AGENDA

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CHARLOTTE

MAYOR AND CITY COUNCIL
WORKSHOP AGENDA
OCTOBER 2, 1989

MAYOR AND CITY COUNCIL
WORKSHOP AGENDA
October 2, 1989

5:00 p.m.	Hugo Update
5:30 p.m.	Dinner
5:45 p.m.	Central Area Plan
7:00 p.m.	Consolidation

CENTRAL AREA PLAN

Central Area Plan Update

Attached are key elements of the proposals from the Central Area Plan Update. A detailed presentation will be provided at the October 2 workshop. It will consist of two parts:

- Background and the nature of the Central Area Plan;
- Central Charlotte Association status report on its work in developing a retail strategy to be fit into the Central Area Plan.

In terms of schedule, it is hoped the Citizens Task Force can complete its work in October. The Planning Commission should be able to provide its review and recommendations in November.

Council will be asked to determine how it wishes to proceed with the Central Area Plan process, including timing and possible involvement of a Council Committee.

cp
Attachment

PREMISES OF THE PLAN

In the 21st Century, what will it be like to visit, work or live in Central Charlotte?

It will be a center of commerce, a focus for government and education services, and a hub for major transportation radials.

But what kind of a core city - its personality, its livability, its appearance are also dimensions for a truly successful city.

The following premises are the primary values guiding the definition of a vision for Charlotte's Center City in the 21st Century:

REGIONAL IDENTITY

First, the City Center should be a regional center for an area reaching into two States, thereby, serving to uniquely identify that area in the southeast region as well as the national and international arena.

ECONOMIC HEALTH

Second, the City Center should be an economic development magnet for the City, County and region, thereby, fostering specialized business, education and health services opportunities.

CULTURAL DIVERSITY

Third, the City Center should be a unique district characterized by intensive development and a mixed use pattern emphasizing cultural, entertainment and gathering activities, thereby giving a sense of individuality, of vitality, and at hours beyond 9 to 5 on week days.

LIVABILITY

Fifth, the City Center should be endurable over time and a habitable place for people; thereby, fostering an attractive and secure place for everyone

DESIGN QUALITY

Sixth, the City Center should be a place where architecture and urban design are matters of public concern; thereby, fostering attention to the issues of sterile streets, impersonal buildings and lack of attention to comfort and safety of people as well as inadequate and poorly designed plazas, parks and pedestrian ways.

CONSERVATION

Seventh, the City Center assets should be protected from loss, waste or harm; thereby, assuring the long term urban and regional uniqueness as well as economic, social and cultural completeness and health of the community.

SYNERGISM

Finally, the City Center should be planned and developed as a unit considering how each part and function affects the others, thereby creating an environment where the entire area achieves an effect of which individual parts are not capable of providing.

THE PLAN

The Plan calls for Uptown to include a broader geography which includes area beyond the I-277 loop. Furthermore, the Plan looks like this

- Serves to uniquely identify this region in a national and international context The City Center is a growth magnet, an image maker, and a place that offers cultural diversity for the entire region

- Attractive living choices that focus on locations both within and outside the I-277 freeway loop as well as look to higher density, mid-rise opportunity

- Densely built employment core framed by a mid-rise building development pattern.

- Retail development that is focused in the North Tryon/College area with a significant presence in the South Tryon/College area, both of which are integrated with the Overstreet Mall System Specialized retail niches are the development focus

- Mobility that balances vehicular, transit and pedestrian movements and recognizes the long term imperative of transit to continued Uptown employment growth

- Carefully located, will design and effectively managed parking together with provision for on-street parking at off-peak periods.

- Environment that is designed for people by emphasizing the value of open spaces and plazas, pedestrian circulation, architectural design features of scale and context, and streetscape amenities.

- Accents special facilities and their location that set Uptown off as a special place within the region - cultural and entertainment offering, conventions, festivals, unique eating out places and NFL games.

- Emphasizes distinctive areas creating identity and special opportunities - Government Center, Mid Town/CPCC area, JCSU/West Trade Corridor

- Calls for a significant educational presence with development of new facilities and innovative programs

- Offers a secure setting where people can feel safe and comfortable

DEVELOPMENT VISION

In creating a picture for Uptown's future, several development alternatives are possible These include. a continuation of trends with limited retail, visitor and residential futures, a loose knit growth form with modest growth of the core area accompanied by increased development at or immediately outside the freeway loop, a compact growth form that uses a strong employment core as the foundation for an ever enlarging mixed use development pattern

Comparing these futures is helpful in solidifying a development vision. A consensus on such a vision enables us to identify the important features of change and actions needed to meet our expectations

A vision for Uptown's future draws from the notion of a compact core coupled with the importance of development beyond the I-277 loop and the linkage of the core area with the pattern of surrounding neighborhoods. Beyond the freeway loop, specific attention is drawn to the CPCC/Midtown and JCSU/West Trade areas.

The following design and development features serve to focus limited resources and civic energy on a few things that count most - not only in the short term but the long term as well

Uptown Living. An attractive living environment is important in meeting diverse housing needs as well as creating enough residents to support uptown retail and after business hours activities as well as reduce commuter traffic The creation of neighborhood identity and convenience services for residents are essential. The linkage of Uptown with neighborhoods just outside the freeway loop is also an important feature for the future.

Currently the challenge is twofold. First, to continue the support and promotion for Fourth and Third Ward neighborhoods. Second, to develop a demonstration project that capitalizes on the potential for mid-rise, higher density residential living. This market demands a location of convenience to employment with a high level of site attractiveness and rental units tailored for a targeted population.

Working. Office development is an important component of the regional economy. The strength as a financial center needs to be maintained and used to leverage growth in other service jobs including recognition as a location of choice for corporate relocations.

The office employment core with its compactness and intensity provides a unique identity and value for Uptown. This character needs to be protected from disappearing with a dispersion of high rise office buildings.

Shopping Speciality and comparison retailing together with restaurants should be given priority by defining ways to expand it in the Cultural/Retail District and the South Tryon area. Retailing is an essential element for the long term vitality of Uptown beyond weekday working hours.

Specific retail market niches in addition to office workers need to be clarified and filled close in residential sector, patrons of current and future cultural and entertainment destinations, growing number of travelers and visitors to Uptown; smaller, one of a kind entrepreneurs - antiques, tailored fashions, works of art, specialized gifts, imports, speciality restaurants, etc.

Getting Around. Mobility is key to the attractiveness of Uptown as a regional center The essential elements of mobility are entering and leaving as well as moving from one place to another within Uptown Private vehicles, transit and pedestrian systems require balance in order to support a sound Uptown future

Transit service will be critical to fulfilling the long term employment growth potential for the city center

Examination of routing and transfer options indicated the following:

- Continue to focus bus activity on Tryon Street but explore operational ways to reduce congestion at boarding areas

- During the mid term time period consider shifting some more buses to College and Church to relieve pressure on Tryon.

- When service levels warrant, consider a single terminal option with the preferred location on the block bounded by Trade, railroad, Brevard and Fourth

The Uptown Street System, within the freeway loop, will continue to operate at acceptable service levels. I-277 ramp and interchange congestion will require attention in order to offer feasible solutions.

Development of Shuttle service in the core area should be a short term objective

Parking The amount, type and location of parking is a critical ingredient of Uptown's health and environmental quality It needs to be carefully located, designed and managed for the future success of Uptown

On-street parking can be a vital ingredient to enhancing activity Uptown beyond 9 to 5 on weekdays.

Designing for People The good city is a place that is safe, attractive and offers a comfortable environment. The design of circulation, parking, public spaces, and buildings needs to consider both the user and observer. An important question to be addressed is· What is the total environment that results, not just what does a single project offer?

Pedestrian scale should dominate our design attention in plazas, parks and streetscapes as well as in the architectural features of building at Ground level It is noted that design character of the streetscape and building fronts are important elements for Uptown as a unique retail destination

The Church and College Street corridors are proposed for special streetscape treatment to create a unique pedestrian scale and character as well as expand the Tryon corridor identity

Accenting Special Features A livable city is one of diversity and unique identity The Uptown offers this for the entire region It is important to retain and enlarge this uniqueness Special features of Uptown include the government center, cultural and entertainment facilities, and convention and merchandise facilities The potential for a NFL sports facility is an opportunity to enhance the unique character of Uptown.

Emphasizing Distinctive Areas Uptown is composed of distinctive sub areas which require attention. They are significant and important because this is where people relate to each other and their environment most intensely [redacted]

A special identity can be promoted for the emerging cultural area of North Tryon Street This area should be seen as having a solid retail development potential

Special short term emphasis is needed to enhance the growth potentials for the Midtown/CPCC and JCSU/West Trade areas

The Trade Street corridor between Five Points and Presbyterian Hospital offers an opportunity for development of a main street beyond Tryon, College and Church Streets.

The Seaboard Railway Station area along North Tryon and the South Tryon area beyond the 277 freeway loop offer unique development opportunities over the long run

Educational Opportunity Retraining and improving one's skills and knowledge will be increasingly important in the future The Uptown location offers a central and unique opportunity to address these needs. The following three action steps are suggested (a) develop a joint high school and community college program - middle college - for 11th and 12th grade students, (b) establish a high quality K-8 school, and (c) develop a strategy for phasing out the Grady Cole Center and Memorial Stadium for use by Central Piedmont Community College

Highlighting Personal Safety An active Center City requires a setting in which people feel a strong sense of personal security The details of physical design and social behaviors that adversely effect safety require continuing attention

ACTION PROGRAM

The Urban Design Plan establishes an overall framework providing guidelines for anticipating and structuring growth and change. The plan is not static, but a dynamic view of change that evolves based upon: an extension of the pasts best, and accommodating of current realities, and a striving for future opportunities.

Implementation of a development program is expected to be evolutionary with an action focus on highest priority opportunities.

CRITERIA

A Development Program focuses on the criteria of consensus, time and key growth objectives.

CONSENSUS

Successful implementation is built upon joint public and private acceptance and support of a long term vision for Uptown and a subsequent affirmation of the importance of this area to the larger Community and Region.

- Action needs to proceed both from a City Council adopted Plan and with public leadership
- Action requires private leadership and support
- Action will need to be built upon a partnership and the tradition of public and private sector cooperation

TIME

Implementation must be seen as evolutionary, occurring in phases. Economic market conditions and public resource must be taken into account as critical to selection of the earliest implementation steps.

- A three year action program is needed that responds to the most immediate public and private constraints and opportunities
- A continuing planning process is required to annually update action proposals over the duration of the 1990's. This is needed to avoid the feeling everything must be done at once

PROGRAM

Based on key objectives, on essential design principles, and on market conditions, the Development Program is defined The thrust of this Program is twofold. First, it is intended to continue important development momentum now underway Secondly, it is intended to initiate actions that can create critical movement toward the Center City vision.

The Program of Activities that follows is presented in six categories, each of which is defined in terms of the following:

- Action Expected
- Assigned Responsibility
- Schedule for Action

PLANNING

Recognizing the need for continuing planning and strategy development as a basis for decisions, the following activities are highlighted:

- o CAPITAL PROJECTS The Capital Needs Inventory and Capital Improvements Program should continue to be used as the primary public investment planning and budgeting tool.

  - Responsibility: City and County governments.

  - Schedule· Annual budget process.

- o PLAN MONITORING: An annual evaluation of implementation progress and an updating procedure every three years will be undertaken.

  - Responsibility: Planning Commission, Staff and Urban Design Task Force. The task force will continue in an advisory capacity to the Planning Commission.

  - Schedule: The first annual appraisal will occur in FY91 with an initial updating process to occur FY93

- PUBLIC LAND HOLDINGS All publicly owned lands are to be used or disposed only in conformance with a determination of conformance with this Plan.

  - Responsibility Local Government with recommendations on Plan conformity by the Planning Commission.

  - Schedule: At the request of a Governmental Agency. The Mandatory Referral procedure administered by the Planning Commission is to be used.

- PUBLIC PROJECT DESIGN· All public capital projects are to be consistent with the urban design standards called for by this Plan.

  - Responsibility· Government Agencies with recommendations on Plan conformity by the Planning Department and Planning Commission if Mandatory Referral procedures are required.

  - Schedule: At the request of a Government Agency

- SECURITY: Maintain an ongoing assessment of personal safety issues and initiate attention to corrective actions required.

  - Responsibility· Joint effort of Charlotte Uptown Development Corporation (CUDC) and Central Charlotte Association (CCA).

  - Schedule: Annual assessment of conditions and recommendation on action steps.

- SURFACE PARKING DESIGN. Explore methods to improve site development conditions of surface parking lots; to improve enforcement of existing requirements, and, to reduce building demolitions resulting in inappropriate surface parking locations.

  - Responsibility: Planning Department and Building Standards.

  - Schedule: FY91.

- DIRECTIONAL SIGNAGE. Explore methods to meet the unique directional and traffic signage needs of Uptown visitors Emphasis should be given to creation of a "Sign Art" character for the Core District.

  - Responsibility. Uptown Transportation Council is cooperation with the Charlotte Department of Transportation.

  - Schedule· FY91.

- ON-PREMISES AND BILLBOARD SIGNS Explore methods to improve identification signage considering the need to: encourage pedestrian oriented signs; scale signage to building mass; allow artfully illuminated signs to animate nightlife; offer flexible use of marquis signs, provide opportunity for temporary special event signage, delineate different sign districts within Uptown i.e. government center, cultural and retail area, etc.; and remove billboards.

  - Responsibility: Planning Commission and Staff will initiate preparation of a policy guide suggesting a subsequent zoning amendment process.

  - Schedule: FY91

ZONING

Recognizing the need to satisfy market demands - and to address the expectations for creation of opportunities as well as conservation and design quality, the following regulatory actions are highlighted

- UMUD ZONING DISTRICT Amend the UMUD District by including a Floor Area Ratio (F.A.R.) standard that will limit commercial use intensity outside of the employment core. Specific areas with existing UMUD zoning for application of the F.A.R. include the North Tryon area beyond Seventh, the West Trade corridor beyond Mint, and areas outside of the I-277 loop. New areas for UMUD rezoning with the F.A.R. limitation include B-2 areas in the McDowell corridor, B-2 areas of the CPCC/MidTown area, and any additional applications of UMUD zoning outside the I-277 loop.

  - Responsibility: Planning Commission and Staff will initiate evaluation and preparation of text and map amendment package for consideration by City Council

  - Schedule: FY91/92

- NEIGHBORHOOD COMMERCIAL: Undertake definition of potential "Village Center" retail locations and subsequent rezoning. Consideration is initially focused upon the West Trade/Scrap Yard area, the North Tryon area and MidTown area.

  - Responsibility Planning Commission and Staff will initiate evaluation of development potentials including possible rezoning initiatives and be responsive to private rezoning and development initiatives.

  - Schedule. FY91 and Ongoing.

- ZONING ENFORCEMENT: Strengthen zoning standards enforcement and improve or clarify the interpretation and variance processes.

  - Responsibility. County Commission and Building Standards.

  - Schedule FY91 and Ongoing

- INDUSTRIAL ZONING: Change the remaining I-2, 2 and 3 zoning to the Urban Industrial zoning category. The rezoning strategy is to consider the degree of nonconformities that would be created as a factor in scheduling proposed rezoning actions.

  - Responsibility: Planning Commission and Staff will initiate evaluation and preparation of map amendments for consideration by City Council

  - Schedule: FY91/92

- SIGN STANDARDS/ZONING: Strengthen sign standards of the zoning ordinance consistent with policy for on-premises and billboard signage.

  - Responsibility. Planning Commission and Staff will initiate preparation of text amendments for consideration by City Council

  - Schedule: FY92

DISTRICTS

Recognizing the importance of enhancing the vitality and development character of various use districts, the following measures are outlined

- AREA PLANS Prepare a report that highlights recommendations contained in center city adopted area plans Annually report progress toward meeting implementation expectations.

  Adopted Plans cover: First, Fourth and Third Wards, Government Center; West Morehead; Uptown Streetscapes; CPCC; Project Catalyst: South Boulevard Special Project and Elizabeth. Pending are the Central District Plan and the Development Enterprise Programs.

  - Responsibility: Planning Commission and Staff.

  - Schedule Begin annual reporting of progress toward plan implementation in FY91.

EMPLOYMENT CORE DISTRICT Continue the employment and mixed use focus of the core area as the highest intensity use district To achieve this requires attention to the following actions.

- o BUSINESS DEVELOPMENT Prepare a coordinated business retention and recruitment program focusing on the needs of existing business, and the need to diversify employment and expand retail/entertainment activity.

  - Responsibility· Charlotte Chamber of Commerce in cooperation with the Charlotte Uptown Development (CUDC) Corporation, Central Charlotte Association (CCA) and Planning Development.

  - Schedule FY91

- o SPECIAL FEATURES Improve the vitality, design quality and people spaces with attention to streetscapes, public spaces as address locations convention business, cultural amenities, entertainment, retail, hotels parking and signage.

  - Responsibility Planning and concept development support by the Planning Commission and Staff.

  - Schedule: Ongoing

- o ACCESS Maintain an access system with attention to vehicular capacity needs balanced against the need and potential for transit service and pedestrian movement

  - Responsibility· Charlotte Department of Transportation (CDOT) and Uptown Transportation Council (UTC).

  - Schedule Ongoing

- o CULTURAL/RETAIL: Undertake through full public and private partnership, the creation of a unique cultural, retail and entertainment area in the North Tryon and College Street location considering the following features: "Restaurant Row" project, Expanded speciality retail and resident convenience retail; College Street pedestrian way amenities and improvements; On street parking at off peak periods; Completion of City Fair as a retail project in concert with Performing Arts Center opening; Continuing support for Spirit Square, Library and Discovery Place, and, development of transit rail service.

  - Responsibility Local and State Governments together with CUDC, CCA and other private interests

  - Schedule· Ongoing

NORTH TRYON DISTRICT Undertake initiatives to develop this area as a lower intensity use area stressing the value of mixed use development including high density residential and resident retail services. To achieve this requires the following actions

- o Initiate development interest in a demonstration mid or high rise residential project.
  - Responsibility· CUDC
  - Schedule· FY91
- o Initiate development interest in development of an arts, crafts and studio area that is focused in the North Tryon Area and connects with the Cultural Retail District
  - Responsibility· CCA and CUDC
  - Schedule FY91/92
- o Initiate preparation of a land use and development concept for a "Village Retail" project together with an urban plaza project to serve as an address location and people amenity.
  - Responsibility· Planning Department in cooperation with CUDC and CCA.
  - Schedule· FY91
- o Initiate preparation of a streetscape design for extension of improvement in the pedestrian ways along North Tryon from 8th Street to I-277.
  - Responsibility Planning Department
  - Schedule· FY92

GOVERNMENT CENTER. Continue development of this area as the central location for governmental offices as well as develop the potential as a unique location for events and people attractions. Specific attention to the following is needed.

- o MARSHALL PARK Undertake park improvements that will enhance the areas attractiveness for people i.e. develop a formal garden area, improve sitting areas next to the water, and develop a water feature.
  - Responsibility· Parks and Recreation and Planning Departments.
  - Schedule· FY91/92

- SCHOOL ADMINISTRATION BUILDING Initiate renovations of the Charlotte Mecklenburg School Administration Building and Site to include development of structured parking and reorientation of the main building entrance toward Marshall Park.

  - Responsibility School Board and County

  - Schedule: FY91/93

- OLD CITY HALL AND SITE Complete renovation of the old City Hall and Site including demolition of the Annex, closure of Alexander Street and a new Plaza area development.

  - Responsibility City of Charlotte.

  - Schedule· FY91/92

- PUBLIC EVENTS Promote interest in the Government Center for public festivals and events that can utilize the public spaces and amenities of the area.

  - Responsibility: City and County together with private organizations.

  - Schedule: Ongoing

- ARTWORK: Undertake development and implementation of an Art in Public Spaces Plan for the Government Center.

  - Responsibility· Art Commission

  - Schedule: FY91

RESIDENTIAL WARDS· Continue residential development efforts that first of all strengthen the existing residential base, and secondly, promote or stimulate new market opportunities The immediate focus of attention should be given to the following actions:

- SECURITY: Improve public safety and perceptions about safety for residential areas.

  - Responsibility: A joint task force of City, County private business sector and resident stakeholders to be established by the Charlotte City Council.

  - Schedule: FY91

- PUBLIC LANDS. Maintain public land holdings with specific attention to their use for residential or residentially compatible uses

  - Responsibility City, County and Schools.

  - Schedule· Ongoing

- FOURTH WARD: Continue implementation of Fourth Ward Plan, administration of the Historic District and develop a demonstration high density residential project as a component of the Discovery Place parking structure.

  - Responsibility. City of Charlotte, Fourth Ward Neighbors and CUDC. CUDC and Discovery Place for residential project.

  - Schedule: Ongoing with residential project for FY92/93.

- THIRD WARD: Continue implementation of the Third Ward Plan with attention to development initiatives continuing at Gateway Center and initiatives needed at the Scrap Yard site and along the West Trade corridor.

  - Responsibility· City of Charlotte, Third Ward Neighbors and CUDC.

  - Schedule: Ongoing

- FIRST WARD: Undertake preparation of a short term development strategy for First Ward focusing on the potential offered by First Ward School, Afro-American Center, resident and other neighborhood assets.

  - Responsibility: A joint Task Force of City, County, private business sector and resident stakeholders to be established by the Charlotte City Council.

  - Schedule: FY91/92

TRANSITION DISTRICTS: Undertake definition and implementation of development initiations for those areas laying between I-277 and the ring neighborhoods. The immediate focus of attention should be given to the following actions

- NORTH GATEWAY· Prepare a detail development strategy for this area giving specific attention to the Seaboard Station Area and location for a bus marshalling facility to serve the core area.

  - Responsibility: City of Charlotte and Planning Department in cooperation with CUDC, CCA and the Historic Properties Commission.

  - Schedule: FY91/92

- SOUTH GATEWAY Prepare a detail development strategy for this area giving specific attention to the South Boulevard area and the South Tryon/Carson Boulevard intersection.

  - Responsibility: City of Charlotte and Planning Department, and Dilworth Neighborhood for the South Boulevard area.

  - Schedule: FY91/92

- JCSU/WEST TRADE GATEWAY: Implement Project Catalyst Plan with specific attention to streetscape, street and pedestrian improvements along West Trade.

  - Responsibility: City of Charlotte

  - Schedule FY91/92

- CPCC/MIDTOWN DISTRICT: Prepare a detail development strategy for this area giving specific attention to the CPCC Master Plan, Elizabeth Plan, emerging retail/office potentials and need for open space, streetscape and Sugar Creek amenities.

  - Responsibility: Task Force of stakeholder interest in cooperation with the Planning Commission and Staff, and appointed by the Planning Commission

  - Schedule FY91/92

- MOREHEAD CORRIDOR: Continue scale and quality of development with preparation of a detail design plan for the area of Kings and Morehead and its relationship, to Memorial Hospital and potential for high density residential toward the I-277 loop.

  - Responsibility Planning Commission and Staff, Dilworth and Myers Park Neighborhoods and Memorial Hospital.

  - Schedule: FY91/92

SPECIAL FEATURES

Recognizing the need to stimulate, nurture and conserve the unique qualities of the Center City, the following initiatives are required

PUBLIC ASSEMBLY FACILITIES Capitalize on unique market opportunities for Uptown. Specific attention should be directed at the following projects:

- PERFORMING ARTS CENTER. Continue progress toward construction and operation of the new two theatre center.
  - Responsibility: City, State and Performing Arts Center Board.
  - Schedule: FY91/92
- DISCOVERY PLACE: Continue expansion programs at Discovery Place including Omni Max Theatre, Parking Structure and Garden.
  - Responsibility City and Discovery Place
  - Schedule: FY91/93

- SPIRIT SQUARE Complete renovation and expansion program now underway at Spirit Square.
  - Responsibility City and Spirit Square
  - Schedule· FY90/91
- CONVENTION CENTER· Continue predesign work on a new 750,000 square foot Convention Center including definition of funding sources and site preference. Complete a design and construction program either as a private, joint public private or public projects which ever is most advantageous to the public interest.
  - Responsibility City, County and State.
  - Schedule FY91/92
- NFL STADIUM: Continue site definition and site financing plans for location of a privately constructed NFL Stadium in the South Mint/South Graham area.
  - Responsibility· CUDC in cooperation with City, County and State.
  - Schedule: FY90/91

RETAIL STRATEGY· Undertake in full cooperation between public and private interests, the development of a retail strategy focusing on·

- Continuing City Fair including its completion and marketing.
- Construction of a neighborhood, retail "Village Center"
- Maintaining a department store presence in the long term
- Initiating interest in the North Tryon area location for speciality retailing including a "Restaurant Row" project and retail projects that expand the potential vitality and attraction of City Fair and Iveys NCNB retail/Founders Hall, Overstreet Mall connection to street level and additional speciality retail, arts and studios.
- Initiating interest in the South Tryon Area location for eating, entertainment and speciality retail activity including tie-ins with the Overstreet Mall.

  A strong prioritization of short, mid and long range action steps is required.

  - Responsibility CCA, CUDC and City of Charlotte
  - Schedule· Ongoing

STREETSCAPE Undertake definition of special streetscape treatments for key corridors. The intention is to provide linkages among different districts or sub areas as well as promote comfort, convenience and safety for pedestrians The highest priority street corridors are·

- o Tryon, College and Church together with their cross street connectors.
- o Trade, both East and West
- o Seventh
- o Fourth

Implementation should be pursued through joint public and private efforts with the highest public funding priority given to projects with private participation.

- Responsibility City, CDOT and private sector
- Schedule FT91/96

PARKING: Undertake development of parking opportunities and mitigation of the adverse impacts of parking focusing on the following:

- o Undertake retrofitting surface parking lots located on public owned property. The minimum site standards of the CMUD District should be met.
  - Responsibility. City and County
  - Schedule FY91/92
- o Initiate preparation of a program for on-street parking that reinforces cultural, entertainment and retail activities
  - Responsibility CDOT and CCA
  - Schedule· FY91

EDUCATION: Undertake, jointly with City and County, Education and private interests, expanded educational opportunities focusing on

- o Developing a plan and implementation strategy for a K-8 school at an expanded First Ward Site.
  - Responsibility School Board
  - Schedule FY91

- Developing a plan and implementation strategy for a middle college program (11th and 12th grades together with CPCC programs).

  - Responsibility CPCC

  - Schedule FY91

OPEN SPACE Undertake efforts to meet open space objectives by completing the following·

- Implement a Sugar Creek Greenway demonstration project between 3rd and 4th Streets adjacent to Thompson Park including joint public and private funding.

  - Responsibility. City and Private Sector

  - Schedule FY91

- Complete Plaza Park design and construction.

  - Responsibility: City

  - Schedule FY91

- Identify and prepare an implementation strategy for new open space locations to serve as both amenities and address locations. Locational emphasis should be given to North Tryon, West Trade and Brevard corridors

  - Responsibility· Planning Department

  - Schedule: FY91/92

TRANSPORTATION CENTER: Undertake efforts to prepare a concept plan and implementation strategy for a transportation terminal at the existing Convention Center/Fish and Oyster Site. This center should provide for integration of LRT, Shuttle and bus service. Provision should be made for commercial use of air rights.

  - Responsibility· CDOT, CUDC and Planning

  - Schedule· FY91/93

ACCESS

Recognizing transportation investments need to be directed toward a balanced auto - transit system capable of fully supporting Center City potentials, the following actions are needed:

STREETS:

- RIGHT OF WAY: Develop a street specific R.O.W. standard for all streets within the freeway loop and with attention to the specific development conditions and expectations of individual streets.

  - Responsibility. CDOT, Engineering and Planning

  - Schedule: FY91

- PRIMARY FREEWAY ARTERIALS. Completion of the Independence Freeway/Expressway project with an HOV element should be accomplished together with undertaking an indepth capacity analysis of I-277 for the purpose of defining reasonable improvements that will address the emerging ramp and interchange congestion.
  - Responsibility: CDOT and State DOT
  - Schedule. FY 91/92

TRANSIT:

- TRANSIT MALL: Continue bus service and transit routing focus on Tryon for the short term with design and service solutions to meet crowding both of pedestrians and buses at shelter and waiting areas.
  - Responsibility: CDOT and Uptown Transportation Council.
  - Schedule: FY91
- TERMINAL: Reserve the Fish and Oyster site together with the existing Convention Center as potential bus transfer and transit terminal or station use
  - Responsibility: City of Charlotte
  - Schedule: Ongoing

- LIGHT RAIL TRANSIT (LRT) Continue planning efforts for preparing a light rail strategy to include short, mid and long range actions in all eleven corridors identified in the Barton Aschmen Associate study.

  - Responsibility: CDOT in cooperation with Uptown Transportation Council and Planning

  - Schedule: Ongoing

  Short term planning efforts should be focused on a single corridor including both rail feasibility and land development conditions.

- LRT CENTRAL CORRIDOR Reserve the rail corridor between College and Brevard Streets for rail transit service

  - Responsibility: Railroad and City

  - Schedule: Ongoing

- SHUTTLE: Evaluate shuttle system recommendation of Barton Aschmen Associate, and define an operational strategy for further consideration.

  - Responsibility: CDOT and Uptown Transportation Council.

  - Schedule. FY91

- TROLLEYS. Develop a trolley service program, budget and implementation steps that are coordinated with development, historic and urban design considerations

  - Responsibility Public/Private venture with efforts facilitated by Historic Properties Commission.

  - Schedule FY91

PARKING.

- ON-STREET PARKING Undertake implementation of a demonstration on-street parking program for off peak, evening times and that is focused in the North Tryon, cultural and retail area.

  - Responsibility· CDOT

  - Schedule FY91

- PUBLIC/PRIVATE CO-VENTURE. The four general preferred parking locations defined by the transportation study should be the basis for development of off site parking through cooperative public and private action.

  - Responsibility· City of Charlotte and Uptown Transportation Council

  - Schedule Ongoing

- *PARKING STRUCTURE DESIGN.* Parking structures should be located and designed to respect the pedestrian scale and aesthetic character at street level. Public development standards should rigorously address the need for high design performance and developers should pursue excellence in design beyond minimum requirements.

  - Responsibility Charlotte-Mecklenburg Planning Commission and private developers

  - Schedule Ongoing

ORGANIZATION

Recognizing the structure of local government and available resources together with opportunities for involvement and cooperation, the following roles and responsibilities are suggested

- TRANSIT ORGANIZATION Initiate creation of a county-wide transit authority that has dedicated funding and capability to provide regional services (2005 Plan recommendation).
  - Responsibility City, County and State
  - Schedule· FY92
- PUBLIC DEVELOPMENT ENTITY: Initiate evaluation of the need for and an organization format of a development entity to stimulate and participate in public/private projects Consider CUDC for this expanded role.
  - Responsibility City of Charlotte
  - Schedule FY91

- URBAN DESIGN TASK FORCE Continue work of the Urban Design Task Force in an advisory capacity to the Planning Commission. Efforts are to focus on monitoring and promoting implementation of the Action Program.

  - Responsibility Planning Commission

  - Schedule Ongoing

- HOUSING Appoint and maintain a developer focused Task Force whose purpose is to stimulate and advise on residential initiatives

  - Responsibility CUDC

  - Schedule Ongoing

- RETAIL: Appoint and maintain a stakeholders Task Force whose purpose is to stimulate and support ongoing retail and related initiatives

  - Responsibility CCA and CUDC

  - Schedule. Ongoing

CONSOLIDATION

MEMORANDUM

July 21, 1989

To: Commissioner Rod Autry
Commissioner Bob Walton

From: Councilmember Stan Campbell SMC
Councilmember Ella Scarborough EBS

Subject: Police Consolidation Study Committee

At the time our committee was established to consider consolidation of City and County Police departments, Police was the only department or function under discussion for consolidation. Since that time, Mayor Myrick and Commission Chairman DuPuy have established a joint study commission of both elected officials and community leaders to examine the overall issue of City/County consolidation.

Because we feel the issue of Police consolidation is secondary to that of overall City/County consolidation, we recommend that the Police consolidation committee be put on hold pending the outcome of the larger committee. If the findings of the overall consolidation committee warrant it, our review of Police consolidation can begin at a later time.

If you have any comments, questions or alternatives to suggest, we will be glad to discuss them further with you.

cc: Mayor Sue Myrick
Commission Chairman Carla DuPuy
City Council
County Commission
O. Wendell White, City Manager
Gerald Fox, County Manager
Sam Killman, City Police Chief
Vic Orr, County Police Chief

Mecklenburg County
Board of County Commissioners
Charlotte, North Carolina 28202
Telephone 704-336-2472

CARLA DUPUY
CHAIRMAN

MEMORANDUM

TO Mayor Sue Myrick

FROM: Carla E DuPuy Carla

DATE. September 6, 1989

RE. Creation of an Ad Hoc Political Consolidation Committee

At Monday's meeting, the Board discussed the creation of an Ad Hoc Political Consolidation Committee The Board received as information your memorandum dated August 30 advising that the Council planned to study the issue further and would discuss the creation of a committee at the Council's October 2nd workshop.

The Board suggested that a face-to-face discussion might be productive Commissioner Autrey would like to participate in your workshop on the 2nd If the Council desires, the entire Board could be invited to participate

Please advise me of your decision.

CED/1-12 15

cc Board of County Commissioners
Gerald Fox, County Manager
City Council
Wendell White, City Manager

M E M O R A N D U M

August 30, 1989

To: Carla DuPuy, Chairman
County Commissioners

Sue

From: Mayor Sue Myrick

Subject: Political Consolidation

At Monday's meeting, the City Council agreed to further discuss the creation of an ad hoc political consolidation committee at its October 2nd workshop. We will advise you of the outcome of that discussion.

ag

cc: City Council
O. Wendell White
County Commissioners
Gerald G. Fox

Mecklenburg County
Board of County Commissioners
Charlotte, North Carolina 28202
Telephone 704-336-2472

CARLA DUPUY
CHAIRMAN

MEMORANDUM

TO: Sue Myrick, Mayor

FROM. Carla E. DuPuy

DATE: August 25, 1989

RE. Political Consolidation

As you are aware, the Board of Commissioners at our August 7 meeting continued the discussion about the creation of an Ad Hoc Political Consolidation Committee. The Commissioners approved the attached composition and charge of the committee with the following change. The Commissioners supported your suggestion that the committee's composition be reduced to two County Commission members, two City Council members, and six representatives from the community The Board also advised the Chairman and Vice Chairman of the Commission to make recommendations for appointments to the Committee by the first week of September for the Board to approve or disapprove, and project for the first meeting of the committee to be held by September 15. The Board will make three of the six appointments from the community The Council would do the same

We would request that the City Council consider this item at your next Council meeting. Please advise me of the outcome of that discussion.

CED/1-12.11

Attachment

cc: Board of County Commissioners
City Council
Gerald Fox
Wendell White

M E M O R A N D U M

D R A F T

TO: Members of the Mecklenburg County Board of Commissioners
Members of the Charlotte City Council

FROM: Rod Autrey, Vice Chairman of the Mecklenburg County Board of Commissioners
Sue Myrick, Mayor, City of Charlotte

DATE: May 25, 1989

RE: Creation of Ad Hoc Political Consolidation Study Committee

On April 17, 1989, the Mecklenburg County Board of Commissioners unanimously voted to ask the Charlotte City Council to join with the Board of Commissioners in creating a joint Ad Hoc Political Consolidation Study Committee. Since this time the mayor has discussed this proposal with the Council and has suggested adding more citizen representation to the committee. The proposed committee is structured as follows:

NAME OF COMMITTEE: Ad Hoc Political Consolidation Study Committee

COMPOSITION OF COMMITTEE:
3 County Commissioners
3 City Council Members
6 Representatives from the community to include:
- 1 UNCC
- 1 Chamber of Commerce
- 1 United Way, etc.

CHARGE OF COMMITTEE: To study the feasibility and advisability of full political consolidation of the City of Charlotte and Mecklenburg County. If political consolidation is determined to be both feasible and advisable at this time, the Committee would draft a joint resolution for consideration by the City Council and the Board of Commissioners which would create a formal Consolidation Charter Study Commission and state its purposes and powers. The formal Consolidation Charter Study Commission could be composed entirely of County Commissioners and City Council members, entirely of citizens who are not local elected officials, or of a combination of County Commissioners, City Council members, and citizens.

AUG 7 1989

TIME FRAME FOR WORK OF COMMITTEE 90 to 120 days

As indicated in the charge, it is the Board's belief that this Committee would take the first step in studying full City-County political consolidation by determining if there is any common ground among City and County elected officials which could form the basis for a determination that consolidation of the City of Charlotte and Mecklenburg County is both feasible and advisable at this time. We believe that use of a facilitator could prove to be very useful in this part of the work of the Committee. Once a common ground is determined, then the Ad Hoc Political Consolidation Study Committee would develop a complete project process which would probably involve creating a formal Consolidation Charter Study Commission to make a detailed study of political consolidation, to prepare a complete and detailed consolidation plan and to draft all legislation that would need to be adopted by the General Assembly to achieve the agreed upon plan of consolidation.

If the City Council chooses to join the Board of County Commissioners in this venture, the Board of Commissioners would take the responsibility for designating a County Commissioner to convene the first meeting. Such an Ad Hoc Committee would need administrative support from the staff of both the City Manager and the County Manager, as well as from City and County Budget Departments and the City and County Attorneys. The consideration of selecting a facilitator and identification of the resources needed to hire a facilitator would be among the first items of business to be considered by the Ad Hoc Political Consolidation Study Committee.

We would appreciate it if you would place this on your agenda at the earliest appropriate date and let us know when it will be considered so that we can be present to answer any questions you might have.

RA/2-1 1

AUG 7 1989

file

MEMORANDUM

August 4, 1989

To: Carla DuPuy
Chairman
County Commission

From: Sue Myrick
Mayor

It has come to my attention that the consolidation issue is on your agenda for Monday.

I informally told Rod Autrey that I was in agreement with revising the community study committee to include two elected representatives instead of three.

If you take action on this, then I will present it to Council for a formal decision at our next meeting.

Enclosed is a copy of my May 5 memo to Council outlining my thoughts.

cf

Enclosure

MEMORANDUM

May 5, 1989

TO: City Councilmembers

FROM: Mayor Sue Myrick

I have been giving a great deal of thought to the County's idea for a joint political consolidation study committee, and I believe that we need to consider a slightly different approach.

The current proposal depends too much, it seems to me, on heavy involvement of the elected officials with not nearly enough community representation. Our opinions and ideas, and those of the County Board, certainly must be considered in any study effort, but I don't think we need to be in charge of this study, at least not this early in the process.

What I am suggesting instead, is that Carla and I appoint a small group of business and community leaders to study the consolidation matter and bring us a recommendation in 60 days on how to proceed.

Because consolidation has been studied so thoroughly, the work of this committee could be kept fairly simple reviewing prior studies, interviewing elected officials; and perhaps, holding a community hearing on the issue The County and City Budget Offices could provide any staff support that is needed.

Please let me know what you think of this approach I would like to hear from you before the May 15 zoning meeting. At that time I will have a letter ready to send to the County representing the Mayor and City Council's position.

cp