

AGENDA

Meeting Type:	WORKSHOP
Date:	07/01/1996

City of Charlotte, City Clerk's Office

Mayor Patrick McCrory *Mayor Pro Tem Al Rousso*

<i>Charles Baker</i>	<i>Don Reid</i>
<i>Patrick Cannon</i>	<i>Ella Butler Scarborough</i>
<i>Malachi Greene</i>	<i>Tim Sellers</i>
<i>Mike Jackson</i>	<i>Sara Spencer</i>
<i>Nasif Rashad Majeed</i>	<i>Lynn Wheeler</i>

Council Agenda

CITY COUNCIL WORKSHOP Monday, July 1, 1996

- 5:00 p.m. Focus 2015 Plan Update**

- 5:30 p.m. Dinner**

- 5:45 p.m. Transportation "Committee of 10" Update**

- 6:00 p.m. Update on Coliseum/Hornets**

- 8:00 p.m. Action Planning for Council Focus Areas: (follow-up to Council Mini-Retreat)**
 - Economic Development**
 - Transportation**

- 8:55 p.m. Set meeting time of Monday, July 15, 3:00 p.m. to discuss selection of City Manager**

- 9:00 p.m. Adjourn**

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: *2015 Plan* status report

COUNCIL FOCUS AREA: The *2015 Plan* will address issues in each of the five focus areas: Community Safety, City Within A City, Restructuring Government, Transportation, and Economic Development

KEY POINTS (Issues, Cost, Change in Policy):

- A major phase of the *2015* planning process, which began in October 1995, has been completed.
- Community work groups produced a draft document of the issues, goals and objectives which will provide the foundation for the *2015 Plan*. The goals and objectives document was presented in a series of three public meetings in April and May, and Planning staff is currently working on a revised draft for the Planning Commission to review in September.
- The *2015 Plan* is a big picture look at our future. It identifies the direction we should be taking, as a community, to maintain our economic vitality and high quality of life. Specific action steps will be developed once we have reached consensus on this direction for the future.
- The seven major issues discussed in the draft document are: Transportation; Land Use and Design; Regionalism; Education; Economic Development; Parks, Recreation and Open Space; and Neighborhood Viability.

OPTIONS: N/A

COUNCIL DECISION OR DIRECTION REQUESTED: For information only. The *2015 Plan* is part of the Planning Commission's approved work program. The completed plan is expected to be presented for Council decision during the Fall, 1996.

ATTACHMENTS: *2015 Plan: Status Report For City Council, July, 1, 1996*

2015 PLAN: Status Report For City Council
July 1, 1996

Planning Process



The 2015 planning process “officially” began in October, 1995. To date, planning staff have held three citizen orientation sessions, 14 focus groups, 36 work groups, and three public meetings. Planning staff have made numerous presentations to community groups including neighborhood and civic organizations, churches, schools and housing and development-oriented committees. In addition, staff have presented information, and provided opportunities for input to key business executives and other staff, as well as County Commission and School Board representatives.

In April, the 2015 Community Work Groups completed a draft document of the issues, goals and objectives which will provide the foundation of the 2015 Plan. Each of the seven issue areas identified in the draft document have been presented and discussed during a series of three public meetings in April and May, 1996. City and County staff had an opportunity to comment on the draft during a formal review on June 4, 1996.

Planning staff are currently incorporating the comments from the public meetings and staff review into a revised draft plan that will be available later this summer. Meetings with the public will be held during August and September to review the draft plan document. The Planning Commission will begin its review in September with recommendations going to the elected officials in October. Approval is expected by mid-November.

The information provided below highlights the numerous discussions which have taken place thus far in the 2015

planning process. The thrust of these discussions has been on identifying the direction we should be taking as a community to maintain our economic vitality and high quality of life. This is a “big picture” look at our future. Specific action steps will be developed at a later stage, once we have reached consensus on this direction for the future. The comments below rely heavily on the work of the community work group document, and responses to it. For more detailed information, please consult the *2015 Community work Groups Issues, Goals and Objectives*, April 23, 1996, available upon request from the Planning Commission, 336-2205.

Highlights of Discussions of Issues, Goals & Objectives

- ◆ **Land Use & Design:** Fundamentally, Charlotte has a very suburban development pattern, and will continue to produce mainly suburban development over the next decade. Our challenge will be to enable more urban



development within this basically suburban future. Development design will play a critical role in meeting this challenge. Design will also be crucial in creating a “sense of place,” and in integrating the natural, built and human environments. Development should create a stronger pedestrian orientation, which encourages people to walk. Higher development density will be needed to support any type of mass transit, whether it be bus, transitways, rail or another type of fixed guideway.

Charlotte-Mecklenburg has adopted the “corridor and centers” regional land use vision. Implicit in the corridor and centers concept is creating higher density development within our regional transportation corridors (I-77, I-85 and US 74), and major centers (i.e., outlying towns and cities). The concept must also be applied at the “local” level by identifying our key transportation corridors (i.e., U.S. 29, US 74, NC 22/27, NC 16, South Blvd.?) and our key

centers (i.e., South Park, University City, Airport, Arrowood . . .) and by planning for appropriate development densities and land uses at these locations.

- ◆ **Transportation:** We can no longer take a “roads first” stance on transportation. We must begin developing a transit system today to meet the needs of our growing population. This may mean that we begin with a pilot bus rapid transit project and grow incrementally. It is time to make a commitment, secure funding and reserve the necessary right of way. Small changes in the existing bus system will not be enough, we need a major initiative for transit to work in Charlotte-Mecklenburg.

Along with transit, we should be providing facilities for pedestrians and bicyclists, as well as strengthening our current initiatives which encourage the use of alternate means of transportation (i.e., car pools, van pools). In addition, we need to improve and expand the existing airport and provide better linkages between the different modes of transportation. Finally, we need to plan and protect rights of way for future thoroughfares in the developing areas of the county.

- ◆ **Regionalism:** Land use, transportation, utility and environmental planning and public service delivery should be coordinated throughout the metropolitan region to increase efficiencies and to eliminate duplication. Such cooperative efforts, however, must also be coordinated at the local level to ensure that initiatives are not at cross-purposes and that they do not conflict with our overall vision for Charlotte-Mecklenburg. Such local coordination can also ensure that while we heartily endorse regional cooperation, we keep the best interests of Charlotte-Mecklenburg at the forefront of our decision making.

- ◆ **Education:** Issues related to crime, economic well-being, welfare and other social programs, and neighborhood stability are all linked to the quality of a community’s education system. The education system must be a cradle to the grave system serving the needs of all segments of the population - the emerging work force, existing work force, transitional work force and entrepreneurial work force.



We must ensure that resources are made available, and equitably distributed, so that all our citizens have access to a quality education, at all levels. This will involve forging new partnerships, and making education the central focus of the community. It will also involve better planning and coordination of capital expenditures. We must re-think the way we have traditionally delivered educational resources in the public school system. We can not continue to provide a tremendous outlay of capital to build new schools which do not provide the highest quality education; which are not used to their maximum potential; and, which do not respond to a long-term need.

A school facilities master plan must be developed which is innovative and comprehensive in approach and which is based on changing demographic and economic trends. Part of this plan must include policies for locating schools and criteria for developing schools in urban areas.

- ◆ **Economic Development:** Our focus should be on providing an environment where businesses can grow and prosper, yet not at the expense of lessening our quality of life. We need to support existing business, and recruit new business that will help our economy remain adaptable to changing trends, and also provide jobs for a diverse work force. We also need to ensure that we have a trained and well-educated work force to meet the changing needs of a global economy. Further, we must ensure that employers have an

available work force and that people can get to the available jobs.

Economic development initiatives should address the revitalization of our deteriorating business corridors and the stabilization of our fragile and threatened neighborhoods. Existing sites sitting vacant in our inner city must be improved and marketed more effectively. Further, we must demonstrate that housing and employment can complement each other and, together, provide economic stability in a neighborhood.

- ◆ **Parks, Recreation & Open Space:** The need for green space and recreation areas is often overlooked in our community. For our size, we are considerably “underparked.” We need to ensure that we reserve land now, so that it will be available to meet the needs of our future population. To do so, we need to look to partnerships and creative funding opportunities. We may also need to begin thinking more creatively about how we can incorporate green/open space, into new and existing development, including roadway designs. Providing “traditional” parks may not always be feasible, or the best way to meet our community’s needs. The updated Parks Master Plan should provide the planning and prioritization for parks and open space. However, we must pursue all avenues, such as conservation easements, donations, temporary use, development incentives and regulations, to ensure that parks, recreation facilities and open spaces are adequately available and accessible to all our citizens.



- ◆ **Neighborhood Viability:** Neighborhoods are the building blocks of society and we must ensure that we provide the support and resources to make all our neighborhoods successful. Whether it be making infrastructure improvements, working to eliminate substandard housing,

or providing training for neighborhood leaders, we must focus on the unique needs of neighborhoods.

Neighborhoods which provide a compatible balance of employment, retail, housing and educational and recreational opportunities will invite investment and reinvestment. However, we must ensure that development enhances the existing neighborhood fabric. Neighborhood residents often feel strongly about preserving the character of their neighborhoods and prefer stability to change. The challenge is to find a balance between the need for change and the need for stability. Preserving existing neighborhood values, while accommodating the necessary and inevitable forces of change will ensure that our neighborhoods are healthy and economically viable, and that they positively contribute to the community’s tax base and to the overall quality of life in Charlotte-Mecklenburg.

We must also address the need to provide for housing “choices” to meet the needs of an increasingly diverse population. When providing housing choices, we must take into account the need to provide housing opportunities for all income levels and lifestyles. Demographic trends, particularly the overall aging of the population, will likely create a demand for different housing styles, including condominiums and townhouses.



COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: "Committee of 10" Update

COUNCIL FOCUS AREA: Transportation

KEY POINTS (Issues, Cost, Change in Policy):

- On March 28, 1996, Mayor McCrory appointed a ten-member committee to:
 - review and reaffirm/revise "Committee of 100's" recommendations
 - determine which of the "100's" recommendations are the most feasible for implementation; develop a strategy for accomplishing these.
 - work with the State's Transit 2001 Commission to see if Charlotte's transit needs can be addressed in part by the Commission's proposals.

- The Committee has met five times. The Committee has reviewed the "Committee of 100" recommendations and is developing four to five items which need action.

- The Committee's recommendations should address several of the issues discussed by Council at the March 29, 1996 mini-retreat.

OPTIONS: Not applicable. Report is for information only.

COUNCIL DECISION OR DIRECTION REQUESTED: None at this time. Committee Chairperson Johnsie Beck will present the process for committee work. "Committee of 10" members will meet individually with Councilmembers to obtain input. The Committee will present their proposals to Council in late August or early September.

ATTACHMENTS: "Committee of 10" membership

TRANSPORTATION COMMITTEE OF 10

Johnsie Beck, Chair	Chair, Workforce Development Board
Sara Spencer, Vice-Chair	Chair, Council's Transportation Committee
Frank Emory, Jr.	Member, N. C. Board of Transportation
Mac Everett	Chair/CEO, First Union of N. C.
Jick Garland	Mayor, City of Gastonia
Jim Hance	Vice-Chair/CFO, NationsBank
Peter Pappas	Member, N. C. Board of Transportation
Charlie Shelton	General Partner, The Shelton Company
Bill Simms	Chairman, "Committee of 100"
Lynn Wheeler	Vice Chair, Council's Transportation Committee & Charlotte Representative to the Metropolitan Planning Organization

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Coliseum/Hornets Update

KEY POINTS (Issues, Cost, Change in Policy): The Hornets commissioned Stadium Consultants International (SCI) to evaluate their relationship with the Charlotte Coliseum and related options. The Hornets are considering relocating to South Carolina and uptown Charlotte. Another possible option is to remain in the Charlotte Coliseum.

OPTIONS: Council may consider the following:

- Renegotiating the existing lease and/or renovating the Coliseum,
- Selling the Coliseum to the Hornets, and
- Directly or indirectly assisting the Hornets with the development of a new arena.

COUNCIL DECISION OR DIRECTION REQUESTED:

1. Council is asked to direct staff to pursue certain options in negotiating with the Hornets.
2. Define the parameters within those options.
3. Define the overall goals to be achieved with the negotiations.
4. Adopt a schedule for the negotiating process.

ATTACHMENTS: Coliseum/Hornets Discussion Outline

COUNCIL WORKSHOP

JULY 1, 1996

COLISEUM/HORNETS

The Charlotte Hornets have been the primary tenant of the Charlotte Coliseum since its opening in 1988. The team has been profitable and the Coliseum's operating revenues have exceeded expenses each year. Despite a re-negotiation of the Hornets lease in November, 1995 which was designed to improve the team's short-term need for additional revenue, the Hornets have indicated that the rising salary cap in the NBA dictates the need for further action.

City Council has identified four options to respond to this situation:

- Do Nothing
- Renegotiate the Hornets lease and/or renovate the Coliseum to generate additional revenue
- Sell the coliseum
- Facilitate or participate in the development of a new arena

The City Council has established the following parameters for weighing these options:

- Maximize the City's financial position
- Serve the long-term needs of the City
- No property tax increase or adverse impact on the City's capital priorities
- Maintain economic/civic opportunity for the City

The City Council has approved the following process for reviewing this situation:

AGENDA
COLISEUM/HORNETS UPDATE
JULY 1, 1996

OVERVIEW: Pam Syfert (10 mins.) Review of Coliseum/Hornets issue.

- Why We Are in Discussions Regarding the Coliseum/Hornets
- Options
- Negotiating Parameters
- Process

CITIZENS COMMITTEE: Cliff Cameron (10 mins.) Introduce Committee Members and summarize meetings to date.

CONSULTANTS: Del Borgsdorf (60 mins.) Introduce Craig Skiem of CSL, International. Mr. Skiem will:

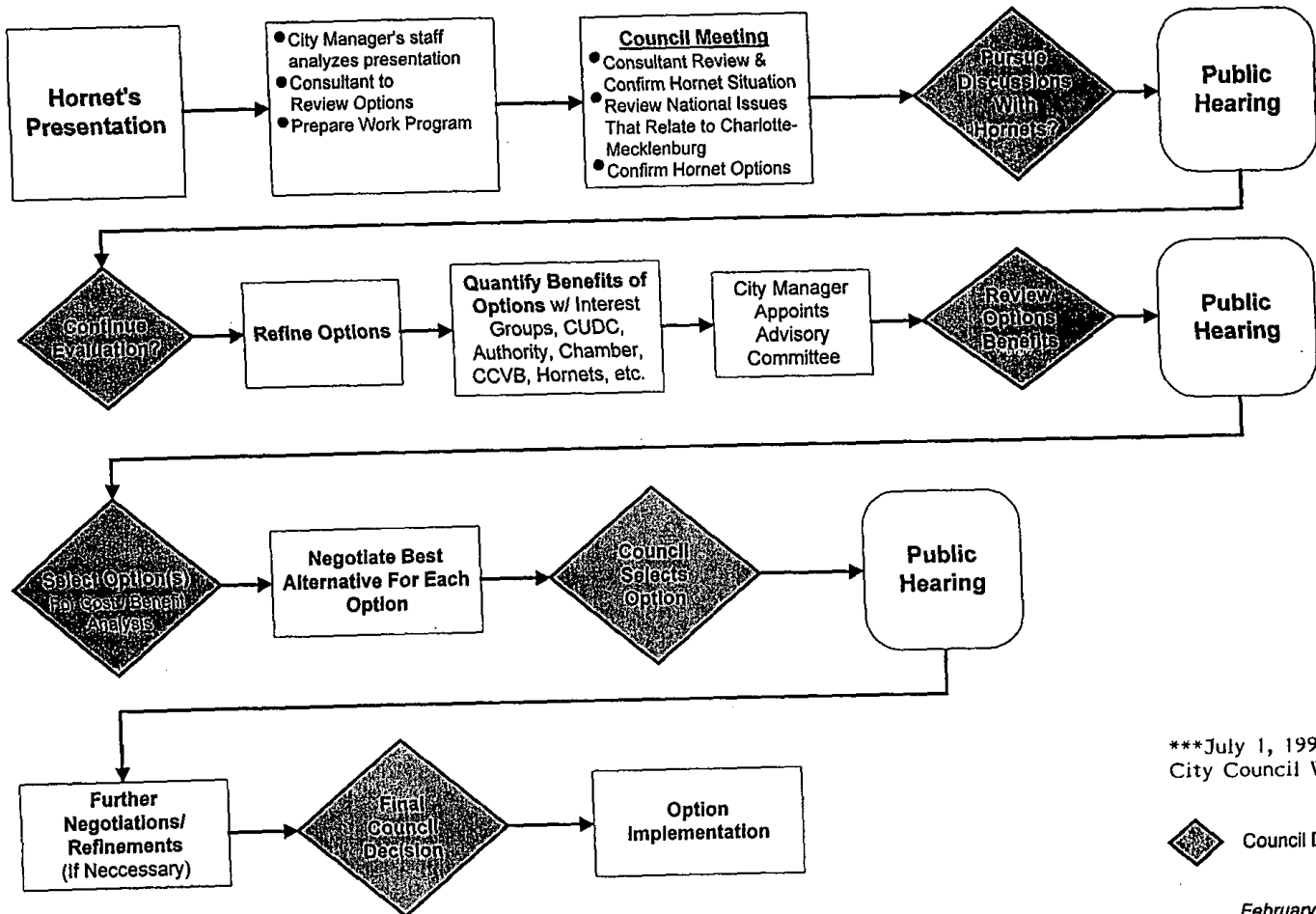
- Review framework for analysis of options
- Review options
- Provide detailed review of financial analysis*

NEXT STEPS: Discussion/Decision on Next Steps:

- Hear Proposals/Hornets/Uptown
- Complete Analysis
- Public Hearing
- Recommend/Select Option
- Authorize Negotiations

*Closed Session

Hornet's Evaluation Process



***July 1, 1996
City Council Workshop

February 26, 1996

ADVISORY COMMITTEE

The Acting City Manager has appointed the following committee of citizens to provide advice and input on these issues:

- C.C. (Cliff) Cameron, Chair
- James W. (Jim) Thompson
- Erskine Bowles
- Jeff Mullins
- J. Billie Ray, Jr.
- Vicki Sutton
- J. Bernard (Bernie) Johnson
- Sam H. Smith, Jr.
- Mary Stafford

The Committee has held the following meetings:

May 1, 1996: Included an overview of the NBA, the Hornets and the Coliseum from a revenue/expense perspective. Also included discussions about the Hornets' current lease and the financial/legal relationship between the City and the Authority (i.e., how much debt is owed on the building, who services the debt, etc..).

May 15, 1996: Included a presentation from Steve Camp of the Authority and a follow-up discussion with Craig Skiem of CSL, International. The discussion focused on how the Hornets compared with other teams in the NBA, the specifics of the Hornets' lease with the Coliseum, the public purposes the coliseum fulfills (a list of non-NBA events will be sent to the Committee), and the amount of debt left on the Coliseum after the Hornets' five-year lease has expired.

May 23, 1996: The closed session featured a presentation by George Shinn and focused on four major categories:

- ▶The Hornets' needs
- ▶The Hornets' marketing capabilities as a facility lessee
- ▶Preserving public purpose/usage in a lease arrangement or uptown arena
- ▶The Hornets' financial resources

May 29, 1996: In closed session, CSL, International walked the Committee through a detailed financial analysis of the options for consideration. The follow-up questions from the Committee focused on specifics of the Hornets' current lease with the Authority, and clarification of some of the Hornets' revenue sources.

June 4, 1996: Based on a previous request by the Committee, they received a list of public purpose events held at the Coliseum the past year. In closed session, CSL International

discussed their revised financial analysis of the options based on input from the Committee at the previous meeting.

June 20, 1996: Mr. Shinn gave a second presentation to the Committee in closed session. In order to help them better determine their needs, the Hornets hired KPGM Pete Marwick to analyze the team's revenue/expense picture from year '96-'97 to '98-'99. Mr. Shinn informed the Committee that he has been having discussions about an uptown project, and that he believed a proposal would be ready in 30 days.

June 21, 1996: The Coliseum Convention Center Authority gave their proposal to the Committee in closed session. The proposal focused on renovating the Coliseum and renegotiating the current lease with the Hornets.

The City has retained CSL, International (Convention Sports & Leisure) of Minneapolis to provide financial analysis and recommendations regarding each of the options. Craig Skiem and Bill Rhoda from CSL will meet with the Council on July 1.

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Action Planning for Economic Development and Transportation

COUNCIL FOCUS AREA: Economic Development and Transportation

KEY POINTS (Issues, Cost, Change in Policy):

- On March 29, 1996, City Council held a mini-retreat to discuss Transportation and Economic Development.
- At the mini-retreat, Council brainstormed and prioritized by a straw vote actions steps for these two focus areas.
- Following up to the Council's discussion, staff has begun to prepare more detailed actions plans incorporating the Council's high priority action steps.
- As part of the action plan process, staff has addressed several questions: What does the City want to do? Why are we doing it? How much will each action step cost? And how will we know when we're successful?
- At Monday's Workshop, staff will provide overview presentations on the key priorities for Economic Development and Transportation. We will ask Council for feedback on the preliminary action plans to assure that staff is on the right track.

OPTIONS: Not applicable.

COUNCIL DECISION OR DIRECTION REQUESTED: Council is asked to give staff feedback on the preliminary actions plans for Economic Development and Transportation. This guidance will be incorporated as staff refines both plans.

ATTACHMENTS: Draft actions plans for Economic Development and Transportation (page 7).

ECONOMIC DEVELOPMENT: FY97 PRIORITIES

Fourteen economic development action areas are suggested for priority attention in fiscal year 1997. These areas were selected from a list of 42 action areas that the City would like to give some attention to over the next 12 months.

The priority areas are listed below:

PRIORITY ACTION AREAS

- Business Retention Strategy & Action Plan
- Convention Center Study (*Parking, Hotel, Facility Expansion*)
- CWAC Industrial Employers recruitment (*CWAC Industrial Park*)
- Develop business incentives policy
- Eastland-Mall Initiative
- Entertainment Complex
- First Ward Plan
- Hornets & Coliseum
- Plan and implement CIP investments to support economic development/fragile areas
- Retail Complex
- SouthPark Initiative
- Trolley
- University Initiative
- Westside Strategy

These 14 priority action areas have been grouped into four categories – *Business Retention and Expansion, Uptown Economic Development Focus, First Ward Plan Implementation and Strategic Initiatives*- for discussion purposes. Each group is explained in detail on the following pages.

How Did We Select The Priorities?

In order to prepare for City Council's discussion on Economic Development priorities for FY97, City staff took the list of 13 action areas generated at the mini-retreat and added the strategy areas identified in the *Urban Economic Strategic Plan* as well as other economic development initiatives that were identified by staff. The new Economic Development list included 42 action areas.

Next, a staff team went through a series of prioritization exercises considering City benefit, perceived economic impact, time frames, etc. to reduce the list to 14 priority action areas. The purpose of this exercise was to provide a beginning point for City Council's discussion and decision on the highest priority action areas.

The combined list of 42 action areas is on page 6.

ECONOMIC DEVELOPMENT: FY97 PRIORITIES

Business Retention & Expansion

What do we want to do? Address the Hornets and Coliseum issue and develop an strategy for keeping and expanding existing businesses in Charlotte.

Why are we doing it?

- To keep existing businesses in Charlotte.
- To maintain existing jobs and generate new jobs for the local economy.
- To maintain and grow existing tax base (revenues).
- To improve return on infrastructure investments in established areas.
- Involves minimal risk and represents neighborhood reinvestment.
- To strengthen business areas that are experiencing decline.

<i>What will the City do?</i>	<i>FY97 Goals</i>	<i>Estimated Cost</i>
<ul style="list-style-type: none"> • Coliseum <ul style="list-style-type: none"> * Do nothing * Renegotiate/Renovate the Coliseum * Sell the Coliseum * Facilitate/Assist with new Coliseum 		To Be Determined
<ul style="list-style-type: none"> • Retention Strategy and Action Plan <ul style="list-style-type: none"> * Identify priority businesses for retention * Develop business incentives policy * Develop a City Business Retention strategy * Develop an action agenda based on retention priorities * Implement retention and investment strategies 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	Staff Time
Total		To Be Determined ¹

1 - Estimated cost will be determined as part of strategy formulation.

How do we know when we are successful? The existing tax base is maintained • The tax base grows • Economic Development Partnerships are formed • Capital investments are implemented to support economic growth

ECONOMIC DEVELOPMENT: *FY97 ACCOUNTABILITY*

Uptown Economic Development Focus

What do we want to do? Develop Uptown market as an important economic asset for the City and metropolitan area.

Why are we doing it?

- To maintain a healthy existing property tax base.
- To stimulate business expansion.
- To maintain existing jobs.
- To grow job opportunities for the metropolitan as well as the City labor force.
- To maximize current investments in roads and infrastructure.
- To benefit from sports as a business enterprise.
- To benefit from the Convention Center as a business enterprise.
- To grow retail sales and tax return to the City.
- To help decrease the crime rate.
- To increase tax revenue from the Center City.
- To facilitate cooperation between businesses and neighborhoods.

<i>What will the City do?</i>	<i>FY97 Goals</i>	<i>Estimated Cost</i>
• Convention Center Expansion		To Be Determined
* Develop Parking Options	✓	
* Decide timing for Convention Center Expansion	✓	
• Retail Complex		To Be Determined
* Continue discussions with developers	✓	
* Define City role	✓	
• Trolley		To Be Determined
* Implement Demonstration Project	✓	\$90,000
* Develop cost estimates of trolley from SouthEnd to First Ward	✓	
* Decide on Phase I project	✓	
Total		To Be Determined ¹

1 - Estimated cost will be determined after response/investment strategy is finalized.

How do we know when we are successful? The existing tax base is maintained • The tax base grows • Uptown Investments are maximized • Economic Development Partnership are formed • Crime is decreased

ECONOMIC DEVELOPMENT: FY97 PRIORITIES

First Ward Plan Implementation¹

What do we want to do? Create a vibrant new, mixed-income residential community in the Center City.

Why are we doing it?

- To create more housing and long term residential stability in the Center City.
- To create a mix of housing costs and types for those that work or seek to live in an urban setting.
- To maintain housing for lower income.
- To return public land to private use and to the tax base.
- To reduce crime.
- To support retail convenience businesses in the Center City.
- To revitalize a fragile neighborhood.
- To grow the property tax base.
- To expand business and job opportunities.

<i>What will the City do?</i>	<i>FY97 Goals</i>	<i>Estimated Cost</i>
• Seventh Street Boulevard Improvement	✓	\$1.5 million
• North Davidson Street Boulevard		Developing Estimate
• Ninth Street Linear Green Space		Developing Estimate
• Reconfigured Park Land	✓	Developing Estimate
• Trolley Way		Developing Estimate
• Enhanced Street System		Developing Estimate
• First Ward/Government Center Connection		Developing Estimate
• Government Land Disposition Strategy	✓	Revenue Estimate
• Zoning Revisions	✓	Staff time
• Utility Line Burial Plan	✓	Staff Time
• Existing Businesses Strategy	✓	Developing Estimate
Total		To Be Determined ²

1 - Implementation time frame for the plan is 10 years.

2 - Estimated cost should be available in about 60 days.

How do we know when we are successful? Tax base is increased • Crime is decreased • Uptown Investments are maximized • Economic Development Partnerships are formed

ECONOMIC DEVELOPMENT: *FY97 PRIORITIES*

Strategic Initiatives

What do we want to do? Develop partnerships and investment strategies to support economic development and support fragile areas.

Why are we doing it?

- To maximize the property tax revenue to land area in the Centers and Corridors.
- To maintain and grow existing tax base.
- To support economic development throughout the City.
- To retain and expand existing business reflecting the diversity of areas within the City.
- To prevent business decline or economic loss in fragile areas.
- To decrease crime rate.
- To maximize business and job growth throughout the City.

<i>What will the City do?</i>	<i>FY97 Goals</i>	<i>Estimated Cost</i>
<ul style="list-style-type: none"> • Eastland Mall Initiative <ul style="list-style-type: none"> * Form Partnerships with businesses and neighborhoods * Identify community issues and concerns * Develop action agenda based on community priorities * Develop City response/investment strategy * Implement strategies¹ • CWAC Industrial Park <ul style="list-style-type: none"> * Form partnership with Chamber and private developer * Identify barriers to inner city industrial development * Identify potential sites * Identify potential City resources * Develop public/private proposal • SouthPark Initiative <ul style="list-style-type: none"> * Form Partnerships with businesses and neighborhoods • Westside Strategy Plan <ul style="list-style-type: none"> * Complete issue analysis * Develop strategic initiatives * Implement strategies¹ • University Initiative <ul style="list-style-type: none"> * Form Partnerships with businesses and neighborhoods 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> Staff Time Staff Time Staff Time Staff Time Staff Time
Total		To Be Determined ²

1 - Implementation time frame may be 1-3 years depending on level of response or investment needed.

2 - Estimated cost will be determined after response/investment strategy is finalized.

How do we know when we are successful? The existing tax base is maintained • The tax base grows • Economic Development Partnership are formed • Crime is decreased

ECONOMIC DEVELOPMENT: *FY97 PRIORITIES*

Below are the 42 economic development action areas identified for the City of Charlotte. Action areas which make up the top 14 are indicated with an asterisk *.

ACTION AREAS

1. CityWest – Advocate Chamber Involvement (Westside Strategy)*
2. Business Retention Strategy & Action Plan*
3. Public Safety - Violent Crime Action Plan
4. Lobby for State and Federal funds and investments
5. Plan and implement CIP investments to support economic development/fragile areas*
6. Coordinate with local economic partners
7. Develop business incentives policy*
8. Airport - recruit additional airlines
9. Process to improve coordination with education system
10. Develop method to quantify results of economic development
11. First Ward Plan*
12. CWAC Industrial Employers recruitment (CWAC Industrial Park)*
13. Code Enforcement for commercial property.
14. Reengineer government processes and regulations
15. Develop partnerships for coordinating training and employment resources
16. Address education and transportation needs of under and unemployed
17. Work with homebuilders/realtors to develop and market housing to workers
18. International economic strategies for Mayor's International Cabinet
19. Cultivate job opportunities in sports, cultural, entertainment and hospitality industries
20. Public Safety - Information exchange
21. Public Safety - Neighborhood business stability
22. Airport - prepare master plan to accommodate business development
23. Improve management of capital assets
24. Adopt internal policies to seek joint use opportunities
25. Convention Center Study (Parking, Hotel, Facility Expansion)*
26. Entertainment Complex*
27. Retail Complex*
28. Coliseum Hotel
29. CWAC - Business Growth and Development
30. Review and evaluate City loans for economic development
31. Business Corridor – Business Retention and expansion
32. Business Corridor - Infrastructure Investment
33. Implement Committee of 100 recommendations
34. Evaluate capital projects in terms of impact on economic development
35. Continue efforts to develop regional water and sewer capacity
36. Trolley*
37. Eastland Mall Initiative*
38. Brownfield Initiative
39. North Tryon, Wilkinson and Central Avenue Economic Studies
40. SouthPark Initiative*
41. University Initiative*
42. Hornets & Coliseum*

TRANSPORTATION: FY97 Priorities

Fifteen (15) transportation priority policy and action areas are suggested for FY97. These areas have been selected from a longer list which included Action Step priorities from Council's spring mini-retreat as well as action possibilities which have been suggested by the work of the Committee of 100, earlier Councils, advisory committees and staff.

Results/actions identified at the Council retreat are indicated in italics for ease of identification. A complete list of results and actions identified by City Council at the spring mini-retreat is attached.

CONTEXT FOR TRANSPORTATION PLANNING

Every day, there are nearly 2,000,000 trips - movements from one place to another - made within Mecklenburg County. That number is expected to grow to over 3,500,000 within the next 20 years.

Transportation is essential to the economic, social and environmental well being of a community. It allows citizens access to jobs, shopping and services and allows businesses access to employers, goods and services which they need to flourish. Transportation is a key element in other focus areas of City Within a City, Economic Development and Community Safety.

The challenge for transportation planners and our community will be to identify a system (roads, transit, etc.) which meets needs of today and which can be implemented at reasonable costs (capital, environmental, neighborhood impact, etc.). We must also take action to plan for and protect opportunities for system needs of the future realizing there is a practical limit to expansion of our road system.

TRANSPORTATION GOALS

1. *Develop a transportation system that fits specific people needs, getting the largest number of people where they need to go.*
2. *Develop a transportation system that limits damage to neighborhoods, mitigates any impacts, and examines impacts on community fabric. One goal of the system includes protecting neighborhoods.*
3. Enable citizens and businesses to move easily and safely within the City, with effective regional, national and international connections.
4. Provide a transportation system which improves the economy of the community and the quality of life for its citizens
5. *Identify a long-term funding methodology*
6. *Rationale for transportation decisions*

To attain these goals, action steps are proposed under 3 system elements: Transit, Innovative Transit and Roads and Streets

TRANSPORTATION: FY97 PRIORITIES

TRANSIT

What do we want to do?

- Provide public transit as an alternative to the automobile and for those who cannot afford to own or are unable to drive a car.

Why are we doing it?

- Provide way for citizens to get to work (increase tax base; grow businesses)
- Provide businesses in the community access to labor market
- Provide way for citizens to get to shopping, health care and other services (access & mobility)
- Provide customers for businesses
- Provide transportation for the disabled in compliance with Americans with Disabilities Act
- Reduce parking demand/costs (capital and use costs)
- Protect neighborhoods
- Reduce pollution
- Conserve energy
- Relieve congestion

<i>What will the City do?</i>	<i>FY97 Goals</i>	<i>Estimated Cost</i>
<ul style="list-style-type: none"> • Prepare Plan for Comprehensive Flexible Transit Program * Review surveys on needs/desires/opinions * Establish criteria for transit decision making * <i>Explore new cross-town and "village to village" service</i> * Analyze/consider implementation of additional EZRider services * Continue/enhance University City/UNCC service * Pursue South Park Hub * <i>Privatize neighborhood feeder lines</i> * Explore ideas generated by Uptown Transportation and Parking Study * Produce 5/10/15 Year Plan 	✓	Staff time Staff time Staff time \$200,000 \$ 25,000 \$200,000 To be determined. Staff time Staff time
<ul style="list-style-type: none"> • Review Marketing Efforts * Strategy/Success factor review * New advertising contract * Produce information to clarify "business case" 	✓	\$ 25,000 To be determined. \$ 50,000
<ul style="list-style-type: none"> • Work With/Implement Recommendations of Committee of 10 * Service needs * <i>Recommend revenue source</i> * Input to Governor's Transit 2001 Commission 	✓	Staff time Staff time Staff time
<ul style="list-style-type: none"> • Liaison * Partnerships such as with CUDC, Rock Hill, Huntersville, First Union for financial support * Work with Chamber of Commerce and other groups to gain political support and needs input 	✓	\$200,000 (City Share) Staff time
Total		\$700,000

How do we know when we are successful?

- Improved public opinion of transit
- Increased ridership on Charlotte Transit
- Higher productivity for each segment of Charlotte Transit Service
- Reduced “door-to-door” travel time for transit trips
- Continued high level of air quality
- Requirements for transportation for ADA/disabled met

TRANSPORTATION: FY97 PRIORITIES

INNOVATIVE TRANSIT

What do we want to do?

- Provide a high level of accessibility to major destination/origin locations in the City such as Uptown, SouthPark, UNCC or the Airport
- Provide a transportation alternative with travel times competitive with private auto

Why are we doing it?

- Provide way to get to work/shopping for citizens (increase tax base; grow businesses)
- Provide businesses access to labor market, customers, goods
- Maintain high level of accessibility for Uptown and other major high-density destination locations in the community in light of "fixed" roadway capacity
- Relieve congestion and provide more capacity for travel in corridors leading to Uptown and other major locations
- Reduce demand for parking in Uptown and other employment/commercial centers
- Affect land use and development patterns
- Minimize transportation system impacts on neighborhoods

<i>What will the City do?</i>	<i>FY97 Goals</i>	<i>Estimated Cost</i>
<ul style="list-style-type: none"> • <i>Provide Plan for Comprehensive Flexible Transit Program</i> <ul style="list-style-type: none"> * Review Bus Rapid Transit concept in South Boulevard Corridor * Planning study of South Boulevard/Uptown segment: capital, operating, land use, relationship to trolley * Initiate planning study in highest priority corridor to identify preferred mass transportation option and qualify for Federal funding * Substantiate need for rapid transit; develop 5/10/15 Year Plan 	✓	Staff time \$ 50,000 \$ 150,000 (City's 10% share)
<ul style="list-style-type: none"> • <i>Reserve Special Designated Rail Lines and Transit Corridors for Future Needs</i> <ul style="list-style-type: none"> * Funds in FY97-2001 CIP for NCRR * Prepare cost estimates for other needs * Ongoing discussions with railroads 	✓	\$4,600,000 Staff time
<ul style="list-style-type: none"> • <i>Pursue Business, Citizen and Political Support</i> <ul style="list-style-type: none"> * Liaison with Chamber of Commerce and others * Prepare marketing plan 	✓	Staff time Staff time
<ul style="list-style-type: none"> • <i>Work With/Implement Recommendations of Committee of 10</i> <ul style="list-style-type: none"> * <i>Recommend revenue source</i> * Study potential for pilot project * Explore political partnerships * Input to Governor's Transit 2001 Commission 	✓	Staff time To be determined Staff time Staff time
<ul style="list-style-type: none"> • <i>Pursue Complimentary Land Development and Use Plan</i> <ul style="list-style-type: none"> * Refinement of centers and corridors concept 	✓	To be determined
<ul style="list-style-type: none"> • <i>Participate in Trolley Demonstration</i> 	✓	\$95,000
Total		\$4,895,000

How do we know when we are successful?

- Purchased rail right-of-way through Uptown/Southend: Norfolk Southern and North Carolina Railroad
- Plan for short and long-term use of Southend/Uptown right-of-way completed
- Establishment of continuing State programs for capital and operating funds for transit (outcome of Governor's 2001 Transit Commission)
- Preliminary review of bus rapid transit concept completed
- Process defined leading to federal funds and local funding commitment for exclusive right-of-way transit

TRANSPORTATION: FY97 PRIORITIES

ROADS AND STREETS

What do we want to do?

- Provide mobility for automobile users
- Movement of goods and access to services for businesses and citizens

Why are we doing it?

- Provide citizens a way to get to work (tax base; grow businesses)
- Provide businesses access to labor market, customers, goods
- Provide way for citizens to get to shopping, services (mobility)
- Relieve congestion
- Safety
- Benefit land development patterns

<i>What will the City do?</i>	<i>FY97 Goals</i>	<i>Estimated Cost</i>
<ul style="list-style-type: none"> • Construct Roads by Priority Plan <ul style="list-style-type: none"> * 1996 Bond Referendum 	✓	\$36,400,000 (Total)
<ul style="list-style-type: none"> • Expedite Sidewalk Program <ul style="list-style-type: none"> * 1996 Bond Referendum * Review of subdivision requirements 	✓	\$10,000,000 (Total) Staff time
<ul style="list-style-type: none"> • Maximize Current System <ul style="list-style-type: none"> * New computers/technology * Major/minor intersection improvements * Uptown on-street parking study * Consistently enforce traffic laws across City 	✓	To be determined To be determined To be determined
<ul style="list-style-type: none"> • Work With/Implement Committee of 10 Recommendations <ul style="list-style-type: none"> * Accelerate funding of State road needs * Identify revenue source * Other ideas * Advocate 1996 State road bonds 	✓	Staff time Staff time Staff time To be determined
<ul style="list-style-type: none"> • Liaison/Partnerships <ul style="list-style-type: none"> * Review of building permit organization * Neighborhood/citizen involvement process 	✓	Staff time Staff time
Total		\$46,400,000

How do we know when we are successful?

- Reduce congestion (improved travel time)
- Passage of 1996 bond referendum
- Reduced number of high congestion intersections
- Improved travel time (annual survey)
- Reduced number of high accident locations, and improved accident rates for City
- Continued high level of air quality