AGENDA

Meeting Type:	SPECIAL
Date:	11/11/1994 + 11/12/1994
	COUNCIL RETREAT

City of Charlotte, City Clerk's Office

Retreat Information

How to Get There- The Pine Crest Inn is located in the heart of Tryon, NC near the intersection of I-26 and the recently completed U S 74 extension The Inn is about 120 miles from Charlotte via U S 74 Allow about two hours for the trip We recommend that you use U S 74 now that it is open from the Forest City area to I-26 Follow the signs to Tryon and refer to the attached map for the location of the Pine Crest Inn

Check-In- When you arrive please park and come to the Inn for lunch which will start at 12 30 PM in the main dining room Leave all baggage in your car Some rooms may be ready for early check-in All check-ins will be completed by the 3 15 PM break Please refer to the attached map for the location of cottages and rooms

Dress- Plan to dress casually for the retreat Slacks, sweaters and comfortable shoes are recommended No jeans are allowed in the dinning room Remember to also bring a coat for the cool mountain temperatures

Personal Expenses- Lodging, food and conference expenses are covered for elected officials and staff, the news media will pay for these costs The Inn will keep accounts by name for personal expenses to include beverages, etc **These personal charges will be paid** by individuals at check-out Persons staying over will pay regular room and meal costs

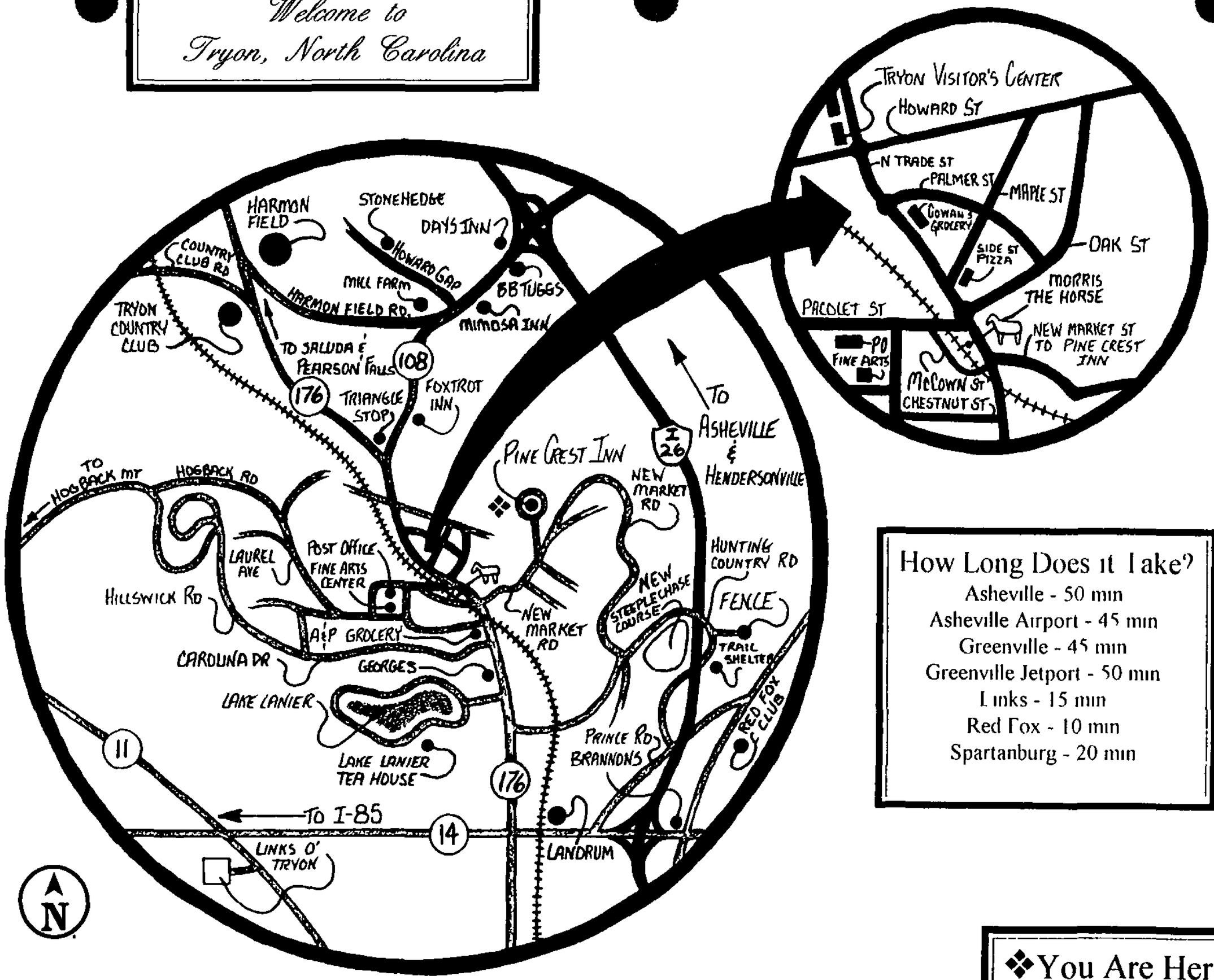
Meals- All meals will be served in the main dinning room located in the Pine Crest Inn.

Meetings- Meetings will be held in the Conference Center located adjacent to the Inn

Messages- You may be reached by calling the Inn at (704) 859-9135 After 9 PM an automated system will ask callers to enter your room number on a touch tone phone

Rooms- All accomodations have private bath, telephone and cable television

Welcome to Tryon, North Carolina

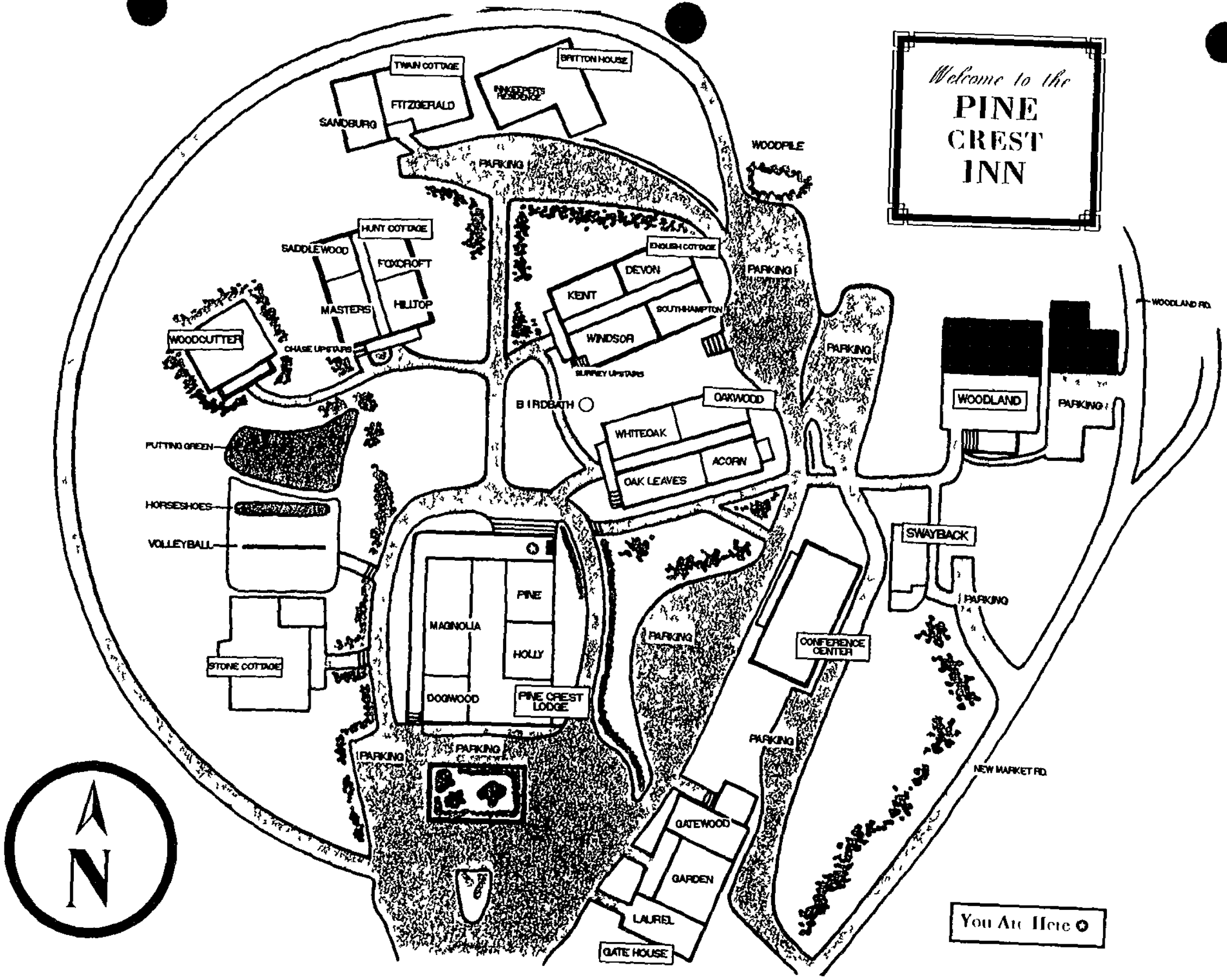


Not to Scale

How Long Does it Take?

Asheville - 50 min
Asheville Airport - 45 min
Greenville - 45 min
Greenville Jetport - 50 min
Links - 15 min
Red Fox - 10 min
Spartanburg - 20 min

❖You Are Here!


Welcome to the
PINE CREST INN
TWAIN COTTAGE
FITZGERALD
SANDBURG
BRITTON HOUSE
PARKING
WOODPILE
HUNT COTTAGE
SADDLEWOOD
FOXCROFT
MASTERS
HILLTOP
WOODCUTTER
CHASE UPSTAIRS
ENGLISH COTTAGE
DEVON
KENT
SOUTHAMPTON
WINDSOR
SURREY UPSTAIRS
PARKING
WOODLAND RD.
WOODLAND
PARKING
BIRDBATH
OAKWOOD
WHITEOAK
ACORN
OAK LEAVES
PUTTING GREEN
HORSESHOES
VOLLEYBALL
SWAYBACK
PARKING
PINE
MAGNOLIA
HOLLY
DOGWOOD
PINE CREST LODGE
STONE COTTAGE
PARKING
CONFERENCE CENTER
PARKING
PARKING
PARKING
NEW MARKET RD.
GATEWOOD
GARDEN
LAUREL
GATE HOUSE
N
You Are Here

Overview of City Council Retreat

Goals for Retreat

- Provide a challenging environment for City Council to discuss city issues and respond to staff work without the pressures of other business
- Begin to "imagine the future" for Charlotte and work on the strategic focus areas within the framework of that future
- Provide the City Manager reaction to and direction on the draft work plans for the council focus areas--City Within a City, Economic Development, Transportation and Resources
- Discuss the role of Council and of City Government in shaping the future of Charlotte, identify the responsibilities and requirements of that role
- Set direction for the two year budget
- Identify ways to improve the Council-Manager partnership

Friday, November 11

Lunch/ Opening Remarks:

- After the lunch, before adjourning to the conference center, the Mayor and Retreat Planning Committee will share their goals for the retreat and the ideas that went into planning the retreat

Local/Regional Trends:

- This session, led by Martin Cramton, sets the stage for the retreat beginning with a description of Charlotte today--a successful, livable city with the ability to attract new business and jobs However, there are demographic, social and economic trends that may lead to a less successful future if not addressed
- David Rusk, author of ***Cities Without Suburbs***, and former Mayor of Albuquerque, will lead this next session by identifying some of the critical issues facing cities like Charlotte How do we continue to be a successful city, without developing some of the serious social, economic and public safety problems that other large, and once thriving cities have encountered? Are these the focus areas for City government to address future needs of our city? Council will discuss the role of City government in addressing these issues, and how Council's decisions may effect Charlotte's future

Panel on Council Focus Issues:

- A staff panel will present key points of the proposed work plans for the Council focus areas of City Within A City, Economic Development, and Transportation A brief update of the Community Safety plan will also be covered at this time The staff will highlight key strategies and action steps that are proposed for the focus work plans, and will point out the linkages between the strategies
- Following the staff panel, the Council Committee Chairs for Economic Development, CD and Housing, Transportation and Community Safety will lead the council discussion Are the work plans in line with council Policy? Are we on the right track with the action steps?

Evening Session:

- After dinner, Council will gather informally for a "fireside conversation " The purpose is to provide an opportunity to relax with coffee and dessert, and to continue talking with each other, with David Rusk, and with the City Manager and his staff about ideas generated during the afternoon sessions

Saturday November 12

Financial Projections:

- The Finance Director will present estimates of revenues and expenditures for the next four years, identifying problems and opportunities The assumptions underlying the estimates reflect current trends and direction in revenues and expenditures In the next session on Restructuring Government, strategies and action steps are presented to reduce expenditures rather than raise new revenues

Restructuring Government:

- Beginning several years ago, city government undertook a major effort to re-organize and reduce costs That effort was Rightsizing which saved the City over $9 million, and eliminated 272 full-time City positions Also during this time, the City and County consolidated Police under the City having already consolidated Parks and Recreation under the County In this past year, Council implemented the policies and process for putting out to competitive bid a wide range of city services Currently, the City and County have underway a process to achieve Political Consolidation All of these changes in how the City is organized and how services are delivered are, in effect, restructuring City government in a comprehensive way to meet the challenges of
  - a declining growth rate for local revenues, and,
  - changing community priorities

- This session will begin with a Picture of what the Role, Services and Work Force of City government may look like in four to five years given current trends and expectations of citizens and elected leaders That Picture, developed by city staff, helped shape the work plans for this focus area Staff will present the work plans in five chapters

    1 Services, Infrastructure and Resource Priorities
    2 Competition
    3 Cutting Costs
    4 Functional Consolidation
    5 Workforce Preparedness

- This session will end by re-visiting the Picture to discuss if it is on target as a guide for the work plans and budget preparation for the next two years

Building the Council-Manager Partnership:

- This session will be led by the Council-Manger Relations Committee The goal is to develop action steps to build the Council-Manager Partnership to achieve the goals of the five Focus Areas

Commentary from David Rusk:

- During lunch, David Rusk will comment on what he has heard at the retreat and give his perspective on the direction the City is taking

Where Do We Go From Here?:

- Do we have consensus on the work plans and direction?
- What is the next step for the work plans?
- When do we bring the full plans before Council for approval?
- Are we on the right track for budget preparation?

City Council Retreat Agenda
November 11-12, 1994

Friday, November 11

12 30 noon	Lunch at Pine Crest Inn, Main Dining Room
1 30 P M	Opening Remarks by Mayor and Planning Committee
2 00 P M	Local and Regional Trends, Conference Center 1 Staff and David Rusk Presentation 2 Council Discussion and Reaction
3 15 P M	Break
3 30 P M	Staff Panel Presentation on Strategic Issues Community Safety, CWAC, Transportation and Economic Development (Borgsdorf, Burch, Cauble and Steger)
4 15 P M	Council Panel and Discussion on Strategic Issues (*Economic Development* Wheeler, *CD & Housing* Scarborough, *Transportation* Campbell, *Public Safety* McCrory)
5 45 P M	Free Time
6 30 P M	Social, Pine Crest Inn Library and Foyer
7 00 P M	Dinner, Main Dining Room
8 30 P M	Informal Conversation, Conference Center
9 30 P M	Free Time

Saturday, November 12

8 00 A M	Breakfast, Main Dining Room
8 30 A M	Restructuring Government, Conference Center • Staff presentation (Syfert, Alexander, Martin) and Council Discussion (led by Mayor) • Set direction for two year budget
10 45 A M	Break
11 00 A M	How to build the Council-Manager Partnership to Achieve These Strategic Goals? (Led by Council Manager Relations Committee Baker, Martin, Wheeler)
12 00	Lunch, Main Dining Room • Feedback and commentary by David Rusk
1 00 P M	Where Do We Go From Here?, Conference Center • Council discussion, modification and approval, where possible, of action plans under each strategic goal (Action plans that do not achieve consensus will be brought back to Council at a future workshop)
3 00 P M	Adjourn

FORCES OF CHANGE
A TALE OF TWO CITIES:

The Growing, Prosperous Features Of A Sunbelt Metro Area
&
The Declining, Fragile Livability Of An Urban Center

Conditions And Trends

The Forces Of Change Acting Upon Charlotte Can Be Seen And Understood Through The Following Factors

- Leading indicators of growth and prosperity
- Leading indicators of decline and a fragile livability
- Change common to American cities
- Structure of growth and change in the Charlotte Region
- Emergent strategic issue areas

  - Development And Livability
  - City Within A City
  - Suburban Ring City
  - Public Safety
  - Mobility
  - Restructuring Local Government

The areas growth pattern is one of accelerating, low density decentralization in a concentric and radial form

Indicators Of Growth And Prosperity

- Charlotte is a suburban-high performer among the 39 metro areas in the United States with a population of 1 million or more

- 54% of the U S population lives within 650 miles of Charlotte-- an easy 1 day drive or 90 minute flight

- Suburban Identity

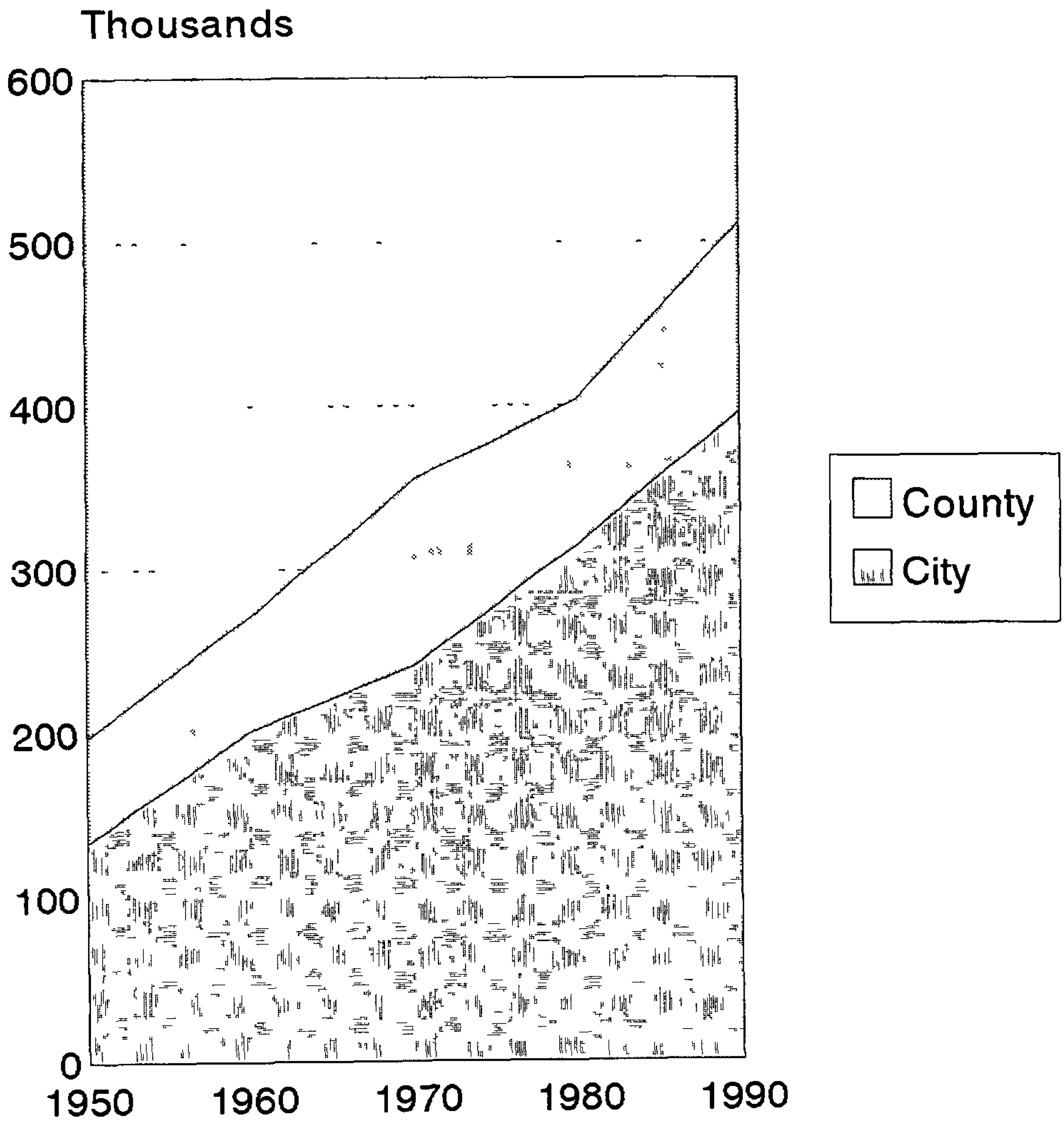
  Charlotte's density dropped from 4,468 people per square mile in 1950 to 2,122 in 1994 134,042 people lived in 30 square miles in 1950, where 443,611 people live in a city of 209 square miles in 1994

- Annexation has enabled Charlotte to respond to the forces of decentralization common to American cities

- Visitors' first impression of Charlotte are the impressive trees, its livability and the variety of its neighborhoods

Charlotte & Mecklenburg Population Growth

Charlotte Captures 80% of County Population



Source Planning Commission

Leading Community Health Indicators

- 3rd largest financial center
- 50,000 Jobs in CBD
- 5th largest airline hub
- 2nd largest trucking center in the Southeast, and 11th in nation
- 321 Foreign firms represented in Charlotte in 1994 as compared to 18 in 1960
- Manufacturing center of Carolinas with over 1/2 of all manufacturing jobs in Charlotte region
- Identity enhanced through NBA and NFL sports initiatives
- Business community recognizes sound fiscal management of city and county and prudent taxes
- Nationally renowned health care center

  Job healthy center of region (51% increase in jobs for Mecklenburg during 1980's) 100,000 people commute daily into the county We out perform the nation, SE and state in job growth and lowest unemployment
- Suburbanization of jobs during 80's and first half of 90's held to Mecklenburg
- High population growth in County (+107,000 people and 45,000 households during 1980's)
- Regions wealth remains in Charlotte 120% on average per- capita in relation to regional per-capita
- County suburban area has high per capita income--- 120% to 180% or more of metro area
- Charlotte captured 80% of County growth in the 80's

There Are Some Troubling Conditions Developing

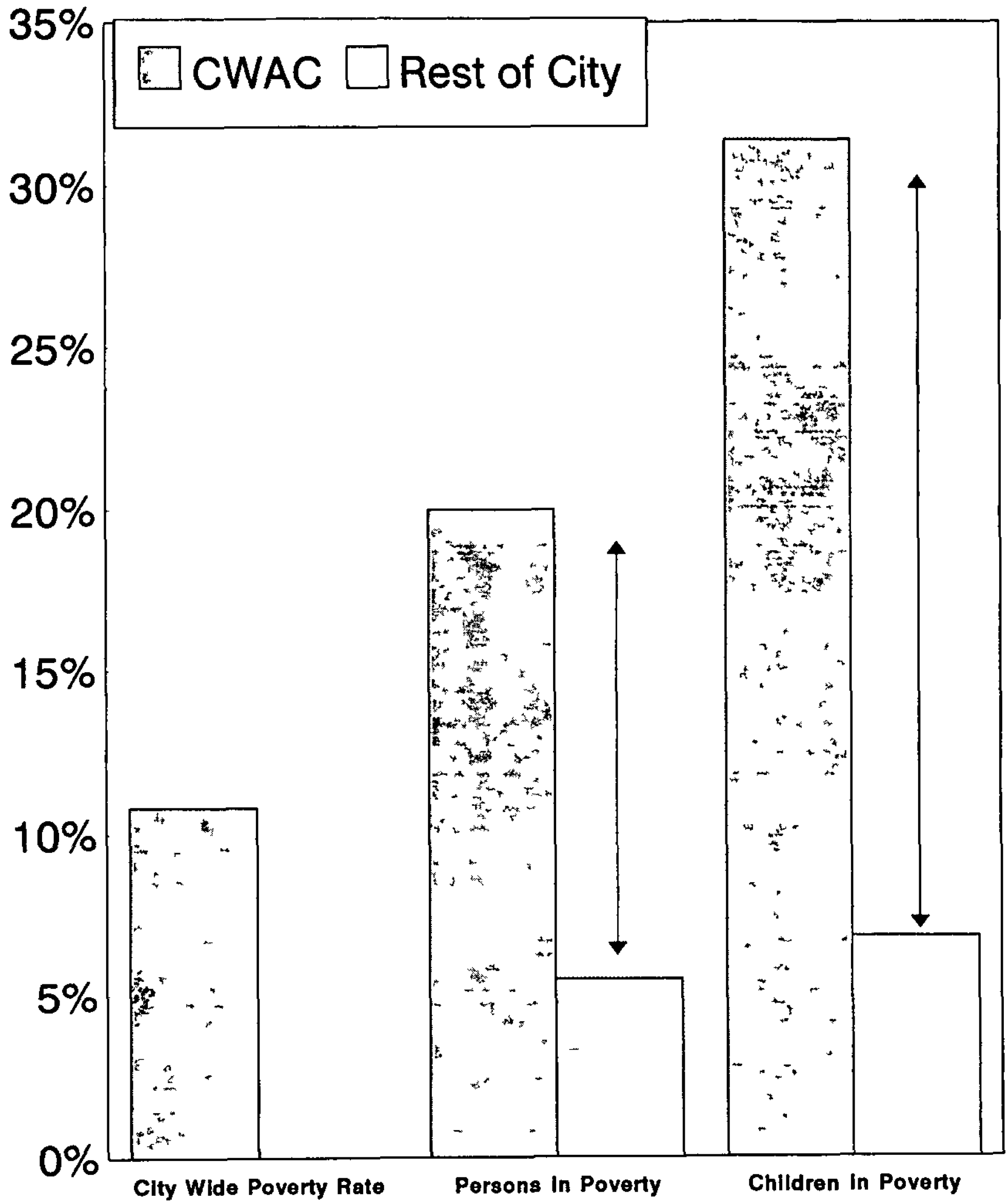
The City's identity is a composite of very different geographic and demographic characteristics This is portrayed by the CBD, 5 mile radius, 5-10 mile ring, 10-20 mile ring and the CWAC area

Symptoms of a declining, fragile urban center & early warning signs can be seen in the following indicators of community health

- Of the 73 CWAC neighborhoods, 21 are fragile and 22 are threatened
- Emerging population loss is focused within CWAC
- Concentrated minority population 48% black for CWAC as compared to 12% for the 5-10 mile ring, and 8% for the 10-20 mile ring
- Highest incidence of crime occurs CWAC
- Unemployment for CWAC is 5 8% compared with 3 3% for the City Half of CWAC neighborhoods have 6-10 % unemployment
- CWAC is not getting the job growth of the CBD and suburban business parks
- CWAC has 55% renters as compared to 38% for city
- 38% of the children in CWAC live in poverty as compared to 6% for the City

Poverty Rate Almost 11% City Wide

But Dramatically Higher in CWAC



Source: 1990 U.S. Census

Troubling Conditions Continued

- Most expensive housing costs for southern cities Charlotte ranks 55 out of 61 southern MSA's. and 138 out of 178 MSA's nationally

- Statewide bias to overlook urban-center issues

- Balanced growth means urban to rural movement on statewide level Seems to be counter to national economic conditions and trends

- One in 14 persons in NC lives within Mecklenburg, but we produce $1 of every $6 5 in economic growth Do we get a fair return?

- Competition is stiffening not only from mid-size but large metro's Lack of incentives is a disadvantage

- Mecklenburg's per-capita income is losing ground to the state, the region and other metro areas like Raleigh-Durham

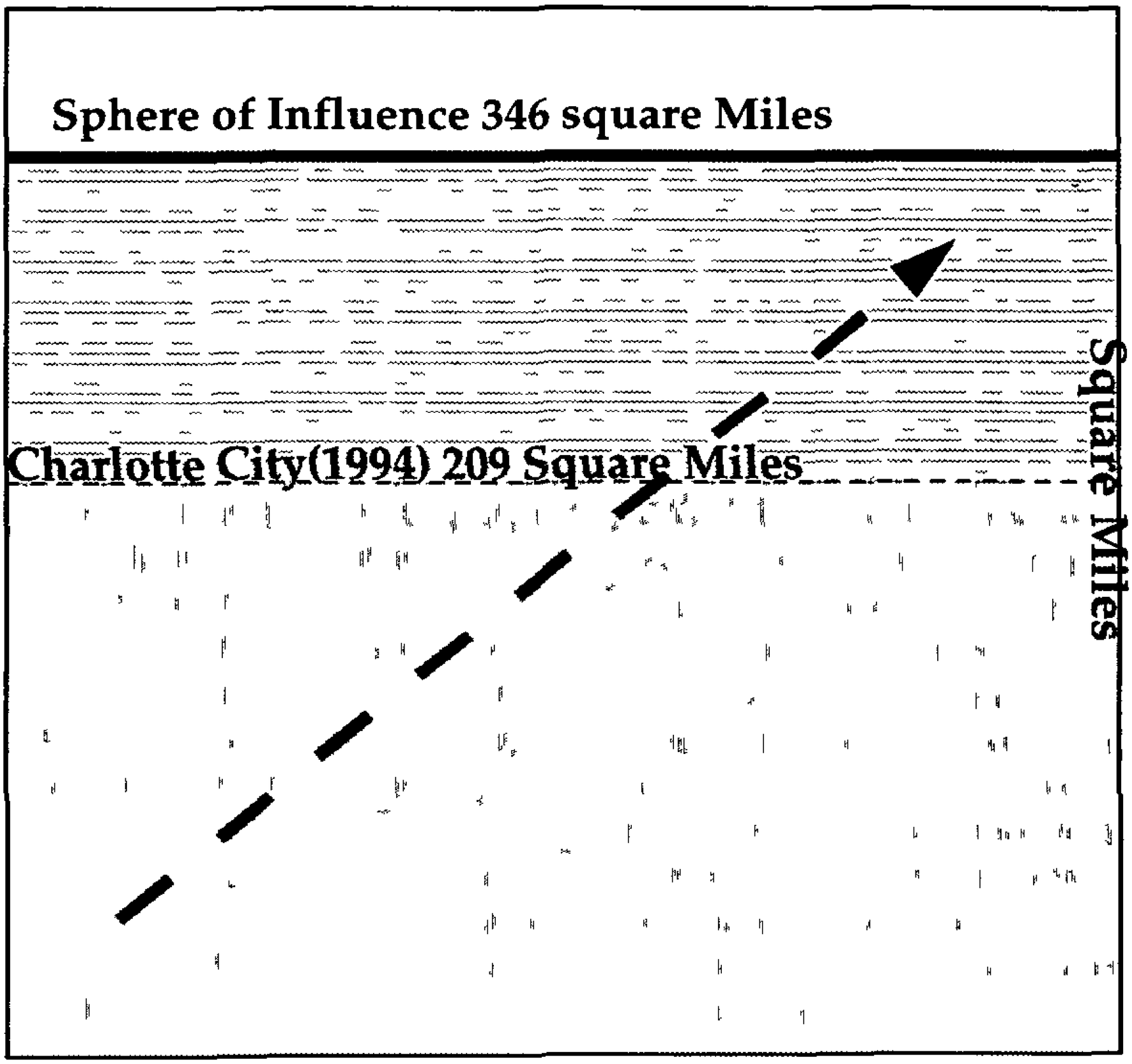
- User-friendliness of local government in responding to urban business development is in question

- By the mid 1980's the outer limits of the 10 mile urban center is clearly formed by surrounding municipalities of Mecklenburg and surrounding counties

- Annexation has a finite limit which will be practically reached within 15 or so years

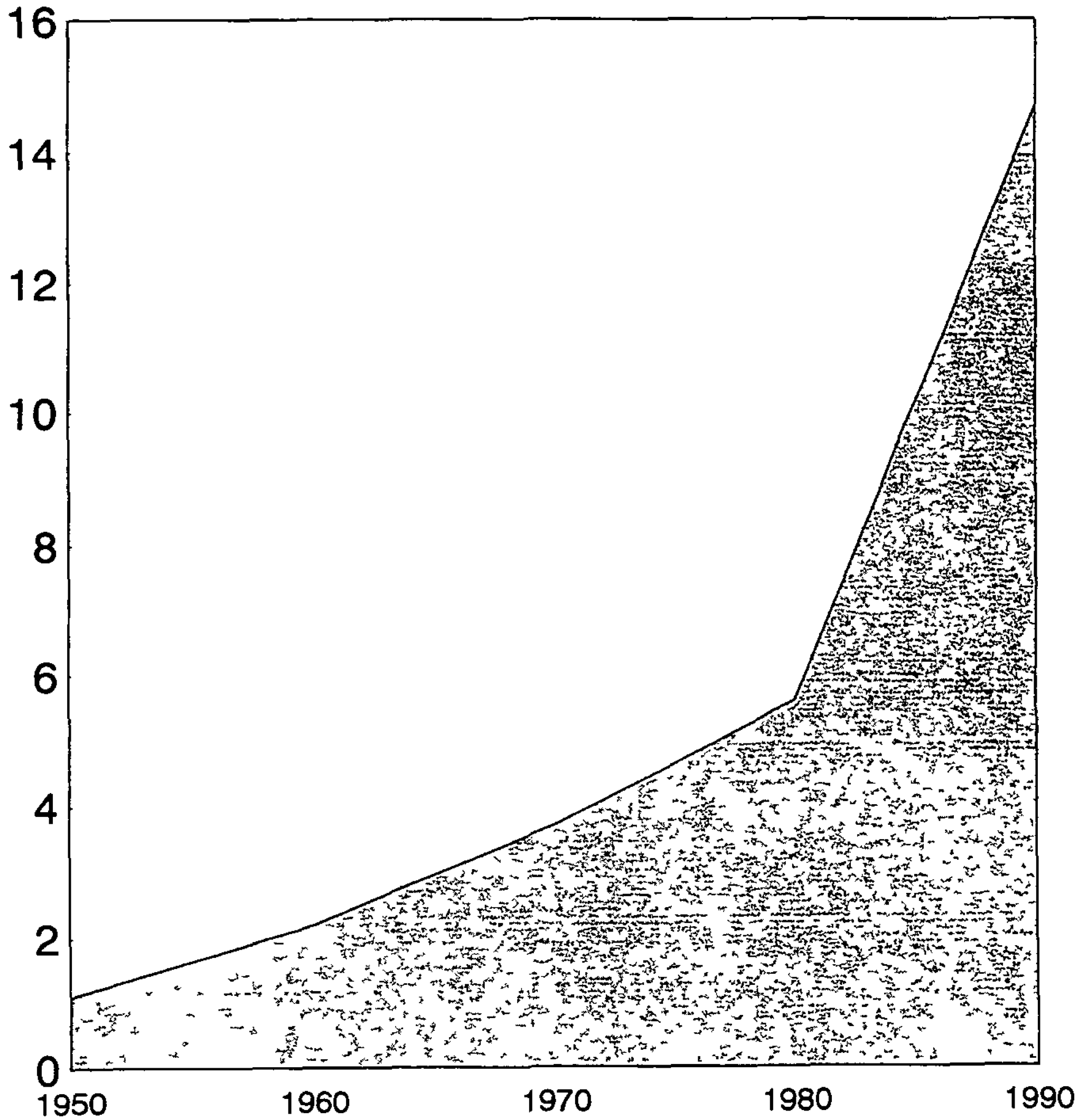
- Considering all these conditions and trends, what are the key questions before us? What will make a significant difference for the health of the Metropolitan area's increasingly urban center in the years to come ?

The City Will Capture Less of the Regions Total Growth as Its Opportunities to Annex Decrease



Charlotte's Assessed Value

- Fueled by Annexation & New Construction



Source: Planning Commission

Structure Of Growth And Change

Each Of Charlottes' Geographies - The CBD, CWAC and Its Suburban Ring Offer Unique Opportunities And Important Challenges As We Enter An Era Of Rapid Metropolitan Suburbanization And Rengineering Of The Urban Center

The following observations are drawn from the structure of growth and change nationally and in the Charlotte metropolitan area

- Charlotte has enjoyed strong employment and population growth since the late 1940's Much of it was captured through annexation

  The City was 30 square miles in 1950, and it is 209 square miles today

- A Radial pattern of transportation correlates with location of most jobs - Along I-85 I-77 and HWY 74 corridors as well as the CBD

  With rapid growth in suburb to suburb trips, the outer belt is a vital suburb to suburb connector

  A ring city connector is also an important metropolitan priority

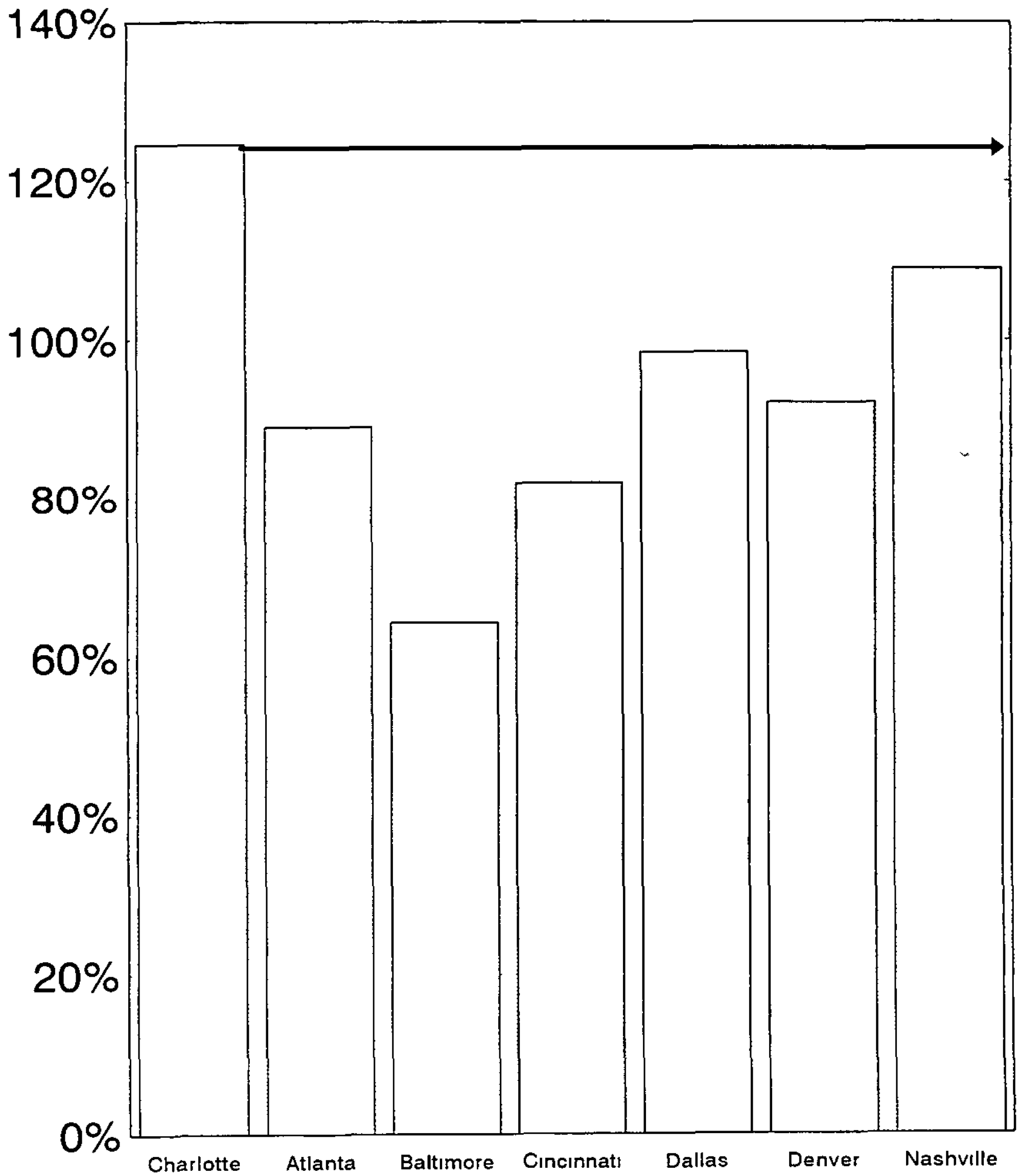
  Ultimately, a transit strategy will be crucial to long term mobility

- Mecklenburg county has the potential for adding 200,000 jobs, 240,000 people and 115,000 households over the next 20 years

There are accelerating pressures for people to leave the County, followed by services, then jobs Surrounding communities are mounting aggressive economic development strategies

Income: City Compared to Metro Per-Capita

The Region's Wealth Remains in Charlotte



Source City Distress, Metropolitan Disparities and Economic Growth
National League of Cities, 1993

Structure Of Growth And Change

The 5, 10 and 20 mile rings, CWAC, and the metro area portray the most important Geographies of change for the choices ahead

This geographic picture shows a suburban tide going out together with the emergence of early warning symptoms for CWAC and the 5-10 mile suburban ring

Economic and fiscal integrity of the 10 mile metropolitan center depends on an ability to address emerging conditions and trends, set common priorities and deliver the best-price public services for that area

Maintaining the area as a location of choice for doing business, finding employment and maintaining a home is a crucial goal

The predominant geographic expansion of the city will be replaced by the need for intensification, infill and revitalization strategies

Emergent Strategic Issue Areas

- What is the Appropriate Role Of Government? Local, Region And State Considering Future As Well As Current Conditions

City Within a City

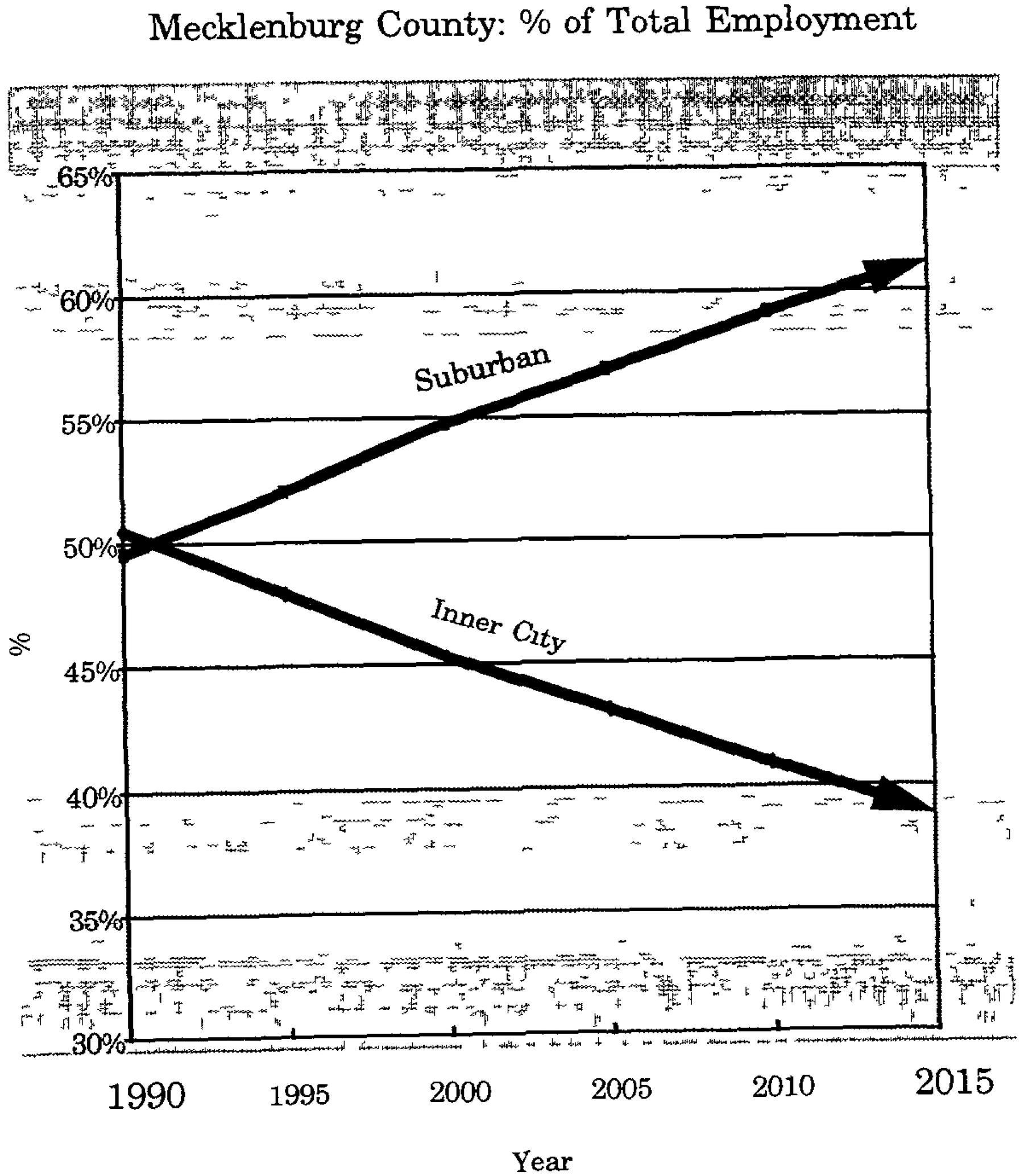
- Health of the urban city and the metropolitan area hinge upon effectively addressing the early warning symptoms of distress Demographic, social, economic and physical indicators

- Charlotte's capacity to grow outward and upward in intensity positions this area as a good place to live and do business

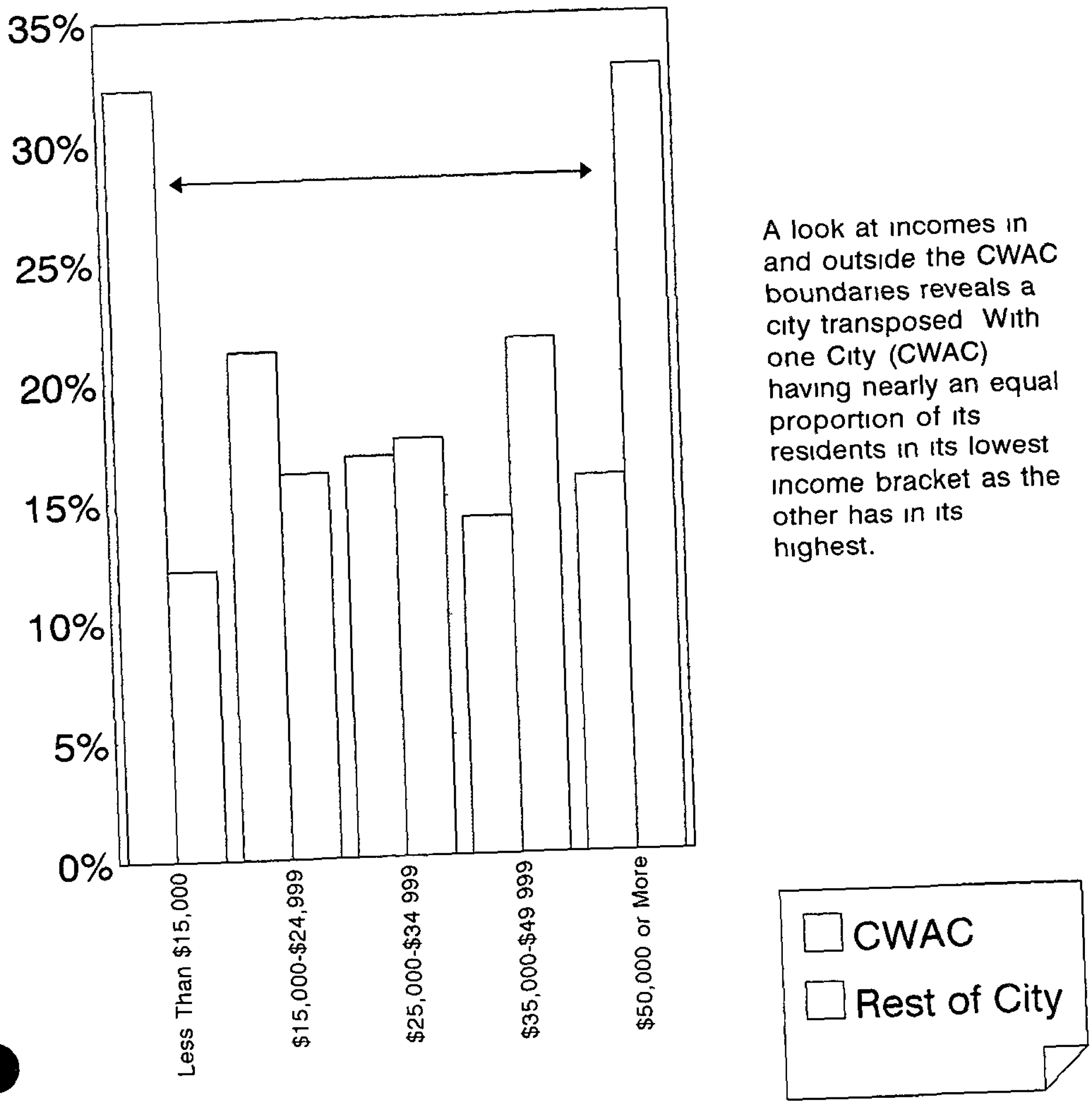
  Aspirations for CWAC include safe and livable neighborhoods, thriving businesses, good jobs, increased home ownership

- Physical revitalization, economic development, education and training for employment, and community capacity building will become increasingly important

Charlotte's Inner City's Share of Total Employment Will Decrease in the Next 10 Years



Distribution of Income



A look at incomes in and outside the CWAC boundaries reveals a city transposed With one City (CWAC) having nearly an equal proportion of its residents in its lowest income bracket as the other has in its highest.

1990 U.S. Census

Development

- Long term health of the urban city hinges upon the expansion to the maximum geography(10 - 12 miles) formed by the surrounding municipalities

- Subsequently, development infill and business development will increasingly become critical economic health issues

- Urban economic development focus is needed in contrast to very low density suburban expansionism which is the force that will fuel accelerating growth beyond Mecklenburg in the post 2000 period

- Businesses creating higher earnings and wages are needed

- Expanding the CBD as a business, employment, medical, entertainment, education, cultural, and living center is an asset for both Charlotte's and the region's competitive position

- How important is the 3rd largest finance center, convention business, sports, arts, education, health services and overall identity and attractiveness of the CBD in our priorities?

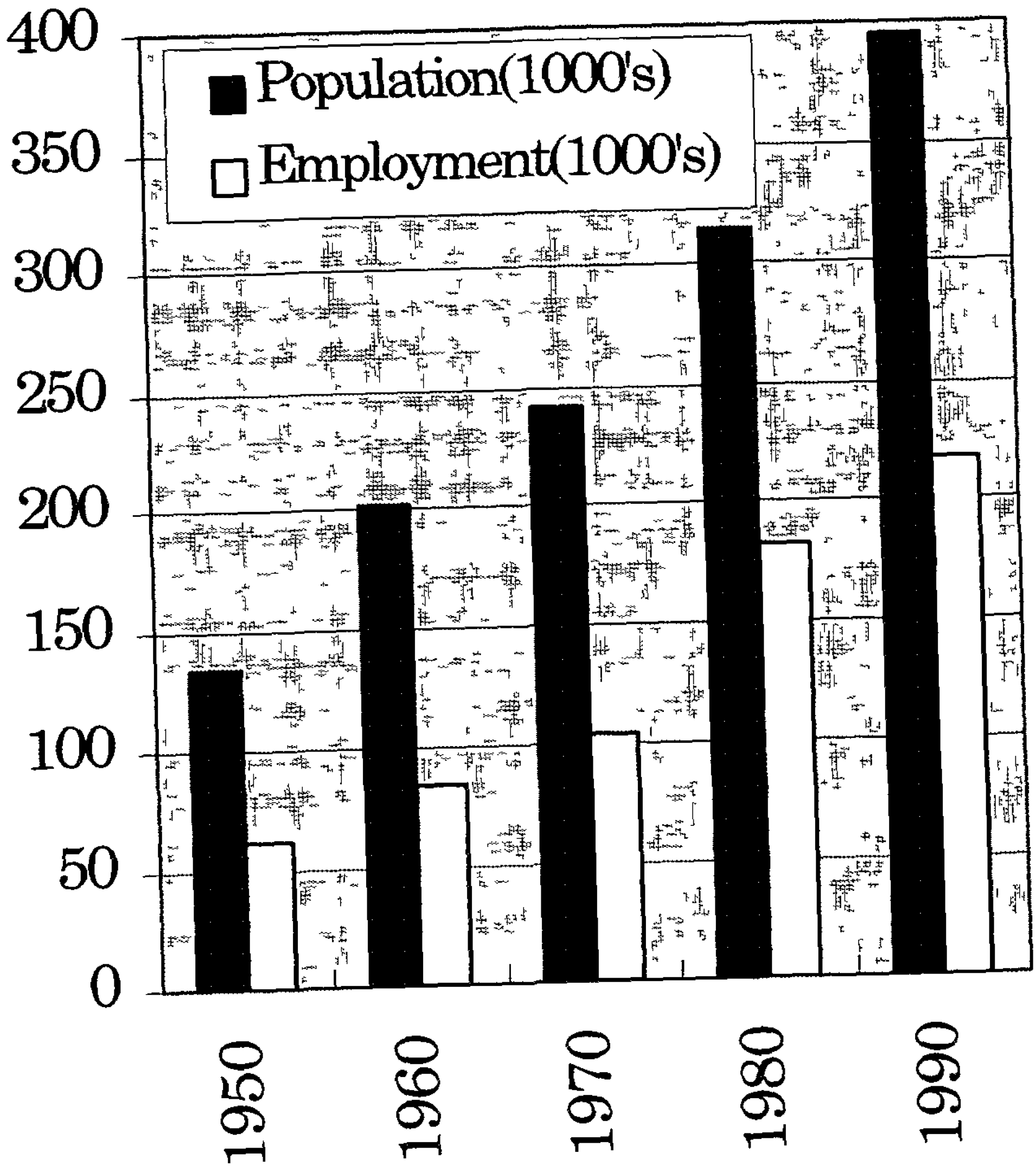
- Livability is measured in terms of air and water quality, public parks, open spaces and greenways, streetscapes, trees and visual qualities, and active recreation

- What priority will these receive as the community grows and changes over the next 20 years?

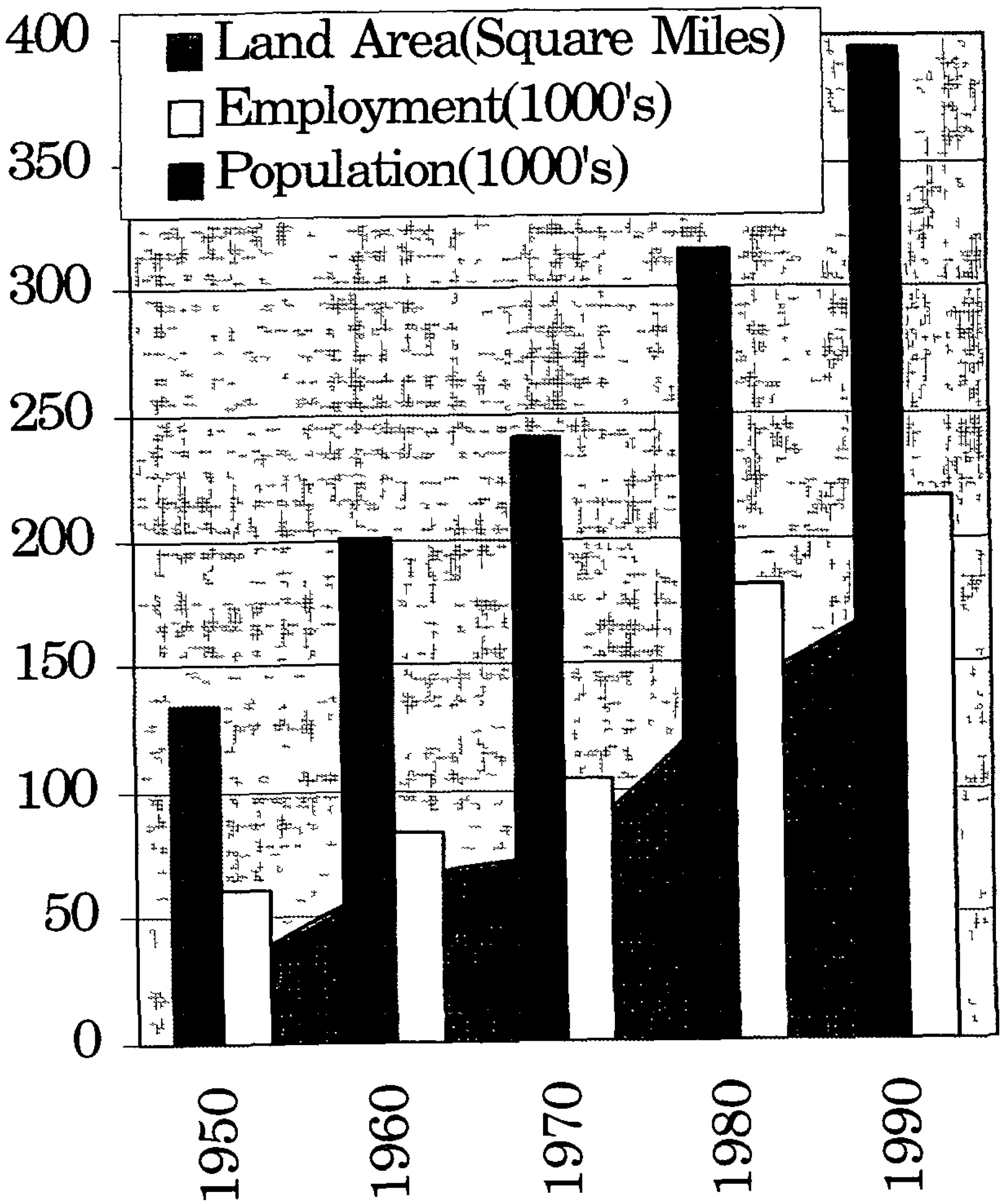
- We likely are fighting a loosing battle if we try to compete solely on the old rules of economic competition (diseconomies of aggregation) over the next 10 - 20 years

- The metropolitan center city's future is tied to questions of annexation and political consolidation particularly when the long view taken

The City of Charlotte Has Enjoyed Strong Population & Employment Growth For Decades



- Much of This Growth in Jobs and Population Was Captured Through Annexation



Mobility

- Population growth and the enlarging low-density suburbs are increasing road congestion and capacity problems

- As Charlotte matures, a comprehensive transportation strategy will become increasingly important

- The movement of goods, the workforce, people making trips to accommodate their needs and lifestyle, when taken together form a linchpin for long-term livability and economic health

- Within 10 -15 years the urban city will have reached a practical limit for adding substantially to our road capacity

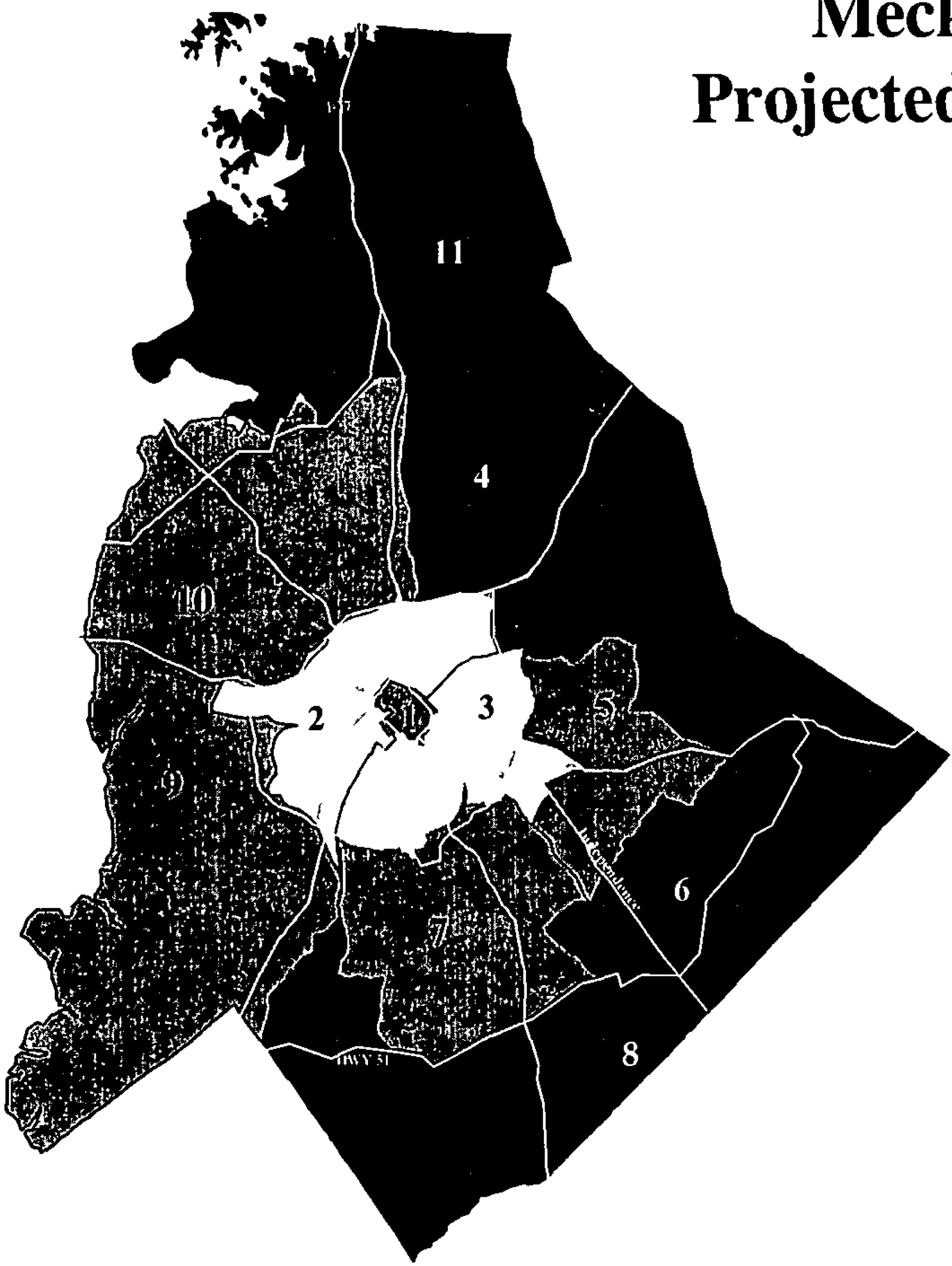
- If the community is stopped at this point (road capacity) in addressing trip congestion and needs for mobility, this will act as an impediment to our competitiveness as a place to do business and live

- Transit can be seen within the context of a service for those who are dependent on it for access to jobs and services, also it can be used as an infrastructure investment that is part of a long term economic development strategy

- Transit is not the only solution, but, rather, a part of the solution for optimum mobility

The committee of 100 recommendations lay out a comprehensive transportation future that will be central to our livability and economic health

Mecklenburg County
Projected Population Growth
1995 - 2000



Area	Population 1995	Population 2000	Total Change	Growth	% of Total Growth
1	5,189	5 492	303	5 8%	0 5%
2	51,995	49 263	2 732	5 3%	4 5%
3	69,346	69 042	304	0 4%	0 5%
4	57 364	67,379	10 015	17 5%	16 5%
5	78,073	79,287	1,214	1 6%	2 0%
6	43 437	58 612	15 175	34 9%	25 0%
7	99,216	103,951	4,735	4 8%	7 8%
8	75,654	98 113	22,459	29 7%	37 0%
9	31,558	34,290	2,732	8 7%	4 5%
10	39,287	40 925	1,638	4 2%	2 7%
11	26 881	32,344	5,463	20 3%	9 0%
County	578,000	638,698	60,698	10 5%	100 0%

Legend

- 20% or Greater
- 10% to 20%
- Less Than 10%
- Net Loss

Source Population, Household, and Employment Projections for the Charlotte Region
Prepared by Charlotte Mecklenburg Planning Commission

Suburban City Ring

- The 5 - 10 mile ring will be a rapid growth area for the next decade, thereby continuing economic strength in the face of accelerating decentralization beyond Mecklenburg

  Policy questions will revolve around issues of balanced growth, corridor development and redevelopment, affordable housing for the workforce, and accessibility to jobs

- A high level of livability will continue in the area However, as the area experiences increasing development, residents will raise more intense questioning on issues of livability

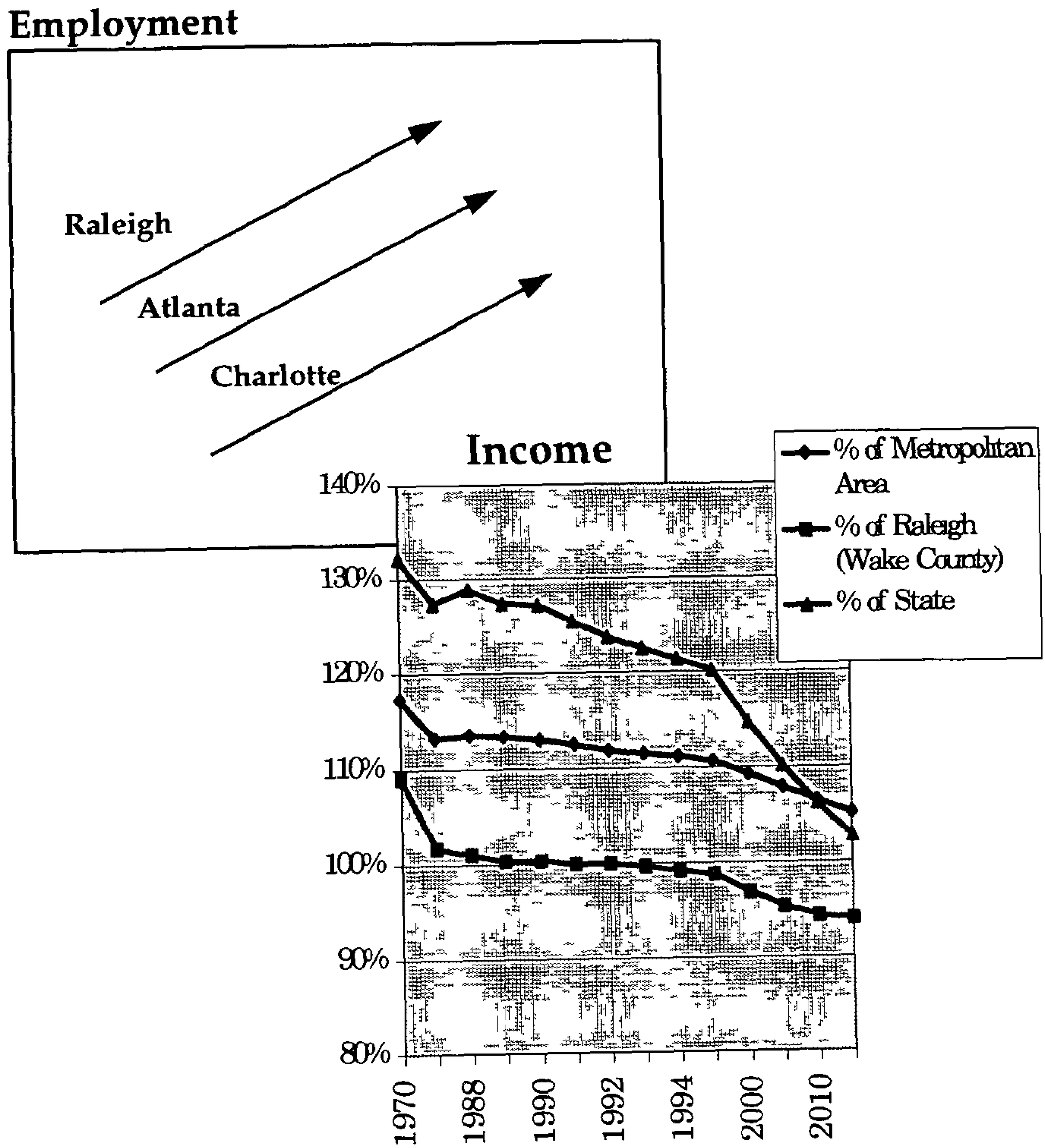
  Broadly applied or perceived business and development limitations can serve to accelerate suburbanization beyond Mecklenburg

- Accelerated completion of outer belt is critical element for linking suburb to suburb trips and maintaining suburban mobility for competitive edge over the long term

Public Safety

Continue implementation of the community safety plan include refining of strategic focus for next few years

Though Charlotte Outperforms the Nation, The Regionand the State, It Still Lags Other High Performers Like Raleigh and Atlanta



Restructuring Local Government

Will the use and level of public resources fit with trends and conditions over the next 10 years and beyond?

- Establish taxes and user fees that are appropriate to the role of local government for long and short terms
- The pace of development, needs for ongoing maintenance and the necessity for reinvestment create a demand for urban level services
- Prioritization against vision and goals is increasingly important in light of trends
- Local government structure and operations are an important part of our livability and economic health
- Political consolidation for Charlotte and Mecklenburg can be a critical piece of our livability and economic health
- Continuous improvement principles can build upon local governments reputation for honesty, innovation and efficiency
- Best-value public services are possible through maintaining and recruiting competent, competitive public employees
- Effective as well as efficient local government will require a wide variety of partnerships with business, community organizations and neighborhoods
- Metropolitan partnerships and cooperation will also be essential

David Rusk

A former mayor of Albuquerque (1977-81) and New Mexico state legislator (1975-77), with 30 years of experience in urban affairs, David Rusk is one of America's foremost champions of regional strategies

His first book, ***Cities Without Suburbs*** (Woodrow Wilson Center and John Hopkins University Press, April 1993), is now in its fifth printing It combines his political experiences with his research on population, economic and social trends for all 522 central cities in the country's 320 metropolitan areas He wrote the book as Guest Scholar on Urban Affairs for the Woodrow Wilson Internation Center for Scholars (1992)

His findings have seized the interest of public policy makers, academic researchers, and concerned citizens nationwide ***Cities Without Suburbs*** has proposed "a genuinely revolutionary idea," said Mickey Kaus (*The New Republic*) John Gallagher (*Detroit Free Press*) concluded that "every mayor, every governor, every county executive, indeed, anyone who cares about our great but ailing cities ought to read it " A second book, *Baltimore Unbound*, will be published in Winter, 1995

Rusk is an independent consultant on urban and suburban policy now based in Washington, DC Since his book's publication he has traveled to over 50 U S communities, speaking to business groups, national associations, regional organizations and academic forums In May he was invited by the U S State Department to lecture on urban problems in Berlin, Stuttgart, and Frankfurt, Germany He has been lead witness before legislative bodies in Connecticut, Virginia, and Minnesota Rusk also writes extensively, publishing articles in *The New York Times*, *Newsday*, and *State Government News*, among others He has collaborated with local newspapers in over 80 communities

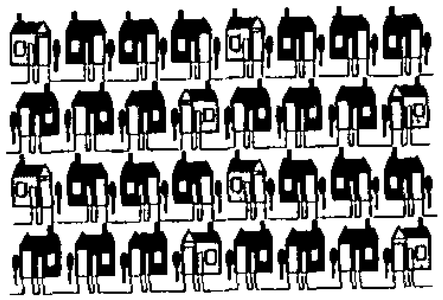
He attended the University of California at Berkeley, graduating with highest honors as the outstanding undergraduate student in economics (1962) From 1963-68 he was a full-time civil rights and anti-poverty worker with the Washington Urban League He then entered the U S Department of Labor, serving as the Manpower Administration's legislative and program development director In 1971 he and his wife, the former Delcia Bence of Buenos Aires, Argentina, moved to Albuquerque, where they raised their three children In 1991 they returned to Washington, DC to pursue their careers at a national level

Discussion Questions:
Local and Regional Trends

1 How do Council's decisions effect **these critical issues and Charlotte's future?**

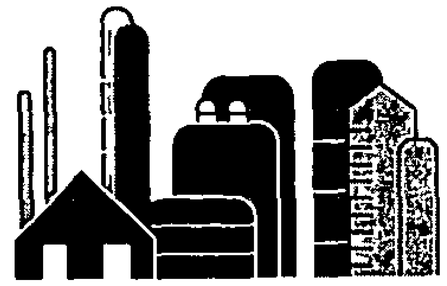
2 What is the role of Charlotte City Government in addressing these critical issues leader, partner or broker?

Trends and Issues Shaping Charlotte



Growth

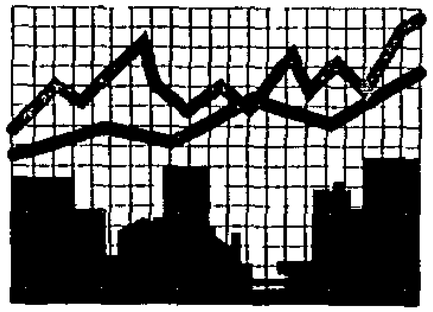
- We are seeing most of the growth occurring primarily on the suburban edge, especially to the south, east and northeast, with infill in mature urban areas
- Charlotte already occupies 209 of the 346 square miles in our sphere of influence As available land for annexation shrinks, we could begin to follow of the pattern of Atlanta and Miami, for example, which were among the fastest-growing metro areas during the 1980s because of outlying suburban growth, but which lost population as cities
- Small declines in population and a slight increase in employment are predicted for the Inner-City Trends show Charlotte's inner city will see a net influx of minorities and lower wage earners
- We are experiencing generally low-density, dispersed, suburban development
- Considerable vacant/underutilized land exists at the uptown fringe and along some major corridors



Employment

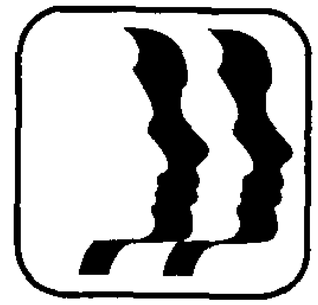
- The greatest job growth in the 1990s will occur in the Southwest
- Job growth will continue to be strong in total numbers We gained 80,00 jobs in the 1980s and expect the same in the 1990s Overall, Mecklenburg could add about 245,000 jobs over the next 25 years
- The growth rate, however, is a different story Over the same 25 year span, there will be a slowdown in the growth of jobs as the growth rate drops from 7 8% to 5 4%
- Between 1980 and 1993, Charlotte lagged behind four other key Southeastern cities in creating jobs — Raleigh-Durham, Atlanta, Nashville and Columbia And Charlotte did not come out of the last recession (ending in early 1993) as fast as several other major Southeastern cities (7th among 11 studied)
- Half of the CWAC neighborhoods have unemployment rates of 6-10% and 20 of the 73 neighborhoods have unemployment rates in excess of 10-20%
- Charlotte has been a hot area for creating jobs, but the competition is getting stiffer We are competing not against other moderate sized Sunbelt cities, but against major metro areas (Dallas instead of Richmond)

Trends and Issues Shaping Charlotte



Economy

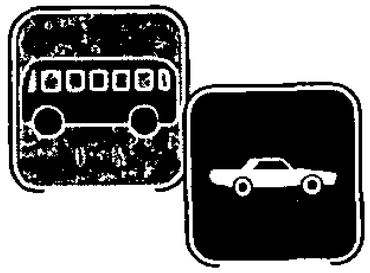
- Charlotte's economy is growing at a rate well in excess of the nation, region and state
- We have had job gains in every category of employment
- Total employment has increased by 18,000 jobs in the last 12 months and is expected to continue in the 2 5 to 3 5 percent range
- The majority of new construction is occurring outside the City limits
- We are seeing tremendous growth in the 10-20 mile ring
- While our per capita income is gaining on the national average, income growth is declining in relation to the rest of the metro area and to the state Per capita income was still higher here, but we have lost our edge We have fallen behind Raleigh The gap is expected to widen
- Our employment boom is led by retail and sales — where earnings and wages lag behind other categories
- One of every six families (41 4% of the children) in CWAC lives below the poverty level
- A classification of the general health and well-being of the 73 CWAC neighborhoods shows that 21 neighborhoods are classified as fragile, 22 threatened and 30 as stable



Population

- Charlotte experiences a net growth of about 12,000 people each year, record growth during the 1980s when we added 107,000 people and 5,500 new households
- Charlotte-Mecklenburg will be one of the five fastest growing urban areas in the nation during the 1990s, with a net population increase of 25%
- In the next 20 years (1995-2015), population will increase by 237,000 persons, 115,000 households and 211,000 new jobs All will not be compatible with the available job market
- Thirty-nine (39) percent of Charlotte's population resides in the CWAC area

Trends and Issues Shaping Charlotte



Transportation

- Charlotte ranks 34th nationally in metro population, but only 73rd in freeway miles and only 58th in the number of transit vehicles Cities with which we compete for business and industry, including Atlanta, Nashville, Jacksonville, Raleigh and Columbia, rank much higher in road miles and transit services

- If only improvements which have been funded are made to the transportation system by 2015, the average speed on city thoroughfares will fall from 24 miles per hour to 12 miles per hour, and from 50 to 25 on freeways Overall network traffic volumes will be 12 percent higher than roadway capacity Many roads will be much worse

- Using the average one-way commuting time of 20 minutes, the annual cost of the time spent traveling to and from work for Charlotte area residents is about $700 Without substantial improvements in the transportation system over the next 20 years, commuters will waste an additional $700 per year, or a total of $1,400, by 2015

- If Charlotte-Mecklenburg fails to continue to meet federal air quality standards, we will be required to reduce emissions by 15 percent by 1996 Failure to accomplish the reductions would mean a loss of federal highway funds and a requirement that new industrial sources reduce emissions by two tons of pollutants for every new ton produced

(Transportation continued next page)

Aviation

- Aircraft operations is up 4 0% over same period last year

- There were 537 daily flights in August (493 in August last year)

- Total passenger traffic is up 21 1%

- Total cargo activity is up 5 48%

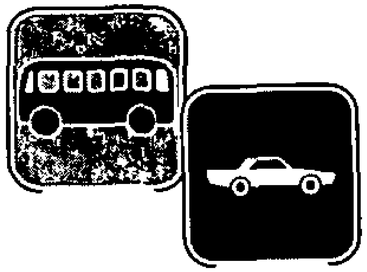
- Approximately 275 properties have been acquired through the Airport's home buyout program

- Approximately 33,000 s f of cargo buildings and 216,000 s f of cargo ramp space have been added in the last year An additional 22,000 s f of cargo building space and 360,000 s f of cargo ramp space is planned for this year

- The FAA Capacity Enhancement Plan recommended building the third parallel runway when total aircraft operations reached 430,000/year In 1993 it was 444,131 This additional runway would save an estimated $42 2 million in 1989 dollars

- There are seven major and six commuter airlines serving Charlotte/ Douglas International Airport However, one airline, USAir, has 93 % of the passenger traffic

Trends and Issues Shaping Charlotte

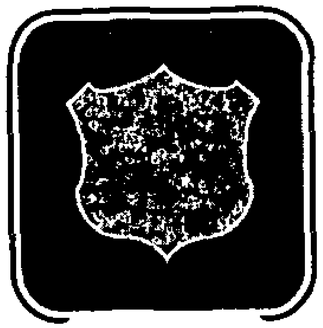


Transportation
(Continued)

- 95 percent of commuting in Charlotte Mecklenburg is by automobile
- 85 percent of those in cars drive alone
- Out-of-county residents hold 25 percent of Mecklenburg jobs
- The number of vehicles entering Uptown Charlotte during the morning peak hours has increased by 20 percent since 1991, from 15,000 to 18,000 autos
- Over 70 percent of Charlotte Transit users have no automobile or other vehicle available for their trips
- Travel demand by disabled Charlotte residents is projected to be double to triple the current capacity of our Special Transportation Service by the January, 1997 compliance deadline of the Americans with Disabilities Act
- Parsons Brinckerhoff concluded that a 3-corridor, high capacity transit system in Charlotte-Mecklenburg would attract 41,000 to 46,000 daily passengers in 2015

Housing

- *Predominantly single family construction is being built*
- The majority of new construction is occurring outside of the City limits
- Charlotte has become one of the most expensive Southern cities, now ranking 55 among 61 Southern MSAs on affordability
- Only 44% of the homes in CWAC are owner occupied, 56% are rented For the rest of Charlotte, 62% are owner occupied and only 38% are rented
- Approximately 70% of the CWAC neighborhoods have inadequate or no storm drainage systems In addition, 43% or 32 neighborhoods have inadequate or no sidewalks, curbs, gutters or street lights



Community Safety

- Community policing is now in 185 Charlotte neighborhoods
- Most major crimes were down during the first eight months of this year compared to 1993 Murders dropped 32%, rape down 14%, assaults down 7 5% and burglaries dropped 14%
- Car thefts were up 4 3% and arson was up 6 7% compared to the same period last year
- More than half the violent crime in Charlotte occurs in the CWAC area
- Seventy-five percent (75%) of the 3,083 drug arrests in 1992 were in CWAC neighborhoods

- The future of police work in Charlotte is
  - -problem-solving,
  - -partnerships,
  - -a more nontraditional role for police,
  - enhanced use of technology, including reengineering some work processes,
  - -increased interdependence of police on other City and County agencies,
  - -continued partnership with other state and federal agencies to target violent crime and major drug dealers, and a more open, accessible police department where citizen input and participation is welcomed and encouraged
- As community policing becomes the predominant method of service delivery in the Police Department, there will be an increased emphasis on partnerships between police and neighborhoods, other City and County departmment, and other community agencies These partnerships will
  - -stress community policing's depdendence upon the resources of other City and County agencies to work with police in addressing community problems,
  - -result in empwered neighborhoods that make increasing demands on all City services

Transportation Executive Summary

Strategic Overview

Charlotte is at the center of one of the fastest growing regions in the country Our healthy economy is tied to people, goods and services being able to move within the center city and the surrounding region In addition, Charlotte must connect to the rest of North Carolina, the U S and the world To do so, Charlotte depends on a comprehensive transportation network of neighborhood streets, major connector and thoroughfare roads, State and interstate highways, the municipal bus system, and the Charlotte Douglas International Airport

As we develop our Transportation future, there are a number of issues to be addressed Many of these issues directly relate to the other Council Focus areas Providing an effective metropolitan transportation system is and will continue to be a critical factor in how successful we are in achieving goals for Urban Economic Development, City within a City and Community Safety

Transportation Mission

The Transportation mission is to enable citizens and businesses to move easily and safely within the City, with effective regional, national and international connections, so that they have ready access to markets, employment, education, recreation and other opportunities while protecting our neighborhoods and environment

Strategic Issues

The Transportation Environmental Scan identified several major trends which point to the strategic issues facing Charlotte in the area of transportation and transit

- As other cities make major transportation system improvements, Charlotte will need to upgrade and expand its transportation infrastructure and services in order to stay competitive in the national and international marketplace Accessible, safe, convenient transportation systems, including roads and forms of higher capacity transit, attract new businesses and jobs, and help existing businesses prosper

- Annexation which has fueled our growth in the past will substantially end within the next 10 to 15 years To continue to prosper, we will have to look inward for new growth in the tax base Commercial, industrial and office growth will be our major recruitment initiative The key ingredient for success for this initiative will be mobility for potential employees and customers by linking Charlotte employment centers with surrounding bedroom communities' employees Otherwise, new business and industry will locate in competing surrounding counties

- Charlotte Douglas International Airport is among our City's greatest assets, ranking among the nation's top 20 airports in total passengers It is the region's gateway to the world We must continue to develop this asset and diversify its strengths as a major employment center, and as a catalyst for business, industry and tourism

- Charlotte is the center of a major metropolitan region composed of thirty cities and seven counties in two states We are a regional city which requires a regional transportation network People, goods and services do not recognize city, county or state boundaries Our transportation/transit plan must reflect the inter-relationships among all entities of the region

- As housing patterns disperse growth to the counties around us, the job base will follow To remain economically competitive, Charlotte will need to provide a transportation network that encourages people and businesses to live, work and locate within Charlotte

- The Central Business District (CBD) is the major business, employment, medical, entertainment, education and cultural center for the region Transportation connects the CBD, the generator of 50,000 jobs, to the surrounding City within a City neighborhoods, the suburbs, ring cities and outlying counties Different transportation modes, including roads, buses, special shuttles, carpools and vanpools, serve a variety of mobility needs for this area

- The health and vitality of the City within a City area is directly tied to how well transportation links residents to jobs and how easily center city businesses can connect to the rest of the City and the region

- Many residents in the City within a City area are totally dependent on public transit to get to work, and to get to grocery stores, drug stores, medical treatment, day care and other basic services Public transportation gives citizens needed connections for self-sufficiency

- The road and sidewalk infrastructure in our center city neighborhoods is aging and needs replacement, or in some cases, is still non-existent This network needs to be provided or upgraded for better vehicle and pedestrian access and mobility

- Traffic congestion affects individual and business productivity Further, if major roads can't handle the vehicle load, neighborhoods feel the effect by more cut-through traffic No community has been able to build or widen enough roads to respond to growth and still keep its quality of life A balanced transportation system, both roads and transit, can positively help residents and businesses, while helping to preserve our neighborhoods

- If Charlotte-Mecklenburg fails to continue to meet federal air quality standards, we will be faced with a mandate to reduce emissions by 15 percent by 1996 Continued growth will exacerbate this problem Communities which have dealt with air quality successfully have recognized that a balanced transportation system, including roads, public transit, pedestrian walkways and bikeways, is a significant contributor to clean air

Goals and Action Steps To Address Strategic Issues

Goal: **Implement recommendations of Committee of 100 to meet road and transit needs.**

Action Steps:

1 Council adopt the recommendation of Committee of 100 during November, 1994

2 Prepare legislation and meet with appropriate delegations to secure legislative approval during 1995 session of General Assembly

Goal: **Establish a land development pattern for Charlotte-Mecklenburg that encourages high capacity transit while recognizing the automobile as the major mode of transportation; and promote pedestrian and bicycle travel.**

Action Steps:

1 Council adoption of the 2015 Land Use Plan update by July 1995

2 Complete transit corridor planning for the Airport, Matthews, and Pineville by July 1995 with Council adoption of the plans to follow

Goal: **Develop a road network which provides convenient, efficient, and safe access throughout the City while maintaining neighborhood and environmental.**

Action Steps:

1 Council adoption of MPO-approved Thoroughfare Plan by February 1995 and adoption of new Thoroughfare Plan by N C Board of Transportation at March meeting

2 City Council consider capital funding options for the $132 million in local roadway projects to be included in the Thoroughfare Plan but not funded by the Committee of 100 Recommendations

Goal: **Provide an interconnected system of sidewalks to encourage neighborhood activity and development and to accommodate and encourage pedestrian travel.**

Action Steps:

1 Council approval of new sidewalk construction and repair policies by December 1994

Goal: **Provide handicapped accessible transit service (CTS) and complmentary paratransit service (STS) to meet the needs of disabled citizens and to meet the requirements of the Americans with Disabilities Act.**

Action Steps:

1 Increase capacity of STS by 15 to 20 percent during FY96 by adding vehicles and drivers at an annual additional cost of $500,000

2 Ensure that STS service is provided as efficiently as possible by putting up STS services for competitive bid by late 1995 or early 1996

Goal: **Provide innovative and experimental transit with neighborhood circulator services, including CWAC areas, for commuting, shopping and other neighborhood activities.**

Action Steps:

1 Design and propose for FY96 funding (estimated additional cost $750,000)
- Neighborhood circulator/feeder service in SouthPark and Eastland areas,
- Additional neighborhood circulator service, like EZ Rider, in the North/University area and the Northwest

Goal: **Provide transit service in the Uptown area to improve mobility within the Uptown and to expedite opening of the new Transit Center.**

Action Steps:

1 Develop plans for the strategic use of the new transit center to increase transit ridership and open new Transit Center by Fall 1995

2 In cooperation with CUDC and Duke Power, begin operating an Uptown Shuttle Service during 1995

Goal: **Improve the Airport's infrastructure to meet the growing demands on air transportation.**

Action Steps:

1 Develop an Environmental Impact Study for the third parallel runway

2 Work with State and local officials to expedite the construction of the Western leg of the Outerbelt (I-485)

Goal: **Diversify the Airport revenue base by increasing cargo activity on the Airport and developing the cargo center.**

Action Steps:

1 Complete cargo ramp and facility for UPS by May 1995

2 Develop concept and schematics for Phase II of cargo ramp extension

Goal: **Operate the Airport as a partner with the community to stimulate business development and jobs.**

Action Steps:

1 Work with the Planning Commission to complete the West Boulevard Corridor Study and finalize streetscape and land use recommendations

2 Develop the Airport Strategic Development Plan by working with real estate interests to market and prepare a conceptual plan for the South Development Zone

Urban Economic Policy
Executive Summary

A summary of background considerations, key issues and major proposed initiatives

Introduction

Economic Development is a key focus area for Charlotte-Mecklenburg During the past decade, the city and county experienced healthy economic growth in terms of population and employment Maintaining of an healthy economic environment has been identified as a top priority for the City and County

To address our local economic future, a *Charlotte-Mecklenburg Urban Economic Development Policy* plan has been prepared This document will serve as a framework for Elected Official's discussions and guide to staff's efforts at implementation and program development The purpose of the policy plan is to

- Clarify the City role in economic development,
- Identify the City's unique business opportunities,
- Provide a strategic action plan to guide City investment and program initiatives over the next five years

This summary document highlights key background considerations, issues, and strategies Strategies included represent new and priority initiatives, and those initiatives requiring additional funding For a more detailed overview of the economic plan see the main document

Strategic Issues

A number of issues were identified based upon the environmental scan Some of the key issues that must be addressed are

- Local businesses are competing in a global economy -- and local policies should recognize this change
- The City's role should be clearly defined relative to local and regional partners in promoting economic development
- The quality of growth that the community retains and attracts is more important than the quantity of growth
- State leaders must realize that the future of North Carolina resides in its urban regions -- and State policy should reflect the unique needs of urban areas
- The ability of the work force to live in Mecklenburg County is essential -- but housing affordability is leading the dispersion of growth and affecting work force location
- Within the next 20 years Charlotte will face the limits of annexation as defined by our current sphere of influence

- Not all parts of the community and members of the community have been able to participate in local economic growth
- Can City assets be used more effectively to increase local economic development opportunities?
- Government "customer friendliness" impacts on economic development

Urban Economic Development Policy (Abstract)

The Charlotte-Mecklenburg economic policy responds comprehensively to significant economic development issues -- macro and micro -- facing the community It addresses all facets of the local economy where local government plays a role The proposed policy is to

Create a **customer**-oriented local government environment that

- develops an educated and trained work force,
- fosters partnership to aid local economic growth,
- retains and attracts quality business opportunities,
- provides necessary land, infrastructure, and incentives to support business development,
- focuses on opportunities for **all** citizens to be productive contributors to the economy, and,
- organizes to take advantage of economic development opportunities

Urban Economic Development Strategy Areas

There are few issues we need to work on globally and nationally to remain competitive However, there are many more issues *regionally and locally* that we must address to remain competitive To deal with these issues, strategies can be grouped in four theme areas

- *business support* -- what government can do, beyond providing the basics,
- *strategic investment* -- actions government can take to enhance the local economy,
- *urban focus areas* -- government activities to address a critical area ofthe local economy, and,
- *organization* -- how the government should be organized to make it all happen

The following is a *partial* listing of proposed strategies, focusing on those which are high-priority initiatives, new initiatives, or activities requiring resources over the next two years

Business Support

1 **Convert the Private Industry Council into a Charlotte-Mecklenburg Work Force Development Board to coordinate local training resources.** This board would provide a central forum where all work force development issues can be discussed and training activities coordinated

2 **Work with the home building and real estate communities to develop affordable housing options and marketing programs to showcase "affordable neighborhoods" in Mecklenburg County** Charlotte-Mecklenburg's ability to recruit new businesses and retain existing businesses is highly dependent upon having a county based work force A range of housing choices are needed to house that work force

3 **The City should consider appropriating $3-4 million for a local incentive pool.** This fund which will be administered by an appointed **Economic Development Board** that will match the Governor's Incentive Fund for business recruitment/ retention, or leverage local targeted economic development priorities This board will select projects to fund in order to respond quickly to economic development opportunities

4 **Establish a business recruitment response team to assist new businesses considering locating in Charlotte-Mecklenburg** This team will assist the efforts of the Chamber and include a cross section of local government departments to respond quickly with needed information, and coordinate various department resources to aid the recruitment effort

5 **Establish a business expediter function to help small businesses access government services.** Designate a special unit to assist local businesses in obtaining needed information, guide businesses through local government processes (e g , loan processes, procurement, rezoning, etc), and address problems caused by local government

Strategic Investments

1 **Prepare an *Airport Strategic Development Plan* to stimulate business development around the airport** This initiative will provide job opportunities through development of a business park south of the airport that targets global trading industries that require close access to the airport The Airport Key Business is completing a master plan for about 3,000 acres of both publicly and privately owned land south of the airport The business park will link with the "City West" focus to enhance economic development on the westside and provide job opportunities for disadvantaged individuals in Mecklenburg County

2 **Capitalize on the City's developing *sports, cultural, entertainment* and *hospitality* industries by identifying job opportunities and working with local educational partners to prepare residents for those jobs** Local government will work closely with the educational community (Charlotte-Mecklenburg Schools, Central Piedmont Community, etc) and public and private partners (Chamber, Convention and Visitors Bureau, and emerging businesses in these industries) to link potential employees with a training program to prepare them for jobs in these industries

Urban Focus Initiatives

1 **Focus on the Uptown by undertaking a revision of the *Center City Charlotte Urban Design Plan* to establish an Uptown agenda for the next five years and complete remaining activities from the previous plan.** The plan was originally adopted in 1990 and more than 75% of the recommendations have been completed or currently underway The plan update will develop an agenda for the next five years Major activities remaining to complete the current plan include the UMUD ordinance revisions, Uptown Lighting Plan and First Street streetscape improvements

2 **Focus on City Within A City by targeting employment clusters to implement economic development initiatives.** This strategy utilizes the geographies identified in the Empowerment Community grant (**West Area, Northwest Area,** and **Northeast Area)** for developing customized economic development responses The City will continue to pursue of the $3 million **Enterprise Community Grant** and local government will organize its resources -- planning, training, placement, loans and marketing resources -- toward developing jobs, supporting business expansion and creating new businesses in these areas

3. **Work with Mecklenburg County to use the Medicare and Aid to Families With Dependent Children (AFDC) programs as stimuli for economic development** Support converting the Medicare program to decentralize Health Maintenance Organization (HMO) clinics and requiring AFDC recipients to use direct deposit to create neighborhood clinics and banking opportunities in disadvantaged areas Coordinate these initiatives with city decentralization activities (e g , police bureaus) to provide economic anchors to generate support businesses (e g , food, personal services, and suppliers to serve the economic anchors) and provide job opportunities Coordinate other policies and program services to support anchor tenants such as loans to medical providers and businesses establishing in the areas, job training and business support programs (e g , JOBS, JTPA, and M\WBD) to provide employees and services, and geographical hiring preferences for City and County facilities to employ area residents

4 **Stimulate investments in business corridors by developing facade, signage, and security programs.** These programs will complement the current streetscape improvements underway along inner city corridors These programs would encourage business owners in targeted corridors to improve their store fronts, upgrade signs, and make security improvements These programs will help improve the appearance and economic viability of businesses along the targeted corridors

5 **Develop an initiative among the major public sector employers to recruit and train disadvantaged residents for available public sector jobs** The major public employers (Central Piedmont Community College, Charlotte Housing Authority, Charlotte-Mecklenburg Hospital Authority, Charlotte-Mecklenburg Schools, City of Charlotte, and Mecklenburg County) should develop a model program to aid disadvantaged workers in obtaining public sector jobs Focus would be employment assessments, employment training, job counseling and identifying candidate job opportunities through the joint efforts of the employers This model program could be shared with private employers after development

6 **Target CWAC youth for year round jobs through YouthBuild initiative and expansion of the summer jobs program.** Receipt of the YouthBuild planning grant gives an opportunity to target youth employment on a year round basis This program specifically addresses the drop-out student population to provide meaningful work The Employment and Training unit of Neighborhood Development can work proactively to put such a program in place

Define DBE

7 **Maintain a Minority/Women Business Development program which focuses on minority-owned and women-owned businesses, encourages private sector utilization of participating businesses, and promotes training and technical assistance for small businesses.** This strategy supports the recommendations established by City Council for development of the minority-owned and women-owned program including providing small business training and technical assistance

Organizing for Action

1 **Promote a customer friendly government environment** Establish a process and timeline for comprehensively **reviewing all government regulations** and assessing their impact on economic development goals and objectives

2 **Coordinate local economic development activities** Establish a **policy coordinating committee** (consisting of local government and economic development partners) to oversee economic development initiatives, and a staff **technical coordinating committee** to implement these recommendations

3 **Continue to improve the delivery of government services** Establish a policy requiring business units to periodically assess internal processes and systems for refinement and continuous improvement. Emphasis should be placed review on land development regulations (e g , zoning, site plan review, etc) and procurement regulations

City Within A City
Executive Summary

Introduction

City Within A City is an initiative that began in 1991 to comprehensively deal with economic development and quality of life issues in Charlotte's older urban neighborhoods and business areas Since 1991, improving conditions in CWAC has remained one of City Council's top priorities

The City Within A City Strategic Plan is being developed to help guide City work program activities over the next five years and further the dialogue with intergovernmental, non-profit and private sector partners This summary report highlights new and priority initiatives, key initiatives needing additional funding, or both that have been excerpted from the strategic plan document for Council discussion and review

Overview

1. City Within A City Mission

To design, channel, and support public and private sector activities that contribute to sustained economic development and a high quality of life in Charlotte's older] neighborhoods and business areas

2. City Within A City Vision

To have self sufficient families, well established community based organizations, thriving businesses providing services and jobs, well maintained and affordable housing, livable, well-serviced and safe neighborhoods throughout

3. Major City Within A City Accomplishments To Date

- Created Neighborhood **Matching Grants** Program
- Created **Neighborhood Development** Key Business
- Completed **Neighborhood Assessment** Report
- Initiated **Concentrated Housing Code Enforcement.**
- Completed/Implementing **infrastructure improvements** in 7 neighborhoods
- Helped develop and fund **EZ Rider** Vans
- Applied for $3 million dollar **Enterprise Community Grant.**
- Received **YouthBuild** teen employment planning grant

- Expanded **youth summer jobs** program
- Co-sponsor **job developer position** with the Chamber
- Initiated **Community Policing.**
- Helped fund **University Village Shopping Center**
- Helped create and fund **CWAC Loan Equity Pool**
- Funded CDCs and other non-profit sponsored **home ownership** programs and other activities
- Implementing **beautification improvements** on five corridors

Strategic Plan

1. Plan Themes

targeting
partnerships
empowerment
innovation
flexibility
coordinated service delivery
efficiency with quality
accountability
sustainability

2. Plan Focus

The plan is divided into six strategic focus areas

- **Organizational Development** how the City should function to better provide services and make a difference in CWAC

- **Physical Development** what improvements are needed for housing, infra structure, community appearance, recreational facilities

- **Economic Development.** what needs to be done to create jobs, expand businesses, and upgrade business corridors

- **Self Sufficiency** what can be done to enable individuals to have greater ability to provide essentials (housing, food, clothing, transportation, daycare, etc) for themselves and their families

- **Community Safety** how neighborhood revitalization can impact crime rates and change perceptions

- **Community Capacity Building** how community-based organizations can be supported and their skills enhanced to meaningfully participate and make sustainable changes in their neighborhoods and business areas

3. Key Strategies for Council's Review

A. Organizational Development

1. **Designate the** Charlotte-Mecklenburg Resolves Group to become the lead City Within A City partnership entity **to coordinate, link, and leverage existing resources.** This group consists of the so called "Big 6" public agencies involved in **City Within A City:**
   - City of Charlotte
   - Mecklenburg County
   - Charlotte-Mecklenburg Schools
   - Charlotte Mecklenburg Housing Authority
   - Charlotte Mecklenburg Hospital Authority
   - Central Piedmont Community College

2 Establish the **Neighborhood Development Key Business as the lead agency** for the City of Charlotte on City Within A City initiatives, including coordinating with other Key Businesses and partners

3 **Target resources to five Action Plan Neighborhoods** (Belmont, Reid Park, Seversville, Lakewood, and Cummings Avenue/Lincoln Heights) Encourage partners to do the same Neighborhood action plans will identify priority service delivery needs, schedules and priorities with resident and stakeholder input Action plan neighborhoods should be considered a priority for City resources and those of our partners

4 **Target and market resources (economic development loans and job training) to Neighborhood Business Corridors** (Wilkinson Boulevard, Beatties Ford Road/ Five Points, South Boulevard, The Plaza/Central Avenue, North Tryon, North Davidson and Freedom Drive). "Main Street" managers should be designated to support the business organizations and coordinate planned improvements

5 **Develop a policy for targeting City resources to "stable", "threatened", and "fragile" neighborhoods** To effectively target resources, the City should determine the types of neighborhoods that will receive priority for funding The City's policy will serve as a guide to other civic partners on where to focus their resources

6 **Designate one person from Neighborhood Development to coordinate and link civic, religious, and business resources** with neighborhood needs

B. Physical Development

1 **Continue housing preservation efforts to reduce substandard housing from current 2.3% to 1% by 1997 by focusing on target neighborhoods.** Police and Community Development have selected 11 neighborhoods for concentrated code enforcement, including five Action Plan Neighborhoods (asterisk)

Belmont*
Cummings Avenue*
Grier Heights
Lakewood*
Optimist Park
North Tryon Corridor
Reid Park*
Seversville*/Smallwood
Villa Heights
Wilmore
Wingate

2 **Increase home ownership** in City Within A City neighborhoods by helping Charlotte's Community Development Corporations take a leading role in developing owner-occupied housing

3 **Develop a strategy to retain and attract mixed/middle income families and individuals to City Within A City.** The City's current housing strategies are effective in targeting low income residents for assistance, but may not result in housing appreciation and may leave insufficient neighborhood income to support shopping and basic neighborhood services Developing a broader strategy to increase the mix of incomes in City Within A City would include looking at the roles of the City, CDCs, the private sector and channeling necessary resources and to recreation, shopping, infrastructure, public safety, and business/job retention

4 **Develop a "Quality of Life" capital improvements strategy for City Within A City.** To make the City Within A City an attractive and competitive place to live, work, and shop requires continuing investment in community facilities and aging urban infrastructure This strategy would pull together the current capital plans of the City, County, Schools and key community agencies and match them against needs to estimate the gap as well as discover opportunities for joint-use or co-location of facilities

C. Economic Development

1 **Aggressively pursue development of a business park south of the Airport as a major employment center.** The Airport Key Business is completing a master plan for about 3000 acres of both publicly and privately owned land at/near the airport The land can serve as a magnet for major industries that need airport access

2 **Decentralize economic development** by continuing to pursue the $3 million Enterprise Community Grant to create geographically based empowerment centers that offer job training, placement and business development training Find funds to implement the first Neighborhood Empowerment Center.

3 **Allocate staff and resources to capitalize on growth industries such as sports, hospitality/conventions, and health care to prepare residents for jobs and stimulate entrepreneurial opportunities.** Many services and products for these industries are produced outside of Charlotte The City Within A City should be targeted as a location for these type businesses and as a source of workers

4 **Convert the Private Industry Council into a Charlotte Mecklenburg Workforce Development Board** to coordinate local training resources

D. Human Development and Self-Sufficiency

1 **Form a public-private nonprofit group to define self sufficiency** in economic terms for Charlotte and develop appropriate paths/models to achieve self-sufficiency

2 **Evaluate current linkages between the City, County, and Housing Authority's self programs.** Consider consolidating or restructuring where appropriate Currently the City funds about $1 3 million in self sufficiency programs undertaken through partnerships These need to be evaluated not only for effectiveness, but in the context of what the County and Housing Authority are doing The goal is to be more effective and cost efficient

3 **Develop additional or new mobility strategies for City Within A City residents and** workers in concert with partners such as the County, Schools, and Chamber of **Commerce.** Consider such strategies as expanding EZ Rider, improving the user friendliness and safety of bus stops, linking transit to underserved employment centers and stimulating private or employer-provided transit/transportation

E. Community Safety

1 **Implement the Community Safety Plan** Council has adopted the Community Safety Plan and provided funds for its initial implementation Focusing on both prevention and enforcement, the Plan can serve as the principal crime prevention and reduction strategy for City Within A City

2 **Coordinate Police redistricting with Neighborhood Development and Planning.** As the Charlotte Mecklenburg Police Department (CMPD) reorganizes and implements new districts by early 1995, its definition of new geographies needs to consider the partners the CMPD will be working with such as Neighborhood Development and Planning One important goal would be to create districts that respect traditional neighborhood boundaries so that neighborhoods will not be split by different City Key Businesses This also makes it easier to form teams when the boundaries are the same for the Key Businesses

3 **Designate a person from Neighborhood Development to work with the Charlotte-Mecklenburg Police Department and the County to review federal crime initiatives** to determine grant opportunities for prevention (especially at risk youth) oriented activities, (economic development, recreation centers, after-school programs and community centers)

F. Community Capacity Building

1 **Explore creating a Neighborhood Advisory Council** that will serve as a forum for neighborhoods to share information and advocate for neighborhood needs

2 **Sponsor the first "State of the Neighborhoods Conference"** to celebrate community successes, build connections among neighborhoods & partners, and generate new ideas

3 Urge Fighting Back, the Charlotte Organizing Project, the United Way, and the various community leadership programs to **help neighborhoods organize or become better organized and develop leadership skills.**

Community Safety Plan
Executive Summary

Goal 1: **To decrease the rate of crime and to increase the perception of community safety through neighborhood-based services.**

Strategy: **To decrease the rate of crime through neighborhood-based services.**

Action completed or in progress:

1. Police, Budget and Evaluation, Manager's Office to complete scope of work **(Completed)**

2. Agreement with UNC Charlotte to assist Police Department conduct study **(Completed)**

Strategy: **Make services more accessible to neighborhoods.**

Action completed or in progress:

1. Police Executive retreat to plan restructuring for decentralization **(Completed)**

Strategy: **To provide police services in a manner that tailors those services to the needs of the neighborhoods.**

Action completed or in progress:

1. Community policing implemented in
   - All three Adam patrol districts
   - In Baker-One district
   - In all Charlie districts

Strategy: Finalize establishment of the Neighborhood Development Department.

Action completed or in progress:

1 Finalize Neighborhood Development organizational structure by July 1994 **(Completed)**

2 Recruit and appoint the Neighborhood Development Key Business Executive by December 31, 1994 **(Completed)**

Strategy: Expand the City's crime prevention efforts through the production "Street Beat."

Action completed or in progress:

1 Action Steps On Schedule

2 Formats have been developed and production is proceeding for airing in January 1995, on The Government Channel 16 and WTVI Channel 42

Strategy: Continue to develop our general philosophy of community policing and continue to expand community policing county-wide.

Action completed or in progress:

These initiatives are on schedule

1 Community policing following patrol districts implemented **(Completed)**
- Adam-1, Adam-2, Adam-3
- Baker-1
- Charlie-1, Charlie-2

2 Community policing is in final stages of implementation in Charlie-3

3 Community policing redefined as problem solving approach Problem-solving techniques and strategies are added to training and performance evaluation **(Complete)**

Strategy: Support Community Policing by pursuing legal remedies for neighborhood violations.

Action completed or in progress:

1 Hiring additional City Attorney to prosecute environmental violations **(In process)**

Strategy: Increase support to the Victim Assistance program to enable victims of violent crime to cope with the trauma of victimization and after-effects.

Action completed or in progress:

1 Provided additional funding for the intent of increasing staffing in the Misdemeanor unit **(Completed)**

2 Provided additional funding ($5,000) for market adjustments for counselors to reduce turnover **(Completed)**

Goal 2 To decrease the rate of violent crime in the community.

Strategy: Develop an informational campaign that stresses the importance of the proper maintenance and storage of weapons kept in the home or automobile.

Action completed or in progress

1 Development of educational materials completed,

2 Additional initiative ("trigger lock") promoting use of trigger locks on weapons, to be added to project **(In progress)**

Strategy: Create Domestic Violence Intervention Teams in the Police Department.

Action completed or in progress:

1 Project is on schedule

2 Created team within Police Department to develop plans for domestic violence intervention

3 Appointed Police Captain to head the Domestic Violence Intervention activity **(Assignment made)**

4 Involved staff in national training programs, conducted by National District Attorneys' association **(Completed and ongoing)**

5 Developed "domestic violence" information bulletin, providing "what to do" information to field officers Bulletin distributed to all field officers **(Completed)**

6 Agreement with Victims Assistance program to assist Department with job development and training for two counselors **(Agreement in place)**

Strategy: Expand the Violent Crimes Task Force targeting violent offenders.

Action completed or in progress:

1 This project is on schedule - very successful

2 Positions added to Task Force This Task Force investigates violent gang activity, and takes cases to Federal Courts, where convicted felons get stronger sentences

Strategy: Expand felony investigations (homicide, armed robbery, aggravated assault, rape, housebreaking, storebreaking, auto theft and fraud).

Action completed or in progress:

1 Ten positions are filled six positions permanently assigned, four assigned until additional recruits are trained, when they will be made permanent

Goal 3: To decrease the rate of crime committed by youth in our community.

Strategy: Expand DARE program into the seventh grade.

Action completed or in progress:

1 Six officers were funded, until new officers available 7th grade DARE instruction is one day per week

Strategy: Increase coordination of public/private neighborhood based initiatives for at-risk-youth.

Action completed or in progress:

1 Adopted the Children's Services Network policy for collaboration on children's services **(Completed)**

2 Helped initiate committee for reviewing and implementing a communications network through WTVI (public television) **(Completed)**

3 Discussions are ongoing with the County and Fighting Back to initiate an "All American Drug Free Basketball League" in Charlotte, through the Robert Woods Johnson Foundation and the Charlotte Hornets **(In progress)**

Strategy: Expand employment opportunities and job skill development for youth through permanent expansion of the Summer Youth Program.

Action completed or in progress:

1 Expand youth employment by adding positions in Employment and Training 1995 Summer program placed 1560 youth **(Completed for FY95)**

Strategy: Expand the Police Department's youth investigations.

Action completed or in progress:

1 Four investigators have been added to Youth Investigations Bureau **(Completed)**

Strategy: **Develop a local Serious Habitual Offender Comprehensive Action Program (SHOCAP)**

Action completed or in progress:

1 Participating agencies to form SHOCAP **(Decision, work ongoing)**

2 Police Department will serve as data center for SHOCAP information

3 Program implementation FY96

Strategy: **Explore a teenage curfew to impact youthful crime.**

Action completed or in progress:

1 Research conducted

2 Draft ordinance in review

3 Proposal to go to Council Public Safety Committee late November

Goal 4 To decrease the rate of substance-abuse related crime in our community

Strategy: **Expand the Street Drug Interdiction Task Force to all patrol districts.**

Action completed or in progress:

1 A Street Drug Interdiction unit in Charlie Two district, and a Seversville neighborhood **(Completed)**

2 Other Interdiction operations are conducted in conjunction with Community Policing operations

Strategy: Continue the Courts' ability to focus on drug-related crimes through the continued operation of a drug court and assist in planning a treatment component to the drug court.

Action completed or in progress:

1 City provided $118,000 for continuation of Drug Court for additional year

2 City provided $15,000 and cooperation to develop treatment component

3 Police Department assigned assistance to drug court by providing **(Ongoing)**
- Four investigators in District Attorney's office to assist in calendar and case preparation
- One investigator to work with preliminary-hearing court
- Two investigators to work with the misdemeanor court

Goal 5: To decrease the rate of repeat offender crime.

Strategy: Establish a Citizens Parole Accountability Committee to *evaluate cases of inmates under consideration for parole* and impact the parole process when determined appropriate.

Action completed or in progress:

1 Mayor and Council have appointed the Committee, and it is operating

2 A Police Officer has been assigned to the Committee, working out of the District Attorney's office, and reviewing parole cases

Strategy: Determine City's policy regarding utilization of employment and training funds to support offender programs.

Action completed or in progress:

1 The Employment and Training established training for offenders find jobs or job training, upon release **(Completed)**

2 Agreement with Central Piedmont Community College to conduct High School Equivalency or GED training and basic skills instruction **(Completed)**

3 Program installed at Spector Drive jail facility **(Completed)**

Goal 6: To ensure the most efficient utilization of resources.

Strategy: Provide 40 hours of in-service training per year to make Advanced Law Enforcement Training mandatory.

Action completed or in progress:

1 Three officers added to training staff for this project **(Completed)**

2 30 relief officers to be added after other staffing completed

Strategy: Evaluate all police support personnel needs.

Action completed or in progress:

1 Investigative technician positions are in process for hiring, clerical personnel has been hired, record clerks have been hired or in process, crime lab personnel hiring in process

Goal 7: To develop five year community safety plan and annual evaluation.

Strategy: Continue to refine priorities and strategies for following years.

Actions completed or in progress:

1 Establish high level task force including representatives of other departments and agencies **(In process of organizing)**

2 Dialogue with County and School staffs **(In process)**

3 Work with UNCC to develop evaluation criteria **(In process)**

Strategy: Develop appropriate evaluation and measurement components to determine degree of goal achievement.

Actions completed or in progress:

1 Contact UNCC Criminal Justice Department to develop evaluation criteria for first two years of plan

Discussion Questions:
Focus Areas

1 Are these the **priority focus areas** we need to insure a successful future for the City of Charlotte?

2 Are the Strategic Plans and Goals in line with Council policies?

3 Are the action steps on the right track? **Why or Why Not?**

CITY OF CHARLOTTE

FINANCIAL PROJECTIONS

1995 - 1999

GENERAL FUND

GENERAL GOVERNMENT DEBT SERVICE FUND

PUBLIC TRANSPORTATION FUND

CITY OF CHARLOTTE

INTRODUCTION

In fiscal year 1989 the City began to experience a substantial reduction in the growth of taxes dedicated to the provision of basic City services This change was the result of a variety of actions and circumstances which include the following

- The State surplanted property taxes on inventories (a portion of the property tax base with double digit growth) with State-shared revenue
- A slow down in real estate development within the City affected property tax growth
- As a result of the City-County sales tax distribution formula, there is no growth and/or a reduction in sales tax revenue
- The State froze revenue growth on our utility franchise and intangibles taxes (there were several bills submitted in the 1994 legislative session to eliminate the intangibles tax)

Recognizing this trend, a rightsizing plan was developed in FY92 to make permanent reductions in General Fund expenditures of $9 million

At this time there are no indications that there will be any changes or improvements in the revenue picture through FY99 The analysis contained in the subsequent pages reflect the financial impact on the General Fund, the General Government Debt Service Fund and the Public Transportation Fund

CITY OF CHARLOTTE

GENERAL FUND

- Revenues will grow slower than expenditures
- Revenues will be less than expenditures each year with deficits ranging from $1 8 million to $18 1 million - SINGLE YEAR
- At the end of FY98, working capital will be inadequate to cover cash flow for expenditures

GENERAL GOVERNMENT DEBT SERVICE FUND

- No additional general government debt capacity
- In 1999 funds will be insufficient to make July 1 debt payments

PUBLIC TRANSPORTATION FUND

- Revenues will be less than expenditures each year beginning in FY96

CITY OF CHARLOTTE

GENERAL FUND
SIGNIFICANT ASSUMPTIONS

- Base year - FY95 Budget
- No change in property tax rate
- Growth in assessed values average 1 9%
- No change in the police tax equity agreement
- No annexation impact for FY98 – Product Revenue + Services will be a wash
- No impact for consolidation
- No impact for competitive bidding/privatization
- Service levels remain unchanged
- Full implementation of the Community Safety Plan
- Funding for liability and workers' compensation claims based on actuarial recommendations

CITY OF CHARLOTTE

GENERAL GOVERNMENT DEBT SERVICE FUND

FISCAL YEAR	FUND BALANCE (In Millions)	PERCENT OF GENERAL OBLIGATION DEBT PAYMENTS
1995	$31 6	87 2
1996	$30 5	80 3
1997	$27 1	69 0
1998	$22 1	55 8
1999	$16 9	42 8
2000	$12 1	30 6
2001	$7 8	20 4
2002	$5 5	14 3
2003	$4 0	10 3
2004	$3 1	8 1
2005	$3 4	14 0

ASSUMPTIONS

- No change in property tax rate
- Environmental bonds issued as planned

CONCLUSIONS

- No additional general government debt capacity
- In 1999 funds will be insufficient to make July 1 debt payments

CITY OF CHARLOTTE

PUBLIC TRANSPORTATION FUND
SIGNIFICANT ASSUMPTIONS

- No change in Federal and State grants
- Includes $1 0 million each year beginning in FY96 for operation of new terminal

CONCLUSIONS

- Revenues will be less than expenditures each year beginning in FY96
- Local taxes (sales and motor vehicle) are approximately 59% of total revenues

City of Charlotte

General Fund
Revenues and Expenditures
(In Millions)

	Actual	Projection				
	1994	1995	1996	1997	1998	1999
Revenues						
Property Taxes	$89 5	$ 92 8	$ 95 3	$ 97 0	$ 98 6	$100 2
Sales Tax	22 7	23 5	24 8	26 0	26 3	26 4
Police Tax Equity	25 4	24 4	24 4	24 4	24 4	24 4
Utility Franchise	14 0	14 1	14 7	15 3	15 9	16 5
Police Services	6 5	11 4	14 0	14 5	15 4	16 0
Other	51 0	44 1	45 0	45 8	46 0	46 7
Total Revenues	209 1	210 3	218 2	223 0	226 6	230 2
Expenditures:						
Public Safety	110 1	122 2	125 9	130 2	138 3	143 7
Solid Waste Services	18 9	18 1	18 3	18 8	19 6	20 5
Transportation	7 0	9 0	9 5	10 1	10 7	11 3
Engineering and Property Management	13 9	13 5	14 0	14 5	15 1	15 6
Administration	21 9	21 1	22 2	23 2	24 5	25 7
Community Planning and Development	8 6	8 7	8 9	9 2	9 5	9 9
Debt Service Payments	9 4	11 8	11 0	10 8	10 7	9 7
Arts and Culture	3 4	3 9	3 9	3 9	4 0	4 1
Insurance and Claims Funding	3 6	3 8	6 2	6 7	7 2	7 8
Total Expenditures	196 8	212 1	219 9	227 4	239 6	248 3
Excess (Deficit)	$ 12 3	$ (1 8)	$ (1 7)	$ (4 4)	$ (13 0)	$ (18 1)

City of Charlotte

General Fund
Financial Projections
Detail Assumptions

General

Base Year - FY95 Budget

No impact for consolidation

No annexation impact for FY98

Revenues

No change in property tax rate

Assessed value increase of $600 million for FY96 and $500 million each year for FY97-99

No change in the police tax equity agreement

Utility franchise tax increase of 4% each year

Sales tax increase of 5 5% each year before adjustments for tax distribution formula

Mecklenburg County reimbursement for suburban police costs to be 16% of the Police Department expenditures

Other revenues increase 2 5% each year

City of Charlotte

General Fund
Financial Projections
Detail Assumptions

Expenditures

Service levels remain unchanged

Vacancy rate of 2%

Salary and wage increases as follows

	FY96	FY97	FY98	FY99
Police	7 0%	4 0%	7 0%	4 0%
Fire	6 0%	3 0%	6 0%	3 0%
Other	4 5%	4 5%	4 5%	4 5%

Employee benefit increases as follows
- Social Security - No change in rate
- Retirement - No changes in rates
- Health Insurance - Increase of 10% each year

No increase in goods and services for FY96 and FY97, increase of 3 0% for FY98 and FY99

Amounts for general liability and workers' compensation claims based on FY93 actuarial study

Community safety plan - $1 1 million added to salaries in FY96 to complete implementation of plan and $3 1 million deducted from supplies and equipment in FY96 for one-time costs budgeted in FY95

No change in contributions to Employment and Training, Community Development programs and external agencies and organizations

Solid waste savings from rollout of $250,000 in FY96 ($2 8 million savings already reflected in FY95)

No impact for competitive bidding/privatization

City of Charlotte

General Government
Debt Service Fund
Revenues and Expenditures
(In Millions)

	Actual	Projection				
	1994	1995	1996	1997	1998	1999
Revenues						
Property Taxes	$14 6	$15 2	$15 6	$15 8	$16 3	$16 6
Contributions from General Fund	9 4	11 8	11 0	10 8	10 7	9 7
Various Other Dedicated Revenues	18 4	17 5	18 3	17 5	16 7	15 9
Total Revenues	42 4	44 5	44 9	44 1	43 7	42 2
Debt Service Costs	41 7	44 7	46 0	47 5	48 7	47 4
Excess (Deficit)	$ 7	$ (2)	$(1 1)	$(3 4)	$(5 0)	$(5 2)

Assumptions

General
Base Year - FY95 Budget

Environmental bonds issued as planned

Revenues
No change in property tax rate

Assessed value increase of $600 million for FY96 and $500 million each year for FY97-99

Conclusion
No additional general government debt capacity

City of Charlotte

General Government Debt Service Fund

Fiscal Year	Fund Balance (In Millions)	Percent of General Obligation Debt Payments
1995	$31 6	87 2
1996	$30 5	80 3
1997	$27 1	69 0
1998	$22 1	55 8
*1999	$16 9	42 8
2000	$12 1	30 6
2001	$7 8	20 4
2002	$5 5	14 3
2003	$4 0	10 3
2004	$3 1	8 1
2005	$3 4	14 0

*In 1999 funds will be insufficient to make July 1 debt payments

City of Charlotte

Public Transportation Fund
Revenues and Expenditures
(In Millions)

	Actual	Projection				
	1994	1995	1996	1997	1998	1999
Revenues:						
Grants (Federal & State)	$ 3 3	$ 4 1	$ 3 4	$ 3 4	$ 3 4	$ 3 4
Fares	5 8	6 0	6 0	6 1	6 2	6 2
Auto Tax	6 4	7 5	7 7	7 8	8 0	8 1
Sales Tax	6 3	6 2	6 4	6 7	6 7	7 0
Other	4	4	5	4	4	3
Total Revenues	22 2	24 2	24 0	24 4	24 7	25 0
Expenditures	18 5	23 2	25 7	26 0	27 2	28 1
Excess (Deficit)	$ 3 7	$ 1 0	$ (1 7)	$ (1 6)	$ (2 5)	$ (3 1)

Assumptions

General
Base Year - FY95 Budget adjusted to include $1 0 million in State grant, $ 4 million in auto tax and $ 8 million in expenditures to match a capital grant

Revenues
No change in Federal and State grants (Capital trade grant for $ 7 million ends in FY95)

Fares increase of 1% each year

Auto tax increase of 2% each year

Sales tax increase of 5 5% each year before adjustment for tax distribution formula

Expenditures
Salary and wage increase of 4 5% each year

Goods and services increases of 3 5% each year

Increase of $1 0 million each year beginning in FY96 for operation of new terminal

Restructuring Government Strategic Plan

Introduction

City Council identified Resources as one of the five Focus Areas at the last retreat However, the word "resources" is not comprehensive enough to convey the scope of the changes city government is making to adjust to a changing community and a declining growth rate for local revenues

Beginning several years ago, City Government undertook a major effort to re-organize and reduce costs That effort was Rightsizing which saved the city over $9 million, eliminated 272 full-time city positions, and reduced 26 departments to 9 key and 4 support businesses Also during this time, the City and County consolidated Police under the City, having already consolidated Parks and Recreation under the County In this past year, Council implemented the policies and process for putting out to competitive bid a wide range of city services Currently, the City and County have underway a process to achieve Political Consolidation All of these changes in how the City is organized and how services are delivered are, in effect , restructuring city government in a comprehensive way

This section begins with a "Picture" of what the *role, services and workforce* of city government may look like in four years given current trends and expectations of citizens and elected leaders That "Picture," developed by city staff, helped shape the strategies and action steps

If the "Picture" is accurate, several conclusions are apparent

- Resources to meet the needs of the four focus areas will have to come from expenditure reductions, from partnerships with the private sector and other agencies, and from cuts to lower priority budget items

- Competition requires new approaches to managing benefits, training needs and motivation of the work force Workforce Preparedness is an important chapter of Restructuring Government

Mission

Provide sound leadership with trained and capable employees who will continue the restructuring of City government through

- constant service assessment and
- cost effective and competitive service delivery

which focuses attention on Charlotte's infrastructure and the service needs of a growing community

Environmental Scan
"The Picture of Charlotte's Future"

The purpose of this section is to illustrate our Environmental Scan or a "picture" of Charlotte's future which answers the question "What might City government look like in four years?"

This picture is provided by considering current and future trends effecting Charlotte The trends considered include those associated with

1. **Council policy decisions:**
   - budget and financial
   - consolidation
   - focus area priorities

2. **Economic conditions:**
   - long and short term financial conditions

3. **Management strategies:**
   - privatization
   - competition and assets management
   - process improvement

4. **Customer expectations:**
   - quality service
   - competitive pricing

Decisions concerning Charlotte's picture of the future will influence management direction in business plans, preparation of the work force for changing conditions and the budget policies for the 2-year budget and beyond

1 The role of government in solving community problems

2 The services government will provide its customers within available revenues

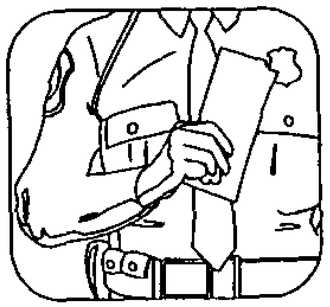
3 The organization's philosophy and relationship with its employees

A Picture of Our Future

What might the City's services and workforce look like in the next four years? A group of employees and managers developed the following picture in a first attempt to answer those questions It is a picture created after conducting an environmental scan in which they examined the trends and expectations of our political leaders, citizens and city employees By examining these current trends and projecting them into the future, we have a guide for setting workplans and budgets

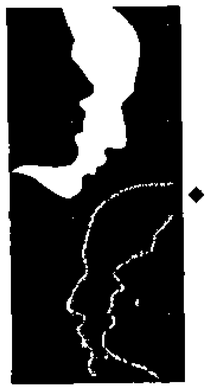
Role of Government in the Community

- City/County government will be consolidated OR additional functions of City/County Government will be consolidated
- Government will be addressing community problems through partnership arrangements and by brokering services, placing less emphasis on new government programs as solutions to problems
- Government will be a platform for economic development



Service Delivery

- Government will be competitive in cost and quality with the private sector for services provided by city employees
- All city services which are available in the private sector will be put up for competitive bid
- There will be fewer city employees providing direct services to citizens, except for public safety
- There will be no new property taxes for new or expanded services
- Funding for some services will be discontinued in order to create savings for priority areas or to balance the budget



Workforce

- The ratio of Police and Fire employees to all other employees will continue to grow
- Competition will change the way in which the city manages human resource issues
  - Increased use of temporaries with few or no benefits,
  - Benefits tailored to occupational groups and driven by competition,
  - Non-traditional work routines,
  - More contract managers
- Management of human resources will be focused on work force preparedness
  - More business and problem solving skills,
  - Technology oriented,
  - Literacy,
  - Cross training

Restructuring Government Strategies

For Charlotte, restructuring began as a process of rightsizing to reduce $9 million in costs Restructuring continues as we

- improve our cost effectiveness (competition and privatization proposals), and,
- assure quality customer service through trained and capable employees

The City's picture of the future and projected financial trends require signficant change By evaluating our customers needs and continuing to concentrate efforts on improving service delivery Charlotte s restructuring government approach can lower costs of local government

In order to provide Council with a plan, the City's efforts to restructure government are presented as five strategies These strategies are organized by areas that would begin the elimination or reduction of budgeted expenditures

The picture of Charlotte's environment requires Council's attention to the following issues and the accompanying strategies and action steps to bring about changes in the organizational restructuring

1 Services, Infrastructure and Resource Priorities

2 Competition

3 Cutting Costs

4 Functional Consolidation

5 Workforce Preparedness

Chapter One

Services, Infrastructure and Resource Priorities

Goal: **Determine service, infrastructure and resource priorities through a process which provides a review of services, approval of the budget with no tax increase and an emphasis on Council focus areas and infrastructure needs.**

Action Steps

1 Confirm that the City should concentrate its effort within the five Council focus areas

- ***Do the five focus areas reflect the appropriate roles for City government?***

  - Community Safety, City Within A City, Transportation, Economic Development and Public Resources were identified at the February, 1994 Council retreat Action plans are being developed as recommendations for implementation of these programs

2 Develop a process to determine what problems the City is trying to solve, which services and programs are needed to solve those problems, and what is the City's role is in providing those services and programs

- **What problems is the City trying to solve and which services and programs are needed to solve those problems?**

  - Use the budget process to determine which services are needed to solve the problems defined in the focus areas

  - The next two year budget will include specific program descriptions and costs Council will be able to correlate resources with programs providing greatest impact

- **What management strategies will address reducing costs?**

  - Through the budget process, each service or budgeted activity will be subject to one or more of the following management strategies

    Competition each program will be costed and described and then will be tested against the five-year competition plan, **or**

    Productivity remaining services and programs not subjected to competition will be subjected to efficiency studies

    Process Improvement processes, both internal and external, will be reviewed for efficiencies and quality improvements, benchmarking, performance measures, activity based costing and management

    Consolidation continue to pursue functional consolidations when appropriate

    Financial Management continue to assess all financial decision-making, such as dedication of resources and fund balances

    Partners Assessment assess our relationship with all of our financial partners such as the Convention/Coliseum Authority, the Housing Authority, the Arts and Science Council, the Housing Partnership, etc

- **What process will be used to define and address infrastructure needs?**

  The City Manager will work with the Economic Development Committee to outline a process to

  - Define the capital needs of the focus areas,
  - Review focus action plans and the Capital Needs document for projects to be included in the five year Capital Improvement Program,
  - Reevaluate Pay-As-You-Go funding,
  - Identify additional capital capacity if needs are identified and validated

3 The Manager will present a process for cutting programs of a lower priority and review of programs outside of the focus areas

- **What about services or programs that fall outside of the focus areas?**

  - Some traditional city services and programs are not directly related to the focus areas, but some are defined by law as a public purpose, relate to quality of life or support community agencies

  - These activities will be distinguished from the focus areas to allow Council the opportunity to change the City's role or to choose a new provider for these services and programs

4 The Manager will present Council with a decision-making process for budget discussion and review to facilitate Council decisions on major issues

5 Appropriate, over two years, $500,000 from the General Fund Fund Balance to the Restructuring Government fund for outside help with streamlining processes, applying reengineering tools to targeted activities, and some technological enhancements

Chapter Two
Competition and Asset Management

Goals: **To implement the City Council's policy and goals related to services contracting and asset management approved by City Council on October 25, 1993.**

To implement the approved guidelines for services contracting and asset management approved by City Council on July 25, 1994

Background

Charlotte's competition and privatization effort is the City's multi-year competition plan The plan lists, by each Key Business, those services the City will present for competition or privatization The plan will be presented to the Competition/Privatization Advisory Committee on November 10, 1994 Their comments, questions and recommendations may result in minor modifications to the plan

Action Steps

1 Implement the City's multi-year competition plan (see Competition Plan)

- **Does Council agree with the competition plan?**

2 Sell the City's assets in accordance with the plan (see Assets Management Plan)

- Disposition process for 162 parcels (surplus and identified for sale)
- Evaluate proposal to purchase the McAlpine Wastewater Treatment Plant
- Implement evaluation timetables for assets valued at $5 0 million or greater
- Implement evaluation timetables for all remaining assets

- **Does Council concur with the guiding principles of the asset disposition plan?**

3 Dedicate the proceeds of assets sales to the general government capital program

4 Implement Activity-Based Costing/Management city-wide

City of Charlotte Privatization/Competition Plan For Services Contracting

The following pages list the City of Charlotte's Privatization and Competition Plan for the next five years in the area of services contracting Each key business has identified specific services that will be reviewed for either privatization (service will be provided by the private sector) or competition (the City intends to enter a bid and compete against the private sector for the service contract) The key businesses have developed their plans and timetables based on the following assumptions and considerations

- If the service is available in the private sector, it should be considered for competition or privatization
- If a contract currently exists, the timetable selected considers the expiration of the existing contract
- If the City owns capital equipment required to provide the service, the timetable considers the replacement cycle of such equipment
- Current workload and available capacity are considered in determining the schedule of work to be evaluated for competition and privatization
- Other factors (i e , functional consolidations with the County) have been considered which impact the timetable for selected services

The following pages list, by key business, those services (along with a brief explanation) that will be subject to privatization and/or competition for FY95 and FY96 Also attached is the projected plan for the next five years (FY95 through FY99), as well as a comparison of the City's plan with that proposed by the Mayor's Privatization Task Force

THE PLAN DOES NOT INCLUDE SERVICES WHICH ROUTINELY HAVE BEEN CONTRACTED TO AND PERFORMED BY THE PRIVATE SECTOR (As illustrated at last year's Council retreat, this contract work totalled $151 million)

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Services Not Included in the Privatization/Competition Plan

The following list compares the seventeen activities recommended by the Mayor's Privatization Task Force in their June, 1993 report to City Council with the City's Privatization/Competition Plan Listed below are the Task Force's original recommendation and the recommended seventeen activities for full or partial privatization and references to the City's privatization/competition plan as attached The Mayor's Privatization Task Force recommended.

"The following activities are among the candidates for and should be considered for full or partial contracting

1	Animal Control	(See Police Competition Plan FY97, pg 27)
2	Building Maintenance	(See Engineering & Property Management Competition Plan FY96, FY97 & FY98, pg 27) (See Aviation Competition Plan FY97 & FY98, pg 28)
3	Communication & Information Services	(See Business Support Services Competition Plan FY95 through FY99, pg 29)
4	DOT Construction & Maintenance	(All projects over $75,000 performed through private contractors, projects less than $75,000 performed by City forces and through private contracts)
5	Engineering	(See Engineering & Property Management Competition Plan FY95 through FY99, pg 27)
6	Equipment Services	(See Business Support Services Competition Plan FY95 through FY99, pg 29)
7	Finance	(See Finance Competition Plan FY95 through FY99, pg 30)
8	Grounds Maintenance	(See Engineering & Property Management Competition Plan FY96, FY97 & FY98, pg 27) (See Aviation Competition Plan FY95, pg 20) (See CMUD Competition Plan FY95, pg 19)
9	Meter Reading & Maintenance	(See CMUD Competition Plan FY98, pg 28)
10	Police & Fire Communications	(THIS SERVICE IS NOT INCLUDED IN POLICE OR FIRE COMPETITION PLANS)
11	Police Records	(See Police Competition Plan FY97, pg 27)
12	Sanitation	(See Solid Waste Competition Plan FY95, pg 14)
13.	Special Services	(See Solid Waste Competition Plan FY96, pg 14)
14.	Special Transportation	(See CDOT Competition Plan FY95 & FY96, pg 13)
15	Wastewater Treatment Operations	(See CMUD Competition Plan FY95 & FY98, pg 28)
16	Water & Sewer Construction & Maintenance	(All projects over $75,000 performed through private contractors, projects less than $75,000 performed by City forces and through private contracts)
17	Water Pumping & Treatment"	(See CMUD Competition Plan FY96, pg 19)

Privatization/Competition Plan
FY95 through FY96
(Two-Year Detail)

Key Business	FY95	FY96
Engineering & Property Management	1 Surveying Three to five small to intermediate surveying jobs per year to ensure continuing competitiveness Est. contracts $25 000 2 Painting Two intermediate painting jobs (i e , repainting a fire station) and two small painting jobs (i e office painting) for City facilities to test competitiveness Est. contracts $15 000 3 Cabinet Construction One intermediate sized cabinet construction project (i e , rebuilding a fire station kitchen) and two small-sized cabinet construction projects (i e specialized units for mail room) to test competitiveness Est. contracts $7 000 4 Renovation & Construction Intermediate-sized renovation & construction project (i e , storage shed construction) to test competitiveness Est. contracts $5 000 5 Systematic Tree Pruning One contract for the systematic pruning of approximately 450 trees Est. contract: $50 000 6 Vacant Lot Cleanup and Mowing Pick up trash and mow 62 acres of vacant property (55 different locations) City s Landscape Management Division awarded contract. Amount: $9 216 80	1 Grounds Maintenance Several contracts for roadway landscaping maintenance and grounds maintenance around government buildings Est. contracts total $750 000 2 City/State Right Of-Way Mowing Mowing of some rights-of-ways along 1 700 miles of City/State roadways Est. contracts $125 000 3 Mail/Courier Service Provide mail-courier services for the Government Center Est. contract: $60 000 4 Trunk & Stump Removal Trunk and stump removal of approximately 50 large trees Est. contract: $50 000 5 Surveying Three to five small to intermediate surveying jobs per year to ensure continuing competitiveness Est. contracts $25 000 6 Plumbing Repair & Maintenance One large-sized repair/maintenance project (i e – replacing the plumbing in a fire station) and two intermediate-sized jobs (i e , renovations to rest rooms) to test competitiveness Est. contract: $12 000 7 Electrical Work One large-sized electrical rewiring project (i e rewiring a renovated fire station) Est. contract: $12 000 8 Painting Three intermediate and two small painting jobs Est. contracts $15 000 9 Cabinet Construction Two intermediate and two small sized cabinet construction projects Est. contracts $10 000 10 Renovation & Construction One intermediate sized renovation/construction project. Est. contract: $5 000

Key Business	FY95	FY96
Transportation	1 STS Evening/Weekend/Holiday Service Paratransit service for the disabled Currently being provided by Yellow Cab (contract extended until April 1995) Est. contract: $410 000 2 Traffic Sign Maintenance Routine checking of the condition of traffic signs throughout the City Est. contract: $43 000	1 STS Service All paratransit services for the disabled Est. contract: $1,700 000 2 Detector Loop Maintenance Repair of damaged loops used for detection of vehicles at signalized computer-controlled intersections Involves pavement cuts and replacement of damaged wire in the pavement. Est. contract: $50 000

Key Business	FY95	FY96
Solid Waste	1 Residential Garbage Collection Approximately 25% of the City s roll-out, yard waste and recyclable collection to be awarded March 1995 Est. contract: $2 0 million 2 Small Business Garbage Collection Commercial trash collection for small businesses in the City Est contract: $250 000	1 Special Collection Special scheduled collection of furniture appliances and other large items that cannot be contained in roll-out carts and collection of used tires from single and multi-family residences Also collection of illegally dumped tires along streets and right-of-ways Est. contract: $600,000

Key Business	FY95	FY96
Planning	1 Graphic Artist Services Services involving graphic production and layout work for reports brochures pamphlets, slides large-scale presentations and maps Est. contract: $20 000	

Key Business	FY95	FY96
Neighborhood Development	Under the leadership of the new key business executive the Neighborhood Development Department will conduct a review of all their services and processes re-engineer areas as identified, and develop their plan for competition and privatization by FY96	

Key Business	FY95	FY96
Police	1 Physical Fitness Program Administration of physical fitness programs for Police & Fire Departments Contract is funded by savings created by eliminating two Physical Fitness Coordinator positions Contract amount (half) $39 930 2 Sergeants Promotional Process Turn-key rank promotional testing-process services includes job task analysis promotion testing evaluation and rank order selection processes Est. contract: $38 000 3 Recruit Background Investigations Cost/Benefit analysis of outsourcing background investigations work for police officer applicants Est. contract: $125 000 4 Alarm Ordinance Enforcement: Self supporting administration of ordinance enforcement, false alarms and costs for implementing the program 5 Police Counselor/Chaplin Needs assessment for professional psychological employee evaluation assessment and counseling services from medically/board certified psychologist. Est contract: $38 000 6 Noise Control Ordinance Enforcement: Feasibility analysis to outsource noise control enforcement through contractual arrangement Est. contract: $19 000	1 Funeral Escorts Review of funeral escort services currently provided by the department for possible outsourcing 2 Special Events Provision of personnel for special events such as crowd control traffic control or on site security at various and miscellaneous major events (i e Springfest, First Night) Analysis to determine if outsourcing or other options are feasible 3 Parking Enforcement: Study and cost/benefit analysis of in-house provision of parking enforcement for potential privatization Est contract: $40 000 4 School Crossing Guards Study and cost/benefit analysis of current school crossing guard program for potential privatization Est. contract: $140 000 5 Custodial Services (LEC) General upkeep cleaning housekeeping and grounds maintenance for the Law Enforcement Center Est contract: $129 000 6 Taxi Cab Permits & Inspection Enforcement of local ordinance cab inspection operator background checks licensing and permitting for cabs and operators fee collection citation & penalty issuance liaison to Taxi Cab Review Board, and records maintenance Est. contract: $56 000

Key Business	FY95	FY96
Fire	1 Physical Fitness Program Administration of physical fitness programs for Police & Fire Departments Contract is funded by savings created by eliminating two Physical Fitness Coordinator positions Contract amount (half) $39,930	1 Parts Inventory for Fire Maintenance Shop Cost/benefit analysis for supplying parts for repairs and preventative maintenance on fire apparatus

Key Business	FY95	FY96
Utility	1 Odor Control Operate and manage the odor control program and facilities related to Sugar Creek Waste Water Treatment plant and the sewer outfalls leading to the plant. Est. contract: $500 000 2 Alum Sludge Operate and maintain the alum sludge processing facility now under construction at Franklin Water Treatment Plant. Est. contract. $500 000 3 Right of Way Cleaning Clearing of up to one third of the approximately 600 mile of sewer and water line rights-of-way May also include mowing of alleys to maintain access to water meters Est. contract: $200 000 4 Herbicide/TV Sewer Lines Dual project consisting of TV inspection of sewer lines and applying herbicides to sewer lines to control root growth and prevent blockages Est. contract: $140 000 5 Grounds Maintenance Maintenance of the grounds of 8 treatment plants 4 pump stations 3 reservoirs 16 water tanks and 3 office/shop facilities 6 Janitorial Janitorial services at treatment plants and administrative and shop facilities Est. contract: $90 000 7 McAlpine WWTP Operations Study	1 Residuals Applications Operation of the biosolids land application program to include permitting monitoring and reporting Est. contract: $2 383 000 2 Residuals Mgmt Facility Operation and management of the residuals management facility now under construction at McAlpine Creek This facility will provide composting and lime stabilization of wastewater treatment residuals Est. contract: $1 500 000 3 Solids Processing Operation and maintenance of the solids handling facility at McAlpine Creek This facility provides thickening and dewatering of biosolids produced at McAlpine Est. contract: $916 000 4 Water Treatment Plant: Contract for operations and maintenance of one water treatment plant. Est. contract: $1 200 000 5 Trunk Line Monitoring/Basin Sampling and testing of sewer flows to identify and characterize waste streams in sewer lines Est. Contract. $250 000 6 Meter Reading Contract for reading approximately 36 000 meters on a monthly basis Est. contract: $198 000 7 Systems Locates Contract for locating and marking water and sewer lines for other utilities and/or construction contractors who request these locations Est. contract. $160 000 8 Soils & Materials Testing Contract for collecting and testing soil and construction materials to verify they meet specifications and to test soil compaction on water and sewer line construction projects Est. contract. $74 000

Key Business	FY95	FY96
Aviation	1 Removal of Underground Storage Tanks/Land Farming Contaminated Soil 2 Demolition of FAR Part 150 Houses 3 Landscaping 4 Grass Cutting 5 Core Drilling 6 Locksmith Work 7 Painting 8 Shuttle Bus Operation 9 Engineering Services Small Airfield Roadway Drainage Water & Sewer Projects	1 Demolition of FAR Part 150 Houses 2 Vehicle Maintenance 3 Building Maintenance

Key Business	FY95	FY96
Business Support Services	1 Fuel Service Operate and manage the acquisition storage disbursement and billing of fuel to operate the City fleet. Est. contract. $2 000 000 2 Cost/Benefit for MMDC Operation & Inventory Operate and manage the acquisition and delivery of selected high-turnover operational supplies to the City and County departments Est. contract: $1 366 000 3 Cost/Benefit for Parts/Inventory Service Operate and manage the acquisition, storage and disbursement of parts for fleet maintenance operations Est. contract: $654 000 4 Offset Printing Provide offset printing services Est. contract: $242 000 5 Personal Computer Maintenance Maintenance and repair of personal computers printers and associated equipment. Est. contract: $179 000 6 MWBE Certification Program Provide certification program for City MWBE participants Est. contract: $50 000 7 LAN End User Support: Determine and resolve routine LAN hardware and software problems for customers Contract amount: $112 230 8 Telephone Installations Install City-owned telephones related wiring and equipment. Est. contract: $67 000 9 Dun & Bradstreet Bulletins Install financial and human resources software updates to City systems Est. contract $66 000 10 Mobile Radio Installations - New Vehicles Turnkey installation of City-owned radio equipment for City vehicles Est. contract: $44 000 11 Computer Classroom Training Provide computer classroom training for City employees Est. contract: $43 000 12 Audio/Visual Loaner Program & Event Setup Operate and manage a supplemental Audio/visual program to supply equipment to City departments on an as needed basis and to provide a turnkey service for City sponsored and non-sponsored special events including equipment set up and tear down Est contract: $27 000 13 Tire Service at Sweden Road Shop Provide turnkey tire mounting maintenance and repair services for the fleet serviced at the Sweden Road Shop Est. contract: $23 000 14 Transit Co Imprest Cash Audit - Cost Comparison Conduct a cost comparison of internal and external audit services to benchmark costs and determine the appropriate service provider Est. contract: $85 000	1 Mobile & Hand-Held Radio Maintenance & Removals Maintenance & repair of City-owned mobile and hand-held radio equipment. Turnkey removal of City-owned radio equipment from City vehicles Est. contract: $569 000 2 Copier Program Turnkey electronic copier service and billing for City departments Est. contract. $335,000 3 Small Engine Shop (Excluding Inventory) Repair and maintenance of City-owned small engine equipment. Est. contract: $234 000 4 Technical Support for AS/400 System Installation & maintenance of system and application software for AS/400 Computer system Est. contract. $142 000 5 Wiring/Installation/Maintenance of Computer Equipment. Installation wiring and maintenance of City-owned computers and related equipment. Est. contract. $58 000 6 Telephone Maintenance Maintenance & repair of City-owned telephones related wiring and equipment. Est. contract: $24 000 7 Technical Support for Meck County GIS System Hardware and application support for County GIS system Est. contract: $10 000 8 News Clipping Service Documentation of video coverage of City government. Est. contract: $7 500 9 Cable Television Rate Compliance Audit Conduct a cost comparison of internal and external audit services to benchmark costs and determine the appropriate service provider Est. contract: $5 000 10 Uptown Development Corp Contracted Audit Conduct a cost comparison of internal and external audit services to benchmark costs and determine the appropriate service provider Est. contract: $5 000

Key Business	FY95	FY96
Business Support Services (continued)	15 Application Development: Design and develop new computer systems for City departments 16 Evaluation of Tire Service at Louise Avenue Tire mounting services for City vehicles (City s Equipment Service Division awarded contract in FY94) FY94 Contract Amount: $23 681	

Key Business	FY95	FY96
Budget	1 Evaluation of Non-Profit Agency Contracts Evaluate the performance and goal attainment of non-profit agencies that have been contracted to perform Neighborhood Development services Est. contract: $30 000 2 Citizen Survey Conduct a citizen survey to provide feedback on the provision of government services Est. contract: $15 000 3 Performance Audit/Special Study Conduct performance audit or special study on as-needed basis Est. contract: $5 000 per study	1 Evaluation of Non-Profit Agency Contracts Evaluate the performance and goal attainment of non-profit agencies that have been contracted to perform Neighborhood Development services Est. contract: $30 000

Key Business	FY95	FY96
Human Resources	1 Unemployment Compensation Program Management: Respond to City-wide unemployment claims attend hearings follow up to minimize charging Est. contract: $5 600 2 Flexible Benefits Administration Bi-weekly review and approval of reimbursements and annual open enrollment. Est. contract: $7 000 3 COBRA Administration Federal Law requirement to inform terminated employees and eligible dependents of rights to continue health insurance coverage maintain process systems accordingly Est. contract: $9 500	1 Retirement Counseling Pre-retirement including disability retirement counseling and assistance specific to the North Carolina Local Governmental Employees' Retirement System Est. contract: $19 300 2 Salary Market Surveys National/ Regional/Local Market Surveys and Results for approximately 365 job classes annually Est. contract: $30 200

Key Business	FY95	FY96
Finance	1 Process Employee Payroll Includes the processing of employee pay except for maintenance of the payroll data base (listed in FY97) Est. contract: $155,000 2 Bank Courier Services The services related to making runs to the bank with monies received by the cashiers Est. contract: $28 000 3 Remote site collection services Services related to staffing the soon-to-be-installed drive-up teller window in old City Hall Est. contract: $55 000 4 Collections - Bad debts Includes the collection of all aging receivables Est. contract: $173 000 5 Industrial hygiene services The full range of services currently provided by the staff industrial hygienist in support of the loss control program Est. contract: $55 000	1 Administer Quality/team programs Services related to continuing implementation of the ongoing Finance Quality Program and team development initiatives Est. contract: $72 000 2 Process miscellaneous receivables Services related to billing and processing a broad range of miscellaneous receivables Est. cost: $110 000 3 Prepare bank reconciliations Preparation for and accomplishment of the bank reconciliation process Est. contract: $28 000 4 Develop ACH bank draft system Development of an automated system to accommodate the drafting of individual bank accounts for the payment of water/sewer bills Est. contract: $14 000 5 Parking citation management: The management of the parking citation process to include record keeping and reporting Est. contract: $83 000 6 Utility Bill Insertion Services related to inserting with utility bills those flyers and informational pieces distributed by City management. Est. contract: $55 000 7 Micrographic Utility Services Services providing all micrographic support for the utility function Est. contract: $14,000 8 Medical Treatment: Basic services related to the employee medical function e g giving shots Est. contract: $55 000

Privatization/Competition Plan - FY95 TO FY99
(Five-Year Plan)

Key Business	FY95	FY96	FY97	FY98	FY99
Engineering & Property Management	1 Surveying 2 Painting 3 Cabinet Construction 4 Renovation & Construction 5 Systematic Tree Pruning	1 Grounds Maintenance 2 City/State Right-of Way Mowing 3 Mail/Courier Service 4 Trunk/Stump Removal 5 Surveying 6 Plumbing Repair & Maintenance 7 Electrical Work 8 Painting 9 Cabinet Construction 10 Renovation & Construction	1 Grounds Maintenance 2 Electrical Repair & Maintenance 3 City/State Right of Way Mowing 4 Title Search Services	1 HVAC Maintenance & Repair 2 Vacant Lot Mowing 3 CMGC Building Management	
Transportation	1 STS Evening/Weekend Service 2 Traffic Sign Maintenance	1 STS Service 2 Detector Loop Maintenance	1 Concrete Work Analysis 2 Detector Loop Installations 3 Sign Installation 4 Markings Long Line Maintenance	1 Signal Bulb Maintenance 2 Special Projects 3 Concrete Controller Pads 4 Bus Shelter Installation/Maintenance	1 New Sign Installation 2 Marking Following Resurfacing 3 Marking Following New Installation
Solid Waste	1 Residential Garbage Collection 2 Business Garbage Collection	1 Special Collection	1 Street Sweeping	1 Maintenance Central District	
Planning	1 Graphic Artist Services				
Neighborhood Development	Under the leadership of the new key business executive, the Neighborhood Development Department will conduct a review of all their services and processes re-engineer areas as identified and develop their plan for competition and privatization by FY96				
Police	1 Physical Fitness Program 2 Sergeants Promotional Process 3 Recruit Background Investigations 4 Alarm Ordinance Enforcement 5 Police Counselor/Chaplain 6 Noise Control Ordinance Enforcement	1 Funeral Escorts 2 Special Events 3 Parking Enforcement 4 School Crossing Guards 5 Custodial Service (LEC) 6 Taxi Cab Permits & Inspection	1 Animal Shelter Management/Operations 2 Animal Control Ordinance Enforcement 3 Data Processing Services 4 Records Storage & Management		1 Polygraph

Key Business	FY95	FY96	FY97	FY98	FY99
Fire	1 Physical Fitness Program	1 Parts Inventory for Fire Maintenance Shop	1 Service Testing of Pumpers	1 Paint & Body Services 2 Preventative Maintenance of Air Equipment 3 Preventative Maintenance of Trucks 4 Evaluation of Logistics Operation	1 Remaining Mechanical Shop Services 2 Logistics Operation
Utility	1 Odor Control 2 Alum Sludge 3 Right of Way Clearing 4 Herbicide/TV Sewer Lines 5 Grounds Maintenance 6 Janitorial 7 McAlpine WWTP	1 Residuals Applications 2 Residuals Mgmt Facility 3 Solids Processing (McAlpine?) 4 Water Treatment Plant 5 Trunk Line Monitoring/Basin 6 Meter Reading 7 System Locates 8 Soils & Materials Testing	1 Labs 2 Solids Processing (Other WWTP)	1 Meter Reading 2 Wastewater Treatment Plant 3 Service Renewals 4 Maintain Lift Stations 5 Meter Maintenance	1 Preventive & Corrective Maintenance
Aviation	1 Removal of Underground Storage Tanks/Land Farming Contaminated Soil 2 Demolition of FAR Part 150 Houses 3 Landscaping 4 Grass Cutting 5 Core Drilling 6 Locksmith Work 7 Painting 8 Shuttle Bus Operation 9 Engineering Services (Small Airfield Roadway Drainage Water & Sewer Projects	1 Demolition of FAR Part 150 Houses 2 Vehicle Maintenance 3 Building Maintenance	1 Demolition of FAR Part 150 Houses 2 Vehicle Maintenance 3 Building Maintenance	1 Demolition of FAR Part 150 Houses	Demolition of FAR Part 150 Houses

Key Business	FY95	FY96	FY97	FY98	FY99
Business Support Services	1 Fuel Service 2 Cost/Benefit Analysis for MMDC Operation & Inventory 3 Cost/Benefit for Parts/Inventory Service 4 Offset Printing 5 Personal Computer Maintenance 6 MWBE Certification Program 7 LAN End User Support 8 Telephone Installations 9 Dun & Bradstreet Bulletins 10 Mobile Radio Installations - New Vehicles 11 Computer Classroom Training 12 Audio/Visual Loaner Program & Event Setup 13 Tire Service at Sweden Road Shop 14 Transit Co Imprest Cash Audit - Cost Comparison 15 Application Development 16 Evaluation of Tire Services Contract at Louise Avenue	1 Mobile & Hand Held Radio Maintenance Removals 2 Copier Program 3 Small Engine Shop (Excluding Inventory) 4 Technical Support for AS/400 System 5 Wiring/Installation/Mtnce of Computer Equipment 6 Telephone Maintenance 7 Technical Support for Meck County GIS System 8 News Clipping Service 9 Cable Television Rate Compliance Audit 10 Uptown Development Corp Contracted Audit	1 Sweden Road Shop Operations (Excluding Parts Inventory) 2 Design/Graphics/ Typing 3 Electronic Publishing 4 Installation of Remote LAN sites 5 Annexation Audits for Volunteer Fire Depts/ Garbage Haulers	1 Data Center Operations 2 Louise Avenue Shop Operations (Excluding Parts Inventory) 3 Technical Support for Mainframe Software/ Admin Support 4 LAN Technical Support 5 Video Productions 6 Health Claims Audit	1 Siegle Avenue Shop Operations (Excluding Parts Inventory) 2 User Support Desk 3 Annexation Audits for Volunteer Fire Depts/ Garbage Haulers
Budget	1 Evaluation of Non Profit Agency Contracts 2 Citizen Survey 3 Performance Audit or Special Study (as needed)	1 Evaluation of Non-Profit Agency Contracts	1 Evaluation of Non-Profit Agency Contracts 2 Performance Audit or Special Study (as needed)	1 Evaluation of Non-Profit Agency Contracts	1 Evaluation of Non-Profit Agency Contracts 2 Performance Audit or Special Study (as needed)
Human Resources	1 Unemployment Compensation Program Management 2 Flexible Benefits Admin 3 COBRA Administration	1 Retirement Counseling 2 Salary Market Surveys	1 EEOC Charges Selected Training 2 Selected Performance Management Consulting Services 3 Employee Recruitment		

Key Business	FY95	FY96	FY97	FY98	FY99
Finance	1 Process Employee Payroll 2 Bank Courier Services 3 Remote Site Collection Services 4 Collections - Bad Debts 5 Industrial Hygiene Services	1 Administer Quality/Team Programs 2 Process Miscellaneous Receivables 3 Prepare Bank Reconciliations 4 Develop ACH Bank Draft System 5 Parking Citation Management 6 Insertion of Utility Bills 7 Provide Micrographic Utility Services 8 Medical Treatment	1 Financial/Economic Forecasts/Analyses 2 Maintain Payroll Database 3 Utility Billing System Maintenance 4 Utility Mail Remittance Processing 5 Animal Control 6 Automobile/General Liability Claims	1 Cash Management 2 Microfilming 3 Loan Receivables 4 Over the Counter Payment Processing and Drop Box 5 Workers Compensation Claims	1 Preparation of Comprehensive Annual Financial Report 2 Financial Systems Maintenance & Coordination 3 Preparation & Distribution of Accounts Payable Checks and Related Reports 4 Safety Program Development/ Investigation

City of Charlotte
Asset Management Plan

Since the adoption of City Council's goals and policy statement for asset management, the City's Real Estate Division has been working with Key Businesses to identify and process for sale those assets that are considered surplus and/or unusable. Staff sorted the asset inventory into the categories identified by City Council (non-buildable parcels, buildable properties for potential sale, management and operation options for "public purpose" properties). Through this process, 162 parcels were identified for sale. These properties are currently being reviewed through the Mandatory Referral Process, then they will be disposed of through a contract with a real estate firm

The remaining parcels in the City's inventory will be reviewed according to the Asset Management Guidelines adopted by City Council. To date, the inventory has been sorted into the categories identified by the Privatization/Competition Advisory Committee (non-buildable land, other parcels of land, land with buildings of value greater than $5 million, land with buildings of value less than $5 million but more than $250,000, land with buildings of value less than $250,000). Currently, the Real Estate Division is in the process of identifying additional properties that will be processed for potential sale.

Attached is a breakdown of the asset inventory list by key business for your information, as well as a timetable for evaluation of the remaining inventory.

Analysis of City-Owned Properties
Asset Inventory Summary

Total Parcels in Inventory:	1,034	Number of parcels per County tax records. Original list indicated 1,00 parcels the County Tax Office's consolidation of some contiguous properties, the parcel count has been reduced
Parcels in Disposition Process	162	Parcels being sent through Mandatory Referral Process and departmental canvassing Presently, requesting responses from interested private sector firms to dispose of surplus parcels.
Remaining Parcels:	872	These parcels are highlighted under the "Notes" column on the following page.

Distribution of Remaining Parcels

Key Business	Parcels	Acreage	Notes
Airport	387	3,770 ±	Terminal, runways, ramps, cargo area, operations area, noise protection areas for future compatible development
Neighborhood Development	132	300 ±	21 single to multifamily units, Afro-American Cultural Center, 2 Neighborhood Centers, 107 vacant properties zoned residential, business, and industrial
Charlotte Housing Authority	125	458 ±	107 properties with improvements from single family to housing projects, 18 vacant lots with minor values
Auditorium/Coliseum/ Convention Center	6	192 ±	Ovens Auditorium, Independence Arena, Existing Convention Center, New Convention Center, and Coliseum.
Fire Department	31	25 ±	29 fire stations, Task Force operations, maintenance shop
Police Department	8	164 ±	Animal Shelter, Existing LEC and parking deck, New LEC, Police and Fire Training Center
Engineering & Property Management	113	443 ±	7 parks, 9 parking lots and decks, 14 cultural centers, 3 government offices, 7 cemetaries, 3 overhead walkways, 13 field operations areas, 27 NFL properties, 5 retail areas, 24 roadway reminents
CMUD	61	1,458 ±	Administrative offices, 2 raw water pump stations, 3 water treatment plants, 5 wastewater treatment plants, 3 water booster stations, 3 raw water reservoirs, 43 wastewater lift stations
CDOT	9	78 ±	Transit operations, satellite yard, Park & Ride lot, Street Maintenance
	872	6,888 ±	

Timetable for Asset Analysis

Asset Categories (Per Guidelines)	Timetable
Assets $5 Million and greater	Staff complete review by January 16, 1995; refer to committees for review/approval by February 15, 1995.
Assets $250,000 to $5 Million	Staff complete review by April 17, 1995; refer to committee review/approval by May 15, 1995.
Assets less than $250,000	Staff complete review by June 15, 1995; refer to committee for review/approval by July 17, 1995 (This category of parcels can be disposed through the private sector contract referenced on page 32 {162 parcels})

Chapter Three
Cutting Costs

Goal: **Develop city-wide cost cutting strategies which are compatible with ongoing initiatives to improve customer service and teamwork**

Action Steps

1 Develop a standing committee that would
- Review and implement employee suggestions,
- Determine employee awards, and,
- Study ideas such as direct gainsharing

Emp. Committee

■ **Does Council agree with implementation of employee awards and direct gainsharing as a result of cost saving ideas?**

2 Reduce overtime and contract labor costs and increase productivity through
- Reduced absenteeism,
- Innovative scheduling

■ **Does Council concur that staff should expend efforts to generate ideas associated with innovative scheduling even if the ideas are outside the City's traditionally accepted practices of operation?**

- For example, the City has traditionally employed a majority of full-time employees and provided established benefits Should staff pursue ideas for increasing temporary, part-time, flex schedules or job sharing?

3 Reduce positions, increase customer service and productivity through
- Improved workflow automation,
- Better information sharing,
- Use of cross platform tools

■ **Is Council dedicated to providing the resources to automate paper flow processes?**

4 Reduce operating costs and increase productivity through implementation of innovative ideas gained through participation in networks - both interpersonal and computerized (such as INTERNET), and both within the City and outside

■ **Does Council concur that staff should expend efforts and resources to pursue sharing of ideas with those both inside and outside the City?**

5 Evaluate what we do and why by
- Reviewing processes and policies,
- Reengineering those work systems that can produce direct cost savings or productivity gains, (i e the war on paper, eliminating unused equipment, better project planning and control, etc)

■ **Is Council committed to providing resources for outside assistance to streamline our processes?**

6 Produce savings through economies of scale
- Piggy-back purchasing with other agencies/municipalities - particularly for specialized or high priced items

■ **Does Council agree that purchasing power should be coordinated with other entities?**

7 Reduce operating costs, increase productivity and increase customer service through
- Better government/agency coordination, especially for interdependent programs and capital improvements

Chapter Four
Functional Consolidation

Goals: **To achieve costs savings and improvements in service delivery through the consolidation of functions between the City and County and through the continued establishment of City-County partnerships.**

To facilitate the consolidations consistent with achieving political consolidation of City and County government.

Action Steps

1 Pursue consolidation/partnership opportunities of the City and County's fleet maintenance operations

2 Pursue consolidation/partnership opportunities in the area of information technology (mainframe computer operations, Geographic Information Services (GIS), etc)

Chapter Five
Workforce Preparedness

Goal: **To ensure the City has qualified, productive and motivated employees who are committed to and will provide efficient and effective services for the community.**

Background

In restructuring government, the City's workforce will need the knowledge and skills to be competitive Employees must have sufficient training to compete for jobs within the City, as well as outside City government if they are displaced as a result of competition

Action Steps

1 Amend the City's human resources philosophy to include the City's commitment to competition and the marketability of employees with training and retraining

- **Is the Council committed to ensuring the marketability of employees by providing the necessary resources to maintain a well-trained and capable workforce?**

2 Define skills and training needs, increase the resources available in the organization to meet the training and development needs of employees, including literacy, computer and technical expertise

- **Does Council agree to continue to commit resources to meet training needs?**

3 Link every employee to an activity of value in the business service plans and provide compensation and benefits to attract and retain productive employees tailored to meet the needs of each key business

- **Does Council support annual pay plans and benefit packages that may differ according to business plans?**

4 Establish an early retirement incentive program

- **Is Council in agreement that an early retirement incentive program is an effective tool for restructuring?**

5 Retrain or move out employees whose capabilities are not likely to meet future needs

Discussion Questions: Restructuring Government

In order to provide direction to guide the organization successfully into the future, the following questions need to be addressed by Council

1 Does the "picture" of Charlotte's future accurately reflect Council's vision? Are the trends accepted as accurate?

2 Are the current focus areas a reflection of Council's priorities?

3 Does the Manager have direction to meet the program and financial objectives of Council's vision?

4 Does Council concur with the management strategies (cutting costs, competition and assets management) presented today?

5 If management strategies outlined produce a balanced budget, will savings from cutting costs, competition and assets management be used to address focus areas and infrastructure?

Discussion Questions: Council/Manager Partnership

Developed by the Council Manager Relations Committee

1 Characteristics of the ideal Mayor/Council/Manager Partnership include

- Clear, timely, communication and information sharing,
- Openness,
- Clear understanding of the roles of Council, the Mayor and City Manager and respect for those roles,
- Trust and mutual respect earned by being good partners

What other characteristics would you ascribe to the ideal Mayor/Council/Manager partnership?

What can Council and Staff do to move towards that ideal partnership?

2 Staff believes they are successful and perceives that this success is based on

1 Excellent management of the organization, and sound fiscal practices
2 Successful implementation of Council's priorities and policies
3 Responsiveness to Council and citizen requests
4 Providing accurate and sufficient information needed for Council decision making

Is this perception correct? If not, what do Councilmembers see as the basis of our success?

If Councilmembers believe we are not successful, then what do you think we can do to become successful?

3 Name one action that Councilmembers and/or staff can do to improve the Council Manager Partnership (You can vote for an action that one of your colleagues has already put on the flipchart)

If the list produced by these two question is to long, we would use a nominal group technique to narrow the list to the top 3 to 5 actions

Discussion Questions:
Where Do We Go From Here?

1 Are there any strategic goals and action plans that need to be changed to align them with other strategic goals?

2 What are the effects/implications of these strategic goals and action plans for the City organization?

3 Do we need to "repaint the picture" of our organizational future because of any of the strategic goals and action plans?

DRAFT

Transportation Strategic Plan

Goal: **Implement recommendations of Committee of 100 to meet road and transit needs.**

Description/Status:

1 Depending on decisions regarding innovative and experimental programs, the Transportation Fund balance will be exhausted between FY97 and FY98

2 Following GOAL for roadways discusses needs for additional roadway funding as bond funds authorized in last decade are exhausted

3 Recommendations of Committee of 100 will provide both roadway and public transportation funding through additional 1 cent sales tax, if implemented

Objectives:

See following **goals** for

- Roadway construction and enhancements,
- Sidewalks,
- Transit service for commuting,
- Neighborhood transit service,
- Uptown circulation and mobility,
- Service for the disabled

Action Steps:

1 Council consider and adopt recommendations of Committee of 100 during November, 1994

2 Meet with other municipalities and counties to determine legislative initiative for upcoming session

3 Prepare legislation and meet with appropriate delegations to secure during 1995 session of General Assembly

Goal: **Establish a land development pattern for Charlotte-Mecklenburg that encourages high capacity transit use while recognizing the automobile as the major mode of transportation and promotes pedestrian and bicycle travel.**

Description/Status:

1 The Centers and Corridors land use vision was developed by the Committee of 100 and adopted by the City of Charlotte as a policy for land development and planning initiatives that support transit As a result, a study of the US 29 corridor from Charlotte to Concord has begun with an emphasis on a land development pattern that supports transit

2 A bicycling suitability study is currently underway for Charlotte-Mecklenburg that will attempt to inventory existing conditions for bicycling and propose a system of bike routes for the area In addition the study will identify needed improvements to enhance bicycle use

3 An urban corridor overlay zoning district is being developed to be used in select corridors to encourage development that is urban in nature and pedestrian oriented

4 The 2015 Land Use Plan Update is underway and will identify the major issues facing Charlotte-Mecklenburg for the next 20 years and propose planning initiatives to address the issues Land development policies as they relate to transportation investments is a key issue

Objectives:

1 Development of a 2015 Land Use Plan update that identifies the land development policies and planning initiatives needed for the remainder of this decade

2 Conduct Transit Corridor land use planning that focuses on the potential for transit oriented development and redevelopment along the Airport, Pineville and Matthews corridors

3 Prepare a Bicycle suitability plan that identifies existing and future bicycling routes as well as needed projects to facilitate bicycling

4 Prepare a US 29 Corridor Plan that applies the concepts of the Centers and Corridors land use vision through a cooperative effort with Cabarrus County and Concord

5 Prepare Ordinance Amendments that allow for pedestrian and transit oriented development

Action Steps:

1 Complete and adopt the 2015 Land Use Plan update by July 1, 1995

2 Complete transit corridor planning for the Airport, Matthews and Pineville by July 1, 1995 with adoption of the plans to follow

3 Begin the data collection efforts and pilot programs for the bicycle suitability plan for the Mecklenburg-Union MPO planning area in FY 1995

4 Complete the US 29 Corridor Plan by the Spring of 1995 with the adoption of the plan in the summer of 1995

5 Develop and adopt the urban corridor overlay district by the spring of 1995

GOAL: Develop a road network which provides convenient, efficient, and safe access througout the City while maintaining neighborhood and environmental quality.

Description/Status:

1 As part of the preparation of the Mecklenburg/Union 2015 Transportation Plan, the Technical Coordinating Committee (TCC) has prioritized a list of 107 roadway projects identified as needed by 2015 to accommodate forecasted travel demand

2 The TCC also has identified that 14 of the 107 roadway needs are eligible for funding from the up to 1 percent sales tax recommended by the "Committee of 100" These improvement projects, at an estimated cost of $405 million, are part of the new Metropolitan Roadway Plan developed this year by the "Committee of 100 "

3 The TCC also has prioritized 32 roadway projects needed by 2015 which are either on the municipal highway system now or likely to be added with annexation Estimated cost of these improvements is $132 million

4 Most of the $146 million from the 1987 and 1988 local road bonds has been spent The last $20 million is allocated through 1997 for roadway projects and programs

Objectives:

1 Obtain approval of new Mecklenburg/Union Thoroughfare Plan by MPO member governments and NCDOT by March 1995

2 Obtain Council and MPO approval of FY 96 candidate projects list for submission to NCDOT by November 1994

3 Update City's Capital Improvement Program (CIP) by March 1995 to reflect projects from 2015 Plan

4 Develop new truck route ordinance and network for Council approval by March 1995

Action Steps:

1 Present revised Thoroughfare Plan for TCC and MPO approval in November

2 Request adoption of MPO-approved Thoroughfare Plan by City Council and elected officials of other local governments which are MPO members by February 1995

3 Request adoption of new Thoroughfare Plan by N C Board of Transportation at March meeting

4 City Council consider capital funding options for the $125 million in local roadway projects to be included in the Thoroughfare Plan but not funded by the Committee of 100 Recommendations

5 Prepare FY 96 candidate projects list as requested by NCDOT

6 Submit FY 96 list to NCDOT following MPO endorsement

7 Re-examine roadway project priorities from FY 95-99 CIP in light of 2015 Plan results

8 Develop new Transportation portion for FY 1996-2000 CIP

9 Obtain approval of new truck routes and revised ordinance by User Group Task Force

10 Obtain Council Transportation Committee approval of revised truck routes and ordinance

Goal: **Provide an interconnected system of sidewalks to encourage neighborhood activity and development and to accommodate and encourage pedestrian travel.**

Description/Status:

1 In March 1994, the Charlotte Department of Transportation (CDOT) completed a citywide sidewalk inventory which showed that sidewalk exists on at least one side of about 30 percent of Charlotte's streets

2 In October 1994, CDOT completed an assessment of the condition of Uptown Charlotte's sidewalk network

3 CDOT staff presented revised Sidewalk Construction and Repair policies to Council's Public Services Committee on November 1994

4 The FY 95-99 Capital Improvement Programs includes $3 5 million for sidewalk construction from FY 95 to FY 98

Objective(s):

1 Obtain Council approval of new sidewalk construction and repair policies by December 1994

Action Steps:

1 Revise sidewalk construction and repair policies, if necessary, based on review by Public Services Committee

2 Present Committee-approved policies to Council in December 1994

3 Prioritize Uptown sidewalk needing repairs and prepare cost estimates

4 Develop a process of accomplishing highest-priority repairs using combination of public and private funding

5 Enlist assistance of Charlotte Uptown Development Corporation in developing process and obtaining private sector funds for sidewalk improvements in Uptown

Goal: **Provide innovative and experimental transit commuter services to Uptown and from City Within A City neighborhoods to employment locations in other parts of the City.**

Description/Status:

1 CDOT and Employment & Training continue operation of commuter service from Up town to the Arrowood industrial area throughout the year and Carowinds during season

2 City continues contribution to Rock Hill - Charlotte commuter service (1993 - 1995)

3 Vanpools are in operation from twenty nearby communities Vanpool activity is being expanded by approximately 15 percent each year

Objective(s):

1 Respond to recommendations of consultant to Committee of 100 and to Council's Transit Vision (1993)

2 Develop commuter transit service from other "ring" cities Gastonia, Monroe, Kannapolis and Concord

3 Expanded vanpooling

Action Steps:

1 Approve Committee of 100 recommendations to continue and expand funding for transit

2 Continue to increase the number of vanpools by 15% each year

Goal: **Provide innovative and experimental transit neighborhood circulator services for commuting, shopping and other neighborhood activities.**

Description/Status:

Several innovative or experimental services were begun in FY94 and FY95, including

1 Neighborhood EZ Rider circulators in Westside and Johnston Y areas,
2 Loop routes around central area to connect inner area neighborhoods

Objective(s):

1 Respond to recommendations of consultant to Committee of 100 and to Council's Transit Vision (1993) in the following areas
   - Neighborhood circulator/feeder service in the SouthPark area
   - Neighborhood circulator/feeder service in the Eastland area and evaluation of others throughout the City
   - Additional neighborhood circulator service, like EZ Rider, in the North/University area and the Northwest area between I-77 and Brookshire Freeway

Action Steps:

1 Approve Committee of 100 recommendations to continue and expand funding for transit

2 Continue evaluation of current experimental services with Transit Advisory Committee prior to January 1995

3 Complete design of additional services for inclusion in FY95 budget and implementation in September, 1995

4 Neighborhood circulator/feeder service in the SouthPark area

5 Neighborhood circulator/feeder service in the Eastland area and evaluation of others throughout the City

6 Additional neighborhood circulator service, like EZ Rider, in the North/University area and the Northwest

Goal: **Provide transit service in the Uptown area to improve mobility within the Uptown and to expedite opening of the new Transit Center.**

Description/Status:

1 Ground was broken in October for the new Transit Center Transit route revisions will be made in 1995

2 The Charlotte Uptown Development Council, Duke Power and the City are cooperating to begin an Uptown Shuttle Service during 1995

Objective(s):

1 Open the Uptown Transit Center in Fall 1995 and make needed and attendant revisions in the following services Uptown

2 Immediate and long-term arrangements for operation of the Uptown Shuttle

3 Initiation of shuttle service in the Uptown on game days for the Panthers (1996)

4 Revision in night service to provide needed capacity and scheduling

5 Revision in Saturday service to provide needed capacity

Action Steps:

1 Approve Committee of 100 recommendations to continue and expand funding for transit

2 Council approval of an agreement with CUDC and Duke Power for the operation of an Uptown Shuttle

3 Develop plans for the strategic use of the new transit center to increase transit ridership

Goal: **Provide handicapped accessible fixed-route transit service (CTS) and complementary paratransit service (STS) to meet the needs of disabled citizens and to meet the requirements of the Americans with Disabilities Act.**

Description/Status:

1 50 of 166 Charlotte Transit buses are accessible (lift-equipped) All routes now receive some accessible service

2 STS and the current night/weekend service contractor provide approximately 35 to 50 percent of projected demand for paratransit service 350 trips per day now, with a projected demand of 800 to 1000 trips/day in 1997

Objective(s):

1 Fully accessible fixed-route service to relieve demand for STS

2 Expand existing STS service, which employs both City employees and a private contractor

3 Add resources to STS type service to continue progress toward meeting ADA requirements

4 Five requirements are included in the ADA geographic coverage, hours of operation, area of operation, comparability of fare and responsiveness These must be met by January, 1997

Action Steps:

1 Replace older CTS buses with new, accessible equipment by 1997 Retrofit newer buses with lifts by 1997

2 Increase capacity of STS by 15 to 20 percent during FY96 by adding vehicles and equipment operators

3 Solicit proposals from private sector for operation of STS, to make service as productive as possible, during end of calendar year 1995 - early 1996

Goal: **Diversify the Airport revenue base by increasing cargo activity on the Airport and developing the cargo center.**

Description/Status:

The Airport recognizes the need to diversify its revenue base Currently, a significant portion of the revenues are based on passenger traffic Over the last couple of years, efforts have beenmade to increase cargo activities by providing the necessary infrastructure to support cargo development Approximately 33,000 s f of cargo buildings and 216,000 s f of cargo ramp spacehave been added in the last year An additional 22,000 s f of cargo building space and 360,000 s f of cargo ramp space is planned for the coming year

Objective(s):

1 Market air cargo

2 Construct additional cargo ramps and facilities

Action Steps:

1 Attend air cargo shows in 1995 to promote Charlotte/Douglas International Airport (CDIA) cargo facilities with service providers

2 Advertise CDIA's cargo opportunities in domestic and international publications

3 Make formal sales presentations to a minimum of three cargo providers who currently do not provide service to and from CLT

4 Complete cargo ramp and facility for UPS by May 1995

5 Develop concept and schematics for Phase II of cargo ramp extension

Goal: **Improve the Airport's infrastructure to meet the growing demands on air transportation.**

Description/Status:

Charlotte/Douglas International Airport has surpassed Master Plan projections in areas of passenger enplanements and deplanements, total aircraft operations and daily flights Aviation activity highlights for August 1994 are as follows

- aircraft operations up 4 0% over the same period last year,
- 537 daily flights in August 1994 compared to 493 in August 1993,
- total passenger traffic 21 1% over the same period last year, and
- total cargo activity up 5 48% over the same period last year

In order to meet the demands created by the increased aviation activity, the airport is taking aggressive steps to increase airport capacity, improve airport efficiency, reduce aircraft delays and improve surface transportation movement around the airport In addition to the recently completed runway extension, other airfield improvements are planned such high speed taxiways and instrument landing equipment Upcoming projects include the Environmental Impact Study (EIS) for the third parallel runway and planning for the Outer Belt and the Airport Entrance Road

Objective(s):

1 Increase airport capacity, improve airport efficiency and reduce aircraft delays

2 Improve surface transportation movement around the Airport

Action Steps:

1 Develop Environmental Impact Study (EIS) for third parallel runway

2 Build high speed taxiways

3 Install additional instrument landing equipment

4 Work with local and state officials to expedite the construction of the Western leg of the Outer Bet (I-485)

5 Continue to pursue the opportunity of light rail to the Airport

6 Work with local and state officials to build the Airport Entrance Road from I-85 to the Airport

Goal: **Operate the Airport as a partner with the community to stimulate business development.**

Description/Status:

Charlotte/Douglas International Airport is recognized as one of the major economic engines of the region During 1993, the airport helped fuel growth of more than 1,000 new firms in Charlotte, creating more than 10,000 new jobs which contributed almost $6,000,000 to the local economy annually

This year the airport began a comprehensive planning process called the Airport Strateic Development Plan This plan focuses on the development of property adjacent to the airport, particularly areas acquired through the airport's home buyout program

Work continues on the West Boulevard Corridor Study with the Planning Commission

This year the airport will examine the process necessary to develop the Master Plan Update

Objective(s)

1 Market Charlotte region as a tourist destination

2 Establish foreign trade zone at the Airport

3 Develop the Airport Strategic Development Plan

4 Commence Master Plan Update Planning Process

5 Pursue the development of Airport land to provide jobs and enhance neighborhoods

Action Steps:

1 Continue to promote regional attractions and events in conjunction with Mid-Carolina Host

2 Support Convention and Visitors Bureau by co-sponsoring event

3 Pursue development opportunities for Airport land to broaden revenue base, provide jobs, and enhance the quality of the neighborhood environment

DRAFT

Urban Economic Policy Strategic Plan

Introduction

Economic Development is one of the key FOCUS areas identified by City Council for 1994 City Council's adopted goals for the community in this area are as follows

- Invest in partnerships to promote economic development
- Create jobs, economic opportunities, and a growing tax base by promoting business formation, expansion, and retention
- Stimulate economic growth in the City Within A City area by using public resources to leverage new investment
- Support Charlotte's economic growth and development through capital investment

To support achievement of these goals, the city staff has prepared a *Charlotte-Mecklenburg Urban Economic Development Policy* plan This document will serve as a framework for Elected Official's discussions and guide to staff's efforts in program design and implementation for economic development The purpose of this policy plan is to

- Clarify the City role in economic development
- Identify the City's unique business opportunities, and,
- Provide a strategic action plan to guide City investment and program initiatives over the next five years

This policy document identifies the significant issues facing the City and County over the next decade, and recommends strategic responses to the community's opportunities and threats This document was developed through staff research and a series of community forums where knowledgeable individuals from the private and public sectors participated The forums focused on Charlotte-Mecklenburg's current economic climate, strengths and weaknesses, potential economic threats and opportunities, and possibilities for the future

Charlotte-Mecklenburg's success at implementing the proposed economic development strategies will determine the community's long term growth and prosperity Economic Development is a fairly broad and complex area that contains a wide variety of factors that when combined, contribute to the communities overall well being This policy plan attempts to take into consideration a number of economic development issues, but primarily recommend strategies for those issues where local government has a primary role or can make a major contribution

Environmental Scan

The Environmental Scan provides both quantitative and qualitative assessments of the local economy The assessments were obtained through research conducted by staff and a series policy forums where economists, demographers, business people and public officials were asked to share their perspectives on the local economy and prospects for the future

Demographic/Employment Assessment

Population
Overall, Charlotte-Mecklenburg will continue to have strong, steady population growth This means continued growth in housing and office construction However, Charlotte-Mecklenburg also likely to see pressure from increased housing costs and from increased congestion Furthermore, different parts of the county will grow at different rates -- declining in the center, expanding at the edge and, more and more, to outlying counties in the metro region Less than 10 years ago, Charlotte-Mecklenburg was competing against other moderate size Sunbelt cities, but today the area is competing against major metro areas, against Dallas instead of Richmond

Demographic factors which support the above views are as follows

- **Charlotte-Mecklenburg experienced record population growth during the 1980s when 107,000 people were added** In fact, we grew faster than expected Local and national forecasts expect that trend to continue through the 1990s and beyond

- **Our six-county metro area is also having significant population growth.** By 1990, the Charlotte metro area was one of 39 metro areas in the U S with at least one million people -- and the 15th fastest growing (Census) Population forecasts call for another 127,000 people in Mecklenburg County during the 1990's -- and a total increase of 300,000 between 1990 and 2015 (Planning Commission)

- **Charlotte is somewhat unique** among large metro areas in that both the central city and surrounding areas grew faster than the national rate during the 1980s

- **The population of Charlotte's inner-city has, however, declined every decade since 1960** Trends also show that Charlotte's inner city will see a net influx in minorities and lower wage earners (U S Census)

- **The majority of Charlotte's population growth has been in the suburbs.** Much of this expansion should occur in the north and south east Annexation will capture some of this growth Most of this growth, however, will occur in the surrounding metropolitan region, beyond the City's sphere of influence

- **Charlotte already occupies 209 of the 346 square miles in our sphere of influence** As available land for annexation shrinks, we could begin to follow the pattern of Atlanta and Miami, for example, which were among the fastest-growing metro areas during the 1980s because of outlying suburban growth, but lost population with the cities

Employment

- The employment outlook is still good, but the growth rate is beginning to decline Two key issues which emerge are the need for quality jobs -- higher-paying jobs which increase incomes and jobs which are recession-resistant -- and the need to re-assess our competitive situation

- **Job growth will continue to be strong in total numbers** We gained 80,000 jobs in the 1980s -- and expect about the same number in the 1990s In the twenty-five years between 1990 and 2015, Mecklenburg could add about 245,000 jobs

- **Over the same 25-year time span there will be a slowdown in the growth of jobs as the growth rate drops from 7.8% to 5.4%.** The metro growth rate (6 8%) is currently less than Mecklenburg's -- but in only 10-15 years our county's growth rate will have slipped behind the rest of our region

- **While our per capita income is gaining on the national average, income growth is declining in relation to the rest of the metro area and to the state.** Per capita income will still be higher here, but our edge will have dropped considerably In fact, we have now fallen behind Raleigh -- and the gap is expected to widen Growth by sector is the key to this dynamic Our employment boom is led by sales and services--where earnings and wages lag behind categories like finance, transportation, and communications

- **Overall, indicators have generally been favorable** Mecklenburg's unemployment rate has consistently run below national, state, and metropolitan area rates A better indicator of economic health is whether we are creating jobs, and our rate is better than state-wide or national averages

- **Charlotte has been a hot area for creating jobs -- but the competition is getting stiffer** Between 1980 and 1993, Charlotte lagged behind four other key South-eastern cities in creating jobs Raleigh-Durham, Atlanta, Nashville, and Columbia And Charlotte did not come out of the last recession (ending in early 1993) as fast as several other major Southeastern cities (7th among 11 studied)

- **An inner city/suburban gap is being created by the flat growth in the inner-city and the rapid growth in suburban areas and the remainder of the metropolitan area.** In the past, rapid growth in the suburban area has masked inner-city problems due to annexation Charlotte inner-city will continue to have the higher rates of crime, poverty and unemployment than the remanding suburban areas in the City and metro area (CWAC Partnership Report)

Qualitative Assessment

The qualitative assessment is based on a series information forums sponsored by the City and the County These forums invited demographers, economists, business persons, and public officials to addressed Charlotte-Mecklenburg's economic future, significant economic development issues and how local government might respond A synopsis was developed for each of the three forums Below is a summary comments from the various forums grouped by strengths/ opportunities and weaknesses and threats

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Strengths and Opportunities

- **Things have been going well for Charlotte** We have had strong population and employment growth, and the City has provided the infrastructure and special facilities to serve this growth

- **Prospects for the local economy, on the whole, are still pretty good.** We benefit from the stability of a diverse mix of jobs Furthermore, the areas that are growing (banking, finance, real estate) have a better future than textiles or apparel And we still benefit from a "goodwill factor" -- a favorable view that others have of Charlotte

- **There are two reasons for this favorable position.** First, we are a mid-size Sunbelt city Second, is "attitude" -- we have a friendly, pro-business, honest government (although, as noted below, not all relocating companies find us as flexible as they need)

- **However, other Southeastern cities have similar qualities. What really seems to set us apart** as a "second-tier city" behind major metro areas like Atlanta and Dallas are three things (1) being a US Air hub, (2) being a banking and financial center, and (3) having professional sports

- **The issue is not beating other markets, but how good a city do we have for our residents.** In other words, the quality of growth is more important The relentless push for growth can get out of hand It has been said that Sunbelt cities are "building old cities on new sites " We have the opportunity and the obligation not to repeat the mistakes of Rustbelt cities

Weaknesses and Threats

- **We should not take growth for granted.** The national media stories on Charlotte are just "pop culture " The perception that we are an imperial city with boundless growth is not necessarily accurate We are not a boom town like Orlando or Raleigh

- **With all our advantages, what are Charlotte's structural problems that could trip us up?** We have three Achilles heels (1) what if USAir would go into Chapter 7 bankruptcy, (2) what if traffic congestion problems aren't solved, and (3) what if a major company moves its headquarters?

- **We need to look behind the spectacular growth of the last 15 years and look closer at the kinds of jobs being created.** We are getting a lot of jobs in uptown skyscrapers and suburban office parks, but not as many in central city neighborhoods

- **In terms of our competitiveness with other cities, we are losing our historical edge on housing affordability.** We don't stack up well among Southern cities on the affordability index In fact, Charlotte has become one of the most expensive Southern cities, now ranking 55th among 61 Southern MSAs on affordability

- **We are seeing the first signs of an overflow effect in our region, the dispersion of growth to outlying counties.** The numbers on building permits and manufacturing jobs in these counties confirm that we have begun to reverse the pattern of concentrating growth in Charlotte -- a pattern that has been the key to our success -- and to decentralizing that growth just as in big metro areas like Atlanta

- **We should take a more holistic look at economic development**, recognizing that quality of growth and development plays a key role We have benefited from the centralization of population and jobs But the ring is now growing faster than the hole What is helping fuel that dispersion are the perceptions and reality about schools, crime, housing affordability, "crowdedness," etc The economic development implications of these issues also need to be addressed

- **As growth is dispersed, we can expect a central city economic pattern** where poor and minorities are "left behind" and unable to participate effectively in the economy Ultimately, this has direct implications for the region's overall economic health and quality of life

- **We have been in the spotlight as a high profile growth area, but the situation is changing -- and the competition is stiffer** We no longer compete against the moderate-size cities, as we did just 8 or 9 years ago Today we are the "smallest of the big boys" and that is a different perspective

- **We should discard the myth that we don't have to do anything** to keep our high profile growth record In the last few years, Raleigh-Durham and Nashville have over taken us in getting the better-paying jobs We should not think that we have such an extraordinary platform that we don't have to provide incentives for people locating here, or for existing firms to expand

- **The incentives game has changed. We can't sit on our hands.** As recently as 1990, the State's *Blueprint for Economic Development* concluded there was not much need for incentives The view is different now The environment has changed, and we have no choice but to address it Charlotte still has the advantage of being perceived in a positive light, but incentives are almost rudimentary now and we have to respond We need more than goodwill

- **We need to fix perceptions that Charlotte is not a user-friendly city.** Prospective businesses sometimes find city government isn't flexible when it needs to be -- it can't legitimately cut red tape The decision process for relocating companies is subjective And the perception of North Carolina is positive But if the perception is that Charlotte is not user-friendly, in regard to the permit process, then recruitment becomes an uphill struggle We need an exception principle to be more responsive to legitimate problems We need an expediter, somebody on the spot to solve problems that come up

- **We are handicapped by the perception among state leaders that North Carolina is a small-town, rural state.** This perception simply is no longer factually accurate This results in infrastructure benefits for eastern North Carolina which are good politically, but make no sense economically

Strategic Issues

The environmental scan identified a number of trends and factors that will impact on the Charlotte-Mecklenburg's long term economic competitiveness For most of these issue areas, the local government does not have a direct control over the outcome, but merely has some influence In other issue areas, the local government is the only player and has a major responsibility to shape the community's response to these issues For all issue areas the, local government has a responsibility creating the environment for actions to take place The significant issues affecting the long term health of the local economy are as follows

Global

In order to be successful, all communities must be prepared to play in the global economy Significant issues in this arena are

- Recognize that local businesses are competing in a global economy and local policies should recognize this change
- Identify changes in the global economy and interpret the impact on the local economy
- Assist local businesses, particularly small businesses, in developing and maintaining global contacts and connections

National

Charlotte is competing nationally with a number of other cities It is important that we understand the strengths and weaknesses of our national competitors as well as the City's own assets and liabilities to effectively compete in job creation and attraction Significant issue areas are

- The quality of growth that retained and attracted is more important than the quantity of growth
- Educational and skill levels of the work force are key determinants of long term competitiveness
- No part of the economy is immune from changes and job dislocations

State

The economic future of the State rests on properly-functioning, multi-county urban regions that can function in a global economy The main issues facing us locally in regard to state relations are as follows

- Helping the State realize that the future of North Carolina resides in its urban regions, and State policy should reflect the unique needs of urban areas
- Receiving fair share back from federal and state taxes

Regional

Charlotte-Mecklenburg is a central city of a regional city Most of the forecast growth will occur within the region over the next 20 years Significant issues which must be addressed are

- Realization that some issues affecting our economic future are larger than just our ability to address them Regionally cooperation is essential
- Adjoining jurisdictions are growing at a faster rate than the City and County
- Growth should not be taken for granted
- Maintaining quality growth
- Housing affordability is leading dispersion of growth and affecting work force location

Local

Charlotte-Mecklenburg has experienced significant growth in terms of population and employment A major contributor to this growth is the City's ability to annex growth as outlying areas developed This ability to annex may not be as prevalent in the future and annexation masked other issues affecting our local growth and prosperity Significant local issues are

Growth Limits

- Within the next 20 years, City of Charlotte will face the limits of annexation as defined by our current sphere of influence
- Reaching a point where the diseconomies of aggregation -- perceptions about schools, crime, housing affordability, "crowdedness" -- will drive the dispersion of population to adjoining counties
- Cost of land is affecting housing affordability for local work force by driving people to adjoining counties

Work Force Preparation

- All members of the community have not been able to participate in local economic growth
- How does local government prepare residents for the jobs of the future?

Business Development

- Supply of land to support future economic growth
- Local government role relative to local and regional partners in promoting economic development
- Business incentives role in local recruitment efforts
- Assisting business retention, expansion, and recruitment in the community?
- Capital investment program coordination with economic development?
- Local government assets being used increase local economic development opportunities?
- Airport development in future economic development?
- Taking advantage of the growing hospitality and sport industry
- Revitalizing deteriorated business corridors
- Assist in minority-owned and women-owned business development

Government Involvement

- What the role of public institutions in addressing the employment needs of city residents?
- How can the City best organize to support business retention, expansion and recruitment?

Many of the issues are overlapping There are few issues to work on globally and nationally to remain competitive However, regionally and locally, there are many more issues that we must address to remain competitive

The issues can be grouped into four theme areas The first is **business support** issues What can local government do to support local businesses development beyond providing the basics? The second area is the **strategic investment** that government can make to enhance the local economy Third is **urban focus** areas which highlight government activities to address critical areas of the local economy The final theme is how government should be **organized** to support economic development

Economic Development Vision For Charlotte-Mecklenburg

Charlotte-Mecklenburg is a dynamic economic engine responsible for much of growth and development within the region Over the past decades, growth within the City and County -- population and employment -- has increased at an healthy rate Major contributors to that growth have been the airport expansion, the growth of the banking community and more recently, the emergence of the sports/hospitality industry Local government has played a major role in generating growth through infrastructure expansions (roads, water, sewer, storm water), developing specialty facilities (e g , Airport , Coliseum, Convention Center, New NFL Stadium, Performing Arts Center, etc) and creating a local environment with a high livability

These past successes are no guarantee of the future To remain successful and competitive in international and national economic arenas, local government must continue to support business development, make infrastructure and work force investments, focus on the problem areas that government is best equipped to respond and organize government services in a manner to support business growth while maintaining the overall health, safety and general welfare of the community

Vision

The economic vision for Charlotte-Mecklenburg is for a growing and diverse local economy where emphasis is placed on long-term, quality business growth ***Partnerships is a key*** Local government will works actively with public and private partners to develop the work force, identify land for housing and business growth, encourage the state and federal governments to be responsive to the needs urban business economies, and deliver appropriate services and incentives to support business growth

Investments must be made for the future Local government will maintain and develop the basic infrastructure (e g , transportation, water and sewer, storm water, etc) to enhance long term economic success Government owned assets will be sold to the private sector to aid business development Local public agencies will no longer be needed engage in joint-use planning for capital facilities to lower the cost of government Local government will build upon its key capital investments (e g , Airport, Convention Center) to stimulate job development and private investments

Government must address those areas not being addressed by the private market. Local government will assume the leadership for geographies requiring governmental intervention for economic growth and engage in partnerships to help unemployed and under employed individuals access the job market Local government must continue to develop the Uptown which represents our regional identity, serves as corporate headquarters for financial and other business institutions, and is a cultural and entertainment focus for the region Local government must break the paradigm of inner city decline as experienced by other metropolitan areas Keeping all areas of the community healthy is important key to the community's long term livability Local government will play a major role in creating jobs, poviding access to jobs, assisting entrepreneur efforts, assisting business development for minority-owned and women-owned businesses, and revitalizing older business corridors for services and jobs to make the entire economy stronger

Good government is important to the economic health A climate for business growth will be generated by promoting a customer friendly governmental environment Local government actions will create a pro business environment that will include continuously reviewing, streamling regulations and processes, developing partnerships to protect the community's international, national, regional, and local interests, organizing internal operations to provide basic governmental services, creating special business services to support retention, expansion and recruitment, and organizing economic development functions to be responsive to the needs of the business community

Urban Economic Development Policy

The Charlotte-Mecklenburg economic policy responds comprehensively to significant economic development issues facing the community It addresses macro and micro economic development issues facing the community The policy addresses all facets of the local economy where local government plays a role The policy is to

Create a customer oriented local government environment that develops an educated and trained work force, fosters partnership to aid local economic growth, retains and attracts quality business opportunities, provides necessary land, infrastructure and incentives to support business development focuses on opportunities for all citizens to be productive contributors to the economy, and organizes to take advantage of economic development opportunities

Urban Economic Development Strategy Areas

I. Business Support

These strategies are designed to support employment and job development activities, maintain and expand on our local, regional, state, national and international partnerships to support the local economy, address the need for business incentives and other local business support services Four goals areas and related action steps are listed below

Goal A: Employment and Job Support

To work with our local partners to insure an educated and trained work force, make housing affordable the work force retention, develop the transportation options to get people to jobs, and plan land for future business growth.

Priority Action Steps:

1) **Convert the Private Industry Council into a Charlotte-Mecklenburg Work Force Development Board to coordinate local training resources.** This board would provide a central forum where all work force development issues can be discussed and

training activities coordinated

2) **Work with the home building and real estate communities to develop affordable housing options and marketing programs to showcase "affordable neighborhoods" in Mecklenburg County** Charlotte-Mecklenburg's ability to recruit new businesses and retain existing businesses is highly dependent upon having a county based work force A range of housing choices are needed to house that work force

Other Action Steps:

Continue partnerships with the Charlotte-Mecklenburg Schools, Central Piedmont Community College and other local colleges and universities to a) identify employment/training needs, and b) to develop specialty training programs for job development

- Implement the recommendations of the Committee of 100 process which call for developing and financing a balanced transportation future
- The Planning Commission should undertake an assessment of land for business development focusing on specific geographies for attention
- To ensure the optimum access for business development, the Planning Commission in conjunction with the Chamber will review current land use regulations and present an assessment of possible changes to City and County

Goal B: Economic Development Partnerships

- **Implement strategies outlined in the *Mayor's International Cabinet Strategic Plan* to foster global economic development ties.**

- **Partnership with other major urban areas in the nation and the State to promote urban legislative agendas at the national and state level.**

- **Engage in joint planning and cooperative ventures with our regional, local, and educational partners to promote the region, county and city as a place to do business.**

Priority Action Steps:

1) **Leverage resources by continuing regional and local cooperative planning activities and develop joint agreements for targeting specific geographies and areas of indus try for economic development.** It is essential that local government and its local and regional economic partners jointly plan and cooperate for the future of the area Also, local government and its partners should targeted specific geographic and industry areas for attention and investments

Other Action Steps:

1) Implement the international economic ties strategies outlined in the *Mayor's International Cabinet Strategy Plan* and provide annual reports to City Council on progress
2) Maintain affiliations with the National League of Cities, N C League of Municipalities and other similar organizations on the national and State levels to address urban problems
3) Initiate annual meeting with other major urban areas in the State to discuss major urban issues and develop a common State legislative agenda
4) Continue to aggressively pursue fair share return of tax revenue from the State
5) Maintain partnership agreements with local partners to promote economic development including, but not limited to
    - Committee of 100 implementation activities
    - Carolina Partnership
    - Charlotte Uptown Development Corporation
    - Charlotte Chamber
    - Convention and Visitor Bureau
6) Continue current efforts to develop a regional utility for water and sewer services
7) Planning Commission in conjunction with the Chamber will develop an information and measurement system on local economic health and prepare an annual assessment of conditions together with recommended options

Goal C: Business Incentives

- **Develop a local City/County incentive program(s) to retain, expand and recruit businesses considering the Governor's Incentive program (matching), Water and Sewer Fund, Transportation Funds, Employment and Training Funds, and other economic development activities.**

- **Better market the availability of City loan programs to disadvantaged geographical areas (City Within City Loan/Equity Pool, Economic Development Revolving Loan Fund, and Development and Revitalization Fund).**

Priority Action Steps:

1) **The City should consider appropriating $3-4 million for a local incentive pool.** This fund which will be administered by an appointed **Economic Development Board** that will match the Governor's Incentive Fund for business recruitment/retention, or leverage local targeted economic development priorities This board will select projects to fund in order to respond quickly to economic development opportunities

2) **Develop a marketing program to better advertise and target City loans, and other programs designed to promote economic development** Getting information about the available loan programs that the city offers within the inner city (e g , City Within A City Loans, Development and Revitalization Loan Fund and Economic Development Revolving Loan Fund) is a key to promoting economic development Potential borrows may not be aware of the loans availability

Other Action Steps:

1) Provides staff support to Chamber of Commerce's sponsored committee to discuss local parameters for establishing an incentive program

2) City and County Finance Directors should periodically compare the cost of doing business in the community with benchmark areas around the nation

Goal D: Business Support Services

Develop governmental responses to support new business recruitment efforts and provide assistance to local businesses in accessing local government.

Priority Action Steps:

1) **Establish a business recruitment response team to assist new businesses considering locating in Charlotte-Mecklenburg** This team will assist the efforts of the Chamber and include a cross section of local government departments to respond quickly with needed information, and coordinate various department resources to aid the recruitment effort

2) **Establish a business expediter function to help small businesses access government services.** Designate a special unit to assist local businesses in obtaining needed information, guide businesses through local government processes (e g , loan processes, procurement, rezoning, etc), and address problems caused by local government (*These strategies relate to Customer Service strategies addressed Organizing for Action section later in the report*)

II. Strategic Investments

These strategies relate to investments made by local government to enhance economic development They address investments in capital facilities, disposal of capital assets, joint-use opportunities in developing capital projects, airport development, and capitalizing on investments in the convention center The goals and accompanying action steps are

Goal A: Capital Investment Program

Soundly administer the local government's current assets, maintain current capital infrastructure investments and implement new infrastructure projects to support local economic development.

Action Steps:

1) Evaluate and prioritized local capital projects based on support for business retention, expansion and recruitment efforts
2) Evaluate economic development impacts in the Capital Needs Assessment and Capital Improvement Program reviews for all capital facilities
3) Identify funding categories in major capital areas to target as support for a business incentive program (*pursuant to the action by Elected Officials on Business Incentives*)

Goal B: Capital Assets Management

The City will evaluate various levels of assets privatization for all new capital projects as it plans, builds, or acquires additional facilities and assets.

Improve management of existing assets by

- Selling/donating non-buildable land,
- Packaging and marketing existing property for sale,
- Determine the current of future "public purpose" of the City's existing property, and,
- Reviewing alternative ownership/management options

The City Council will balance the benefit of the sale of any assets with other Council policies and goals

Priority Action Steps:

1) **Annually prepare an inventory and analysis of properties for review by the Privatization/Competition Task Force and City Council as specified in the *Guide lines for Service Contracting and Assets Management* (Adopted July 5, 1994 and as amended).** Divesting of government assets can support economic development as well as lowering the cost of government

Other Action Steps:

1) All City Key Business Executives will evaluate privatization options in identifying new capital projects
2) Provide staff support to the Privatization/Competition Task Force

Goal C: Capital Facilities Joint-Use

Public agencies should pursue joint land purchases and developing facilities on the same site, and share use of existing building to lower development and operating costs.

Action Steps:

1) Public agency heads should adopt internal policies to seek opportunities to for joint use of facilities and land with other public agencies
2) Agencies should work toward a policy on common service delivery model (e g , centralization, decentralization, one-stop service, and clustering)
3) Capital Needs Assessment process should serve as a clearinghouse and information repository to pursue joint use opportunities

Goal D: Airport Development

Continue to develop Charlotte/Douglas International Airport as a national and international gateway to Charlotte-Mecklenburg and the region to enhance jobs, earnings and overall economic impact.

Operate the Airport as a good neighborhood and partner in the community stimulate business development and develop a strong regional transportation system.

Priority Action Steps:

1) **Prepare an *Airport Strategic Development Plan* to stimulate business development around the airport** This initiative will provide job opportunities through development of a business park south of the airport that targets global trading industries that require close access to the airport The Airport Key Business is completing a master plan for about 3,000 acres of both publicly and privately owned land south of the airport The business park will link with the "City West" focus to enhance economic development on the westside and provide job opportunities for disadvantaged individuals in Mecklenburg County

Other Action Steps:

1) Update the *Airport Master Plan* to address further expansion of the airport environs and establish an airport noise overlay zone pursuant to completion of a noise compatibility study
2) Update the *Part 150 Noise Compatibility Plan* to ascertain appropriate noise contours surrounding the airport
3) Prepare an Environmental Impact Statement pursuant to the *Airport Capacity Enhancement Study* to undertake final planning, development and construction of the third parallel runway
4) Establish effective communications with the real estate community by convening the Airport Real Estate Committee to market home buyout areas
5) Complete the West Boulevard Corridor Study with the Planning Commission by finalizing streetscape and land use recommendations
6) Airport will promote regional attractions and events in conjunction with Mid-Carolina Host, support the Convention and Visitors Bureau to co-sponsor events, support the City West initiative to promote development on the westside on the west side, and pursue opportunities with others partners to broaden the revenue base, provide jobs and enhance the quality of the neighborhood environment

Goal E: Sports/Hospitality

Capitalize on the City's developing cultural, sports, entertainment and hospitality industries by identifying job opportunities and working with local educational partners to prepare residents for jobs and stimulate entrepreneurial opportunities.

Complete final investments and work on the NFL Stadium and Conventions Center to enhance these facilities.

Priority Action Steps:

1) **Capitalize on the City's developing *sports, cultural, entertainment* and *hospitality* industries by identifying job opportunities and working with local educational partners to prepare residents for those jobs** Local government will work closely with the educational community (Charlotte-Mecklenburg Schools, Central Piedmont Community, etc) and public and private partners (Chamber, Convention and Visitors Bureau, Mecklenburg County JOBS program, City Employment program and emerging businesses in these industries) to link potential employees with a training program to prepare them for jobs in these industries

Other Action Steps:

1) Entertain public\private ventures to support this new industry
2) Use City's job training program to provide opportunities for disadvantaged individuals to train and receive placement in these industries
3) Complete environmental clean-up on the NFL stadium site and complete construction of the parking deck in a joint venture with Duke Power
4) Develop and implement design alternatives for First Street and other areas surrounding the convention center site
5) Continue to evaluate the use of the Old Convention Center site as an entertainment or complementary site for the new convention center

III. Urban Focus Initiatives

These strategies focus on initiatives to address economic development for specific geographical areas or populations They include City Within A City, Business Corridor, Public Institutions Leadership, Minority/Women Business Enterprise Program and Uptown Charlotte Goals and actions steps are as follows

Goal A: Uptown Charlotte

Undertake a revision of the *Central City Charlotte Urban Design Plan* to establish an agenda for the next five years and complete remaining activities from the previous plan.

Priority Action Steps:

1) **Focus on the Uptown by undertaking a revision of the *Center City Charlotte Urban Design Plan* to establish an Uptown agenda for the next five years and complete remaining activities from the previous plan.** The plan was originally adopted in 1990 and more than 75% of the recommendations have been completed or currently underway The plan update will develop an agenda for the next five years Major activities remaining to complete the current plan include the UMUD ordinance revisions, Uptown Lighting Plan and First Street streetscape improvements

Other Action Steps:

1) Planning Commission should complete an update of the *Center City Charlotte Urban Design* plan within the next 12 months
2) Continue planning and implementation for he Uptown Cultural District
3) Continue planning and implementation for the Uptown Entertainment District
4) Complete development of the Uptown Lighting Plan
5) Complete the redesign of 1st Street as entrance to the Convention Center
6) Complete revision to the UMUD ordinance and submit to City Council for adoption

Goal B: City Within A City

Retain and expand the job base, focus on the creation of quality jobs*, coordinate educational and training opportunities for unemployed and underemployed residents to connect them to jobs, revitalize neighborhood shopping areas, and provide transportation to employment opportunities.

* - Quality jobs are considered upwardly mobile and/or pay more than $7 00/Hour

Priority Action Steps:

1) **Focus on City Within A City by targeting employment clusters to implement economic development initiatives.** This strategy utilizes the geographies identified in the Empowerment Community grant (**West Area, Northwest Area,** and **Northeast Area)** for developing customized economic development responses The City will continue to pursue of the $3 million **Enterprise Community Grant** and local govern ment will organize its resources -- planning, training, placement, loans and marketing resources -- toward developing jobs, supporting business expansion and creating new businesses in these areas

2) **Work with Mecklenburg County to use the Medicare and Aid to Families With Dependent Children (AFDC) programs as stimuli for economic development** Support converting the Medicare program to decentralize Health Maintenance Organization (HMO) clinics and requiring AFDC recipients to use direct deposit to create neighborhood clinics and banking opportunities in disadvantaged areas Coordinate these initiatives with city decentralization activities (e g , police bureaus) to provide economic anchors to generate support businesses (e g , food, personal

services, and suppliers to serve the economic anchors) and provide job opportunities Coordinate other policies and program services to support anchor tenants such as loans to medical providers and businesses establishing in the areas, job training and business support programs (e g , JOBS, JTPA, and M\WBD) to provide employees and services, and geographical hiring preferences for City and County facilities to employ area residents

3) **Stimulate investments in business corridors by developing facade, signage, and security programs.** These programs will complement the current streetscape im provements underway along inner city corridors These programs would encourage business owners in targeted corridors to improve their store fronts, upgrade signs, and make security improvements These programs will help improve the appearance and economic viability of businesses along the targeted corridors

4) **Develop an initiative among the major public sector employers to recruit and train disadvantaged residents for available public sector jobs** The major public employers (Central Piedmont Community College, Charlotte Housing Authority, Charlotte-Mecklenburg Hospital Authority, Charlotte-Mecklenburg Schools, City of Charlotte, and Mecklenburg County) should develop a model program to aid disadvantaged workers in obtaining public sector jobs Focus would be employment assessments, employment training, job counseling and identifying candidate job opportunities through the joint efforts of the employers This model program could be shared with private employers after development

5) **Target CWAC youth for year round jobs through YouthBuild initiative and expansion of the summer jobs program.** Receipt of the YouthBuild planning grant gives an opportunity to target youth employment on a year round basis This program specifically address the drop-out student population to provide meaningful work Employment and Training unit of Neighborhood Development can work proactively to put such a program in place

6) **Maintain a Minority/Women Business Development program which focuses on minority-owned and women-owned businesses, encourages private sector utiliza tion of participating businesses, and promotes training and technical assistance for small businesses.** This strategy supports the recommendations established by City Council for development of the minority-owned and women-owned program including providing small business training and technical assistance

Other Action Steps:

Jobs/Business Development

1) Undertake a plan of the Statesville Road/Graham Street Area industrial area, focusing on economic development and infrastructure needs
2) Initiate special projects to analyze retail opportunities in neighborhoods in order to develop strategies for the delivery of consumer services

Training/Placement

1) Coordinate training opportunities by establishing liaison with non-profit training and placement agencies (e g , Women Commission, St Marks, etc)
2) Develop a database on employers and types of jobs located in City Within A City (CWAC) to assist retention efforts and linking people to jobs
3) Continue to work with the State Employment Security Commission to develop a job center which will serve as a one-stop training and placement center
4) Work with local Certified Development Corporation (CDC) to develop effective economic development functions to CWAC neighborhoods
5) Continue to work collaboratively with Central Piedmont Community College and other non-profit training agencies to place unskilled residents in jobs
6) Explore development of a westside campus for Central Piedmont Community College to serve as a training facility for residents of the area
7) Create a comprehensive transportation strategy involving the City and County to link people to jobs outside of the CWAC

Goal C: Business Corridor Revitalization

Provide a comprehensive corridor revitalization program for businesses in deteriorated corridors through planning and implementing economic development, land use and streetscape initiatives; providing support to business organizations; and developing tools for business revitalization.

Priority Action Steps:

1) **Stimulate investments in business corridors by developing facade, signage, and security programs.** These programs will complement the current streetscape improvements underway along inner city corridors These programs would encourage business owners in targeted corridors to improve their store fronts, upgrade signs, and make security improvements These programs will help improve the appearance and economic viability of businesses along the targeted corridors

2) **Develop "Corridor Manager" initiative to link employees to corridor business associations for information/referral services.** Actively support corridor business organizations and program implementation by assigning employees as "corridor managers" to manage corridor redevelopment

Other Action Steps:

1) Establish an in-house corridor team (Budget, CDOT, Engineering, Neighborhood Development [Economic Development, Employment and Training, City Loans], Planning and Police) to oversee coordination of the corridor program, undertake planning activities within corridors, and recommend priorities for corridor funding (*This step has already been accomplished*)

2) Continue implementation of North Tryon Street, South Boulevard, Beatties Ford Road and Plaza Central Corridor Plans (*Currently underway*)
3) Undertake comprehensive corridor plans for Freedom Drive (*currently underway*), West Boulevard, Stateville Road and Graham Street
4) With assistance from the private sector develop market potential techniques to evaluate the future business conditions in corridors (*This step has already been accomplished*)
5) Market *Neighborhood Matching Grant* program to business associations in eligible areas
6) Work with local Chamber, Central Piedmont Community College, and local banks to provide technical assistance programs (marketing, merchandising, etc) to business corridors

Goal D: Public Institutions Jobs Leadership

Develop an initiative among the major public sector leaders -- City of Charlotte, Mecklenburg County, Central Piedmont Community College, Charlotte-Mecklenburg Schools, Hospital Authority, and Housing Authority -- to recruit and train unemployed and under employed residents for available public sector jobs.

Priority Action Steps:

1) **Develop an initiative among the major public sector employers to recruit and train unemployed and under employed residents for available public sector jobs** The major public employers (Central Piedmont Community College, Charlotte Housing Authority, Charlotte-Mecklenburg Hospital Authority, Charlotte-Mecklenburg Schools, City of Charlotte, and Mecklenburg County) should develop a model program to aid disadvantaged workers in obtaining public sector jobs Focus would be employment assessments, employment training, job counseling and identifying candidate job opportunities through the joint efforts of the employers This model program could be shared with private employers after development

Other Action Steps:

1) Develop agreement upon principles on the goals of the initiative
2) Identify available job areas for which candidates should be considered
3) Coordinate with Central Piedmont Community College and other institutions to help people prepare for jobs

Goal E: Minority/Women Business Development Program

Maintain a Minority/Women Business Enterprise program which focuses on minority-owned and women-owned businesses, encourages private sector utilization of the businesses, and promotes training and technical assistance for small businesses.

Priority Action Steps:

1) **Continue to develop a Minority/Women Business Development program which focuses on minority-owned and women-owned businesses, encourages private sector utilization of participating businesses, and promotes training and technical assistance for small businesses.** This strategy supports the recommendations established by City Council for development of the minority-owned and women-owned program including providing small business training and technical assistance

Other Action Steps:

1) Continue to administer the M/WBE program under guidelines established by City Council
2) Jointly develop with Neighborhood Development the program components to administer to small business needs

IV. Organizing For Action

These strategies relate to local government activities to organize a framework to respond to economic development, develop a customer service focus, streamline regulations and processes, and organizing partners and local government staff to implement strategies contained in this policy

Goal A: Organization Framework

Establish a policy coordinating committee consisting of local government and its partners to economic development initiatives and a staff technical coordinating committee to implement these recommendations.

Priority Action Steps:

1) **Coordinate local economic development activities** Establish a **policy coordinating committee** (consisting of local government and economic development partners) to oversee economic development initiatives, and a staff **technical coordinating committee** to implement these recommendations

Other Action Steps:

1) Local government will develop appropriate policies implement the strategies in this policy plan
2) Establish a technical staff committee to lead on implementing economic development strategies

Goal B: Customer Service

Continuously re-enforce the importance of customer friendly employees, processes, and systems to maintaining local economic competitiveness.

Action Steps:

1) Incorporate an initiatives into the customer service program to inform local government employees of the importance of *friendly customer service* as an economic development tool
2) Develop customer service programs and information systems targeted for business use
3) Develop in-house business response team to assist in business recruitment and business retention efforts
4) Develop a business expediter function to assist local businesses accessing local government

Goal C: Streamlining Government Processes and Regulations

Establish a continuous process for reviewing, streamling city regulations and processes to aid customer understanding and access to government.

Priority Action Steps:

1) **Promote a customer friendly government environment** Establish a process and timeline for comprehensively **reviewing all government regulations** and assessing their impact on economic development goals and objectives
2) **Continue to improve the delivery of government services** Establish a policy requiring business units to periodically assess internal processes and systems for refinement and continuous improvement. Emphasis should be placed review on land development regulations (e g , zoning, site plan review, etc) and procurement regulations

Other Action Steps:

1) Continue current development process reviews focusing on Building Standards, Engineering, Transportation, Planning, and other agencies associated with the development process
2) Refine the *Developers Handbook* by adding information on review processes, time tables, and key contacts

Goal D: Economic Development Programs

Organize the local government's human and financial resources to effectively support local economic development.

Action Steps:

1) Utilize geographic focus and comprehensive, team based approach as an operating strategy for economic development activities
2) Establish a standing inter-departmental team to coordinate local government economic development activities
3) Designate lead coordinating and implementing government business units for performance accountability
4) Establish a lead recruitment function and a recruitment support team to facilitate local government response for business recruitment and retention
5) Establish a stronger linkage between Minority/Women Business Development Program, Neighborhood Development and Planning on development responses to needs of MWBE firms and small businesses

DRAFT

City Within A City Strategic Plan

I. Overview of CityWithin A City

City Within A City is an initiative that began in 1991 to comprehensively deal with economic development and quality of life issues in Charlotte's older urban neighborhoods and business areas The geographic focus of this initiative is a 60 square mile area ringing the Uptown and encompassing 73 neighborhoods Thirty-nine percent of Charlotte's total population, or approximately 146,000 people, live within this urban area

While the City Within A City (CWAC) area is comprised of some of the most affluent and desirable neighborhoods and business areas in Charlotte, it also contains some of the poorest and unstable

- One of every six City Within A City residents lives below the poverty level,
- Half of the neighborhoods in CWAC have unemployment rates ranging from 6% to 23%, two to eight times that of the rest of the city, and,
- The overall crime rate is double that of areas outside this urban ring

It was the recognition of these and other discouraging signs of change in the urban core that caused City Council to identify improving conditions in CWAC as one of its top five priorities in 1991 and every year since

Evident from the start, City government knew that it **alone** could not effectively address the severe economic, physical, and human problems that plague Charlotte's urban neighborhoods and business areas The need to form partnerships with county, state and federal governments, schools, neighborhood groups, non-profits, civic groups, religious organizations and the private sector has become a major underpinning of the CWAC effort

Accomplishments To Date

Although the City Within A City initiative has only been underway for three years, considerable progress has been made Community Policing and the creation of the Neighborhood Development Key Business are among the major accomplishments resulting from the focused attention on City Within A City The following lists other progress made

- Created a Neighborhood **Matching Grants** Program to provide funding for neighborhood and business groups to undertake various projects

- Completed a **Neighborhood Assessment Report** that assesses the overall health and stability of 73 CWAC neighborhoods, profiles the neighborhoods and categorizes them as fragile, threatened or stable

- Linked **community policing** efforts with **concentrated housing code enforcement** efforts in several neighborhoods

- Completed/implementing **infrastructure improvements** in 7 neighborhoods (Belmont, Reid Park, Genesis Park, Seversville, Capitol Drive, Lockwood and Cummings Avenue/Lincoln Heights)

- Created and helped fund **EZ Rider** Vans to enhance mobility of CWAC residents and link them to services

- Applied for a $3 million dollar **Enterprise Community Grant** to establish job training, placement, and business development empowerment centers in strategic locations in CWAC

- Received **YouthBuild** planning grant from the federal government to help design job programs for youths

- Completed **streetscape plans** for five corridors (Beatties Ford, Wilkinson Boulevard, South Boulevard, North Tryon and The Plaza/Central Avenue) **Construction** is completed or currently underway on South Boulevard, Beatties Ford Road, and Wilkinson Boulevard

- Created a $10 million dollar **City Within A City Loan Equity Pool** using City funds and local bank funds to assist in business development and expansion

- Helped fund **grocery store/shopping center** to be located at Beatties Ford Road and Lasalle Street Currently working with Reid Park CDC to help purchase and redevelop Westover Center at Remount Road and West Boulevard

- Funded CDC's and the Charlotte Mecklenburg Housing Partnership sponsored **home ownership programs** (Seversville and Genesis Park) and other housing activities

- Created neighborhood-based **interdepartmental/interagency task forces** (Amay James/West Boulevard, Belmont and Seversville) headed by Neighborhood Services Division of Neighborhood Development to respond to residents and business owners issues and concerns

- **Strengthened relationships** with neighborhood leaders, the county, schools, non-profit organizations like YMCA, United Way, Foundation for the Carolinas, Rotary, Junior League, Chamber, and other agencies

Need for Continued Planning

The progress made to date with this effort is commendable, but there is much that remains to be done The recently completed ***City Within A City Neighborhood Assessment Report*** and the ***1993 Community Needs Survey*** identified numerous unmet social, physical and economic needs These reports suggest that it will take several more years of focused work to reverse the poverty and urban decay that is so pronounced in CWAC today

After three years of implementation, Council requested that staff assess the progress made with the CWAC efforts and identify key issues, changes or strategic steps that need to be taken over

the next five years to improve conditions in the urban core In response, this strategic plan was developed The ***City Within A City Five Year Strategic Plan*** is designed to help guide City work program activities over the next five years and improve coordination and dialogue with other key public and private partners The strategies included in this plan represent the collective thoughts, ideas and input of City and County staff, neighborhood leaders, non-profit groups and private sector partners

Environmental Scan

To identify a clear path of where the CWAC efforts should be focused in the future, it is critical to look at existing conditions in the urban core The following lists key information and issues related to physical, social and economic conditions and to the organizational aspects of planning and implementation of CWAC initiatives

Physical/Social/Economic Issues

- **The area is racially balanced.** In 1990, 51% of the population was black, 47% were white 2% were Asians

- **One of every six families lives below poverty.** The poverty rate is 17%, twice the rate for families in the rest of Charlotte

- **One of every seven households is headed by a single female.** Over 14% of all families are headed by single females while the rate for the rest of Charlotte is 9 6%

- **Majority of the neighborhoods experienced high unemployment.** In 1990, when unemployment in the rest of Charlotte was only 3 3%, twenty of the 73 *CWAC* neighborhoods unemployment rates exceeded 10%- three times higher than the rest of the City Another 21 neighborhoods had unemployment rates between 6 and 9 percent or twice the City's rate

- **Most families rent their homes.** Only 44% of the homes are owner occupied while 56% are rented For the rest of Charlotte, 62% of the homes are owned and only 38% are rented

- **Only one of every three adults has a high school diploma.** Of the approximately 93,789 adults in the area over 25 years of age, 31% do not have a high school diploma as compared to 12% in the rest of the City

- **Most of the neighborhoods have high rates of crime.** In 1992, there were approximately 3,083 arrests classed as drug arrests by the Uniform Crime Reporting Guidelines Of this total, approximately 2,300 or 75% were made in the *City Within A City* area

- The majority of the neighborhoods have **inadequate sidewalks, curbs & gutters, inadequate drainage facilities and parks.** Approximately 70% of the neighborhoods have inadequate or no storm drainage systems In addition, 43% or 32 neighborhoods have inadequate or no sidewalks, curbs, gutters or street lights

- Of the 53 parks in the area, **19 are rated as poor to unacceptable condition.**

- **Most of the neighborhoods are classified as fragile or threatened.** Of the 73 neighborhoods, a classification of the general health and well being of the neighborhoods reveal that 29% were classified as Fragile, 30% as Threatened and 41% as Stable

- **CWAC residents have the most unmet needs in the community.** The ***1993 Community Needs Survey*** reported that CWAC residents have the most unmet social needs such as transportation, basic educational skills, finances for food, assistance for the elderly, financial and personal counseling, finances for housing and health care

Organizational/Qualitative Issues

- The public and nonprofit organizations dealing with CWAC issues and problems are **overwhelmed** The problems appear to be too big to handle with current resources

- Communication/information sharing between various agencies and the City is **inadequate** There is some duplication of services and efforts

- There appears to be a lack of leadership/accountability relative to "who's in charge" of **CWAC** To date, no one entity has been assigned the role as the clearinghouse for CWAC efforts

- **There has not been enough emphasis placed on implementation** While important to the process, most of the emphasis has been on identifying and discussing the issues

- **No clear, concise mission for the CWAC effort exists.** This creates confusion for those individuals and organizations attempting to steer CWAC

- City Staff services have traditionally been compartmentalized along departmental lines **with little interdepartmental cross training and few joint efforts** While a number of improvements, such as the consolidation of the Neighborhood Development Department, have been made, there is still some duplication of services and/or an inefficient use of resources resulting from this

- **Services are not as accessible to neighborhoods as they could be.** This relates to issues of location, hours of operation, and transportation, as well as to the available resources for expanding services to meet the demand

- **City policies and regulations often hinder rather than help improvement efforts** For example, current City policy prevents garbage pick up at homes where there has been an eviction

- CWAC partner activities are often not coordinated and are scattered throughout all of **the urban core** Significant, lasting impacts are less likely to occur when efforts are diluted

- Many of the neighborhood groups and Community Development Corporations lack **leadership and organizational skills needed to effectively address community problems**

II. The Foundation For Planning

The strategic plan for CWAC must be built on a firm foundation, a foundation that clearly articulates the mission or purpose of the CWAC efforts, the vision for City Within A City that the community will be working toward, and the principles or themes that essentially define the operating philosophy of CWAC These have been developed as part of this strategic plan process and are as follows

City Within a City Mission

To design, channel, and support public and private sector activities that contribute to sustained economic development and a high quality of life in Charlotte's older neighborhoods and business areas

Vision for City Within A City

To have a healthy and vibrant urban core in the 21st century where people **choose** to live, shop, recreate, and operate businesses in because

- people feel safe
- housing is affordable and well maintained
- streets and neighborhoods are clean and attractive
- adequate infrastructure (sidewalks, curbs, gutters, street lights, etc) is in place
- community parks and other facilities are accessible to residents and provide a range of activities for all age groups
- residents are employable and have access to good paying jobs that sustain self-sufficient families
- residents are actively involved in their neighborhood organizations
- attractive commercial and business centers and corridors exist that provide a diversity of quality goods and services
- the area can aggressively compete with suburban locations for businesses and employment opportunities

Planning Themes

- **Targeting** directing community resources to areas to make sustainable and visible impacts
- **Creating Partnerships** identifying and recruiting key players throughout the community to participate in the effort
- **Coordinating Services** linking City efforts with other community wide revitalization/improvement efforts
- **Efficiency with quality** assessing processes and regulations to shorten the time for implementation without sacrificing quality
- **Empowerment** supporting individuals, families and organizations to enable them to take charge of their lives and make positive changes in their neighborhoods and business areas
- **Leadership and Accountability** identifying individuals , teams and groups to manage, coordinate and effectively manage improvement projects
- **Innovation** creating new processes and improving communication with computer technology
- **Sustainability** making improvements that will have long term impacts and help stabilize individuals, families and neighborhoods
- **Flexibility** changing the way we do business to implement programs efficiently and effectively

III. The Plan

Strategic Plan Focus Areas

Based on the issues identified in the environmental scan, the ***City Within A City Five Year Strategic Plan*** focuses on six strategic areas

Organizational Development how the City should function to better provide services and make a difference in CWAC

Physical Development what improvements are needed for housing, infrastructure, community appearance, recreational facilities

Economic Development what needs to be done to create jobs, expand businesses, and upgrade business corridors

Self Sufficiency what can be done to enable individuals to have greater ability to provide essentials (housing, food, clothing, transportation, daycare, etc) for themselves and their families

Community Safety how neighborhood revitalization can impact crime rates and change perceptions

Community Capacity Building how community-based organizations can be supported and their skills enhanced to meaningfully participate and make sustainable changes in their neighborhoods and business areas

Goals and Strategies

The following are the goals and strategies related to each of the six focus areas outlined above

A. Organizational Development

To effectively address the complex social, physical and economic issues that are so pronounced in CWAC, the City and its partners must be organized to provide leadership, coordination and accountability The recently formed Neighborhood Development Key Business is a good start to help the City effectively organize to help make the vision of CWAC a reality The following lists key organizational goals and strategies that should be pursued for CWAC

Goal #1: Organize and coordinate community resources to be more efficient, effective and responsive to the needs of all CWAC residents and business owners.

Priority Action Steps:

1 Designate the **Charlotte-Mecklenburg Resolves Group to become the lead City Within A City partnership entity** to coordinate, link, and leverage existing resources This group consists of the so called "Big 6" public agencies involved in City Within A City

City of Charlotte
Mecklenburg County
Charlotte-Mecklenburg Schools
Charlotte Mecklenburg Housing Authority
Central Piedmont Community College
Charlotte Mecklenburg Hospital Authority

2 Establish the **Neighborhood Development Key Business as the lead agency** for the City of Charlotte on City Within A City initiatives, including coordinating with other Key Businesses and partners

3 **Target resources to five Action Plan Neighborhoods** (Belmont, Reid Park, Seversville, Lakewood, and Cummings Avenue/Lincoln Heights) Encourage partners to do the same Neighborhood action plans will identify priority service delivery needs, schedules and priorities with resident and stakeholder input Action plan neighborhoods should be considered a priority for City resources and those of our partners

4 **Target and market resources (economic development loans and job training) to Neighborhood Business Corridors** (Wilkinson Boulevard, Beatties Ford Road/Five Points, South Boulevard, The Plaza/Central Avenue, North Tryon, North Davidson and Freedom Drive). "Main Street" managers should be designated to support the business organizations and coordinate planned improvements

5 **Develop a policy for targeting City resources to "stable", "threatened", and "fragile" neighborhoods** To effectively target resources, the City should determine the types of neighborhoods that will receive priority for funding The City's policy will serve as a guide to other civic partners on where to focus their resources

6 **Designate one person from Neighborhood Development to coordinate and link civic, religious, and business resources** with neighborhood needs

7 **Establish a technical advisory team, headed by the Planning Commission** staff, to select neighborhoods for future neighborhood action plans and **target resources accordingly** The team should have representation from the "Big 6" public agencies and other partners The goal of the group is to collectively select future target neighborhoods and coordinate resources to address neighborhood needs

8 **Assess relevant policies and funding sources and determine the best use of them to effectively address neighborhood needs** Funding sources that should be evaluated include, but are not limited to JTPA grant funds, CDBG and HOME grant funds, and current City contributions to Neighborhood Development, Neighborhood Reinvestment, Innovative Housing, housing repair/demolition, and to the Housing Authority

9 **Examine and assess housing enforcement and engineering** design/construction processes to shorten the completion time for **neighborhood and corridor improvement projects** These construction projects represent opportunities to make visible and immediate impacts in areas Current construction processes are too lengthy and should be evaluated to shorten implementation schedules

10 **Evaluate and consider opportunities to better coordinate and utilize staff resources** by cross training field staff (such as inspectors, counselors, and others) to perform a variety of functions and duties

11 **Designate a person or team to be assigned and responsible to targeted neighborhoods for the City's projects and completion schedule** Three neighborhood-based task forces (Amay James/West Boulevard, Belmont and Seversville) have been formed consisting of staff from various public agencies These task forces or a similar group or individual should be assigned to oversee the implementation of neighborhood action plans and other neighborhood improvement projects

Other Action Steps:

1 **Develop an appropriate information system for the common use of all CWAC partners using computerized systems as appropriate** The Planning Commission, Charlotte Mecklenburg Police, and Neighborhood Development should work together to accomplish this

2 **Designate a full time grantsperson to aggressively tap available federal, state and foundation funds** Seek joint funding of the position with the County

Goal # 2: Continue to decentralize City, County and other key agencies and services, and seek joint use of facilities where feasible.

Priority Action Step:

1 **Form an interdepartmental services /interagency committee** to determine services to be decentralized, services that could be co-located with Police, and an implementation schedule including possible funding sources

B. Physical Development

The physical appearance of an area is often the determining factor of where people live, shop and do business CWAC has some of the best maintained neighborhoods in Charlotte And progress is being made to upgrade some fragile neighborhoods through concentrated housing code enforcement, nonprofit and CDC development of new housing and infrastructure improvements

However, the majority of neighborhoods in CWAC are plagued with substandard housing, aging and deteriorated infrastructure, parks, playgrounds and other community facilities The following strategies are designed to build on the progress being made and to accelerate improvement efforts These strategies address housing, infrastructure, community facilities and community appearance related improvements

Housing

Goal #1: Continue housing preservation efforts and reduce the proportion of substandard housing from 2.3% to 1% by 1997.

Priority Action Step:

1 **Focus efforts on targeted neighborhoods.** Police and Community Development have selected 11 neighborhoods for concentrated code enforcement, including five Action Plan Neighborhoods (asterisk)

- Belmont*
- Cummings Avenue*
- Grier Heights
- Lakewood*
- Optimist Park
- North Tryon Corridor
- Reid Park*
- Seversville*/Smallwood
- Villa Heights
- Wilmore
- Wingate

Goal #2: Increase home ownership in City Within A City neighborhoods.

Priority Action Step:

1 Assist Charlotte's Community Development Corporations in taking a leading role in developing owner occupied housing

Goal #3: Seek opportunities to create middle income neighborhoods and attract residents with a mix of incomes to live in CWAC.

Priority Action Step:

1 **Develop a strategy to retain and attract mixed/middle income families and individuals to City Within A City.** The City's current housing strategies are effective in targeting low income residents for assistance, but may not result in housing appreciation and may leave insufficient neighborhood income to support shopping and basic neighborhood services Developing a broader strategy to increase the mix of incomes in City Within A City would include looking at the roles of the City, CDCs, the private sector and channeling necessary resources to recreation, shopping, infrastructure, public safety, and business/job retention

Infrastructure/Community Facilities

Goal #1: Comprehensively upgrade and address capital improvement needs and facilities in CWAC.

Priority Action Steps:

1 **Develop a "Quality of Life" capital improvements strategy for City Within A City.** To make the City Within A City an attractive and competitive place to live, work, and shop requires continued investment in community facilities and aging urban infrastructure This strategy would pull together the current capital plans of the City, County, Schools and key community agencies and match them against needs to estimate the gap as well as discover opportunities for joint-use or co-location of facilities

2 **Target Neighborhood Reinvestment dollars to neighborhood action plan neighborhoods and reevaluate the program criteria** Make appropriate changes to include other eligible physical improvements

Community Appearance

Goal #1: Control and prevent violations of the City's litter and abandoned vehicle ordinances in CWAC neighborhoods through targeted enforcement and citizen education.

Priority Action Steps:

1 **Target community improvement efforts to CWAC neighborhoods**, particularly the Action Plan and concentrated housing code enforcement neighborhoods, This should be coordinated closely with Neighborhood Development and Community Policing Consolidation of Community Improvement with Neighborhood Development should be explored

2 **Support the creation and use of an Environmental Court to investigate and prosecute neighborhood violations** This Court would handle neighborhood violations related to housing code enforcement, litter and trash, zoning and other public nuisance cases It would complement the newly created attorney position funded through the Community Safety Plan

C. Economic Development

These strategies principally were taken from the section of the ***Urban Economic Policy Report*** related to economic development initiatives in City Within A City These strategies focus principally on enhancing the economic viability of CWAC as an area to work, shop and do business The following lists strategies related to business development, job training and corridor revitalization

Goal #1: Retain and expand the job base, focus on the creation of quality jobs, coordinate educational and training opportunities for unskilled residents to connect them to jobs, revitalize neighborhood shopping areas, and provide mobility for employment opportunities.

Priority Action Steps:

1 **Aggressively pursue development of a business park south of the Airport as a major employment center.** The Airport Key Business is completing a master plan for about 3000 acres of both publicly and privately owned land at/near the airport The land can serve as a magnet for major industries that need airport access

2 **Decentralize economic development** by continuing to pursue the $3 million Enterprise Community Grant to create geographically based empowerment centers that offer job training, placement and business development training Find funds to implement the first Neighborhood Empowerment Center.

3 **Allocate staff and resources to capitalize on growth industries such as sports,** hospitality/conventions, and health care to prepare residents for jobs and **stimulate entrepreneurial opportunities.** Many services and products for these industries are produced outside of Charlotte The City Within A City should be targeted as a location for these type businesses and as a source of workers

4 **Convert the Private Industry Council into a Charlotte Mecklenburg Workforce Development Board** to coordinate local training resources

5. **Focus on City Within A City by targeting employment clusters to implement economic development initiatives.** This strategy utilizes the geographies identified in the Empowerment Community grant (West Area, Northwest Area, and Northeast Area) for developing customized economic development responses The City will continue to pursue of the $3 million Enterprise Community Grant and local government will organize its resources -- planning, training, placement, loans and marketing resources -- toward developing jobs, supporting business expansion and creating new businesses in these areas

6. **Stimulate investments in business corridors by developing facade, signage, and security programs.** These programs will complement the current streetscape improvements underway along inner city corridors These programs would encourage business owners in targeted corridors to improve their store fronts, upgrade signs, and make security improvements These programs will help improve the appearance and economic viability of businesses along the targeted corridors

7 Develop an initiative among the major public sector employers to recruit and train **disadvantaged residents for available public sector jobs** The major public employers (Central Piedmont Community College, Charlotte Housing Authority, Charlotte-Mecklenburg Hospital Authority, Charlotte-Mecklenburg Schools, City of Charlotte, and Mecklenburg County) should develop a model program to aid disadvantaged workers in obtaining public sector jobs Focus would be employment assessments, employment training, job counseling and identifying candidate job opportunities through the joint efforts of the employers This model program could be shared with private employers after development

8 Maintain a Minority/Women Business Development program which focuses on minority-owned and women-owned businesses, encourages private sector utilization of participating businesses, and promotes training and technical **assistance for small businesses.** This strategy supports the recommendations established by City Council for development of the minority-owned and women-owned program including providing small business training and technical assistance

Other Action Steps:

Jobs/Business Development

1 **Undertake a plan of the Statesville Road/Graham Street Area industrial area,** focusing on economic development and infrastructure needs

2. **Initiate special projects to analyze retail opportunities in neighborhoods** in order to develop strategies for the delivery of consumer services

Training/Placement

1 **Coordinate training opportunities by establishing liaison with non-profit training and placement agencies** (e g , Women Commission, St Marks, etc)

2 **Continue to work with the State Employment Security Commission to develop a job center** which will serve as a one-stop training and placement center

3 **Continue to work collaboratively with Central Piedmont Community College and other non-profit training agencies to place unskilled residents in jobs**

4 **Explore development of a westside campus for Central Piedmont Community College** to serve as a training facility for residents of the area

D. Human Development and Self Sufficiency

Self sufficiency can be defined as the ability of an individual and/or family to adequately provide the essentials housing, food, clothing, childcare, transportation etc At the root of self sufficiency is education and training Without the knowledge and skills to compete with the workforce, people will continue to depend upon public assistance and/or be entrenched in low paying jobs that can not sustain themselves or their families Until this cycle of poverty is broken, neighborhoods will continue to experience the types of social, economic, and physical problems that are so pronounced today

The City Within A City Strategic Plan recognizes the importance of the human element of neighborhoods While the plan does not attempt to address the larger issues of welfare reform, it does focus on a root cause of poverty education and training The following are strategies related to this topic These go hand in hand with the economic development strategies outlined earlier

Goal #1: Increase educational, training and employment opportunities for CWAC residents and the number of residents taking advantage of these opportunities.

Priority Action Steps:

1 **Form a public-private-nonprofit group to define self sufficiency** in economic terms for Charlotte and develop appropriate paths/models to achieve self-sufficiency

2 **Evaluate current linkages between the City, County, and Housing Authority's self-sufficiency programs.** Consider consolidating or restructuring where appropriate Currently the City funds about $1 3 million in self sufficiency programs undertaken through partnerships These need to be evaluated not only for effectiveness, but in the context of what the County and Housing Authority are doing The goal is to be more effective and cost efficient

Other Action Steps:

1 **Work with Charlotte Mecklenburg School staff to develop tutoring and adult** basic education programs in schools, particularly those located in **City Within A City targeted neighborhoods** These programs could be jointly operated by neighborhood associations, Community Police Officers, the schools, and/or churches and civic organizations Payment for these classes could be made with volunteer service in the schools

2 **Encourage the City's Employment and Training Division of Neighborhood** Development Key Business to increase program emphasis on job placement **in addition to training.** This could be done by aggressively surveying local employers, particularly those located in targeted neighborhoods, to determine labor needs, provide training and link jobs with residents in targeted neighborhoods

Goal #2: Expand mass transit routes and/or develop alternative means of transportation to improve access of residents to jobs and services.

Priority Action Steps:

1 **Develop additional or new mobility strategies for City Within A City** residents and workers in concert with partners such as the County, Schools, **and Chamber of Commerce.** Consider such strategies as expanding EZ Rider, improving the user friendliness and safety of bus stops, linking transit to underserved employment centers, and stimulating private or employer-provided transit/transportation

Goal #3: Provide needed services to a diverse racial and ethnic population.

Priority Action Steps:

1 **Coordinate with the International House, churches and other agencies to** reach out and assess the employment, housing, and health care service needs of a growing Asian and Hispanic population

2 **Participate in a meaningful way to help implement the recommendations included in Charlotte's International Strategic Plan** This plan recognizes Charlotte's growing ethnic population and identifies strategies to help them assimilate into the community

E. Community Safety

Fear of crime tops the list of community concerns throughout Charlotte-Mecklenburg, and particularly within the City Within A City where crime rates are highest The realities and perceptions of crime significantly affect a community's quality of life and the decisions people make relative to their housing, business and shopping choices

Much attention has been devoted to community safety in the last several years In 1994 City council adopted the ***Community Safety Plan*** which outlines a strategic approach to deal with crime prevention and enforcement This plan does not duplicate the efforts of the Community Safety Plan, but rather emphasizes neighborhood oriented strategies from that plan and builds upon them The CWAC goals and strategies related to community safety are as follows

Goal #1: Implement the Community Safety Plan particularly those related to neighborhoods.

Priority Action Steps:

1 **Implement the Community Safety Plan.** Council has adopted the Community Safety Plan and provided funds for its initial implementation Focusing on both prevention and enforcement, the Plan can serve as the principal crime prevention and reduction strategy for City Within A City

2 **Coordinate Police redistricting with Neighborhood Development and Planning.** As the Charlotte Mecklenburg Police Department (CMPD) reorganizes and implements new districts by early 1995, its definition of new geographies needs to consider the partners the CMPD will be working with such as Neighborhood Development and Planning One important goal would be to create districts that respect traditional neighborhood boundaries so that neighborhoods will not be split by different City Key Businesses This also makes it easier to form teams when the boundaries are the same for the Key Businesses

3 **Designate a person from Neighborhood Development to work with the** Charlotte Mecklenburg Police Department and the County to review federal **crime bill initiatives** to determine grant opportunities for prevention (especially at risk youth) oriented activities, (economic development, recreation centers, after-school programs and community centers)

F. Community Capacity Building

One of the most important elements of a neighborhood revitalization effort is community involvement Since the late 1980's there has been a resurgence of interest and the desire of neighborhood groups, Community Development Corporations and other nonprofit to actively participate in neighborhood revitalization and development efforts The success of the CWAC effort will, in large part, depend upon continued support and participation of community-based organizations The following goals and strategies are designed to further enhance and develop the skills of community based organizations and to strengthen the City's relationship with these key partners

Goal #1: Support community-based organizations and neighborhood initiatives.

Priority Action Steps:

1 **Explore creating a Neighborhood Advisory Council** that will serve as a forum for neighborhoods to share information and advocate for neighborhood needs

2 **Sponsor the first 'State of the Neighborhoods Conference'** to celebrate community successes, build connections among neighborhoods & partners, and generate new ideas

3 **Urge Fighting Back, the Charlotte Organizing Project, the United Way, and the** various community leadership programs to help neighborhoods organize or become better organized and develop leadership skills

4 **Help strengthen the capacity of CDCs and other community based organizations** that are involved in development by providing additional funding for professional training, leadership development and administration

5 **Develop community problem solving and strategic planning courses** to be taught by staff of Community Relations Division of Neighborhood Development Key Business Recently formed community groups often don't possess the organizational and leadership skills to address complex community issues These classes would help fledgling groups and strengthen their problem solving skills

6 **Continue to fund the Neighborhood Matching Grants Program** that provides matching funds to neighborhood and business groups By far this program has proven to be one of the most effective tools to help community based groups get organized and successfully complete projects The program should continue to be funded and staff within Neighborhood Development Key Business should be assigned to effectively operate and manage the program

Community Safety Plan Update

Goal 1: To decrease the rate of crime and to increase the perception of community safety through neighborhood-based services.

Strategy 1: To decrease the rate of crime and increase the perception of community safety through neighborhood-based services.

Action Steps:

1 **Contract with UNCC to design two surveys:**
- Citizen survey regarding police services and the perception of safety
- A police personnel survey of departmental strengths and weaknesses

Initiatives taken to date:

1 Police, Budget and Evaluation, Manager's Office to complete scope of work **(Completed)**

2 Agreement with UNC Charlotte, to assist Police Department conduct study **(Completed)**

3 Agreement with UNCC and Kennedy School of Government to assist Police Department in obtaining technical/financial assistance from National Instituted of Justice **(In progress)**

4 Develop scope of studies **(In progress)**

5 Conduct study **(To be completed by 4th quarter FY95)**

Strategy 2: Make needed services more accessible to individual neighborhoods.

Action Steps:

1 Decentralize police, and other City and County (related) services (for neighborhood problem solving)

Initiatives to date:

1 Police Executive retreat to plan restructuring for decentralization **(Completed)**
- Reorganize service area into bureaus, with bureau commander in each area
- Establish three (3) patrol districts in each bureau
- Community Policing coordinators within neighborhoods in each district
- Decentralize investigative and support services within bureaus

2 Police Executive staff determine services to locate in first bureau station

3 Conduct ground breaking for new Police Headquarters building November 4 **(completed).**

4 Determine location of Westside bureau station **(Complete November).**

5 Determine other City services to locate in Westside bureau station

Strategy 3: To provide neighborhood based police services throughout the City in a manner that tailors those services to the needs of the individual neighborhoods.

Action step:

1 Expansion of Community - Problem Solving Policing

Initiatives to date:

1 Community policing implemented in **(Completed)**
- All three Adam patrol districts
- In Baker-One district
- In Charlie-One and Charlie-Two districts

2 Community policing currently being implemented in Charlie-Three district **(To be completely implemented by third quarter FY95)**

3 Community policing will be implemented in Baker-two and Baker-Three districts after restructuring and decentralization

4 Redefinition of community policing as a police-community problem solving service Training will include community policing and problem-solving techniques and strategies, performance evaluation will include problem solving and community policing measures **(In progress)**

Strategy 4: To comprehensively address infrastructure, socio-economic and service needs in fragile and threatened neighborhoods.

Action Steps:

1 Coordinate the Community Safety Plan and City Within A City initiatives to ensure that each strengthens the other

2 Determine by October 1, 1994 neighborhoods in which to begin and develop improvement plans for those neighborhoods

3 With Neighborhood Development Director as lead, assess relevant policies and funding sources to determine how best to target distressed and threatened neighborhoods, including but not limited to
- uses of CDBG and HOME grant funds,
- uses of JTPA (employment) grant funds,
- uses of current City contributions to Neighborhood Development, Neighborhood Redevelopment, Innovative Housing, and housing repair/demolition

4 Prepare recommendations for modifications, if any, in time for review by the City Within A City advisory committee and the Council Community Development and Housing Committee and for funding recommendations to be considered in the FY96-FY97 budget cycle and the FY96-FY00 CIP

5 Develop a multi-year strategy to target neighborhoods throughout the City, expand the neighborhood assessment to include those not in the CWAC area

Initiatives to date:

1 Eleven neighborhoods have been identified Community policing has been implemented in each of these fragile neighborhoods

2 Neighborhood Development, Planning, and Police will coordinate in the development of strategies for these neighborhoods

3 A Deputy Police Chief has been assigned as liaison between the Police Department and Neighborhood Development and CWAC

Strategy 5: Finalize establishment of the Neighborhood Development Department, containing Employment and Training, Economic Development, Community Relations, Community Development and Neighborhood Services into a single Key Business.

Action Steps:

1 Finalize Neighborhood Development organizational structure by July 1994

2 Recruit and appoint the Neighborhood Development Key Business Executive by December 31, 1994

3 Assess the operations and staffing needs of the Key Business in time for recommendations to be considered as part of the next two-year budget cycle

Initiatives to date:

1 Finalize the Neighborhood Development organizational structure by July in 1994 **(Completed)**

2 Recruit and appoint the Neighborhood Development Key Business Executive by December 31, 1994 **(Completed)**

3 Assess the operations and staffing needs of the Key Business in time for recommendations to be considered as part of the next two-year budget cycle **(In progress)**

Strategy 6: Expand the City's crime prevention efforts through the production and airing of a "Street Beat" type crime and public safety program.

Also develop a format to air photographs and profile information of "Charlotte's 10 Most Wanted," as well as programs aimed at family self-sufficiency and child support enforcement such as "Charlotte's Dead-Beat Parents "

Action Steps:

1 Review legal aspects of program plans with legal staff

2 Develop program formats and present the formats to Cable Oversight Committee and the Council Public Safety Committee

3 Implement the program as approved mid-year FY95

Initiatives to date:

1 Formats developed and production proceeding for premiere in January 1995

2 Agreement between PS&I and WTVI (Public Television) to jointly produce and simulcast the program **(Completed)**

Strategy 7: Continue to develop our general philosophy of community policing as it relates to approaches, resources, response time and implementation differences between neighborhoods.

Action Steps:

1 Continue to refine community policing philosophy, and conduct workshop with City Council prior to October 1994, with specific discussions on response time versus problem solving policing and call prioritization

2 Expand community policing into Adam-one, Baker-One, Charlie-two, and Charlie-Three patrol districts

3 Enhance field supervision by doing one sergeant to each urban patrol district

4 Determine the form of community policing to be used in Baker-two and Baker-Three by June 30, 1995

Initiatives to date:

1 Community policing following patrol districts implemented **(Completed)**
- Adam-1, Adam-2, Adam-3,
- Baker-1,
- Charlie-1, Charlie-2

2 Community policing in final stages of implementation in Charlie-3 **(in progress)**

3 Community Policing to be implemented in Baker 2 and Baker-3 following redistricting for decentralization, by mid-year 1995

4 Community policing redefined to include a problem solving approach Problem-solving techniques and strategies are added to training programs and to performance evaluation for police officers **(Ongoing)**

Strategy 8: **Support Community Policing by pursuing legal remedies for neighborhood violations. Add a City Attorney to coordinate workload of neighborhood violations and to prosecute these violations in environmental court. The workload and violations will be identified by Code Enforcement team and community policing coordinators.**

Action Steps:

1 An additional attorney to City Attorney's Office

2 Establish an enhanced code enforcement by enhancing Code Enforcement Team

3 City Manager appoint a staff committee to review City code sections and ordinances for addressing neighborhood concerns

Initiatives to date:

1 Qualifications, job description for attorney determined, position advertised, applicant screening and interviews in progress **(In progress)**

2 Enhanced Code Enforcement Team to be part of Neighborhood Development organization **(In progress)**

Strategy 9: **Increase support to the Victim Assistance program administered by United Family Services to enable victims of violent crime and their families to cope with the trauma of victimization and its after-effects**

Action Steps:

1 Provide additional funding for the intent of increasing staffing in the Misdemeanor unit

2 Provide additional funding ($5,000) for market adjustments for counselors to reduce retraining caused by turnover, thereby increasing productivity

Initiatives to date:

1 Provided additional funding for the intent of increasing staffing in the Misdemeanor unit **(Completed)**

2 Provided additional funding ($5,000) for market adjustments for counselors to reduce turnover **(Completed)**

Goal 2: To decrease the rate of violent crime in our community.

Strategy 1: Develop an informational Campaign that stresses the importance of the proper maintenance and storage of weapons kept in the home or automobile.

Action Step:

1 Develop an informational campaign that includes literature, public service announcements, talk shows and club appearances

Initiatives to date:

1 Developed educational materials to be used on public service announcements and other media

2 To be implemented with an initiative by Chief of Police to promote "trigger locks " Department is securing trigger locking devices, which will be given to gun owners, free **(In progress)**

Strategy 2: Provide training in use of conflict management skills to resolve interpersonal disputes.

Action Step:

1 Include new position in FY95 budget Duties of this position to recruit volunteer conflict management trainers, train the trainers, and develop opportunities for trainers to work with family and neighborhood groups

Initiatives to date:

1 Position not added to date

2 Existing Community Relations Staff providing conflict and mediation training to community policing coordinators and limited number of neighborhood groups **(on schedule)**

Strategy 3: Create Domestic Violence Intervention Teams in the Police Department.

Action Steps:

1 Develop Charlotte's approach to the domestic violence intervention team concept The District Attorney is to be included in program design

2 Create a domestic violence investigative unit comprised of 1 sergeant, 4 investigators, and 2 counselors

3 Provide necessary training and begin actual intervention of domestic violence cases during the last quarter of FY95 Training funds to allow the District Attorney's office to be included

Initiatives to date:

1 Created team within Police Department to develop plans for domestic violence intervention **(Development in progress)**

2 Assigned Police Major to work with Domestic Violence interest groups **(Assignment made)**

3 Appointed Police Captain to head the Domestic Violence Intervention activity **(Assignment made)**

4 Involved Major and Captain in national training programs, conducted by National District Attorneys' association

5 Developed "domestic violence' information bulletin, providing "what to do " **(Completed)**

6 Police officers directed to make an arrest in domestic violence cases, whether victim(s) wish to prosecute or not District Attorney has agreed to prosecute **(In progress)**

7 Agreement with Victims Assistance program to assist Department with job development and training for two counselors **(Agreement)**

Strategy 4: Expand the Violent Crimes Task Force targeting violent offenders. Make staffing allocations permanent.

Action Step:

1 Add 8 investigators and 1 sergeant to staff Violent Crimes Task Force permanently

Initiatives to date:

1 Positions added to Task Force This Task Force investigates violent gang activity, and takes cases to Federal Courts, where convicted felons get stronger sentences **(on schedule)**

Strategy 5: Expand felony investigations (homicide, armed robbery, aggravated assault, rape, housebreaking, storebreaking, auto theft and fraud).

Action Steps:

1 Add three investigators to Homicide Division of Felony Investigations Bureau

2 Add seven investigators to remaining divisions of Felony Investigations

Initiatives to date:

1 Ten positions are filled, six positions permanently assigned, four assigned until additional recruits are trained, when they will be made permanent **(on schedule)**

Goal 3: To decrease the rate of crime committed by youth in our community.

Strategy 1: Expand the DARE program into the seventh grade. Currently DARE officers teach Drug Abuse Resistance Education to 5th and 6th. The steepest increase in student drug use is in middle school, especially among 7th graders.

Action Step:

1 Add six officers and required supplies and equipment for expansion of DARE into the 7th grade

Initiatives to date:

1 Six officers were funded, however, the Department is awaiting training to extend DARE into 7th grade on full basis Currently 10 5th and 6th grade officers are using fifth school day of week to teach DARE in 7th grade **(behind schedule)**

Strategy 2: Increase coordination of public/private neighborhood-based initiatives for at-risk-youth. Provide assistance and information to religious, civic and recreational organizations seeking involvement.

Action Steps:

1 Adopt the Children's Services Network policy framework for collaboration of children's services

2 Add a position in Community Relations to act as a coordinator for religious organization and other private groups to initiate support programs for youth in distressed neighborhoods

3 Begin discussions with County on use of recreational centers for late night basketball

Initiatives to date:

1 Council has adopted the Children's Services Network policy framework for collaboration of children's services **(Completed)**

2 City Manager's office has helped initiate a children's committee for reviewing and implementing a communications network through WTVI (public television) **(Completed)**

3 Discussions are ongoing with the County and Fighting Back to initiate an "All American Drug Free Basketball League" in Charlotte, through the Robert Woods Johnson Foundation and the Charlotte Hornets **(In progress)**

4 Formation of partnerships are being formed to work with Community Safety and City-Within-A-City on programs for youth and children **(Ongoing)**

- YMCA Community Development Programs
- Success By Six
- Fighting Back
- Mecklenburg Parks and Recreation Department
- Charlotte Rotary Community Corps
- Charlotte-Mecklenburg Schools

Strategy 3: Expand employment opportunities and job skill development for youth through permanent expansion of the Summer Youth Program.

Action Step:

1 Expand the Youth Employment Program by adding 6 permanent positions

Initiatives to date:

1 Expand youth employment by adding positions in Employment and Training
1995 Summer program placed 1560 youth **(Completed for FY95)**

Strategy 4: Expand the Police Department's youth investigations to address the sharp increases in work load and to respond to new State mandate to initiate child abuse investigations within 48 hours.

Action Steps:

1 Add 4 investigators to the Youth Investigations Bureau as well as the required equipment and supplies

2 Add one Investigative Technician to the Youth Investigations Bureau

Initiatives to date:

1 Four investigators have been added to Youth Investigations Bureau, significantly increasing their ability to investigate youth crimes and assist youth victims **(Completed)**

2 Investigative Technician position has been advertised, hiring in progress **(In progress)**

Strategy 5: Create a Serious Juvenile Crime Unit in the Police Department.

Action Steps

1 Add 6 officers and 1 sergeant to create the Serious Juvenile Crime Unit

2 Add an Investigative Technician and an Office Assistant to support the Unit and reduce administrative work done by sworn personnel

3 Develop evaluation measures to assess the success of the Unit

Initiatives to date:

1 This project is awaiting training of additional officers

2 Meanwhile, community policing personnel and other investigative units investigate serious youth crimes **(Unit expected to be operational by first quarter FY96)**

Strategy 6: **Develop a local Serious Habitual Offender Comprehensive Action Program (SHOCAP) based on the US Department of Justice Office of Juvenile Justice and Delinquency Prevention model. SHOCAP is an information network which provides criminal information on juvenile repeat offenders to the Police, Courts, Schools, and children's service groups.**

Action Steps:

1 Assemble the appropriate agency participants (school representatives, District Attorney's office and other court officials, juvenile welfare agencies, schools, etc) and reach consensus on the type of program to be developed

2 Begin design of the program, including identification of resource needs for system development

3 Identify program design and resource needs for the second year of the Community Safety Plan

4 Review the juvenile privacy and information laws to determine if changes are desirable If so, recommend changes in time for the 1995 session of North Carolina General Assembly through North Carolina League of Municipalities legislative package

Initiatives to date:

Project is on schedule

1 Meetings with participating agencies to form consensus on developing SHOCAP Agencies agreed to form SHOCAP **(Decision, work ongoing)**

2 Police Department will serve as data center for CHECKUP information **(Ongoing)**

3 Department has identified technical assistance needed **(Ongoing)**

4 US Office of Juvenile Justice technical and financial assistance is being requested **(In progress)**

Strategy 7: Explore a teenage curfew to impact youthful crime.

Action Steps:

1 Research the curfew issue

2 Present information to City Council by November 1994

3 If adopted, prepare ordinance and implementation plan, including public education campaign

Initiatives to date:

1 Police Department has conducted research

2 Police Attorney has completed a draft ordinance

3 Police Department is reviewing proposed draft ordinance to determine resource needed to implement

4 Proposal will go to Council Public Safety Committee mid to late November

Goal 4: To decrease the rate of substance abuse-related crime in our community.

Strategy 1: Expand the Street Drug Interdiction Task Force to all patrol districts.

Action Step:

1 Expand Street Drug Interdiction Task Force concept county-wide by implementing the concept in 9 patrol districts, based on the Charlie One model

Initiatives to date:

1 A permanent Street Drug Interdiction Task Force is fully operational in Charlie Two district, and a Task Force has been assigned to the Seversville neighborhood **(Completed)**

2 Existing Interdiction operations are conducted in conjunction with Community Policing operations

3 Additional permanent Interdiction Task Forces will be assigned as additional officers are trained **(Expected date of full implementation, early FY96)**

Strategy 2: Continue the Courts' ability to focus on drug-related crimes through the continued operation of a drug court and assist in planning a treatment component to the drug court.

Action Steps:

1 Support State funding of the existing drug court

2 Participate in planning treatment component to the drug court Provide matching funds for planning and implementation

3 Consider how job training slots might be used in support of a drug treatment court

Initiatives to date:

1 City provided $118,000 for continuation of Drug Court for an additional year **(Completed for this year)**

2 City provided $15,000 and cooperation with the Court to develop treatment component **(Completed)**

3 Police Department assigned assistance to drug court by providing
- Four investigators in District Attorney's office to assist in calendar and case preparation
- One investigator to work with preliminary-hearing court
- Two investigators to work with the misdemeanor court **(Completed for this year)**

4 Preparation is being made to ask City Council to make State Funding of the Drug Court a top priority during discussions with legislative delegation in December, as requested by the criminal Justice Commission

Goal 5: To decrease the rate of repeat offender crime in our community.

Strategy 1: Establish a Citizens Parole Accountability Committee to evaluate cases of inmates under consideration for parole and impact the parole process when determined appropriate.

Action Steps:

1 Appoint a Citizens Parole Accountability Committee Mayor and City Council

2 Assign a police officer to assist the Committee

3 Provide training for the Committee

Initiatives to date:

This project is well underway

1 Mayor and Council have appointed the Committee, and is operating **(Completed)**

2 A Police Officer has been assigned to the Committee, working out of the District Attorney's office, and reviewing parole cases **(Completed)**

Strategy 2: Determine City's policy regarding utilization of employment and training funds to support offender programs.

Action Steps:

1 Review current alternative sentencing programs to see if training components are needed

2 Develop a City policy and /or programs to provide employment training committed to offender programs

3 Provide necessary training to staff liaison to facilitate effective service to offender population

Initiatives to date:

1 The Employment and Training Division has established training for offenders who will be paroled, to make finding a job or job training available, upon release **(Completed)**

2 Employment and Training has an agreement with Central Piedmont Community College to conduct High School Equivalency or GED training and basic skills instruction **(Completed)**

3 Program installed at Spector Drive jail facility **(Completed)**

Goal 6: To ensure the most efficient utilization of public resources in combatting crime.

Strategy 1: Provide 40 hours of in-service training per year to make Advanced Law Enforcement Training mandatory.

Action Steps:

1 Design the curriculum for the mandatory in-service training program by January 1, 1995

2 Add 30 officers and stagger allocation of these officers into recruit classes throughout the fiscal year

3 Add 3 training officers and required equipment

4 Develop measures to assess the impact of training

Initiatives to date:

1 Three officers added to training staff for this project **(Completed)**

2 Relief officers to be added after other staffing have been completed **(FY96)**

Strategy 2: Evaluate all police support personnel to ensure sufficient support for field personnel.

Action Steps:

1 Action steps included adding civilian support personnel to assist officers and supervisors with administrative work

Initiatives to date:

1 Investigative technician positions are in process for hiring

2 Clerical personnel has been hired

3 Record clerks have been hired or in process

4 Crime lab personnel hiring in process

Goal 7: To develop five year Community Safety Plan and an annual evaluation.

Strategy 1: To continue to refine priorities and determine strategies for the following four years of the Community Safety Plan.

Action Steps:

1 To establish a high level staff tack force chaired by the Chief of Police and including representatives from the Neighborhood Development Department, the District Attorney's Office, and the County, to take the information included in the draft Community Safety Plan and refine and give priority to strategies for the following four years of the plan

2 Concurrently continue a community input process that involves neighborhoods and businesses in the development of the plan

3 Begin dialogue with both the County Commission and School Board on joint issues and programs

4 Work with UNCC staff in developing criteria to measure goal attainment

Initiatives taken to date:

1 Inter-departmental task forces are assigned to work on issues and strategies

2 Neighborhood residents involved with community policing coordinators, giving input in determining priorities and strategies to address neighborhood concerns **(Ongoing)**

3 Police and City Manager staffs in collaborative efforts with County and School staffs **(Ongoing)**

4 UNCC agreement to assist Police in developing evaluation

Strategy 2: Develop appropriate evaluation and measurement components to determine the degree of goal achievement for the Community Safety Plan.

Action Steps:

1 To contract with the Criminal Justice Department and/or Urban Institute at UNCC to develop evaluation criteria and to measure achievement of strategies for the first two years of the plan

2 To prepare for review in March 1995 the evaluation criteria for the following four years of the plan

3 To prepare for review by June 1 of each year an evaluation of the plan

Initiatives Taken To Date:

1 Agreement with UNCC to assist Police Department is developing evaluation