gaston
- Concord-Kannapolis
- Rock Hill-York

The present composition of the Charlotte-Mecklenburg MPO was established in a 1981 Memorandum of Understanding. The MPO consists of the Chief Elected Official or appointee from Charlotte, Mecklenburg County, and the six towns in the County. It also includes a representative of the N.C. Department of Transportation. The 1981 Memorandum included a weighted vote system whereby Charlotte receives six votes, Mecklenburg County has two votes, and the remaining seven members have one vote apiece. The N.C. Department of Transportation considers that the weighted vote for the City of Charlotte is justified because:

- Charlotte represents a major portion of the population in the planning area (77 percent according to the 1990 Census).

- City of Charlotte is the primary recipient of discretionary funds from the Federal Highway Administration and the Urban Mass Transportation Administration.

### Federal Regulations Concerning MPOs

Designation of the MPO shall be made by agreement among the units of general purpose local government and the Governor. To the extent possible, only one MPO should be designated for each urban area or group of contiguous urban areas.

Principal elected officials of general purpose local governments within the jurisdiction of the MPO shall have adequate representation on the MPO. The MPO shall be the forum for cooperative decision making by these elected officials.

The transportation planning process shall, as a minimum, cover the urbanized area and the area likely to be urbanized in the period covered by the long-range element of the transportation plan.

Options for Ensuring a Regional Perspective for Area Transportation Planning

Centralina Council of Governments (COG)

- Identified in local planning documents as the agency responsible for coordinating planning activities between adjacent counties.
- Covers an eight-county planning area which includes Mecklenburg (North Carolina counties only).
- As regional A-95 clearinghouse, coordinates the review of federally-funded activities by affected local governments.
- Board of Directors includes 57 representatives of local governments within the planning area.

Carolinas Transportation Compact (CTC)

- Formed in 1989, covers thirteen North Carolina counties and two South Carolina counties.
- CTC consists of 32 members (two representatives from each county and a representative from each state department of transportation).
- Objectives include planning, constructing, operating, and maintaining adequate regional transportation facilities. Current projects include feasibility studies of Outer-Outer Loop, Regional Transportation Authority, and Railroad Right-of-Way Preservation.

Regional Transportation Authority(RTA)

- Proposed Charlotte RTA prompted by 1989 passage of state legislation creating a RTA for Research Triangle area.
- Primary role of Triangle RTA involves operation of regional bus services and ridesharing; secondary role includes examination of land use/transportation relationships in order to develop possible corridors for fixed-guideway transit service.
- No funding source approved to date by General Assembly for Triangle RTA operation. Possible local option revenue source involves a new fee on auto rentals.

# THE CHARLOTTE-MECKLENBURG METROPOLITAN PLANNING ORGANIZATION AND REGIONAL TRANSPORTATION PLANNING

## 1.0 INTRODUCTION

Growth/regionalism was one of the topics discussed by City Council at a retreat held on November 16 and 17, 1990. At this retreat, Council began a process to clarify the community's vision and to relate that vision to the region as a whole.

An action step resulting from Council's discussion on implementing a regional vision involved preparation of a policy paper outlining options for regional representation in transportation planning for the multi-county, bi-state Charlotte area. This policy paper reviews the history of transportation planning in Charlotte-Mecklenburg, the Federal regulations governing the creation of and changes to metropolitan planning organizations (MPO), and alternative structures for achieving a regional perspective to transportation planning issues.

## 2.0 HISTORY OF TRANSPORTATION PLANNING IN CHARLOTTE-MECKLENBURG

In 1962, Section 134 of Title 23 (1962 Highway Act) was enacted. This legislation required the establishment of a continuing, cooperative, and comprehensive transportation planning process in urban areas over 50,000 population as a prerequisite for continued Federal funding of highway projects.

Following passage of the 1962 Highway Act, the Bureau of Public Roads (now the Federal Highway Administration) required state highway departments to develop formal working relationships with local jurisdictions to carry out the transportation planning requirements of the 1962 Act. This led to the first formal Memorandum of Understanding defining a transportation planning process for Charlotte-Mecklenburg, adopted by the City of Charlotte, Mecklenburg County, and the State Highway Commission in June 1965. The 1965 Memorandum established a Technical Coordinating Committee (TCC) with responsibility for general review, guidance, and coordination of the continuing planning process.

By the early 1970's, there were increasing demands by local governments for more responsibility in the transportation planning process as well as Federal financial assistance to carry out this responsibility.

The Federal-Aid Highway Act of 1973 provided this funding support. The act specified that a portion of highway planning funds be passed through to a single Metropolitan Planning Organization (MPO) in each urbanized area. The Governor was asked to designate an agency in each metropolitan area to be responsible for transportation planning and receiving Federal planning funds.

The 1973 Act specified increased cooperation with, and involvement of, local officials in the transportation planning process. This led in 1975 to the development of a new Memorandum of Understanding in Charlotte-Mecklenburg. The new agreement expanded the planning process to include all of the incorporated communities of Mecklenburg County, bringing Mint Hill, Pineville, Matthews, Davidson, Cornelius, and Huntersville into the local transportation planning process as full participants. The 1975 Memorandum of Understanding also established a Transportation Advisory Committee (TAC)... "with the responsibility of serving as an intermediary in keeping the policy boards informed of the status and needs of the continuing transportation process and to assist in the dissemination and clarification of the issues, inclinations, and policies of the Policy Boards." The TAC consisted of one member of each of the policy boards or their representatives (including the State Board of Transportation).

Although the TAC role as described in the 1975 Memorandum was essentially one of coordination, the TAC became viewed as the MPO. The Federal Highway Administration (FHWA) and the Urban Mass Transportation Administration (UMTA) interpreted the TAC's role more broadly when they informally recognized the TAC as the MPO during the annual planning certification process in the late 1970's.

In 1979, the City of Charlotte sought increased representation on the TAC because the City felt that the TAC's one vote per jurisdiction arrangement failed to provide Charlotte with an equitable voice in area decision making. Over the next two years, there was extensive discussion among local and State officials as to what might constitute "adequate representation" for Charlotte on the TAC. The discussion generally focused on development of a weighted vote arrangement designed to increase the City's voting strength in TAC deliberations.

In March 1981, Barton-Aschman Associates completed a report entitled, An Update of the Transportation Planning Process for Charlotte-Mecklenburg. The consultant provided recommendations or alternative approaches for MPO designation, composition, and responsibilities.

Following completion of Barton-Aschman's report, a new Memorandum of Understanding was drafted which was acceptable to all parties except for the voting system. At the request of local governments, Governor Hunt issued on August 14, 1981 the weighted vote system which is currently in effect. The TAC unanimously approved the new Memorandum, including the weighted vote system, on November 14, 1981.

Under the revised Memorandum, the MPO consists of the Chief Elected Official or appointee from Charlotte, Mecklenburg County, and the six other towns in Mecklenburg County. The MPO also includes a representative of the North Carolina Department of Transportation (NCDOT). The weighted vote prescribed by Governor Hunt provides six votes for Charlotte, two for Mecklenburg County, and one vote apiece for the remaining seven members. According to Governor Hunt, the weighted vote for the City of Charlotte was justified because:

- Charlotte is the urbanized area that represents the major portion of the population in the planning area. (Population ratios have not changed significantly since 1981).

- Municipalities in conjunction with State government have historically provided for transportation systems in North Carolina.

- Charlotte is the primary recipient of UMTA and FHWA discretionary funds for which the planning program is designed.

The 1981 Memorandum states that the MPO will function as a TAC in conformance with the North Carolina Highway Action Plan and provides for a subscribing agency's termination of participation in the Continuing Transportation Planning process upon thirty days written notice to the other parties to the agreement. The new Memorandum also reorganized the TCC and set the responsibility for overall coordination of the transportation planning process within the staff of the Charlotte-Mecklenburg Planning Commission, through the creation of the position of Transportation Coordinator.

## 3.0 FEDERAL REGULATIONS CONCERNING MPOS

### 3.1 Designations

a. A MPO must be designated for each urbanized area. The U.S. Census Bureau defines an urbanized area as the central city and contiguous surrounding areas of closely-settled territory having a total population of 50,000 or more. "Closely-settled" is defined as 1,000 persons per square mile.

b. The MPO is the organization designated as being responsible, together with the State, for carrying out the provisions of 23 U.S.C. 134, as provided in 23 U.S.C. 104 (f)(3), and capable of meeting the requirements of Sections 3(e)(1), 5(l), 8(a) and (c) and 9 (e)(3)(g) of the Urban Mass Transportation Act of 1964, as amended.

c. Designation of the MPO shall be made by agreement among the units of general purpose local governments and the Governor. To the extent possible, only one MPO should be designated for each urban area or group of contiguous urban areas.

d. Principal elected officials of general purpose local governments within the jurisdiction of the MPO shall have adequate representation on the MPO.

e. To the extent possible, the MPO designated shall be established under specific State legislation, State enabling legislation, or by Interstate compact, with authority to carry out metropolitan transportation planning.

3.2 Agreements

a. The responsibilities for cooperatively carrying out transportation planning and programming shall be clearly identified in an agreement or memorandum of understanding between the State and the MPO.

b. Where the MPO is different from the A-95 agency, there shall be an agreement between the two organizations which prescribes the means by which their activities shall be coordinated, as required by Part IV of OMB Circular A-95. This agreement shall specify how transportation planning and programming will be part of the comprehensively planned development of the urbanized area.

3.3 Geographic Scope

a. The transportation planning process shall, as a minimum, cover the urbanized area and the area likely to be urbanized in the period covered by the long-range element of the transportation plan.

3.4 *Responsibilities*

a. The MPO in cooperation with the State, and in cooperation with publicly owned operators of mass transportation services, shall be responsible for carrying out the urban transportation planning process and shall develop the planning work programs, transportation plan, and transportation improvement program specified by Federal regulations. The MPO shall be the forum for cooperative decision making by principal elected officials of general purpose local government.

b. The MPO shall annually endorse the plans and programs required by Federal regulations including:

- The Unified Planning Work Program and a Prospectus
- The Transportation Plan (short-range and long-range elements)
- Transportation Improvement Program including an annual element

4.0 CHANGES TO THE CHARLOTTE-MECKLENBURG MPO STRUCTURE

Federal regulations require the MPO to include, as a minimum, the entire urbanized area and the area likely to be urbanized in the period covered by the long-range element of the transportation plan. Currently, four MPOs have been designated in the Charlotte region:

1) Charlotte-Mecklenburg
2) Gastonia
3) Concord-Kannapolis
4) Rock Hill-Fort Mill

Barton-Aschman's 1981 report discussed the issue of the MPO's geographic coverage when the consultant examined possible organizations to carry out MPO functions. The Centralina Council of Governments (COG) was mentioned by Barton-Aschman as a candidate agency to serve as the MPO. The Centralina COG is composed of elected officials, and the organization more than covers the geographic area where the transportation planning process should be conducted. The COG's Board of Delegates includes elected officials from most, but not all, general purpose local governments in the Charlotte region. The general scope of the COG's activities is so broad because of its eight-county coverage that transportation planning issues

and concerns within Mecklenburg County are likely to be of limited concern to most COG members. It is unlikely that the MPOs in the North Carolina portion of the Charlotte region would be willing to yield decision-making responsibility for local transportation issues to a regional organization. Finally, the Centralina COG does not include representation for South Carolina towns or counties.

Even in 1981, Barton-Aschman recognized the possibility of reconsidering the MPO's structure once urban development in Charlotte-Mecklenburg and adjacent counties expanded to create a continuous urbanized area. The consultant suggested that the Charlotte-Mecklenburg MPO may simply be enlarged to provide representation from the directly affected counties or communities.

According to information obtained from the Census Bureau's district office, urbanized areas may be merged if they abut and are in the same Metropolitan Statistical Area. Preliminary indications from the 1990 Census are that the Charlotte and Rock Hill urbanized areas may now be contiguous, possibly resulting in designation of a single, larger Charlotte urbanized area. The NCDOT expects to receive this information in mid-1992, and possible changes in MPO composition will need to be discussed at that time. A revised MPO structure will require preparation of a new Memorandum of Understanding to signify cooperation of both old and new MPO members and to re-visit the issue of adequate representation for Charlotte in an expanded MPO.

Staff from NCDOT's Statewide Planning section, who are responsible for ensuring that federal planning requirements are satisfied in order to received FHWA and UMTA funds, recommend waiting until the 1990 urbanized area designations have been issued before making changes to the 1981 Memorandum. Issues such as the weighted vote system or membership of Mecklenburg town officials on the TCC, which have recently surfaced following the MPO's decision on the Sardis-Weddington Connector, will have to be discussed again in 1992 if the MPO expands to include Rock Hill, Fort Mill, and York County.

## 5.0 OPTIONS FOR ENSURING A REGIONAL PERSPECTIVE FOR AREA TRANSPORTATION PLANNING

While discussions about changing certain provisions of the 1981 Memorandum of Understanding seem most appropriate in the late 1992, there remains considerable interest in making transportation decisions within a regional context. Two existing organizations and a proposed agency may offer opportunities to achieve this regional perspective:

## 5.1 Centralina COG

As discussed in the previous section, the Centralina COG is a regional planning agency created by municipalities and counties in an eight-county planning area which includes Mecklenburg. The eight counties included in the COG are Mecklenburg, Gaston, Cabarrus, Stanley, Union, Lincoln, Iredell, and Rowan. The COG Board of Delegates is composed of 57 representatives of cities, towns, and counties within the area.

The Centralina COG is identified in the 1983 Prospectus for Continuing Transportation Planning for the Charlotte-Mecklenburg Urban Area as the coordinating agency of planning activities between adjacent counties. It also serves as the A-95 review agency. As the regional A-95 clearinghouse, Centralina COG coordinates the review of federally-funded activities by affected local units of government.

If Centralina COG is to be more active in regional transportation planning, there needs to be more interaction between COG leadership and the local MPOs . Over the past five years, a representative of the Centralina COG or its staff has not regularly attended meetings of the Charlotte-Mecklenburg MPO.

## 5.2 Carolinas Transportation Compact

The Carolinas Transportation Compact (CTC) was formed in December 1989 to establish a coordinated, continuing, comprehensive, and proactive effort to acquire federal, state, and local resources for planning, constructing, operating, and maintaining adequate regional transportation facilities that enhance the quality of life in each county and the region's economic opportunity.

The CTC includes thirteen North Carolina counties (Anson, Cabarrus, Catawba, Cleveland, Gaston, Iredell, Lincoln, Mecklenburg, Rowan, Stanley, and Union) and two South Carolina counties (Lancaster and York). Representation consists of two elected officials from each of the fifteen counties and one from each state department of transportation. Voting is proportional to the county's population.

The CTC recently hired an Executive Director and is involved with the following projects:

- Carolinas Parkway (Outer-Outer Loop) Feasibility Study
- Feasibility of a Regional Transportation Authority
- Railroad Right-of-Way Preservation Study

5.3 Regional Transportation Authority

The CTC and NCDOT's Public Transportation and Rail Division have led discussions regarding the need and possible roles for a Regional Transportation Authority (RTA) in the Charlotte area. This discussion has been prompted, in part, by the North Carolina General Assembly's passage in 1989 of an act authorizing creation of an RTA for the Research Triangle area of the North Carolina.

Although the primary role of the Research Triangle RTA is the operation of regional transit services, it also will examine land use/transportation relationships within Wake, Durham, and Orange Counties in a long-range effort of developing corridors for fixed-guideway transit service.

The most recent discussion on the possibility of creating a Metrolina RTA occurred on October 15, 1990 at a forum sponsored by the CTC. Approximately 100 people from thirteen counties attended the meeting which was held to increase awareness among local officials of the need, functions, organization, and possible funding of a Charlotte RTA.

A final option for consideration involves initiating joint meetings of the various MPOs and TCCs within the Charlotte region. The scheduling of joint meetings between MPOs and TCCs for the Raleigh urbanized area(including Cary, Garner, Morrisville, and Apex) and the Durham urbanized area (including Chapel Hill and Carrboro) is regarded as a historic step in improved regional cooperation and communication in the Research Triangle. Similar actions taken in the Charlotte area may produce equally successful results.

11-6-81
Executed
12-21-81

MEMORANDUM OF UNDERSTANDING

for

TRANSPORTATION PLANNING - CHARLOTTE URBANIZED AREA

between

THE CITY OF CHARLOTTE, TOWN OF CORNELIUS, TOWN OF DAVIDSON, TOWN OF HUNTERSVILLE, TOWN OF MATTHEWS, TOWN OF MINT HILL, TOWN OF PINEVILLE, MECKLENBURG COUNTY AND THE NORTH CAROLINA DEPARTMENT OF TRANSPORTATION IN COOPERATION WITH THE UNITED STATES DEPARTMENT OF TRANSPORTATION

WITNESSETH

THAT WHEREAS, Chapter 136, Article 3A, Section 136-66.2(a) of the General Statutes of North Carolina require that: "Each municipality with the cooperation of the Department of Transportation; shall develop a comprehensive plan for a street system that will serve present and anticipated volumes of vehicular traffic in and around the municipality The plan shall be based on the best information available including, but not limited to, population growth, economic conditions and prospects, and patterns of land development in and around the municipality, and shall provide for the safe and effective use of streets and highways through such means as parking regulations, signal systems, and traffic signs, markings, and other devices. The Department of Transportation may provide financial and technical assistance in the preparation of such plans."; and,

WHEREAS, the said Chapter 136, Article 3A, Section 136-66.2(b) provides that: "After completion and analysis of the plan, the plan may be adopted by both the governing body of the municipality and the Department of Transportation as the basis for future street and highway improvements in and around the municipality. As part of the plan, the governing body of the municipality and the Department of Transportation shall reach an agreement as to which of the existing and proposed streets and highways included in the plan will be a part of the State Highway System and which streets will be a part of the Municipal street system. As used in this article, the State Highway System shall mean both the primary highway system of the State and the secondary road system of the State within municipalities."; and,

WHEREAS, the said Chapter 136A, Article 3A, Section 136 66 2(d) provides that. "Either the municipality or the Department of Transportation may propose changes in the plan at any time by giving notice to the other party, but no change shall be effective until it is adopted by both the Department of Transportation and the municipal governing board.", and,

WHEREAS, Section 134 (a) of Title 23 United States Code states: "It is declared to be in the national interest to encourage and promote the development of transportation systems, embracing various modes of transportation in a manner that will serve the States and local communities efficiently and effectively. To accomplish this objective the Secretary shall cooperate with the State and local officials in the development of transportation plans and programs which are formulated on the basis of transportation needs with due consideration to comprehensive long-range land use plans, development objectives, and overall social, economic, environmental, system performance, and energy conservation goals and objectives, and with due consideration to their probable effect on the future development of urban areas of more than fifty thousand population. The planning process shall include an analysis of alternative transportation system management and investment strategies to make more efficient use of existing transportation facilities. The process shall consider all modes of transportation and shall be continuing, cooperative, and comprehensive to the degree appropriate based on the complexity of the transportation problems. After July 1, 1965, the Secretary shall not approve under section 105 of this title any program for projects in any urban area of more than fifty thousand population unless he finds that such projects are based on a continuing comprehensive transportation planning process carried on cooperatively by States and local communities in conformance with the objectives stated in this section. No highway project may be constructed in any urban area of fifty thousand population or more unless the responsible public officials of such urban area in which the project is located have been consulted and their views considered with respect to the corridor, the location and the design of the project."; and,

WHEREAS, a transportation planning process includes the operational procedures and working arrangements by which short and long-range transportation plans are soundly conceived and developed and continuously evaluated in a manner that will.

1. Assist governing bodies and official agencies in determining courses of action and in formulating attainable capital improvement programs in anticipation of community needs; and,

2. Guide private individuals and groups in planning their decisions which can be important factors in the pattern of future development and redevelopment, and,

WHEREAS, various sections of the Federal-Aid Highway Act of 1973, Public Law 93-87 provides for new transportation programs and modifies some existing programs, and,

WHEREAS, it is the desire of these agencies that the previously established continuing, comprehensive, cooperative transportation planning process, as set forth in the Memoranda of Understanding dated June 24, 1965 and April 8, 1975 be revised

and updated to comply with 23 U.S.C. 134; Sections 3, 4(a), and 5 of the Urban Mass Transportation Act of 1964, as amended, (UMT Act) (49 U.S.C. 1602, 1603(a), and 1604); and 49 CFR 1.48(b) and 1.50(f), the following Memorandum of Understanding is made:

Section 1. It is hereby agreed that the CITY OF CHARLOTTE, TOWNS OF CORNELIUS, DAVIDSON, HUNTERSVILLE, MATTHEWS, MINT HILL, PINEVILLE; MECKLENBURG COUNTY, and THE NORTH CAROLINA DEPARTMENT OF TRANSPORTATION in cooperation with THE UNITED STATES DEPARTMENT OF TRANSPORTATION, will participate in a continuing transportation planning process with the responsibilities and undertakings as related in the following paragraphs:

1. The area involved, the Charlotte Urban Transportation Planning Area, will be the Charlotte Urbanized Area as defined by the United State Department of Commerce, Bureau of the Census, plus that area beyond the existing urbanized area boundary that is expected to become urbanized within a twenty-year planning period. This area is Mecklenburg County and is hereinafter referred to as the Planning Area. The projected Planning Area boundary will be periodically reassessed and revised in the light of new developments and basic data projections for the current planning period.

2. The continuing transportation planning process will be a cooperative one and all planning discussions will be reflective of and responsive to the comprehensive plans for growth and development of the Planning Area.

3. The continuing transportation planning process will be in accordance with the intent, procedures, and programs of Title VI of the Civil Rights Act of 1964.

4. A Charlotte-Mecklenburg Metropolitan Planning Organization hereinafter referred to as the CMMPO, is hereby established with responsibility for coordinating transportation policy of member local governments within the Planning Area and will consist of the Chief Elected Official or a single representative appointed by the Chief Elected Official from the following Boards of General Purpose Local Government and a representative of the North Carolina Department of Transportation

   Charlotte City Council
   Cornelius Town Board of Commissioners
   Davidson Board of Commissioners
   Huntersville Board of Commissioners
   Matthews Town Board
   Mint Hill Board of Commissioners
   Pineville Town Council
   Mecklenburg County Board of Commissioners
   North Carolina Department of Transportation

The vote for each General Purpose Local Government and the North Carolina Department of Transportation shall be as follows:

| Governmental Body | |
|---|---|
| Charlotte | 6 |
| Mecklenburg County | 2 |
| Huntersville | 1 |
| Mint Hill | 1 |
| Pineville | 1 |
| Davidson | 1 |
| Cornelius | 1 |
| Matthews | 1 |
| Department of Transportation | 1 |
| TOTAL | 15 |

Members will vote on matters pursuant to the authority granted by their respective governmental body.

In addition, representatives from each of the following bodies will serve as non-voting members:

-Charlotte-Mecklenburg Planning Commission.
-U. S. Department of Transportation.
-Other Local, State, or Federal agencies impacting transportation in the Planning Area at the invitation of the CMMPO

5. The term of any designated representative shall be one calendar year.

6. The CMMPO shall have a Chairman and Vice-Chairman and meet as often as it is deemed appropriate and advisable

7. The duties and responsibilities of the CMMPO are as follows:

   a. The CMMPO in cooperation with the State, and in cooperation with publicly owned operators of mass transportation services, shall be responsible for carrying out the urban transportation planning process specified in the U. S. Department of Transportation Program Manuals and shall develop the planning work programs, transportation plan, and transportation improvement program specified in such manuals.

   b. The CMMPO shall be the forum for cooperative decision-making by principal elected officials of general purpose local government and therefore shall function as a Transportation Advisory Committee in conformance with the North Carolina Highway Action

Plan. However, this shall not limit the CMMPO's local responsibility for (1) insuring that the Transportation Planning Process and the plans and improvement projects which emerge from that process are consistent with the policies and desires of local government; nor, (2) serving as a forum for the resolution of conflicts which arise during the course of developing the Transportation Plan and the Transportation Improvement Program.

c. The CMMPO shall not set policy for the planning area but shall establish goals and objectives for the transportation planning process reflective of and responsive to comprehensive plans for growth and development in the planning area adopted by Boards of General Purpose Local Government.

d. The CMMPO shall annually review and approve the Unified Planning Work Programs, Transportation Plan and Transportation Improvement Program.

e. The CMMPO as required shall review, approve, and endorse amendments to Unified Planning Work Program, Transportation Plan and Transportation Improvement Program.

f. The CMMPO shall have the responsibility for keeping boards of general purpose local government informed of the status and requirements of the transportation planning process, assisting in the dissemination and clarification of the decisions, inclinations, and policies of these boards; and ensuring meaningful citizen participation in the transportation planning process.

g. The CMMPO shall review, approve and endorse changes to the Federal-Aid Highway System and Federal-Aid Urbanized Area boundary

h. The CMMPO shall review, approve, and endorse a Prospectus for transportation planning which defines work tasks and responsibilities for the various agencies participating in the transportation planning process, and

i. The CMMPO shall review and approve related air quality planning in conformance with federal regulations.

j The CMMPO shall review and approve energy conservation planning and energy contingency planning for the transportation system in conformance with federal regulations.

k. Any other duties identified as necessary to facilitate the transportation planning process further.

8. The CMMPO shall have the primary responsibility for citizen input to the continuing transportation planning process. During transportation plan reevaluation, citizen involvement in the planning process shall be encouraged during reanalysis of goals and objectives and plan formation. This citizen involvement will be obtained through goals and objectives surveys, neighborhood forums, and public hearings in accordance with procedures outlined in the "North Carolina Highway Action Plan."

9. A Technical Coordinating Committee, hereinafter referred to as the TCC, shall be established with the responsibility of general review, guidance, and coordination of the transportation planning process for the planning area and with the responsibility for making recommendations to the respective local and State governmental agencies and the CMMPO regarding any necessary actions relating to the continuing transportation planning process. The TCC shall be responsible for development, review, and recommendation for approval of the Prospectus, Unified Planning Work Program, Transportation Improvement Program, Federal-Aid Urban Systems and Boundaries, revisions to the transportation plan, planning citizen participation, and documentation reports of the transportation study.

   Membership of the TCC shall include technical representatives from all local and State governmental agencies directly related to and concerned with the transportation planning process for the planning area. Initially, the membership shall include the following or their official designee:

   a. Charlotte Department of Transportation Director

   b. Charlotte Engineering Department Director

   c. Charlotte-Mecklenburg Planning Commission Director

   d. Mecklenburg County Engineering Department Director

   e. North Carolina Department of Transportation, Public Transportation Division Director

   f. North Carolina Department of Transportation, Highway Division, Manager of Planning and Research Branch

   g. U. S. Department of Transportation, Federal Highway Administration, North Carolina Division Administrator

h. U. S. Department of Transportation, Urban Mass Transportation Administration, Region IV, Office of Planning Assistance Director

Other local agencies, upon filing a request, will be informed of all meetings of the TCC and may attend meetings. Such agencies would include:

- Town Manager Offices
- Charlotte-Mecklenburg Schools
- Various City and County Departments/Offices
- Centralina Council of Governments

The TCC shall meet when it is deemed appropriate and advisable and at least once quarterly. The Committee may select a member of the Committee or ask the Coordinator for Transportation Planning to act as Chairperson.

10. Administrative coordination for the CMMPO and the TCC will be performed by a Coordinator for Transportation Planning who shall report to the Director of the Charlotte-Mecklenburg Planning Commission. The coordinator will serve as the secretary for the CMMPO and TCC with the responsibility for such functions as follows

- Arranging meetings and agendas
- Maintaining minutes and records
- Prepare a Prospectus and Unified Planning Work Program
- Assembling and publishing the Transportation Improvement Program
- Serve as custodian of the Transportation Plan
- Monitor the Transportation Planning Process to insure its execution is in accordance with goals and objectives
- Prepare an Annual Report on transportation planning process for public consumation
- Perform other coordinating functions as assigned by the CMMPO from time to time
- Lead responsibility for structuring public involvement in the transportation planning process

The Coordinator for Transportation Planning shall be hired by the Director of the Charlotte-Mecklenburg Planning Commission. The Planning Director shall report to the Charlotte-Mecklenburg Planning Commission at its regular monthly meeting on the administrative coordination activities; and further shall provide notice to the Planning Commission of actions scheduled for consideration by the TCC and CMMPO.

11. All transportation and related Federal Aid planning grant funds available to promote the cooperative transportation planning process will be expended in accordance with the Unified Planning Work Program adopted by CMMPO. Administration of funding in support of the Transportation Planning Process on behalf of the CMMPO will be conducted by the City of Charlotte who will execute appropriate agreements with funding agencies as provided by the Unified Planning Work Program.

Section 2. Subscribing agencies to this Memorandum of Understanding may terminate their participation in the Continuing Transportation Planning process by giving thirty days written notice to other parties prior to the dates of termination. After two (2) years from the date of adoption of this document, the terms of this agreement will be evaluated by the participating members. It is further agreed that these agencies will assist in the transportation planning process by providing planning assistance, data, and inventories in accordance with the Prospectus. Additionally, these agencies shall coordinate zoning and subdivision approval in accordance with the adopted Transportation Plan.

Section 3. IN WITNESS WHEREOF, the parties to this Memorandum of understanding have been authorized by appropriate and proper resolutions to sign the same, the City of Charlotte by its Mayor, the Town of Cornelius by its Mayor, the Town of Davidson by its Mayor, the Town of Huntersville by its Mayor, the Town of Matthews by its Mayor, the Town of Mint Hill by its Mayor, the Town of Pineville by its Mayor, the County of Mecklenburg by its Commission Chairman and the Department of Transportation by the State Highway Administrator this 21 day of December, 19 81.

ATTEST

(Seal)

Clerk

CITY OF CHARLOTTE

By

Mayor

Resolution Date 11/16/81

(Seal)

Clerk

TOWN OF MATTHEWS

By

Mayor

Resolution Date 12-14-81

(Seal)

Clerk

Resolution Date 12-16-81

TOWN OF MINT HILL

By

Mayor

(Seal)

Clerk

Resolution Date 12-7-81

TOWN OF PINEVILLE

By

Mayor

(Seal)

Clerk

Resolution Date 7-9-81

TOWN OF DAVIDSON

By

Mayor

(Seal)

Clerk

Resolution Date 9-21-81

TOWN OF CORNELIUS

By

Mayor

(Seal)

Clerk

Resolution Date 4/on 11 1981

TOWN OF HUNTERSVILLE

By

Mayor

(Seal)

Clerk

Resolution Date Dec 7, 1981

MECKLENBURG COUNTY

By

Chairman

DEPARTMENT OF TRANSPORTATION

By _____
State Highway Administrator

Approved as to Form and Legality
for Rufus Edminsten
Attorney General

By _____
Asst. Attorney General

APPROVED BY FEDERAL HIGHWAY ADMINISTRATION

12/21/81 _____
DATE

FOR RONALD E. PETZ
DIVISION ADMINISTRATOR

STATE OF NORTH CAROLINA
OFFICE OF THE GOVERNOR
RALEIGH 27611

JAMES B HUNT, JR
GOVERNOR

August 14, 1981

Mayor Troy Pollard, Chairman
Transportation Advisory Committee
for Charlotte-Mecklenburg County
Mint Hill, North Carolina 28212

Dear Mr. Pollard:

I have reviewed the status of the Transportation Planning Program for the Charlotte Urbanized Area and the possible loss of federal funds due to a conditional certification. The U. S. Department of Transportation regulations require that I designate a Metropolitan Planning Organization (MPO) to be responsible, together with the State of North Carolina, for carrying out urban transportation planning in the Charlotte urbanized area.

At the request of the members of the Transportation Advisory Committee (TAC) and in accordance with the provisions of the federal regulations, notably 23 CFR 450.106 et seq., I am designating the members of the existing TAC as the Charlotte-Mecklenburg Metropolitan Planning Organization (MPO) for the Charlotte Urbanized Area and providing the following voting structure:

| | |
|---|---|
| City of Charlotte | 6 |
| Mecklenburg County | 2 |
| Town of Pineville | 1 |
| Town of Matthews | 1 |
| Town of Mint Hill | 1 |
| Town of Cornelius | 1 |
| Town of Huntersville | 1 |
| Town of Davidson | 1 |
| N. C. Board of Transportation | 1 |

I feel the weighted vote for the City of Charlotte is justified because (1) Charlotte is the urbanized area that represents the major portion of the population in the planning area, (2) municipalities in conjunction with State government have historically provided for transportation systems in North Carolina and (3) Charlotte is the primary recipient of UMTA and FHWA discretionary funds for which the planning program is designed.

I feel that the county should have a weighted vote because of its responsibility for comprehensive planning for the entire area and because the county commissioners are elected by all voters in the planning area.

I also feel the representation of a member of the North Carolina Board of Transportation is appropriate to provide better coordination between the MPO and the Board of Transportation, and this is in accordance with other planning bodies in the State.

In making this designation, I am advising the members of the TAC to prepare and adopt a Memorandum of Understanding which carries forth this designation and voting arrangement and defines all duties and responsibilities in accordance with federal regulations.

The MPO shall serve as the policy body and forum for managing the urban transportation planning process in the Charlotte urbanized area. As specified in the written agreement among the participating governmental agencies, the Charlotte-Mecklenburg Planning Commission shall be responsible for furnishing or contracting for staff services for urban transportation planning and the City of Charlotte shall be the recipient of USDOT and other related planning funds.

I am grateful for your continuing interest and assistance.

Warmest personal regards..

Sincerely,

MAR 18 1991

# Town of Matthews
## North Carolina
## Office of the Mayor

J. Shawn Lemmond
Mayor

March 14, 1991

TO: ALL elected Officials, Managers & Planning Departments
Union County
Monroe
Stallings
Weddington
Indian Trail
Waxhaw

FROM: Mayor Shawn Lemmond, Matthews

REF: Transportation Planning

After the March 13 Indian Trail meeting I would like to copy you with information that Matthews has received concerning MPOs, their formation, and most importantly Charlotte's intentions.

Enclosed are:

1) Copy of Charlotte's Staff Executive Summary concerning the Char-Meck MPO and Regional Transportation

NOTE: A) Repeatedly this document points out that all counties surrounding Mecklenburg have their own MPOs except for Union County.

B) Per this report, while Federal Regulation require a MPO for urban areas, the regulations do not require a single MPO, but allow multiple MPOs in the same urban area.

C) Charlotte's staff is targeting Mecklenburg's MPO to absorb in 1992 adjoining non MPO areas (Union County) that:
a) currently fit an urban designation;
b) will in the near future fit urban designation;

Matthews Town Hall, P.O. Box 398, Matthews, N.C. 28106 (704) 847-4411

2) Copies of various news articles on Mecklenburg's MPO expansion.

NOTE: These articles clearly reflect Charlotte's intention to base road planing on population.

SUMMARY:

It is my firm belief that Charlotte sees Union County or at least Stallings, Indian Trail and Weddington as likely targets to be absorbed into the Mecklenburg MPO due to 1992 census information. It is important to note that you DO NOT have to be an urban area to be targeted, simply an area that is expected to go urban in the window period of Transportation Planning (approx. 10 years).

It is further obvious that Charlotte is promoting locally and to NCDOT the idea that the MPO should be based on population without respect to jurisdictions and without checks or balances, further they are pushing hard for the single MPO concept. Under these guidelines Charlotte would become the absolute ruler of roads and road improvements within the region. Using current population, Charlotte would have more control over road improvements in say Indian Trail then all of Union County.

I truly hope Union County will start its' own MPO as the other counties around Charlotte have. This would be the best protection against a Charlotte domination of roads. I will also not hesitate to say that Matthews would be extremely interested in participating in such a group. This would allow coordination of county line area road improvements without Charlotte domination.

Sincerely,

J. Shawn Lemmond
Mayor

## Charlotte-Gastonia Rail Line

Staff has provided the attached information to assist Council in discussing the Charlotte-Gastonia Rail Line.

- March 15 Council/Manager memo on Charlotte-Gastonia rail line.
- Proposed scope of work for a quick feasibility study.
- Responses to several of Council member Hammond's questions (The remaining questions will be answered in the feasibility study).
- Roster of Light Rail Task Force.
- Letter from Council member Lynn Wheeler to Mayors of Gaston County towns.

At the workshop, staff will brief Council on the results of our work to date on this project. During the workshop, Council should raise questions and issues that you need answers to before the final vote on this project. Council's final vote on this project is scheduled for April 22.

## Requested Action

If Council wishes to proceed on this project, Council needs to approve a contract with DeLeuw Cather for $15,798 and authorize staff to proceed with the other parts of this work program. Under this contract, Deleuw Cather will prepare the report outlined in the attached scope of work by April 22. Funds are available in the Public Transportation Capital Improvement Program.

Tree Advisory Commission Briefing Paper

At the January 28, 1991 Council meeting, Council discussed an interest in meeting with the Tree Advisory Commission (TAC). Some topics discussed by Council included:

1. Possible conflict of interest of TAC members;
2. Coliseum variance request;
3. Tree Ordinance compliance for building additions.

Members of the Tree Advisory Commission will be present at the March 25 dinner to discuss these issues with Council. Steve Camp has also been invited to answer any Council questions about the Coliseum variance.

A briefing paper is attached.

INFORMATION

Charlotte-Gastonia Rail Line

The attached process outline responds to discussions that Mayor Myrick and some Council members had with Representative Alex McMillan regarding the Charlotte-Gastonia rail line. The chart outlines key activities we have begun prior to Council's review and discussion at the April 1 workshop. We will refine the process by addressing Council's workshop comments in a final proposal for Council's approval on April 22. The proposal would then be sent to Washington.

This report will focus on the following issues:

- Technical considerations;
- Trade-offs between light rail versus commuter rail options;
- Corridor preservation and CSX participation;
- State, Federal, and local roles;
- Relationship between this proposed rail project and current light rail planning work;
- Estimated capital cost, operating cost, passengers, and revenue;
- Regional cooperation and project funding;
- Options for funding the City's share of this project.

Our time frame for responding to Representative McMillan is critical since he must have a final proposal for the House committee meetings by May 1. Attached are questions Council member Hammond has addressed to the Mayor and Council. Should you have additional comments and/or questions you would like us to address prior to the April 1 workshop, please feel free to contact Boyd Cauble at any time.

REGIONAL MTGS.

ACTIVITIES

MARCH 12
CONGRESSMAN McMILLAN MTG

MARCH 15
STAFF MTG
RE: 3/12 MTG.

MARCH 20
COUNCIL MEMO OUTLINING PROCESS

APRIL 1
COUNCIL REVIEW PROJECT GO/NO GO

APRIL 2
COUNCIL REVIEW PROPOSAL

CHARLOTTE → GASTONIA
LIGHT RAIL PROCESS 3-20-91

- CORRIDOR CONTROL - CSX AGREEMENTS
- CONTACT REGIONAL PARTNERS
  - BRIEFINGS
  - RESOLUTIONS OF SUPPORT, ETC.
  - LYNN WHEELER MEMO
- TECHNOLOGICAL REVIEW (DeLEUW, CATHER - CONSULTANT)
  - EXAMINE RAIL
  - PRICE SERVICE
    - RAIL COMMUTOR
    - LIGHT RAIL
    - I.D. EQUIPMENT & RAIL ACCESS COSTS
    - REVIEW OPERATING & CAPITAL COSTS BASED UPON RIDERSHIP THRESHOLDS
    - MESH STUDY WITH ONGOING PLANNING COM. LIGHT RAIL CORRIDOR STUDY
- CONTACT & COORDINATE WITH STATE DOT
- REVIEW WITH CAMPBELL LIGHT RAIL TASK FORCE
- I.D. FUNDING ROLES / STATE, FED, CITY, OTHERS
- COORDINATE WITH D.C. CONTACTS
- PREPARE & SUBMIT PROPOSAL

M E M O R A N D U M

March 17, 1991

TO: MAYOR AND COUNCIL

FROM: ANN HAMMOND

SUBJECT: CHARLOTTE/GASTONIA RAIL CORRIDOR

The potential for receiving Federal assistance to begin reserving rail corridors is indeed exciting. According to the information I have read in the Observer, the application deadline is fast approaching and the Council will be asked to consider moving forward. Therefore by copy of this memo I am submitting some questions to staff to which we will probably need answers prior to addressing the application proposal.

1. In the 2005 Transit Corridor Study prepared by Barton-Aschman, to what extent was this rail corridor studied? in part or along its full length?

2. What were the summary results of that study?

3. How does this rail corridor compare to the other six rail corridors in terms of ridership potential? capital costs? operating costs? operating losses? availability for urban transit use?

4. How would the assessment from # 3. above cause transportation professionals to prioritize the corridors for pilot operation? ie. what corridors would be most likely to (a) be successful in terms of ridership? (b) be financially feasible in terms of capital and operating costs? (c) be available for local use?

5. What are the projections, in absolute numbers, for ridership, capital costs, operating costs, and operating losses for the Charlotte/Gastonia corridor within the time frame of the proposal. My recollection is that most of Barton-Aschman's projections were for the year 2005 and beyond.

6. In that a federal grant is being requested for this corridor, what aspects of cost would the grant cover? capital only? capital and operating? over what period of time? with what restrictions?

7. If we entered into an agreement as part of the grant application, what responsibilities would be binding on the city? If the federal grant could not be structured to cover operation of the line (at least during a pilot period) would the city have the option of using federal funds to reserve the right-of-way for

future use, committing to operate the line at such time as an appropriate funding mechanism (not Charlotte property taxes) was secured?

8. Implicit in most discussions of future rail transit operation has been the creation of a regional operating entity (such as a regional transit authority) and a dedicated revenue source. Does staff envision an accelerated process for moving us toward an arrangement to share operating responsibility and locally funded costs with one or more regional partners?

9. Do we have any notion of the destinations of potential commmuters from Gaston County? We need some sort of profile as to where in-commuters are going and what the spread for peak in-commute travel would be? Can we establish whether in-commuters are coming at traditional peak hours or at off-peak shift hours? Are they going to uptown Charlotte, somewhere else along the proposed line, to one of the interstate corridors or to other destinations remote from the transit line?

10. We are facing shortfalls in the operation of the bus system and have appealed to the General Assembly for an increase in vehicle license fee to help maintain existing bus service and planned system expansions. In light of the tight transit budget as well as overall budgetary constraints, how would the city fund capital and/or operating costs that would be the city's responsibility until a regional dedicated revenue source became available?

11. How would staff propose we evaluate the performance of a rail transit line? What measures (ridership, revenue to cost, etc.) should be used to determine whether a transit line is viable? Based on these measures, what kind of results would indicate that a line is viable?

I realize that our staff may have difficulty responding to all of the above prior to application submission deadline, however if Council wishes to pursue possible Federal dollars within the time frame announced, some understanding of each of these issues appears essential.

cc: O. Wendell White
Boyd Cauble

SCOPE OF SERVICES

GASTONIA-TO-CHARLOTTE RAIL STUDY
TO BE CONDUCTED BY
DELEUW, CATHER AND COMPANY

I. ADVANTAGES/DISADVANTAGES OF RAIL MODE FOR NORTHWEST CORRIDOR

Determine the advantages and disadvantages of operating either light rail transit (LRT) or commuter rail service along the former Piedmont and Northern line. Ensure that improvements undertaken for a federal demonstration do not preclude future operation of another rail mode.

II. CAPITAL IMPROVEMENTS

Track rehabilitation requirements and costs for LRT and commuter rail operations will be determined. This will be accomplished by reviewing available data including track charts, bridge inspection reports, interviews with CSX and North Carolina Department of Transportation (NCDOT) personnel and site inspection.

III. EQUIPMENT AVAILABILITY

Locomotive, commuter rail car, and Rail Diesel Car (RDC) availability will be investigated. Options for rolling stock procurement will include purchase - lease back and lease with option to buy.

IV. OPERATIONS

Operating alternatives will be identified. These will include initial service (am - pm peak service) and "through-out-the-day" service. Operating and maintenance costs for each alternative will be estimated using generalized techniques. Potential station locations will be identified, including estimates of station development costs. Alternatives for route termination in Uptown Charlotte will be explored.

V. RIGHT-OF-WAY PURCHASE

A right-of-way purchase cost range (high - medium - low) will be identified. Comparisons will be made to other commuter rail properties that have purchased right-of-way for similar uses. NCDOT will be contacted regarding costs for purchasing rail rights-of-way in other locations in this state.

## VI. PERFORMANCE MEASUREMENT

Based upon the levels of service developed in TASK IV, performance will be compared to other rail operations. Examples of measures of performance include:

- Train miles per day
- Seat miles per day
- Cost per seat mile/train mile
- Cost/Revenue ratio (operating ratio)
- Average operating speed

## VII. FEDERAL GRANTS/ASSISTANCE

Assistance will be provided in preparing the City's proposal for submission to Representative McMillan by May 1.

## VIII. PROJECT IMPLEMENTATION

A draft report will be prepared by April 15, 1991. This document will contain the information central to the implementation of rail operations between Charlotte and Gastonia. Because of the short duration of the project, it is probable that finalization of the report will extend beyond April 15, 1991.

## DISCUSSION QUESTIONS FOR CHARLOTTE-TO-GASTONIA RAIL SERVICE

On March 17, Councilmember Ann Hammond submitted eleven questions to staff about Charlotte-to-Gastonia rail service. Responses to Ms. Hammond's first three questions are listed below. Staff also has provided information for four additional questions.

Q1. In the 2005 Transit Corridors prepared by Barton-Aschman, to what extent was this rail corridor studied? in part or along its full length?

A1. Barton-Aschman added the Northwest corridor to the Transit Corridors Study after the analysis began because the corridor included a low-density rail line which may be a candidate for joint track usage. The consultant examined operation of LRT service on the former Piedmont and Northern (P&N) track for approximately 8 miles, from Cedar Street to the City limit (the vicinity of the Outer Loop's interchange with Mount Holly Road). Nine stations were located along the Northwest LRT line in order to project future rail ridership. The line is now owned by CSX Transportation.

Q2. What were the summary results of that study?

A2. Ridership estimates for the Northwest LRT line in 2005 ranged from 5,000 passengers per day (assuming a flat fare of $0.75) to 6,000 daily riders (assuming a fare of $0.125 per mile with a $0.75 minimum). These estimates were developed for LRT service operating from Uptown to the City limits assuming the Northwest line was part of a 77-mile regional LRT system.

Q3. How does this rail corridor compare to the other 6 rail corridors in terms of ridership potential? capital costs? operation costs? operating losses? availability for urban transit use?

A3. Attachment 1 from the Transit Corridors Study compares ridership projections for each of the proposed LRT lines while Attachment 2 shows passengers per vehicle service mile for the 8 corridors in 2005. Attachment 3 lists LRT capital cost estimates for all corridors (excluding costs for right-of-way acquisition or compensation to the railroads for use of their rights-of-way). The table of capital costs also excludes estimates for land acquisition and construction of parking facilities at stations.

Barton-Aschman did not project operating costs on a line-by-line basis. The consultant estimated that operation of a LRT system in 2005 would cost between $9 and $10 million annually (in 1985 dollars) in addition to the $16 million needed for operating local and express bus services. Barton-Aschman

projected a 2005 annual operating deficit of $15 million for the integrated LRT and bus system (farebox recovery ratio of about 42 percent).

Barton-Aschman concluded in their study that the Northwest LRT corridor seemed to be the next logical addition to their recommended 17-mile starter system comprised of the Albemarle, Downtown I and II, and Pineville I rail segments. The firm's recommendation was based primarily on the potential for joint or exclusive LRT operation on this little-used CSX rail line.

Q4. How would the assessment from #3 above cause transportation professionals to prioritize the corridors for pilot operation? What corridors would be most likely to (a) be successful in terms of ridership? (b) be financially feasible in terms of capital and operating costs? (c) be available for local use?

A4. As discussed at Council's November 5, 1990 LRT workshop, the staffs from the Planning Commission and Department of Transportation have been working on prioritizing the LRT corridors based on: 1) land use goals, 2) ridership projections, 3) ability to implement, and 4) development potential. This analysis has included identifying new corridors (in addition to those considered in the Transit Corridors Study) and estimating the population and employment growth potential for each of the 12 corridors. Staff will present the priority list of LRT corridors for Council consideration on April 22.

Q5. What are the projections, in absolute numbers, for ridership, capital costs, operating costs, and operating losses for the Charlotte/Gastonia corridor within the time frame of the proposal? My recollection is that Barton-Aschman's projects were for the year 2005 and beyond.

Q11. How would staff propose we evaluate the performance of a rail transit line? What measures (ridership, revenue to cost, etc.) should be used to determine whether a transit line is viable? Based on these measures, what kind of results would indicate that a line is viable?

A5. and A11. Negotiated with DeLeuw Cather and Company of Baltimore, Maryland. The consultant will advise City staff on revenue and cost estimates for implementing rail service in the Charlotte-to- Gastonia corridor. As shown in the attached scope, DeLeuw, Cather and Company has provided some parameters for evaluating the viability of proposed rail service.

Q9. Do we have any notion of the destinations of potential commuters from Gaston County? We need some sort of profile as to where in-commuters are going and what the spread for

peak in-commute travel would be? Can we establish whether in-commuters are coming at tranditional peak hours or at off-peak shift hours? Are they going to uptown Charlotte, somewhere else along the proposed line, to one of the interstate corridors or to other destinations remote from the transit line?

A9. The Charlotte Department of Transportation's (CDOT) simulation model was used for LRT ridership estimates included by Barton-Aschman in the Transit Corridors Study. These LRT patronage estimates were for a LRT system contained within Mecklenburg County. These projections include a certain percentage of commuters from outside Mecklenburg County who park at the LRT station closest to their home and use the rail system.

CDOT does not have detailed information on the travel characteristics of Gaston County commuters. Although UNCC has undertaken some regional simulation efforts as part of their technical support to the Carolinas Transportation Compact, their results represent broad inter-county commuting patterns, which are not to the detail requested above.

## LRT Corridor Boardings

Figure 13 illustrates the station locations and estimated 2005 AM peak-period passengers for the LRT network The estimates are based on the mileage fare scenario. The Davidson, UNCC, and Albemarle LRT lines meet at a common station at 30th Street, approximately two miles north of Trade and Tryon. These three routes share a common line south into Uptown, and they are joined by the Matthews line at a station just north of the Brookshire Freeway. The Northwest and Airport lines meet at the South Graham Station and share a common line across the south side of Uptown in the right-of-way of Second Street

Peak AM two-hour and average weekday LRT corridor boardings are summarized in Table 11. Estimates are provided for both the flat and mileage fare structure alternatives.

Table 11
**LRT 2005 PEAK-PERIOD AND DAILY BOARDINGS[1]**

| Corridor | Flat Fare 2-hr AM Peak | Flat Fare Daily | Mileage Fare 2-hr AM Peak | Mileage Fare Daily |
|---|---|---|---|---|
| Airport | 1,160 | 6,170 | 815 | 4,335 |
| Albemarle | 1,015 | 5,400 | 545 | 2,900 |
| Davidson | 1,160 | 6,170 | 685 | 3,645 |
| Matthews | 1,580 | 8,405 | 1,280 | 6,810 |
| Northwest | 935 | 4,975 | 1,110 | 5,905 |
| Pineville | 1,040 | 5,535 | 1,205 | 6,410 |
| SouthPark | 885 | 4,710 | 960 | 5,105 |
| UNCC | 865 | 4,600 | 645 | 3,430 |
| Total | 8,640 | 45,965 | 7,245 | 38,540 |

[1] Unlinked trips, both directions of travel, 1985 parking costs.

The Matthews Corridor attracted the highest patronage at 8,405 daily boardings under the flat fare structure. The lowest patronage was found in the UNCC Corridor (4,600 daily boardings), probably because much of the railroad alignment in this corridor traverses sparsely-populated industrial and commercial districts (both now and under the 2005 GLP projections).

Another way of looking at corridor ridership in terms of operating efficiency is to examine the number of passengers carried per vehicle service mile. Certain corridors, such as the Davidson Corridor, exhibited relatively high boardings, but the corridors are long and considerable service must be provided to achieve these boardings. This effect can be seen in the following table:

Table 12
**LRT 2005 PASSENGERS/VEHICLE SERVICE MILE (AM 2-HOUR PEAK)**

| Corridor | Flat Fare | Mileage Fare |
|---|---|---|
| Airport | 4.50 | 3 16 |
| Albemarle | 3.61 | 1.94 |
| Davidson | 2 17 | 1.28 |
| Matthews | 5 88 | 4.76 |
| Northwest | 4.02 | 4.76 |
| Pineville[1] | 3.78 | 3.67 |
| SouthPark | 5.12 | 5.57 |
| UNCC | 3.78 | 3 67 |
| Total | 3.84 | 3 22 |

[1] Pineville and UNCC corridors were coded as a single, continuous line; models produced a single VSM estimate for the combined lines

The Matthews Corridor again demonstrates the highest ridership for the mileage of service provided under both fare structures. The Davidson Corridor drops to last among all corridors in passengers/VSM because of its length (over 23 miles) SouthPark and Northwest, which are relatively short corridors serving some of the highest density residential development, maintain high passenger/VSM characteristics.

Auto access and park-ride facilities are important components of the LRT system Under the flat fare scenario, 44 percent of the 8,640 LRT boardings were people who drove to an LRT station. Under the mileage fare scenario, the drive share drops to 41 percent. Table 13 presents the percentage of transit boardings by auto drivers for each corridor for the two fare scenarios. The estimates assume unlimited free parking at all transit stations outside a four-mile radius from Trade and Tryon.

Table 19
**LRT CAPITAL COST ESTIMATES (1988 Dollars)**

| Route Segment | Description | Total Capital Cost ($ Millions) |
|---|---|---|
| Albemarle | 30th Street to Wilgrove | $ 35.09 |
| Downtown I | 30th Street to Brookshire | 18.85 |
| Downtown II | Brookshire to Park Ave. | 8.76 |
| Pineville I | Park Ave to Griffith Jct. | 16.78 |
| Pineville II | Griffith Jct to Pineville | 23.71 |
| Airport | 2nd St. to Lake Wylie | 46.16 |
| UNCC | 30th St. to UNCC & I-85 | 34.00 |
| Matthews | NS RR to Matthew | 51.99 |
| Northwest | Airport Line/2nd St. to City Limits/Tom Sadler Rd. | 30 49 |
| Davidson | 30th St. to Davidson | 80.18 |
| Subtotal Routes | | ($346.01) |
| Rolling Stock | 50 LRT Vehicles | 85.20 |
| Yard/Shop | Lump Sum Provision | 35.50 |
| Grand Total | | ($466.71) |

These estimates do not include any additional right-of-way costs, since the need for more right-of-way can be determined only after more detailed engineering and design studies However, the need for new right-of-way is expected to be minimal and limited to a few locations. Costs also have not been included to cover possible compensation to railroads for the use of their rights-of-way. This is almost impossible to predict and will be subject to negotiation between the railroads and the LRT implementing agency. The estimates also do not include land and construction for parking facilities at stations.

After estimating the capital costs of all system facilities, a 22-percent factor was added to cover owner's costs such as insurance, general engineering and construction services, risk management and legal services, project administration, and miscellaneous costs. Another 20-percent factor was included to cover mobilization, traffic maintenance during construction, minor items not elsewhere identified in the capital costs, and contingencies. These costs are reflected in the estimates provided in Table 19.

For the entire 77.1-mile system, the average cost per mile is $6.05 million (excluding right-of-way, compensation to the railroads, and parking facilities). While comparable costs from other systems are difficult to obtain (because of the

# Light Rail Task Force

Council member Stan Campbell
Chairman
1320 Betsy Drive
Charlotte, NC 28211
364-2747

Mr. Fred Klein
Childress Klein Properties
301 S. College Street
Charlotte, NC
342-9000

Johnny Harris
The Bissell Companies, Inc.
6337 Morrison Blvd.
Charlotte, NC 28211
366-9841

Mark Erwin
Crosland-Erwin Associates
125 Scaleybark Road
Charlotte, NC
523-0272

Martin Wheeler
511 Queens Road, #57
Charlotte, NC 28207

Barbara Webster
Earth Coalition
1601 Fulton Avenue
Charlotte, NC 28205

Mayor Betty Jo Rhea
City of Rock Hill
P.O. Box 11706
Rock Hill, SC 29731-1706

Doug Booth
Board of Commissioners
Mecklenburg County
600 E. Fourth Street
Charlotte, NC 28202

Carolyn Carpenter
Board of Commissioners
Cabarrus County
P.O. Box 707
Concord, NC 28026

Henry Faison
Faison Associates
128 S. Tryon St.
Charlotte, NC
376-6507

Ben Rook
Odell Associates
129 W. Trade Street
Charlotte, NC
377-5941

Bill McGee
NCNB
One NCNB Plaza
Charlotte, NC
386-5000

Franklin McCain
Hoeschst-Celanese Corp.
Carnegie Blvd.
Charlotte, NC
554-2000

Neil Leach
933 Berkeley Avenue
Charlotte, NC 28203

Lecil Henderson
1635 Providence Road
Charlotte, NC 28207

Mayor James Garland
City of Gastonia
P.O. Box 1748
Gastonia, NC 28053-1748

Mayor Lynn Keziah
City of Monroe
P.O. Box 69
Monroe, NC

CHARLOTTE

March 21, 1991

Mayor James Garland
City of Gastonia
P.O. Box 1748
Gastonia, NC 28053-1748

Dear Jick:

You may have read about the discussion some Council members and the Mayor had with Representative Alex McMillan concerning a demonstration rail project between Charlotte and Gastonia. As you recall, the original idea for this project came from our regional meeting several weeks ago.

We are moving quickly to develop a demonstration grant application for commuter rail service for the old P&N line. Due to Congressional scheduling of the new Surface Transportation Act, Representative McMillan needs the funding request by the end of April.

During the next two weeks, we will be forwarding you information and a sample resolution endorsing the rail project. If your community approves the draft resolution or an original version, we would appreciate your returning it to the City Manager at 600 E. Fourth Street, Charlotte, NC 28202 by April 19. We will include it in the package that we send to Washington.

I am very excited about possible federal funding for this project and look forward to working with you on other regional issues that benefit all our citizens.

Sincerely,

Lynn Wheeler

Lynn Wheeler, Chairman
Regional Issues Committee

bs

xc: Mayor Sue Myrick
City Council members
Wendell White

Office of the City Council 600 East Fourth Street Charlotte, NC 28202-2853 704/336-3132

This letter was also sent to the following:

Mayor Billy Joye, Jr.
Town of Belmont
P.O. Box 431
Belmont, NC 28012

Council member Larry Thomasson
Town of Lowell
101 W. First Street
Lowell, NC 28098

Mayor James Ashworth
Town of McAdenville
100 Main Street
McAdenville, NC 28101

Mayor Charles Black, Jr.
Town of Mt. Holly
P.O. Box 406
Mt. Holly, NC 28120

Mayor Gail Brotherton
Town of Stanley
P.O. Box 279
Stanley, NC 28164

Commissioner Sandra Ware
Town of Cramerton
264 Eighth Avenue
Cramerton, NC 28032

## INTRODUCTION

This document is divided into two sections. The first section is a spreadsheet which lists the title of all capital projects requested, total funding requested, and references to a source document for additional information on the project. The second section of this document compiles new project requests which are not included in either the current Capital Improvement Program or the Capital Needs Document. This section lists the project title, total funding requested, year requested, project description and Planning Staff assessment.

The total cost of projects requested for FY92-FY96 is $1.4 billion. By comparison, the FY91-95 Capital Improvement Program includes funded projects totalling $800 million, or a difference of about $600 million.

TABLE OF CONTENTS

SUMMARY OF REQUESTS . . . . . 1

ALL PROJECT REQUESTS . . . . . 2
Transportation, Housing, Government Facilities, Economic Development, Parks and Recreation, Neighborhood Improvement, Cultural Facilities, Water, Sewer, Transit, Aviation

NEW PROJECT REQUESTS . . . . . 15
Transportation, Housing, Government Facilities, Economic Development, Parks and Recreation, Cultural Facilities, Water, Sewer, Transit, Aviation

# FY92-96 CAPITAL IMPROVEMENT PROGRAM
# SUMMARY OF REQUESTS

| CATEGORY/FUND | FUNDING REQUEST |
|---|---|
| TRANSPORTATION | |
| Major Roadway Projects | 147 710,000 |
| Intersection Projects | 19 944,000 |
| Other Transportation Projects | 27 025 000 |
| TOTAL TRANSPORTATION | 194 679 000 |
| HOUSING | 76,385 455 |
| GOVERNMENT FACILITIES | 81,561,238 |
| ECONOMIC DEVELOPMENT | 183 284,000 |
| PARKS AND RECREATION | 102,850 000 |
| NEIGHBORHOOD IMPROVEMENTS | 22,550 000 |
| CULTURAL FACILITIES | 33 559,000 |
| **TOTAL GENERAL GOVERNMENT** | **694,868,693** |
| **WATER** | **134,275,822** |
| **SEWER** | **321,468,050** |
| **TRANSIT** | **14,405,000** |
| **AVIATION** | **213,821,000** |
| **GRAND TOTAL FY92-96 CIP REQUESTS** | **1,378,838,565** |

# FY92-96 CAPITAL IMPROVEMENT PROGRAM
# PROJECT REQUESTS

## TRANSPORTATION

| Project Title | Funding Request | Reference Document |
|---|---|---|
| MAJOR ROADWAY PROJECTS | | |
| Park Road Widening | 19,450,000 | CIP, page 28 |
| Sardis Road Widening | 8,550 000 | CIP, page 35 |
| Carmel Road Widening | 13,000,000 | CIP, page 34 |
| Milton Road Widening | 4,620 000 | CIP, page 36 |
| Fairview and Sharon Roads Widening | 8,070,000 | CIP page 37 |
| Westinghouse Blvd Widening | 6 798,000 | Needs page 65 |
| Fairview Road Widening | 1,470 000 | CIP page 39 |
| Colony Road Extension | 9,240,000 | Needs page 43 |
| Statesville Avenue Widening | 2 712,000 | Needs page 68 |
| Eastway Widening | 7,000,000 | Needs, page 70 |
| Statesville Road Widening | 12,500 000 | Needs page 72 |
| Beatties Ford Road Widening | 15,000,000 | Needs page 66 |
| Sharon Amity Road Median | 2,700,000 | Needs page 40 |
| Lawyers Road Widening | 12,200,000 | Needs, page 78 |
| Hoskins Road Widening | 3,000,000 | CIP, page 41 |
| Cindy Lane Extension | 7,300,000 | Needs, page 48 |
| Seventh Street Widening | 7,500,000 | Needs, page 49 |
| Tyvola Road Widening | 6,600,000 | Needs, page 41 |
| SUB-TOTAL | 147,710,000 | |
| INTERSECTION PROJECTS | | |
| Seventh/Caswell/Pecan Intersection | 160,000 | CIP page 42 |
| Fourth/Hawthorne/Caswell Intersection | 860,000 | CIP, page 42 |
| Eastway/Monroe/Wendover Intersection | 5 700,000 | New Project, page 15 |
| Providence/Sharon Lane/Sharon Amity Intersection | 2 217,000 | CIP, page 42 |
| Randolph/Wendover Intersection | 2,017,000 | CIP, page 42 |
| Archdale/South Blvd Intersection | 2,217,000 | CIP, page 42 |
| Fourth/Kings/Third Intersection | 70,000 | Needs page 16 |
| Seventh/Central/Kings Intersection | 370,000 | Needs, page 16 |
| Runnymede/Selwyn/Woodlawn Intersection | 370,000 | Needs page 16 |
| Third/McDowell Intersection | 390,000 | Needs, page 16 |
| Central/Kilborne/Norland Intersection | 1,663,000 | Needs, page 16 |
| Brier Creek/Central Intersection | 390,000 | Needs, page 16 |
| South Blvd/Woodlawn Intersection | 890,000 | Needs, page 16 |
| Monroe/Sharon Amity Intersection | 390,000 | Needs, page 16 |

| Project Title | Funding Request | Reference Document |
|---|---|---|
| Lyttleton/ Sharon Amity Intersection | 390,000 | Needs, page 16 |
| Eastway/North Tryon Intersection | 410 000 | Needs page 16 |
| Randolph/Sardis Intersection | 410,000 | Needs page 16 |
| Providence/Sharon Amity Intersection | 410 000 | Needs page 16 |
| Parkwood/The Plaza Intersection | 190,000 | Needs page 16 |
| Tenth/Graham Intersection | 220,000 | Needs page 16 |
| South Tryon/West Blvd Intersection | 210,000 | Needs, page 16 |
| SUB-TOTAL | 19,944,000 | |
| OTHER TRANSPORTATION PROJECTS | | |
| Private Sector Leveraging Program | 7 500,000 | CIP, page 30 |
| CUTRATE | 2 050,000 | CIP, page 48 |
| Safer Roads Demonstration Program | 105,000 | CIP page 49 |
| Minor Roadway Alignment Program | 1 250,000 | Needs page 19 |
| Beatties Ford Road - Five Lanes | 1 550 000 | CIP page 44 |
| NCDOT Participation - Future Projects | 3 672,000 | Needs page 56 |
| NCDOT Participation - Harris Blvd East | 700,000 | CIP, page 53 |
| NCDOT Participation - Albemarle Road | 350 000 | CIP page 54 |
| TSM Landscaping and Supplemental Construction | 437,000 | New Project, page 15 |
| Transit Radius Improvements | 257 000 | CIP, page 45 |
| Minor Roadway Widening Program | 775,000 | CIP, page 47 |
| Minor Intersection Improvements Program | 2,554,000 | CIP, page 43 |
| Bridge Replacement Program | 1,400,000 | CIP, page 52 |
| Elimination of Barriers to the Handicapped | 175,000 | CIP, page 46 |
| Right-of Way Protection Program | 1,250 000 | Needs, page 20 |
| Sidewalk Program | 3 000,000 | CIP, page 51 |
| SUB-TOTAL | 27,025,000 | |
| TOTAL TRANSPORTATION | 194,679,000 | |
| **HOUSING** | | |
| Housing Rehabilitation | 30,348,945 | CIP, page 60 |
| Innovative Housing | 28,647,000 | CIP, page 61 |
| Relocation | 2,540,960 | Needs, page 123 |
| In-Rem Repair and Demolition | 1,543,100 | CIP, page 63 |
| Affordable Housing | 13,305,450 | Needs page 125 |
| TOTAL HOUSING | 76,385,455 | |

## GOVERNMENT FACILITIES

| Project Title | Funding Request | Reference Document |
|---|---|---|
| **Police Department** | | |
| Law Enforcement Center Expansion | 12,000,000 | CIP, page 75 |
| Law Enforcement Center Parking Deck | 2,450 000 | New Project, page 17 |
| Training Academy Expansion | 4,017,000 | CIP, page 77 |
| Defensive Driving Course | 4,202,900 | Needs, page 165 |
| Police Indoor Firing Range | 3,465,000 | Needs, page 166 |
| SUB-TOTAL | 26,134,900 | |
| **Fire Department** | | |
| Fire Maintenance Shop | 1 685,000 | CIP, page 81 |
| Training Academy Expansion | 4,017,100 | CIP, page 77 |
| Training Academy Improvements | 280,000 | New Project, page 18 |
| Supplemental Funding for Fire Station No 6 Renovation | 250,000 | CIP, page 73 |
| Renovation of Fire Station No 8 | 950,000 | CIP, page 73 |
| Fire Station Renovation and Update | 874,920 | CIP, page 73 |
| Training Academy Burn Pit Cleanup and Repair | 2,304,836 | CIP, page 69 |
| Annexation Fire Stations | 4,162,260 | CIP, page 82 |
| Fire Logistics Facility | 800,000 | New Project, page 19 |
| SUB-TOTAL | 15,324,116 | |
| **General Services Department** | | |
| Roof Replacement and Maintenance | 2,222 000 | CIP, page 71 |
| HVAC Replacement and Maintenance | 1,868,600 | CIP, page 71 |
| Emergency Generator - Spratt Street | 100,000 | New Project, page 19 |
| CMGC Upfit | 202,000 | Needs, page 152 |
| Radio Shop Cooling System | 35,000 | CIP, page 71 |
| Heavy Equipment Garage Expansion | 1,121,000 | Needs, page 155 |
| Institutional Network Expansion | 265,000 | New Project, page 20 |
| Emergency Generator - Equipment Services | 124,084 | New Project, page 20 |
| SUB- TOTAL | 5,937,684 | |
| **Animal Control Department** | | |
| New Animal Control Facility | 3 000,000 | CIP, page 76 |

Engineering Department

| Project Title | Funding Request | Reference Document |
|---|---|---|
| Maintenance Yard Facilities | 10,335,000 | CIP, page 80 |
| CMGC Parking Deck Flooding | 150,000 | New Project, page 21 |
| Parking Lot Repair and Improvements | 750,000 | CIP, page 72 |
| Underground Storage Tanks | 6 850,000 | CIP, page 70 |
| York Road Methane Gas Control | 870,000 | CIP, page 68 |
| SUB-TOTAL | 18,955,000 | |

Solid Waste Services Department

| | | |
|---|---|---|
| Satellite Yard Improvements at Sweden Road | 2 070,000 | New Project, page 21 |

Neighborhood Centers Department

| | | |
|---|---|---|
| Greenville Center Lavatory Addition | 120 000 | New Project, page 22 |
| Alexander Street Center Replacement | 2 411,446 | Needs, page 156 |
| Hoskins/Paw Creek Multi Service Center | 2,438,161 | Needs, page 157 |
| Hidden Valley Multi Purpose Center | 2 146 187 | Needs, page 158 |
| South Blvd Multi Purpose Center | 1,473,581 | Needs, page 159 |
| Eastway Multi Service Center | 1,550,163 | Needs, page 160 |
| SUB-TOTAL | 10,139,538 | |
| TOTAL GOVERNMENT FACILITIES | 81,561,238 | |

## ECONOMIC DEVELOPMENT

Engineering Department

| | | |
|---|---|---|
| New Convention Center | 145 800,000 | Needs, page 175 |
| Football Stadium | 13,000 000 | CIP, page 88 |
| SUB-TOTAL | 158,800,000 | |

Planning Commission

| | | |
|---|---|---|
| Business Corridor Revitalization | 6 500,000 | Needs page 181 |
| Uptown Open Space/Address Locations | 1,780 000 | Needs, page 182 |
| College Street Streetscape | 1,750,000 | Needs page 183 |
| Cedar Street Streetscape | 1,800,000 | New Project, page 23 |
| Freeway Loop Plantings | 350,000 | New Project, page 23 |
| Uptown Parking Lot | 62,000 | New Project, page 24 |
| SUB-TOTAL | 12,242,000 | |

| | | |
|---|---|---|
| TOTAL ECONOMIC DEVELOPMENT | 183,284,000 | |

## PARKS AND RECREATION

| Project Title | Funding Request | Reference Document |
|---|---|---|
| Improvements to Existing Parks | 11,000,000 | CIP, page 92 |
| Freedom Park Reconstruction | 4,125 000 | CIP, page 93 |
| Statesville Road Community Park Development | 5,000,000 | CIP, page 95 |
| Park Land Acquisition | 26 200,000 | CIP page 94 |
| New Park Development | 11,000 000 | CIP, page 96 |
| Expansion and Redevelopment of Existing Parks | 4,645,000 | New Project, page 25 |
| Reedy Creek Park Completion | 3,170,000 | Needs, page 196 |
| York Road/Renaissance Park Completion | 5,900,000 | Needs, page 195 |
| Evergreen Cemetery Expansion | 310,000 | Needs, page 205 |
| Marion Diehl Center Completion | 270 000 | Needs, page 202 |
| Memorial Stadium Improvements | 600,000 | Needs, page 200 |
| Replanting Trees - Streets & Parks (HUGO) | 2 150,000 | New Project page 25 |
| Street Tree Planting | 300,000 | New Project, page 26 |
| Billy Graham Parkway Landscaping | 395,000 | Needs, page 215 |
| Recreation Center Construction | 26 100 000 | Needs, page 201 |
| Recreation Division Office Construction | 385,000 | Needs, page 206 |
| Senior Center Construction | 1,300,000 | Needs, page 207 |
| TOTAL PARKS AND RECREATION | 102,850,000 | |

## NEIGHBORHOOD IMPROVEMENTS

| | | |
|---|---|---|
| Area Plan Capital Improvements | 3,500,000 | CIP, page 100 |
| Neighborhood Improvements | 11,500,000 | CIP, page 104 |
| Storm Drainage Improvement Program | 2,500 000 | CIP, page 101 |
| Storm Drainage Repair Program | 1,600,000 | CIP, page 102 |
| Stormwater Quality Permit | 3,450,000 | CIP, page 103 |
| TOTAL NEIGHBORHOOD IMPROVEMENTS | 22,550,000 | |

## CULTURAL FACILITIES

Spirit Square

| | | |
|---|---|---|
| Roof Replacement and Repair | 72,000 | New Project, page 26 |
| Upgrade of Tryon Street Facade | 120,000 | New Project, page 27 |
| SUB-TOTAL | 192,000 | |

Discovery Place

| Project Title | Funding Request | Reference Document |
|---|---|---|
| Reedy Creek Environmental Center Exhabits | 135,000 | New Project, page 28 |
| Discovery Place Parking Deck | 2,650,000 | Needs, page 229 |
| Discovery Place Annex Repairs and Improvements | 620,000 | Needs, page 230 |
| Nature Museum - New Facility | 1,075 000 | Needs, page 235 |
| Discovery Place - Science Museums Storage Facility | 69,000 | Needs page 232 |
| Discovery Place - Exhabit Shop and Loading Dock | 424 000 | Needs, page 231 |
| Discovery Place - Aquarium/Living Museum | 27,000,000 | Needs page 233 |
| Discovery Place - Mezzaine Addition and Demonstration Area Seating | 1,006,000 | Needs page 234 |
| Nature Museum - Maintenance and Repair | 345,000 | Needs, page 236 |
| Nature Museum - Outdoor Exercise and Exhabit Habitat | 43,000 | Needs, page 237 |
| SUB-TOTAL | 33,367,000 | |
| TOTAL CULTURAL FACILITIES | 33,559,000 | |
| GRAND TOTAL GENERAL GOVERNMENT | 694,868,693 | |

## WATER

| Project Title | Funding Request | Reference Document |
|---|---|---|
| Minor Water System Improvements | 1,250,000 | CIP, page 112 |
| Street Main Extension Program | 15,000,000 | New Project, page 29 |
| Water Extensions For Public Health | 225,000 | CIP, page 113 |
| Water Main Relocation For Street Improvements | 2,500,000 | CIP, page 114 |
| Fire Hydrant Installation | 75,000 | CIP, page 115 |
| Water Mains To Serve 1991 Annexation | 3,700 000 | CIP page 116 |
| Land Acquisition For System Storage Tanks | 225,000 | CIP, page 128 |
| Lawyers Road Water Main | 752,000 | CIP, page 135 |
| Water Main Along Sandy Porter & Brown Grier Rd | 530,000 | CIP page 137 |
| Gilead Road Water Main | 826 000 | CIP, page 136 |
| US 49 South Water Main, Choate To Shopton Rd | 673,000 | CIP, page 134 |
| Electrical Equip Replacement At Vest WT Plant | 250,000 | New Project, page 29 |
| Water Dist/Customer Ser Ctr Renovations Plan | 100,000 | New Project, page 30 |
| Shopton Rd Water Main From York Rd - Sledge Rd | 727,000 | CIP, page 141 |
| NC HWY73 W Main Frm HWY115 - Davidson-Concord | 639 000 | CIP, page 145 |
| Concord St, Davidson Water Main | 522,500 | New Project, page 30 |
| Vest Plant Clearwell Renovations | 250,000 | New Project page 30 |
| Steele Ck Rd WM From Sam Neely to York Rd | 622 000 | CIP, page 139 |
| Sledge Rd WM From Steele Ck Rd - Shopton Rd | 580 000 | CIP, page 140 |
| Shopton Rd Water Main From Beam Rd - Dixie Rd | 662,500 | CIP, page 143 |
| Water Main Along NC 73 - Phase II | 390,000 | CIP page 142 |
| WM Along Sam Furr Rd From NC 21 To NC 115 | 727,500 | CIP, page 144 |
| Protective Structures For Franklin Plt Equip | 600,000 | New Project, page 31 |
| Water Main Along Grier Rd & Rocky River Rd | 942,000 | CIP, page 148 |
| Lebanon Road Water Main | 961,000 | CIP, page 154 |
| McCoy Rd & Beatties Ford Rd Water Main | 1,334,000 | CIP, page 150 |
| New HWY 16 North Water Main | 1 376 000 | CIP, page 146 |
| Mount Holly Huntersville Rd West Water Main | 549,000 | CIP page 152 |
| Carmel Rd Water Main | 6,648,000 | CIP page 153 |
| Water Distribution System Study | 500,000 | New Project, page 31 |
| WM Along Mt Holly Huntersville Rd - US 21 Ph I | 468,000 | CIP, page 138 |
| Shopton Rd WM From Sledge Rd - Steele Ck | 1,159,000 | Needs, page 321 |
| Steele Ck Rd WM From Westinghouse To Shopton | 869,250 | Needs, page 323 |
| NC51 Water Main From HWY 74 To Lebanon Rd | 1,030,600 | CIP, page 155 |
| Idlewild Rd WM From Margaret Wallace To HWY51 | 1,090,000 | CIP, page 156 |
| Sam Newell Rd WM From HWY74 - Margaret Wallace | 902,500 | CIP, page 158 |
| Mallard Ck Rd WM, Mallard Ck Church - Beard Rd | 660,000 | CIP page 165 |
| Beard Rd and Ridge Rd Water Main | 763,000 | CIP, page 166 |
| Oakdale Rd WM, Leolilie - Mt Holly H'ville Rd | 793,000 | Needs, page 312 |
| Mt Holly H'ville Rd WM, HWY16 to Beatties Ford | 1 381,000 | Needs, page 305 |
| North Mecklenburg Water Treatment Plant | 27,216,000 | New Project, page 32 |
| Clearwell At Franklin Water Plant | 7,100,000 | CIP, page 151 |
| Water Mains To Serve 1993 Annexation | 3,350,000 | New Project, page 32 |
| WM Along Mt Holly H'ville Rd to US 21 Ph II | 1,152,000 | CIP page 162 |

| Project Title | Funding Request | Reference Document |
|---|---|---|
| NC 51 From Lebanon Rd To Laywers Rd | 1 031 000 | Needs, page 329 |
| Sam Newell Road Water Main To Matthews | 859 000 | CIP page 159 |
| Pleasant Plains & McKee Rd WM To Weddington Rd | 1,363,000 | CIP, page 163 |
| Raw Water Pump Station Upgrade | 6 720,000 | CIP, page 164 |
| Water Main Along Sam Furr Rd – NC73 To US21 | 1,429 000 | CIP, page 157 |
| WT Harris Blvd Water Main | 1,323,500 | New Project page 33 |
| Reames Road Water Main | 804,000 | New Project, page 34 |
| Wilgrove-Mint Hill Rd & NC 51 Water Main | 1,142,000 | CIP, page 161 |
| Monroe Rd Water Main To The County Line | 582,000 | CIP, page 167 |
| NC 115 To Cornelius Water Main | 2,955 000 | Needs, page 333 |
| Water Mains To Serve 1995 Annexation Areas | 2,850 000 | New Project, page 34 |
| Tyvola Road West Water Main | 639 000 | CIP, page 149 |
| Alum Sludge Disposal/Franklin Water Plant | 6 600 000 | Needs, page 343 |
| Mt Holly H'ville Rd & Belmeade Water Main | 1 121,772 | CIP, page 168 |
| Nations Ford Rd & Westinghouse Blvd Water Main | 2,889,000 | Needs, page 330 |
| Asbury Chapel Road Water Main | 2 030,000 | Needs, page 334 |
| Huntersville-Concord Road Water Main | 1,476,000 | Needs, page 335 |
| Rice Rd Water Main From Sam Newell To Idlewild | 602,000 | Needs page 313 |
| Tilley Morris WM From Mckee Rd To County Line | 420 000 | Needs, page 314 |
| York Rd To Steele Ck Rd Water Main | 664,700 | Needs, page 315 |
| NC 51 Water Main From Carmel Rd To Blue Heron | 546,000 | Needs, page 319 |
| Orr Rd, Barrington Rd WM-Plaza Booster Station | 810,000 | Needs, page 320 |
| Torrence Chapel Road Water Main | 183,000 | Needs, page 311 |
| NC160 Water Main From York Rd To Hamilton Rd | 519,000 | Needs, page 307 |
| Sam Wilson Road Water Main | 903,000 | Needs, page 306 |
| Winget Road Water Main | 576,000 | Needs, page 308 |
| Proposed Rea Rd Extension Water Main | 495,000 | Needs, page 309 |
| Prosperity Church Rd WM To Mallard Ck Ch Rd | 672,000 | Needs, page 310 |
| TOTAL WATER | 134,275,822 | |

## SEWER

| Project Title | Funding Request | Reference Document |
|---|---|---|
| Sewer Line Replacemnet | 3,000,000 | CIP, page 174 |
| Street Main Extension Program | 35,000 000 | New Project, page 35 |
| Sewer Extensions For Public Health | 900 000 | CIP, page 175 |
| Sewer Line Relocation For Street Improvement | 3,625,000 | CIP, page 176 |
| Lift Station Elimination Program | 1,400,000 | CIP page 177 |
| Remove And Repair Aerial Crossings | 900,000 | CIP page 178 |
| Lift Station Elimination Program | 475,000 | CIP, page 179 |
| Sewer Trunks to Serve 1991 Annexation Areas | 7,000,000 | CIP, page 180 |
| McAlpine Creek WWTP Composting Complex | 12,164,000 | CIP, page 182 |
| Irwin Creek WWTP Addition | 3 000,000 | New Project, page 35 |
| Sugar Creek WWTP Addition | 5,000,000 | New Project, page 36 |
| Sanitary Sewer Rehabilitation | 9,500 000 | CIP, page 188 |
| Sewer System Evaluation Survey | 9,500,000 | New Project, page 36 |
| Sanitary Sewer Facility Plan | 500,000 | New Project, page 36 |
| Flow Equalization–McAlpine Creek WWTP | 5,400,000 | New Project, page 37 |
| Flow Equalization – Sugar Creek WWTP | 2,600,000 | New Project, page 37 |
| McAlpine Ck Wastewater Plt Expansion (60 MGD) | 36,000,000 | CIP, page 201 |
| Regional Plant Facilities | 98 000 000 | CIP, page 200 |
| Outfall From Steele Ck Force Main | 646,700 | CIP, page 196 |
| Dixon Branch Outfall | 900,000 | CIP, page 203 |
| Stony Ck Tributary To Mallard Ck Church Rd | 1,290,000 | CIP, page 206 |
| Paw Creek Parallel Outfall | 2 515,000 | CIP, page 195 |
| Four Mile Creek Parallel Outfall | 5,610 000 | CIP, page 204 |
| Lower Sugar Creek Outfall | 2,916,000 | CIP, page 204 |
| Stony Creek Tributary to Ridge Road | 1,714,500 | New Project, page 38 |
| Rocky River Outfall | 10,961,400 | New Project, page 38 |
| Lake Area Sanitary Sewer Implementation | 6,950,000 | CIP, page 181 |
| On Site Sludge Storage | 500,000 | CIP, page 193 |
| Trunk Along Walker Branch Tributary #1 | 960 000 | CIP, page 202 |
| Stony Creek Outfall – Phase II | 519,000 | CIP, page 205 |
| Long Creek Parallel Outfall Phase I | 3 254,000 | CIP, page 194 |
| Long Creek Parallel Outfall Phase II | 3,674,250 | CIP, page 194 |
| North Mecklenburg Rocky River Outfall | 1 566,000 | CIP, page 199 |
| Steele Ck Outfall–Browne Grier To Shopton Rd | 584,000 | CIP, page 207 |
| Walker Branch Extension To Steele Creek Road | 1,381,000 | CIP, page 211 |
| Irvins Creek Tributary To Lawyer's Rd | 712,000 | CIP, page 212 |
| Caldwell Creek Outfall | 644,000 | CIP, page 215 |
| Stony Creek Outfall – Phase III | 1 150,000 | CIP page 213 |
| Neal Branch Lift Station And Trunk Main | 1,889,000 | CIP page 214 |
| Polk Ditch Trunk Extension | 339,000 | CIP, page 210 |
| Sewer Trunks To Serve 1993 Annexation Areas | 7 500 000 | New Project, page 39 |
| Mallard Ck Tributary To I–85 | 537,000 | CIP, page 198 |
| North Tributary Of Caldwell Creek | 765,000 | CIP, page 216 |
| Improvements To Paw Creek Lift Station | 4,206,000 | CIP, page 217 |

| Project Title | Funding Request | Reference Document |
|---|---|---|
| Walker Branch Outfall – Phase II | 908,000 | CIP, page 218 |
| Sewer Outfall Along Torrence Ck Tributary #1 | 1,220,000 | CIP, page 219 |
| Six Mile Ck Outfall, Lift Station & Force Main | 7,836,000 | CIP, page 186 |
| Caldwell Creek Tributary To US 21 | 105,000 | New Project, page 40 |
| Sewer Trunks To Serve 1995 Annexation Areas | 6,500,000 | New Project, page 39 |
| Outfall, Back Ck Lift Sta To Back Ck Church Rd | 1,401,000 | Needs, page 397 |
| Rocky River West Outfall | 2,858 000 | Needs, page 398 |
| Trunk From McDowell Ck – Gilead Rd To HWY 73 | 1,165,000 | Needs, page 399 |
| Coffey Creek Tributary to Shopton Rd | 902,000 | Needs, page 400 |
| Steele Ck Outfall From Westinghouse To Steele Ck Lift Station | 925,200 | New Project, page 39 |
| **TOTAL SEWER** | **321,468,050** | |

## TRANSIT

| Project Title | Funding Request | Reference Document |
|---|---|---|
| Replacement of Service Vehicles | 115,000 | CIP, page 227 |
| Purchase of New Service Vehicles | 25 000 | CIP, page 228 |
| Passenger Amenities | 385,000 | CIP, page 230 |
| Park and Ride Lots | 1 300,000 | CIP, page 231 |
| Tryon Street Mall Improvements | 200,000 | CIP, page 232 |
| Replacement of Transit Buses | 3,080,000 | Needs, page 419 |
| Rail ROW Protection | 5,000,000 | Needs, page 426 |
| Light Rail Transit Starter System | 4,000,000 | Needs, page 427 |
| Computer Equipment | 150,000 | New Project, page 41 |
| Ancillary Equipment | 26,000 | New Project page 41 |
| Fueling System Upgrade | 64 000 | New Project page 41 |
| Bus Lot Cleaning and Recovery System | 60,000 | New Project, page 42 |
| TOTAL TRANSIT | 14,405,000 | |

## AVIATION

| Project Title | Funding Request | Reference Document |
|---|---|---|
| FAA Access Control System | 700 000 | New Project, page 43 |
| Land Use Compatibility Program | 19 200 000 | Needs, page |
| Master Plan Land Acquisition | 22 620 000 | CIP, page 240 |
| South Terminal Expansion | 25,600,000 | CIP page 254 |
| N C 160 Relocation | 2 750,000 | CIP, page 244 |
| Extend Runway 36R/18L | 9,720,000 | CIP, page 245 |
| Federal Express Cargo Facility Construction | 4,000,000 | CIP, page 248 |
| Terminal Road Cargo Development | 6 000,000 | CIP, page 243 |
| Rental Car Relocation | 2,500,000 | New Project, page 43 |
| Terminal Third Floor Upfit | 2,000,000 | New Project, page 44 |
| Concourse B Ramp Expansion | 7,500 000 | New Project, page 44 |
| Air Cargo Ramp Expansion | 2 000,000 | New Project page 44 |
| Taxiway D Construction – Phase Two | 4 545,000 | CIP page 250 |
| Concourse B Expansion | 10 500 000 | CIP, page 253 |
| Taxiway Improvements | 2,000 000 | CIP page 239 |
| Airport Art Program | 100,000 | CIP, page241 |
| Tunnel Under Taxiway A | 1 500,000 | New Project, page 45 |
| Remote CFR Station | 500,000 | New Project page 45 |
| Overlay Runway 5/23 | 1 200 000 | CIP page 239 |
| Environmental Assessment for Third Parallel Runway | 500 000 | CIP, page 252 |
| Employee Parking Expansion | 2 200 000 | CIP page 246 |
| Preconditioned Air System | 5 300 000 | New Project, page 46 |
| Aviation Fuel Farm Improvements | 3,000 000 | New Project, page 46 |
| New Fuel Line | 1,500 000 | New Project, page 47 |
| Eight Thousand Foot Parallel Runway | 27,000,000 | CIP, page 252 |
| General Aviation Facilities | 2 925,000 | CIP, page 249 |
| Loop Road Extension | 2,000 000 | New Project, page 47 |
| Commuter Ramp Extension | 10,600,000 | New Project, page 48 |
| Hotel Access Roadway | 2,500,000 | New Project, page 48 |
| Dobbs Catering Expansion | 1,500,000 | New Project, page 48 |
| Additional Long-Term Parking Facility | 3,861 000 | CIP, page 251 |
| Renovate and Expand Bag Claim Lobby | 2 000 000 | New Project, page 49 |
| Renovate Ramp Level Concourses | 5 000,000 | New Project page 49 |
| Renovate and Expand Baggage Makeup | 9 000,000 | New Project page 50 |
| FIS Expansion | 10,000,000 | New Project page 50 |
| TOTAL AVIATION | 213,821,000 | |
| **GRAND TOTAL FY92–FY96 CIP PROJECT REQUESTS** | **1,378,838,565** | |

TRANSPORTATION continued

**Project Title:** **Grove Street**

**Funding Requested:** $1,200,000

**Year Requested:** FY92 and FY93

**Project Description:** In implementing the Northwest District Plan, City Council rezoned a large acreage in the Melynda Road area from industrial to residential. Melynda Road is the sole access road for an existing industrial area The use of this road for industrial traffic through a single-family residential area is not desirable. This project deadends Melynda Road, limiting it to residential traffic only, and constructs a new road (Grove Street) from the existing industrial area to Toddville Road.

**Planning Staff Assessment:** This project would remove industrial traffic (primarily chemical tankers) from a local residential street serving a potential of 300 single-family homes. It would implement a recommendation in the Northwest District Plan and enhance the possibility of future development of moderate cost housing in this area.

HOUSING

**Project Title:** **Addison Renovation**

**Funding Requested:** $1,500,000

**Year Requested:** FY92

**Project Description:** This project would renovate the Addison to accommodate ninety (90) one-bedroom units for the elderly. The renovation would allow this building to be placed back on the market, in order to provide housing for low and moderate income elderly persons on the Housing Authority's waiting list.

**Planning Staff Assessment:** The Planning Staff supports this effort to make housing available to low and moderate income elderly persons.

HOUSING continued

**Project Title:** **Resident Safety**

**Funding Requested:** $97,000

**Year Requested:** FY92

**Project Description:** This project would control vehicular access at several sites by installing speed bumps. This project would provide another safety feature by installing pedestrian control fencing at various locations within Housing Authority sites. This fencing could help reduce incidents of drug dealing and improve the quality of life at these sites

**Planning Staff Assessment:** Planning Staff supports this attempt to reduce the incidents of drug dealing.

GOVERNMENT FACILITIES

**Project Title:** **Law Enforcement Center Parking Deck**

**Funding Requested:** $2,450,000

**Year Requested:** FY92 and FY93

**Project Description:** This project provides for the construction of a 350 space parking deck to serve employees working in the Law Enforcement Center. It would be built in conjunction with the Law Enforcement Center expansion project and would be designed to meet the increased parking needs of the expanded LEC.

Currently, the department has 116 parking spaces under the LEC, approximately 25 of which will be eliminated by the LEC expansion The department has 72 spaces assigned for department vehicles in the Governmental Parking Plaza deck, plus eight LEC visitor spaces. The surface lot adjacent to this deck has 260 spaces available for employees' personal vehicles. Thus, the department now has 456 spaces for department and employee vehicles.

**Planning Staff Assessment:** The need does exist for additional LEC parking, but it should be examined relative to possible coordination with existing or anticipated needs of other governmental facilities in the area. Any parking deck built in this vicinity should address the growing parking demand among the governmental facilities in this complex as a whole.

Law Enforcement Center Parking Deck continued

Specifically, a new deck should not be built at this site until several issues are resolved: (1) a decision about the possible relocation of the the LEC itself; (2) how the proposed site itself relates to future governmental space needs in the area; (3) coordination with the new jail complex is determined; and (4) a coordinated approach is taken about overall parking accommodations in the Government Center area.

**Project Title:** **Training Academy Improvements**

**Funding Requested:** $280,000

**Year Requested:** FY92 and FY93

**Project Description:** Two facilities at the Academy require repair and upgrading to meet the Fire Department's training and structural burn needs. First, the drafting facility must be repaired; the current system has no strainer and cannot be kept clear. As a result, no training in drafting techniques can be given to engineers. Second, the smoke house must be refurbished to accommodate fire suppression training on site. The building has become a safety hazard due to frequent and intense fire use which has caused weakening of the reinforcing rods and cables in the concrete walls. Basically, the heating and cooling resulting from more frequent use than anticipated has worn the smoke house out earlier than planned. Since firefighting is an area where hands-on experience is necessary to prepare for actual emergencies, it is necessary to refurbish the building to ensure that the essential training can occur without interruption.

**Planning Staff Assessment:** The on-site improvements at this facility are required to meet department training needs, and do not have land use policy considerations.

**Project Title:** Fire Logistics Facility

**Funding Requested:** $800,000

**Year Requested:** FY95 and FY96

**Project Description:** The Otts Street building was not designed for the warehouse and equipment testing and repair functions that the Logistics Section performs. With the growth in the Fire Department, the Section has totally outgrown its available space. This project will provide for a building designed to handle properly the functions of Logistics, sharing the site of the new maintenance facility.

**Planning Staff Assessment:** This facility could possibly be co-located at the proposed Orr Road Maintenance Yard Facility. As plans for the Orr Road facility are drafted, provision should be made to accommodate the Fire Logistics Facility at that site. It is also important that the Orr Road plans include buffering to ensure compatibility where possible with neighboring properties

**Project Title:** Emergency Generator - Spratt Street

**Funding Requested:** $100,000

**Year Requested:** FY92

**Project Description:** The current emergency generator at the Spratt Street facility only provides a minimum number of emergency lights for the facility. Prolonged electrical outages will not allow any service organization to operate while the electrical outages exists. This includes maintenance service for Public Safety Communications equipment, traffic control and intersection signal, special transportation for the elderly/disadvantaged persons, building repair service from Central Services and the Engineering lab/surveyor divisions.

**Planning Staff Assessment:** This important project will enhance emergency preparedness efforts in the face of disasters, such as Hurricane Hugo; however, because the project does not have direct land use policy considerations, planning staff has no further comment.

**Project Title:** **Institutional Network Expansion**

**Funding Requested:** $265,000

**Year Requested:** FY92-FY96

**Project Description:** This project provides for the extension of the Institutional Network to sites including Discovery Place, the Performing Arts Center and the proposed new Convention Center.

Per the requirements of its 1987 franchise agreement with the City, ATC-Cablevision of Charlotte completed a "backbone" coaxial cable institutional network in the fall of 1990. This network, per the terms of said agreement, was designed to interconnect nine public facility sites in the uptown area. Discovery Place, the Performing Arts Center and the proposed new Convention Center were among the sites not projected in this design.

**Planning Staff Assessment:** This project does not have direct land use policy considerations.

**Project Title:** **Emergency Generators - Equipment Services**

**Funding Requested:** $124,084

**Year Requested:** FY92

**Project Description:** This project provides for four emergency generators at Equipment Services Division shops. The generators would be used for emergency situations where maintenance of the City fleet vehicles is important.

**Planning Staff Assessment:** This important project will enhance emergency preparedness efforts in the face of disasters, such as Hurricane Hugo; however, because the project does not have direct land use policy considerations, planning staff has no further comment.

**Project Title:** **Satellite Yard Improvements at Sweden Road**

**Funding Requested:** $2,070,000

**Year Requested:** FY92 and FY93

**Project Description:** The project provides for the construction of a new satellite yard facility for the Solid Waste Services Department's Sanitation Division at Sweden Road. The new building and parking lots at Sweden Road are shared by the Sanitation Division of Solid Waste Services and the Street Maintenance Division of DOT.

The need is based on a 97% increase in employees and a 99% increase in parking needs at Sweden Road since the current facility was completed in 1987. At that time the Sanitation Division operated only one program out of that facility (curbside collection) with 104 employees and 40 city vehicles. Currently, this unit handles 3 collection programs (curbside, recyclables, and yard waste) with 205 employees and a need for 306 parking spaces.

The proposed project includes the purchase of a six-acre parcel of land located behind the existing property at Sweden Road. A new building and parking lot would meet the Sanitation Division's need through the year 2010 by providing adequate space for 272 employees

**Planning Staff Assessment:** With construction of any facility, consideration must be given to the relationship of the site to surrounding properties. Sufficient buffering should be used to mitigate the impacts of the site on those properties. Planning staff should be involved in design/site plan review for this facility.

**Project Title:** **CMGC Parking Deck Flooding**

**Funding Requested:** $150,000

**Year Requested:** FY93

**CMGC Parking Deck Flooding (continued)**

**Project Description:**

This project would prevent potential flooding of the Charlotte National and Federal Reserve Buildings. This flooding problem is caused by the CMGC Parking Deck acting as a dam. The City Attorney's Office has determined that the City may be held liable for damages to the two above mentioned buildings if they are flooded.

The most probable solution would be the installation of corrugated metal pipes through the side of the parking deck. J. N. Pease is currently compiling specifications and drawings for this construction.

Certain measures have been taken to prevent the CMGC from flooding, however further preventative measures may be necessary.

**Planning Staff Assessment:**

Engineering studies have identified the potential problem However, before proceeding with this preventive measure, it may be advisable to evaluate the possible risk of an actual occurrence, estimates of potential damage, and the feasibility of self-insurance.

**Project Title:** **Greenville Center Lavatory Addition**

**Funding Requested:** $120,000

**Year Requested:** FY92

**Project Description:**

The Greenville Center is a 19,623 sq. ft. facility that is operated seven days/nights each week for service outreach and community activities. The facility shares space with the Parks and Recreation Department, which operates a day and evening program of recreation for youth on a year-round basis, with expanded services for day camps during the summer months. The traffic resulting from these programs and activities places undue demand and hardship on the limited restroom facilities, causing inconvenience to customers as well as unsafe health and sanitary conditions. Presently, there are two restrooms to serve the public, each with limited access.

**Planning Staff Assessment:**

This project would provide an additional lavatory that is necessary to relieve an existing health and sanitation problem created by heavily programmed use of the center.

## ECONOMIC DEVELOPMENT

**Project Title:** **Cedar Street Streetscape**

**Funding Requested:** $1,800,000

**Year Requested:** FY92 and FY93

**Project Description:** This project was originally included in the Third Ward Special Project Plan, adopted in June, 1986. More detail was provided by the Uptown Streetscape Guidelines, adopted in April, 1987. The first steps toward implementation will be made when Richardson Sports constructs their practice fields along Cedar Street When that occurs, the need to complete Cedar Street improvements will be magnified.

The project extends from West Morehead Street to West Trade Street and includes installing street trees, wider sidewalks, and relocating overhead utilities underground. Funds for implementation will be leveraged from Richardson Sports and Duke Power.

**Planning Staff Assessment:** This project was recommended in the Third Ward Special Project Plan and the Uptown Streetscape Guidelines adopted by City Council in 1987. The funding for this project should be deferred until the second year to coincide with the timing of stadium construction.

**Project Title:** **Freeway Loop Plantings**

**Funding Requested:** $350,000

**Year Requested:** FY92-FY94

**Project Description:** This project is called for by the approved Center City Charlotte Urban Design Plan. The purpose of the project is to enhance the key gateway entrances into the Uptown. The landscaping treatment involved with this project are proposed to mitigate the impact of the wall created by the I-277 loop and to provide an attractive visual relief for adjacent neighborhoods, uptown workers and other motorists. The work will focus on seven freeway interchanges. The conceptual plan has been completed by the Planning Commission staff. Implementation would be done in house as a joint effort between Planning Commission, Engineering and Parks and Recreation staffs.

**Freeway Loop Plantings** continued

**Planning Staff Assessment:** This project was recommended in the Center City Charlotte Urban Design Plan, adopted by City Council in 1990, and generally supported by the Generalized Land Plan 2005. This project would enhance the key gateway entrances into Uptown and provide an attractive visual relief for adjacent neighborhoods and Uptown workers.

**Project Title:** **Uptown Parking Lot**

**Funding Requested:** $62,000

**Year Requested:** FY92 and FY93

**Project Description:** As part of the multifaceted approach to keeping Charlotte's central city strong, this project undertakes to retrofit one public parking lot as a demonstration project. This undertaking is called for in the Center City Charlotte Urban Design Plan and consists of a sidewalk and landscaping improvements to the surface parking lot across the railroad from the existing convention center. These improvements would bring this lot up to the minimum standards currently required of new development under UMUD zoning requirements.

**Planning Staff Assessment:** This project was recommended in the Center City Charlotte Urban Design Plan. It would bring the non-conforming parking lot into conformance with UMUD regulations.

**Project Title:** **Park at the Square/Four Corners Improvements**

**Funding Requested:** $350,000

**Year Requested:** FY92 and FY93

**Project Description:** Council has expressed interest in tying the four corners of the Square together as a park. They have asked staff to test the feasibility of a circle of trees concept as was proposed by students in the College of Architecture at UNC-Charlotte. Council instructed staff to develop process options for moving forward. The funding mechanism for the project discussed thus far is for the private sector to fund the process and construction.

**Planning Staff Assessment:** Based upon the recommendation of the Planning and Public Works Committee, this project should be referred to the Charlotte Uptown Development Corporation (CUDC) in an effort to seek private funding for this project.

## PARKS AND RECREATION

**Project Title:** **Expansion and Development of Existing Parks**

**Funding Requested:** $4,645,000

**Year Requested:** FY92-FY95

**Project Description:** Some of our existing parks need to be expanded and upgraded to fulfill their master plan. These improvements will allow the park to deliver services more effectively. Upgrading of these parks will allow for full utilization into the next century as useful, attractive facilities, and is in keeping with the policy of upgrading existing facilities.

| | |
|---|---|
| Sugaw Creek | $1,080,000 |
| Double Oaks | 165,000 |
| Settlers Cemetery | 700,000 |
| Independence park | 1,620,000 |
| Hornets Nest Park | 1,080,000 |

Expansion of existing facilities will reduce the amount of land required for new facilities.

**Planning Staff Assessment:** This project would implement recommendations in the Generalized Land Plan 2005, the Charlotte-Mecklenburg Parks Master Plan, and all applicable area plans and district plans.

**Project Title:** **Replanting Trees - Streets & Parks (HUGO)**

**Funding Requested:** $2,150,000

**Year Requested:** FY92-FY96

**Project Description:** This project will provide for replanting trees over a four year period. The first year funding of this program is to update the Tree Inventory (first completed almost 10 years ago), which will allow the planting program to be carried out more efficiently by identifying planting locations.

**Planning Staff Assessment:** This project, which is generally supported in the Generalized Land Plan 2005, would provide for the replanting of trees along streets and in several public parks. Approximately 20,000 trees in Charlotte were destroyed by Hurricane Hugo. This project would help ensure that the image of Charlotte as a "city of trees" would be retained.

PARKS AND RECREATION continued

**Project Title:** **Street Tree Planting**

**Funding Requested:** $300,000

**Year Requested:** FY92-FY96

**Project Description:** Many streets within the City are in need of street tree planting. These are streets that have never had trees and are major thoroughfares.

| Location | Estimated Costs |
|---|---|
| Uptown Charlotte - Within Interstate Ring | $50,000 |
| Tryon St. North and South outside of CBD | 90,000 |
| West Boulevard - I-77 to Airport | 30,000 |
| Park Road - Woodlawn - Creek | 10,000 |
| Fairview Road | 10,000 |
| Albemarle Road - Central to Harris 30,000 | |
| East Morehead Street | 30,000 |
| North Graham Street | 30,000 |

**Planning Staff Assessment:** This project is generally supported by the Generalized Land Plan 2005 the Center City Charlotte Urban Design Plan, and various area plans and district plans. It would provide street trees along various thoroughfares which were built prior to the development of our current beautification program. These funds also would be used for planting street trees along state system streets, which provide no landscaping as part of the construction costs. A master live planting plan is being completed by planning staff; this plan will set priorities and assure maximum use and impact from the expenditures.

CULTURAL

**Project Title:** **Spirit Square Roof Replacement and Repair**

**Funding Requested:** $135,000

**Year Requested:** FY92

**Project Description:** This project provides for a comprehensive roof survey (including testing) on areas ranging in age from 8-12 years.

Based on the survey results, repairs or replacement of roofing would be implemented.

CULTURAL continued)

**Spirit Square Roof Replacement and Repair** continued

**Planning Staff Assessment:** This project does not have direct land use policy considerations.

**Project Title:** **Spirit Square Upgrade of Tryon Street Facade**

**Funding Requested:** $120,000

**Year Requested:** FY92

**Project Description:** This project provides for the development of a plan and drawings for upgrading the Tryon Street facade of Spirit Square.

Implement the plan which would include:

1 Lighting
2. Signage and graphics
3. Landscaping
4. A covered entryway
5. Banners and other color elements

The existing Tryon Street "face" is not inviting or enticing because it is dark and has no identifying signage. The present exterior does not enhance the developing cultural district or make any substantial impact on a main artery through town. It does not draw people and economic development in our direction. A major improvement/upgrade would help overcome all the above.

**Planning Staff Assessment:** It is important to present a favorable image for Spirit Square. However, there are concerns about this project. Should this project be part of a larger analysis for improving this area of North Tryon Street? Until an analysis is completed, do we know how much money will be needed to "upgrade" this area? What impact would these improvements have on the economic development potential of this area? If additional information could be provided about the general needs of the "uptown cultural area," with specific recommendations for individual cultural providers, the planning staff could assess this project more adequately in the next funding cycle.

It should be mentioned that the "new" entrance to Spirit Square is located on North College Street. It also should be noted that the former entrance on North Tryon Street remains locked during many events throughout the year.

CULTURAL continued)

| | |
|---|---|
| **Project Title:** | **Reedy Creek Park Environmental Center Exhibits** |
| **Funding Requested:** | $135,000 |
| **Year Requested:** | FY92 |
| **Project Description:** | Construction of a new building at Reedy Creek was recently completed This project provides the exhibits and other furnishings required to transform the building into an Environmental Center. The Center would increase the public's awareness of the environment. |
| **Planning Staff Assessment:** | This project would complete the Reedy Creek Park Master Plan. This project is supported generally in the Generalized Land Plan 2005, the Charlotte-Mecklenburg Parks Master Plan, and the Action Plan for Parks and Recreation. |

## WATER

**Project Title:** **Street Main Extension Program**

**Funding Requested:** $15,000,000

**Year Requested:** FY92-FY96

**Project Description:** This project provides for the installation of water lines to areas which are not currently served by CMUD. The need for this project is the result of amendments to be made to the CMUD Extension Policy as recommended by the CMUD Review Committee. Under this revision to the extension policy, CMUD will install water service to existing residents or "single family dwellings" in the City and Mecklenburg County who request it for only the cost of the tapping privilege fee and connection if the extension is 1,000 feet or less. Businesses and all other that do not meet those requirements will fall under the existing street extension policies. An annual rate increase for water and sewer of two percent totaling $50 million in five years is necessary to fund this and companion sewer program. These rate increases will be evaluated annually.

**Planning Staff Assessment:** This project will provide better accessibility to the CMUD water system for city and county residents requesting service.

**Project Title:** **Electrical Equipment Replacement at Vest Water Treatment Plant**

**Funding Requested:** $250,000

**Year Requested:** FY92

**Project Description:** This project provides for the replacement of existing electrical systems and equipment at the Vest Water Treatment Plant. It also provides for the replacement of the metering devices within the plant. This equipment can not be repaired or replaced due to the unavailability of parts. Further, the existing equipment does not meet current electrical codes.

**Planning Staff Assessment:** This project helps improve service delivery, but because it has no direct land use policy considerations the planning staff has no further comment.

**Project Title:** **Water Distribution/Customer Service Center Renovation Plans**

**Funding Requested:** $100,000

**Year Requested:** FY92

**Project Description:** This project provides for a study to be performed to determine how the customer service/water distribution maintenance facility can be improved and expanded in the future. The plan will include orientation of buildings and parking lots. The need for this project is based on the growing staff and materials located at this facility.

**Planning Staff Assessment:** Planning staff encourages this effort to determine the most efficient utilization of the site.

**Project Title:** **Concord Street/Davidson Water Main**

**Funding Requested:** $522,500

**Year Requested:** FY92

**Project Description:** This project provides design and construction of a 12" water main along Concord Street in Davidson to serve as part of a reinforcing loop in this area. This project will assist in providing adequate fire protection as this area of the county continues to develop. This project will connect a 16" water main in Davidson-Concord Road and a 12" water main in Davidson. A restriction will exist between these two mains until the main along Concord Street is constructed resulting in adequate fire protection.

**Planning Staff Assessment:** A general objective of the Davidson Land Use Plan Update is to expand Davidson's residential areas and increase housing opportunities. Consequently, adequate fire protection is essential if this objective is to be achieved.

**Project Title:** **Vest Plant Clearwell Renovations**

**Funding Requested:** $250,000

**Year Requested:** FY92

**Vest Plant Clearwell Renovations** continued

**Project Description:** This project provides for renovations necessary at the Vest Water Treatment Plant clearwells. These clearwells provide storage for treated water. A study is currently underway to determine how renovations should take place to the clearwells. The concrete slabs which cover the clearwells are severely cracked and deteriorated. The foundation of the clearwells is sinking and the walls are deteriorating. This has caused water to leak from the clearwells.

**Planning Staff Assessment:** The need to make improvements to the clearwells at the Vest plant is evident, however, because this project has no direct land use policy considerations, there is no further comment.

**Project Title:** **Protective Structures for Franklin Plant Equipment**

**Funding Requested:** $600,000

**Year Requested:** FY92

**Project Description:** This project provides for structures to be constructed to protect existing equipment located at the Franklin water treatment plant. A raw water pump station and high service pump station were constructed as part of the Franklin Water Treatment Plant Expansion. The original project included structures to protect these pump stations. Due to lack in funds, these buildings were omitted from the project. These buildings will provide protection from freezing and inclement weather which could damage the pumps.

**Planning Staff Assessment:** The need to protect equipment at the Franklin plant is acknowledged; however, because this project has no direct land use policy considerations, there is no further comment.

**Project Title:** **Water Distribution System Study**

**Funding Requested:** $500,000

**Year Requested:** FY93

**Water Distribution System Study** continued

**Project Description:** This project would provide for a study to analyze water system needs.

**Planning Staff Assessment:** The need to assess the merits and shortcomings of the existing water system will prove beneficial in making decisions on needed improvements to the system.

**Project Title:** **North Mecklenburg Water Treatment Plant**

**Funding Requested:** $27,216,000

**Year Requested:** FY93-FY96

**Project Description:** This project provides for the planning, design and construction of a water treatment plant in North Mecklenburg. The plant is proposed to be a 12 MGD plant to be expanded in the future to a 25 MGD plant. The project includes a reservoir and alum sludge disposal. The need for this project is based on projected demands in north and east Mecklenburg. This plant will serve those two areas of the county. Presently, water is supplied to North Mecklenburg by Franklin Water Treatment Plant through a booster pump station. This booster pump station is quickly becoming inadequate in serving the northern portion of the county.

**Planning Staff Assessment:** The North District Plan, now being prepared supports the location of a water treatment plant in North Mecklenburg. Planning staff should be involved in the planning stages for this facility, in addition to having input into the site selection process.

**Project Title:** **Water Mains to Serve 1993 Annexation**

**Funding Requested:** $3,350,000

**Year Requested:** FY93-FY95

**Water Mains to Serve 1993 Annexation** continued

**Project Description:** This project provides for the planning, design and construction of water mains for 1993 annexation. These areas have not been identified at this time. The City has proposed to annex portions of Mecklenburg County every two years. This account will support the 1993 annexation. The need for this project is to provide water service to the annexed areas according to North Carolina State Law. North Carolina State Law requires that water service be available within two years of annexation.

**Planning Staff Assessment:** In order to comply with the North Carolina General Statutes, this project must be undertaken if the 1993 annexations are to be implemented.

**Project Title:** **W. T. Harris Boulevard Water Main**

**Funding Requested:** $1,323,500

**Year Requested:** FY94

**Project Description:** This project provides for design and construction of a 16" water main along W. T. Harris Boulevard. The water main would extend along W. T. Harris Boulevard from N.C. Highway 49 to Plaza Road extension. The water main will provide water service to a quickly developing area of the county. Development is expected to take place along the new Harris Boulevard. This project will provide water service to this development.

**Planning Staff Assessment:** The Northeast District Plan (adopted by City Council in June, 1990) acknowledges the fact that "dramatic changes" can be anticipated in this vicinity. East-West access now provided by Harris Boulevard will greatly contribute to the changing character of this area. Consequently, it is important to provide the necessary infrastructure to support the anticipated demand. This project would help accomplish that objective.

**Project Title:** **Reames Road Water Main**

**Funding Requested:** $804,000

**Year Requested:** FY94 and FY95

**Project Description:** This project provides for design and construction of a 16" water main along Reames Road from N.C. Highway 21 to Mt Holly-Huntersville Road. The project will form the last segment of a reinforcing loop in a quickly developing area. Sanitary sewer service is planned for this area in the next two years. The project will also provide another means to provide water service to Northeast Mecklenburg.

**Planning Staff Assessment:** This project will improve service delivery in this area, as well as address the redirection of growth initiatives supported by the Generalized Land Plan 2005.

**Project Title:** **Water Main to Serve 1995 Annexation Areas**

**Funding Requested:** $2,850,000

**Year Requested:** FY95 and FY96

**Project Description:** This project provides for the planning design and construction for the 1995 annexation areas. These areas have not yet been identified. The City plans to annex areas of Mecklenburg County every two years. The need for this project is to provide water service to annexed areas according to North Carolina State Law. North Carolina State Law requires that water service be available within two years of annexation.

**Planning Staff Assessment:** In order to comply with North Carolina General Statutes, this project must be undertaken if 1995 annexations are to be implemented.

## SEWER

**Project Title:** **Street Main Extension Program - Sewer**

**Funding Requested:** $35,000,000

**Year Requested:** FY92-FY96

**Project Description:** This project provides for the installation of sewer lines to areas which are not currently served by CMUD. The need for this project is the result of amendments to be made to the CMUD Extension Policy as recommended by the CMUD Review Committee. Under this revised policy, CMUD will install sanitary sewer service to existing residents or "single family dwellings" in the City and Mecklenburg County who request it for only the cost of the tapping privilege fee and connection if the extension is 1,000 feet or less. Businesses will not be eligible for this program and will fall under the existing street main extension policies. This program calls for an annual water and sewer rate increase of two percent, resulting in $50 million in water and sewer bonds in a five year period. These rate increases will be evaluated annually.

**Planning Staff Assessment:** This project will provide better accessibility to the CMUD sewer system for city and county residents requesting service.

**Project Title:** **Irwin Creek Wastewater Treatment Plant Addition**

**Funding Requested:** $3,000,000

**Year Requested:** FY92

**Project Description:** This project provides for the construction of various improvements to the Irwin Creek Wastewater Treatment Plant. The need for this project is based on recommendations to improve sludge handling, plant efficiency, energy utilization, and other improvements to increase the quality of effluent further to meet future permit requirements. In November 1988, voters approved $3,000,000 in sewer bonds for this project.

**Planning Staff Assessment:** The need to expand and make improvements at the Irwin Creek wastewater treatment plant is acknowledged; however, because the project has limited land use policy implications, there are no further comments.

**Project Title:** **Sugar Creek Wastewater Treatment Plant Addition**

**Funding Requested:** $5,000,000

**Year Requested:** FY92

**Project Description:** This project provides for the construction of various improvements to Sugar Creek Wastewater Treatment Plant. The need for this project is based on recommendations to improve sludge handling, plant efficiency, energy utilization, and other improvements to increase the quality of effluent further In November 1988, voters approved $3,000,000 in sewer bonds for this project.

**Planning Staff Assessment:** The need to make improvements at the Sugar Creek wastewater treatment plant is acknowledged; however, because the project has limited land use policy implications, there are no further comments.

**Project Title:** **Sewer System Evaluation Survey**

**Funding Requested:** $9,500,000

**Year Requested:** FY92-FY96

**Project Description:** This project provides for on-going sanitary sewer evaluation surveys (SSES) to be conducted in order to identify lines and facilities in need of rehabilitation or replacement.

**Planning Staff Assessment:** The need to continually monitor and identify lines and facilities in need of rehabilitation is acknowledged. Planning staff supports this effort.

**Project Title:** **Sanitary Sewer Facility Plan**

**Funding Requested:** $500,000

**Year Requested:** FY92 and FY93

**Project Description:** This project provides for sewer modeling and analysis of the existing sewer collection system. This model will assist in the long term planning of sanitary sewer needs, inflow/infiltration reduction, additional sewer trunk capacity, treatment plant needs and possibly upstream storage needs (flow equalization).

**Sanitary Sewer Facility Plan** continued

**Planning Staff Assessment:** Improving the ability to plan for sewer system needs is a desirable goal. Planning staff supports this effort.

**Project Title:** **Flow Equalization - McAlpine Creek Wastewater Treatment Plant**

**Funding Requested:** $5,400,000

**Year Requested:** FY92 and FY93

**Project Description:** This project provides for a flow equalization basin at the McAlpine Wastewater Treatment Plant. The purpose of flow equalization is to equalize or "level out" the flow at it enters the treatment plan. Increased flow rates during peak hours or wet weather sometimes cause a backup of wastewater into the collection system due to restrictions in the plant.

**Planning Staff Assessment:** Efforts to reduce backups and overflows into the collection system is a desirable objective. Efforts to accomplish this should be undertaken where possible.

**Project Title:** **Flow Equalization - Sugar Creek Wastewater Treatment Plant**

**Funding Requested:** $2,600,000

**Year Requested:** FY92 and FY93

**Project Description:** This project provides for the design and construction of flow equalization facilities at the Sugar Creek Wastewater Treatment Plant. These proposed facilities would include possible converting an existing polishing lagoon to a flow equalization basin, pump station, modifications to the influent diversion box including additional mechanical bar screens, modifications to the Sugar Creek siphon effluent manhole, improvements for odor control, additional yard piping and electrical and instrumentation equipment.

**Planning Staff Assessment:** Efforts to reduce backups and overflows into the collection system is a desirable objective. Efforts to accomplish this should be undertaken where possible.

**Project Title:** **Stony Creek Tributary to Ridge Road**

**Funding Requested:** $1,714,500

**Year Requested:** FY92 and FY93

**Project Description:** This project extends along Stony Creek Tributary from I-85 to Ridge Road A portion of the project Stony Creek Outfall Phase II was added to this project. This project meets the need by providing sewer service in an area of continued growth. This project is also in support of goals of the Generalized Land Plan 2005 to develop infrastructure in this area to encourage growth and residential development.

**Planning Staff Assessment:** The Generalized Land Plan 2005 encourages efforts to redirect growth toward this area. This project will support that objective. The Northeast District Plan and the 2005 Plan address sanitary outfall improvements along Stony Creek.

**Project Title:** **Rocky River Outfall**

**Funding Requested:** $10,961,400

**Year Requested:** FY92-FY94

**Project Description:** This project provides for the planning, design and construction of 30" and 36" sanitary sewer outfalls to the Rocky River Wastewater Treatment Plant in Cabarrus County. This project is part of a regional plan being developed by CMUD, Cabarrus County, and the City of Concord. The need for this project is based on the need to meet growing demands for sewer service in the Northeast portion of the county.

**Planning Staff Assessment:** The Northeast District Plan (adopted by City Council in June, 1990) advocates the need to pursue regional cooperation with Cabarrus County to provide sewer service in this area. This project would support that objective.

| | |
|---|---|
| **Project Title:** | **Sewer Trunks to Serve 1993 Annexation Areas** |
| **Funding Requested:** | $7,500,000 |
| **Year Requested:** | FY92-FY94 |
| **Project Description:** | This project provides for the planning, design, land acquisition and construction of sewer trunks for 1993 annexation. These areas have not been identified. The City plans to annex portions of Mecklenburg County every two years. The need for this project is to provide sewer service to annexed areas according to North Carolina State Law. North Carolina State Law requires that sewer service be available within two years of annexation. |
| **Planning Staff Assessment:** | In order to comply with North Carolina General Statutes, this project must be undertaken if 1993 annexations are to be implemented. |

| | |
|---|---|
| **Project Title:** | **Sewer Trunks to Serve 1995 Annexation Areas** |
| **Funding Requested:** | $6,500,000 |
| **Year Requested:** | FY95 and FY96 |
| **Project Description:** | This project provides for the planning, design, land acquisition and construction of sewer trunks for 1995 annexation. The areas have not been identified The City proposes to annex portions of Mecklenburg County every two years. The need for this project is to provide sewer service to annexed areas according to North Carolina State Law. North Carolina State Law requires that sewer service be available within two years of annexation. |
| **Planning Staff Assessment:** | In order to comply with North Carolina General Statutes, this project must be undertaken if 1995 annexations are to be implemented. |

| | |
|---|---|
| **Project Title:** | **Steele Creek Outfall - Westinghouse to Steele Creek Lift Station** |
| **Funding Requested:** | $925,200 |

**Steele Creek Outfall - Westinghouse to Steele Creek Lift Station** continued

**Project Description:** This project provides for an outfall to be constructed parallel to an existing outfall along Steele Creek from Westinghouse Boulevard to the Steele Creek Lift Station. The need for this project is based on the development interest in this area and the existing outfalls' capacity. The project has been designated as an unfinanced project

**Planning Staff Assessment:** This project would address the redirection of growth efforts, as well as providing improved service delivery.

**Project Title:** **Caldwell Creek Tributary to U.S. 21**

**Funding Requested:** $105,000

**Year Requested:** FY95

**Project Description:** This project extends along Caldwell Creek Tributary from Caldwell Creek Outfall to U.S. 21. The project will meet the need by providing sanitary sewer to a developing area. The project has been designated as unfinanced.

**Planning Staff Assessment:** This project would support efforts to establish this area as an Employment Development Enterprise Area, as outlined in the Development Enterprise Area Plan adopted by City Council in July, 1988.

TRANSIT

| | |
|---|---|
| **Project Title:** | **Computer Equipment** |
| **Funding Requested:** | $150,000 |
| **Year Requested:** | FY92 and FY93 |
| **Project Description:** | This project provides for the replacement of obsolete K-Squared (vehicle maintenance) and Altos (Rideshare matching) computers, along with the purchase of two additional computers for transit planning purposes. |
| **Planning Staff Assessment:** | The Department of Transportation's Fy 1990-94 Five-Year Financial Management Plan supports this project. |

| | |
|---|---|
| **Project Title:** | **Ancillary Equipment** |
| **Funding Requested:** | $26,000 |
| **Year Requested:** | FY91 |
| **Project Description:** | This project provides for the purchase of office furniture, a time lapse VCR, and a voice mail system for Charlotte Transit. The VCR is needed to secure the bus and employee parking lots. The voice mail system is needed to assist in answering calls to the Information Center as service expands. |
| **Planning Staff Assessment:** | This project is supported by the FY 1992-96 Charlotte-Mecklenburg Surface Transportation Improvement Program. |

| | |
|---|---|
| **Project Title:** | **Fueling System Upgrade** |
| **Funding Requested:** | $64,000 |
| **Year Requested:** | FY92 |
| **Project Description:** | This project provides for an antifreeze dispensing and recycling system and a Gasboy System at Charlotte Transit. The antifreeze systems are needed to dispense and recycle coolant in accordance with existing environmental guidelines. The Gasboy System is needed to replace and upgrade the existing unit which frequently malfunctions. |
| **Planning Staff Assessment:** | This project would provide antifreeze systems in accordance with existing environmental guidelines (Clean Water Act of 1987). |

TRANSIT continued

| | |
|---|---|
| **Project Title:** | **Bus Lot Cleaning & Recovery System** |
| **Funding Requested:** | $60,000 |
| **Year Requested:** | FY91 |
| **Project Description:** | This project provides for a bus lot cleaning and recovery system at Charlotte Transit. It allows the lot to be cleaned and the wastewater treated before leaving the premises in accordance with Federal environmental guidelines. |
| **Planning Staff Assessment:** | This project would provide a system in accordance with federal environmental guidelines (Clean Water Act of 1987). |

## AVIATION

**Project Title:** **FAA Access Control System**

**Funding Requested:** $700,000

**Year Requested:** FY92 and FY93

**Project Description:** This project provides positive identification for all Airport employees and access control for restricted Airport operations areas. The need for this project is based upon newly-enacted Federal Aviation Administration requirements. There are presently 6,000 Airport employees who require access to Airport operating areas. The project will provide access control in accordance with the Airport's FAA-Approved Security Plan, and will include new gates, lock systems, employee ID's and video cameras.

**Planning Staff Assessment:** This project is needed to comply with Federal Aviation Administration regulations; however, because there are no direct land use policy implications, planning staff has no further comment.

**Project Title:** **Rental Car Relocation**

**Funding Requested:** $2,500,000

**Year Requested:** FY92 and FY93

**Project Description:** This project provides for relocation of rental car terminal operations from the baggage claim lobby to the parking structure. The need for this project is based on congestion in the lobby area and curbside, and economic competitiveness.

Tenant rental car operators currently must bus their customers to their satellite facilities. This project would allow these companies to stage their rental cars in the lower level of the parking deck and provide an advantage to their customers. An added benefit would be the reduction of busing activities on the lower level.

**Planning Staff Assessment:** This project would improve current rental car operations at Charlotte-Douglas. There are no direct land use policy considerations.

**Project Title:** **Terminal Third Floor Upfit**

**Funding Requested:** $2,000,000

**Year Requested:** FY92

**Project Description:** This project provides for construction of additional office space in the Terminal building. Presently there is approximately 11,000 square feet of unfinished space available for upfitting on the third floor of the east terminal. The need for this project is based on demand for additional office space to be leased by airport tenants. This project will provide upfitting of this additional space.

**Planning Staff Assessment:** This project would provide additional square footage for lease to airport tenants. There are no direct land use policy considerations.

**Project Title:** **Concourse B Ramp Expansion**

**Funding Requested:** $7,500,000

**Year Requested:** FY93 and FY94

**Project Description:** This project provides additional aircraft parking apron for the passenger terminal facility. The need for this project is based upon increased traffic demand and continued safety requirements, which is included in the Airport Master Plan.

**Planning Staff Assessment:** This project will address the need for additional space for aircraft on Concourse B Ramp. There are no direct land use policy considerations.

**Project Title:** **Air Cargo Ramp Expansion**

**Funding Requested:** $2,000,000

**Year Requested:** FY93 and FY94

**Project Description:** This project provides additional aircraft parking apron for air cargo operators. The need for this project is based on the increased demand for aircraft parking for cargo operators. This expansion will provide additional operations area for planned cargo development, which is in the area of the old passenger terminal facility.

**Air Cargo Ramp Expansion** continued

**Planning Staff Assessment:** This project would address additional aircraft parking needs for air cargo operations. There are no direct land use policy considerations.

**Project Title:** **Tunnel Under Taxiway "A"**

**Funding Requested:** $1,500,000

**Year Requested:** FY94 and FY95

**Project Description:** This project provides for extension of the tunnel roadway under Taxiway "A". This roadway is utilized by various airline and airport vehicular traffic to link the air cargo side of the airport to the passenger terminal area. The project is needed due to safety requirements to eliminate high volumes of vehicular traffic crossing an active taxiway. The need has been identified through the Airport Certification inspections.

**Planning Staff Assessment:** This project will improve airport vehicular traffic circulation on site at Charlotte- Douglas. Since the project does occur on site, and has no direct land use policy considerations off site, planning staff has no further comment.

**Project Title:** **Remote Crash-Fire-Rescue Station**

**Funding Requested:** $500,000

**Year Requested:** FY94

**Project Description:** This project funds a second remote crash-fire rescue station to meet the response needs of the Airport and areas annexed by the City. The need for the project is based upon the response requirements of the Airport's Certification inspection. The Airport Master Plan recommended that a remote satellite Crash-Fire-Rescue station be provided to meet emergency response needs for the planned third parallel runway and to improve response to other runways.

**Remote Crash-Fire-Rescue** continued

**Planning Staff Assessment:** The need to ensure timely response to aviation mishaps is apparent. In planning this facility joint usage between necessary emergency services should be given consideration. If this facility is located away from Charlotte-Douglas, planning staff should have an opportunity to review the site and design plans for compatibility with surrounding properties.

**Project Title:** **Preconditioned Air System**

**Funding Requested:** $5,300,000

**Year Requested:** FY94

**Project Description:** This project provides mechanical systems for heating, ventilation, and cooling of air carrier aircrafts at the passenger terminal. The need for this project is based upon cost effective delivery of quality service to airline travellers. The installation of a central heating and cooling plant to provide preconditioned air to aircraft while parked at the gate is both energy efficient and customer service related.

**Planning Staff Assessment:** This project would address heating and cooling needs at the passenger terminal. There are no direct land use policy considerations.

**Project Title:** **Aviation Fuel Farm Improvements**

**Funding Requested:** $3,000,000

**Year Requested:** FY94

**Project Description:** This project provides improvements to the aviation fuel storage facility. The need for this project is based upon the fuel system master plan study. The study identified improvements necessary to meet future demand and environmental concerns including additional transfer pumps and filters, emergency shut-off alarms, a refueler loading station, and hydrant system modification.

Aviation Fuel Farm Improvements continued

**Planning Staff Assessment:** This project would provide improvements to the existing fuel delivery/service system at Charlotte-Douglas. The improvements as proposed would not only enhance capability to meet future demand, but will also improve safety. Because this project has limited affect on surrounding properties, planning staff has no comments on land use policy considerations.

**Project Title:** **New Fuel Line**

**Funding Requested:** $1,500,000

**Year Requested:** FY94

**Project Description:** This project provides installation of an alternate feed to the underground hydrant fueling system at the terminal as recommended by the fueling master plan study. The need for the project is based upon increased demand for aircraft fueling at the passenger terminal. The additional feed will be necessary to maintain adequate fuel delivery as the facility expands.

**Planning Staff Assessment:** There are no direct land use policy considerations.

**Project Title:** **Loop Road Extension**

**Funding Requested:** $2,000,000

**Year Requested:** FY94

**Project Description:** This project will provide construction of an alternate route for employee vehicular traffic. The need for this project is based upon the increased safety hazard to pedestrians crossing to the public parking facilities. Presently only one route, which crosses in front of the terminal, is available for airport employees. This alternate route will eliminate the need for employees to cross in front of the terminal when utilizing employee parking.

**Planning Staff Assessment:** Because this project will primarily affect traffic circulation patterns on site at the airport, and will have limited impact on surrounding properties, planning staff has no further comment on land use policy considerations.

AVIATION continued

**Project Title:** **Commuter Ramp Extension**

**Funding Requested:** $10,600,000

**Year Requested:** FY95 and FY96

**Project Description:** The project will provide additional aircraft parking ramp for commuter airlines. The need for this project is based upon increased demand for aviation activity in the region. This project will add additional aircraft ramp area for commuter operations in accordance with the Airport Master Plan.

**Planning Staff Assessment:** This project is supported by the Airport Master Plan, and will address increased demand for aviation facilities in the region. Although this project has limited direct impact on surrounding properties, it could play an important role in helping to reinforce Charlotte-Douglas as a regional service aviation facility.

**Project Title:** **Hotel Access Roadway**

**Funding Requested:** $2,500,000

**Year Requested:** FY95

**Project Description:** This project will provide construction of a roadway between the Air Traffic Control Tower and the proposed site for an airport hotel. The need for this project is based upon construction of a 250 room hotel adjacent to the terminal facility. The project will provide a free access road to the proposed hotel for guests and deliveries.

**Planning Staff Assessment:** Because this project has no direct off site land use impact or land use policy considerations, planning staff has no further comment.

**Project Title:** **Dobbs Catering Expansion**

**Funding Requested:** $1,500,000

**Year Requested:** FY94

**Dobbs Catering Expansion** continued

| | |
|---|---|
| **Project Description:** | This project will provide expansion of airline catering facilities. The project is based upon an increased demand for international service. As international service grows, catering facilities will be expanded to accommodate needs. |
| **Planning Staff Assessment:** | This project has no direct off-site land use policy considerations. |

| | |
|---|---|
| **Project Title:** | **Renovate and Expand Bag Claim Lobby** |
| **Funding Requested:** | $2,000,000 |
| **Year Requested:** | FY95 |
| **Project Description:** | This project involves relocation of the back wall in the baggage claim lobby to provide additional public space and baggage conveyors. The need for this project is based upon a study of baggage handling by the airlines. This project will relieve congestion and overcrowding at the baggage claim lobby. |
| **Planning Staff Assessment:** | This project has no direct off-site land use policy considerations |

| | |
|---|---|
| **Project Title:** | **Renovate Ramp Level Concourses** |
| **Funding Requested:** | $5,000,000 |
| **Year Requested:** | FY96 |
| **Project Description:** | This project will provide a reconfiguration of airline operations areas; such as airline crew base, line maintenance areas, and other operations functions. The need for this project will be based upon airline tenants' desire to consolidate various functions. |
| **Staff Planning Assessment:** | This project has no direct off-site land use policy considerations. |

| | |
|---|---|
| **Project Title:** | **Renovate and Expand Baggage Makeup** |
| **Funding Requested:** | $9,000,000 |
| **Year Requested:** | FY96 |
| **Project Description:** | This project will provide additional baggage make-up area and baggage sortation system. The need for this project is based upon increased demand for baggage handling. |
| **Planning Staff Assessment:** | This project has no direct off-site land use policy considerations. |

| | |
|---|---|
| **Project Title:** | **Federal Inspection Services** |
| **Funding Requested:** | $10,000,000 |
| **Year Requested:** | FY96 |
| **Project Description:** | This project will provide an increase in the processing capacity of the Federal Inspection Services (customs, immigrations and agriculture) in order to accommodate increased demand in international service. The need for this project will be based upon the projected growth in international flights. |
| **Planning Staff Assessment** | This project is necessary if international service is to be expanded at Charlotte-Douglas. However, there are no direct land use policy considerations. |