AGENDA

Meeting Type:	SPECIAL
Date:	04/05/1995
COUNCIL	MINI-RETREAT

City of Charlotte, City Clerk's Office

CITY COUNCIL MINI-RETREAT
APRIL 5, 1995

AGENDA

12:00 p.m **OPENING REMARKS** by Mayor Vinroot and Planning Committee

- **Process** leading up to this retreat
- **Purpose** of Mini-Retreat
  - Give Council ample time to discuss Strategic Focus Areas for City government
  - Confirm that the Focus Areas reflect the general direction in which they wish to concentrate City resources
- **Format** for the afternoon
  - Five-minute staff overview for each Focus Area, highlighting those issues where staff needs further direction from Council
  - Council discussion of each Focus Area to address the four basic questions and the specific issues highlighted by staff

BUFFET LUNCH

1:15 p.m **DISCUSS RESTRUCTURING GOVERNMENT**

2:15 p.m. **DISCUSS CITY WITHIN A CITY**

3:15 p.m. **BREAK**

3:30 p.m. **DISCUSS URBAN ECONOMIC DEVELOPMENT**

4:30 p.m. **DISCUSS TRANSPORTATION**

5:30 p.m. **DISCUSS COMMUNITY SAFETY**

5:45 p.m. **WRAP-UP AND NEXT STEPS**

6:00 p.m. **ADJOURN TO SOCIAL HOUR TO 7:00 P.M.**

CITY OF CHARLOTTE
CITY MANAGER'S OFFICE

MEMORANDUM

DATE: March 30, 1995

TO: MAYOR AND CITY COUNCILMEMBERS

FROM: O Wendell White
City Manager

SUBJECT: APRIL 5 MINI-RETREAT

Enclosed are the materials for the Council Mini-Retreat, scheduled for 12 00 to 7 00 p m , next Wednesday, April 5, at the Park Hotel (Terrace Ballroom), Southpark

I call to your attention seven pages in this document the Agenda, the Basic Questions we are asking Council to address for each of the Focus Areas, and the Focus Area Plan Highlights page, located at the front of each section for each of the five Focus Areas Reading this material prior to the retreat will give you a good basis for Wednesday's discussions For your reference, we have also provided a detailed summary of the goals and key action steps for each of the Focus Area workplans

Staff worked with the Council Retreat Planning Committee, Councilmembers Mike Jackson, Hoyle Martin and Lynn Wheeler, in preparing the agenda and format for this retreat Council will be joined by the City Manager's staff as well as Key Business Executives

The mini-retreat continues our follow-up to the Council's two day retreat in November where the five strategic Focus Areas for City government were discussed in some depth With Council's guidance at that session, staff has continued to develop further the workplans for each of the five Focus Areas We have provided Council with updates on the Focus Areas at the monthly workshops And, over the past month or so, we have met with small groups of Councilmembers to get direct input and comments about the Focus Area plans The participation and involvement of Council in this process have been extremely valuable

The Retreat Planning Committee suggested that we have a time to talk more informally at the end of the day We have planned a social hour from 6 00 to 7 00 p m

I look forward to a productive day as we work together on the future directions of the City

Council Focus Areas

Economic Development	City Within A City	Restructuring Government	Public Safety	Transportation
Business Support Customer Service Workforce Development Economic Development Partnerships Industry Targeting Business Incentives Strategic Investments Capital Investment Transportation Water and Sewer Airport Development Asset Management Capital Facilities Urban Focus Uptown Charlotte Business Growth & Dev Business Corridor Revitalization CityWest	Organizational Development Physical Development Economic Development Self-sufficiency Community Safety Community Capacity Building	Services and Infrastructure Competition Cutting Costs Functional Consolidation Workforce Preparedness	Decrease Crime and the Perception of Crime Decrease Violent Crime Decrease Crime Committed by Youth Decrease Substance Abuse - Related Crime Decrease Repeat Offender Crime Ensure Efficient Use of Resources Develop a 5-Year Plan with Annual Evaluations	Roads Land Development Transit Funding CWAC/Neighborhood-Based Transit Services Commuter Transit Services High Capacity Transit Transportation for the Disabled Uptown Transit Improvements Environment Partnerships Airport Infrastructure Airport Cargo Activity Airport Partnerships

CITY COUNCIL STRATEGIC FOCUS AREAS

Questions for Mini-Retreat

AT THE MINI-RETREAT, COUNCIL WILL BE ASKED TO DISCUSS AND ADDRESS THE FOLLOWING QUESTIONS FOR ALL FOCUS AREAS

1 Do the five Focus Areas move us in the general direction in which the Council wishes the City to go? The five Strategic Focus Areas for City government are

- City within a City
- Community Safety
- Restructuring Government
- Transportation
- Urban Economic Development

2 Are the Focus Area Workplans realistic?

3 What does Council expect in the way of outcomes for the Focus Areas?

4 How will the Council know when it is successful in the Focus Areas?

IN ADDITION, at the mini-retreat, staff will raise specific questions where we need additional direction from Council for each of the five Focus Areas

Restructuring Government Strategic Plan Highlights

The Strategy Plan presented at the Council Retreat in November . . .

presented a "Picture" of what the role, services and workforce of city government may look like given current trends and expectations of citizens and elected leaders That "Picture," developed by city staff and affirmed by City Council, has helped shape the strategies and action steps

The following goals and principles have been established . . .

Goals

- Produce a "no tax increase budget" for the two-year budget,
- Increase resources for the debt service fund by $1 5 million without a tax increase,
- Identify additional resources for the capital program to meet capital needs of the focus area workplans,
- Get competitive in price and service quality in every City service up for bid,
- Develop and implement Human Resource strategies that prepare employees for the competitive future and that ensure the attraction and retention of productive, skilled employees, and
- Identify and implement strategies that continue efforts to restructure government to improve service delivery, meet citizen needs, and reduce costs

Principles

- The process to develop the plans should draw from the entire organization to be more inclusive,
- The process should be a learning process, we should be smarter at the end, not just in subject content, but in other ways - team processes, career development, organizational change, problem solving, group dynamics and decision-making skills,
- The process to develop the plans should be consistent with the principles of teamwork, although may take the form of committee work, task forces or, in some cases, individual assignments,
- The process will result in an end product which meets all the commitments made to Council and to the organization

This highlights document contains . . .

the actions steps and their status for the five Chapters developed to accomplish the Restructuring Government Strategic Plan Those five Chapters are

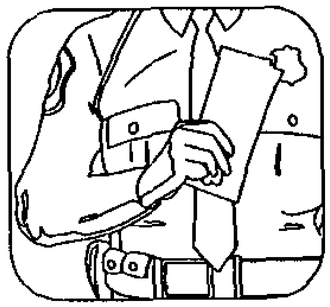
- **Services, Infrastructure and Resource Priorities**
- **Competition**
- **Cutting Costs**
- **Functional Consolidation**
- **Workforce Preparedness**

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

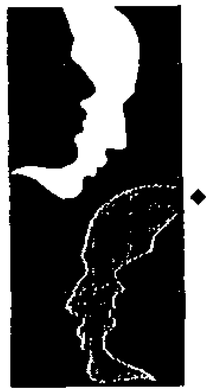
Role of Government in the Community

- 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 Plan	
Action Steps	**Status**
Chapter One **Services, Infrastructure and Resource Priorities**	
1 Confirm that the City should concentrate its effort within the five Council focus areas	Completed and confirmed
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 the City's role is in providing those services and programs	Budget process is being used to determine which services are needed, with specific program descriptions and costs
3 Determine and implement management strategies to address reducing costs Assign Partners Assessment Review to Council's Restructuring Government Team (Baker, Martin, Reid)	Financial Management (review financial policies) Staff team recommendations will be made in the budget Partners Assessment over twenty meetings held to describe City's financial projection and picture of the future, budget requests out early March, team will evaluate relationships, recommendation in budget
4 Determine a process to be used to define and address infrastructure needs Work with Council to show how operating/capital choices are made, develop a coordinated infrastructure plan for school, county and city capital facilities	Staff report in May, refer to Restructuring Government Team, hold budget workshop session with Council to review Manager's recommendations, draft position paper presented at March 6th workshop, current year to address funding environmental bonds, larger team to develop infrastructure plan as part of economic development platform over next 18 months
5 Present a process for cutting programs of a lower priority and review of programs outside of the focus areas	Contract award to MarketWise, survey of 400 citizens to focus on how important is the service, if not important - could City cut back Council surveys mid-march, final report May 1st
6 Present to Council a decision making process for budget discussion and review to facilitate Council decisions on major issues	Interviews with Council in March and April, final recommendations May Workshop
7 Appropriate $500,000 over next two years from General Fund fund balance to Restructuring Government Fund for outside help with streamlining processes, applying reengineering tools to targeted activities, and some technological enhancements	Will request as "value added" need identified, i e business process improvement
8 Review local government financing structure, coordinate this review with the County, determine if we have the appropriate revenue structure for a growing community, including operating and capital revenue needs	Finance Key Business will coordinate study with the Infrastructure needs action step, will include citizen involvement

Chapter One - continued	
Action Steps	**Status**
9 Develop a process for City and County involvement in each others' budget processes	Options have been developed for implementation as follows 1 Ask City Council and the County Commission for volunteers to attend each others' budget workshops in May and June 2 Establish a small group of Councilmembers and Commissioners to meet during the Budget Workshop timeframe to discuss issues of joint interest and involvement 3 Ask representatives from the City and County Managers Offices and the City and County Budget Offices to meet during the Budget Workshop timeframe to review issues that may impact the other jurisdiction with subsequent reports to the elected officials 4 Ask staff to prepare a brief written summary of actions taken in Council and Commission budget workshops 5 Share documents, meeting agendas and decisions during budget meetings Several concerns have been raised about the first approach 1 City and County budget workshops are often on the same night at the same time, attendance at the other's budget workshops will take Councilmembers and Commissioners out of their own decision-making process 2 A Councilmember or Commissioner attending the others' budget workshop may be asked to take a position on a issue at that time, without time to review the matter with other members of the Council or Commission

Chapter Two Competition	
Action Steps	**Status**
1 Implement the City's multi-year competition plan	Each Key Business has a multi-year competition plan Competition Steering Committee (Del, Chair) tracks progress of plans Advisory Committee liaisons' role to meet with each Key Business about plans, status, progress, etc Contracting activity tracked and monitored through Contracts Administration
2 Consider disposition of the city's assets in accordance with the Assets Management Plan	All assets are being discussed with the Asset sub-committee of the Privatization/Competition Advisory Committee Review all assets as an economic decision
3 Develop communications strategies and monthly reporting mechanisms to communicate activity within the competition process	Underway
4 Align the City's human resources philosophy with competition	Recomended changes have been developed and will be presented to Council's Personnel and Finance Committee
5 Improve citywide business processes which improve the City's competitive position	Status reported in Chapter Three
6 Develop programs for continuous improvement and innovation, such as gainsharing, which will facilitate the reduction of costs and result in an improved competitive position	Status reported in Chapter Three

Chapter Three Cutting Costs	
Action Steps	**Status**
1 Provide KBEs with management and cost cutting options by broadening the mechanisms for soliciting cost-cutting suggestions throughout the organization	Employee focus groups have been established in Police and Fire to solicit suggestions of how to reduce costs and improve internal business processes Five focus groups will be held in each department An outside facilitator has been retained to work with the focus groups Following the focus groups, the consultant will prepare a written report back to the Police and Fire Chief concerning the suggestions that were made The Chiefs then would prepare a response to the City Manager and to other Key Business Executives both about their assessment of the process and about the actions that will be taken to address issues from the focus groups The focus group concept may be expanded to other Key Businesses if it is found to be valuable The five focus groups in the Fire Department have been concluded and the Fire Chief has received a report on the findings The five Police Department focus groups begin the week of April 3rd, with a report due to the Police Chief in late April Presentations to the City Manager and the other Key Business Executives will follow
2 Develop recommendations for productivity improvements through reduced overtime and contract labor costs	This step consists of both short-term and long-term areas to be addressed Presently, absenteeism is being looked at, and recommendations will be developed to address this concern Innovative scheduling will be addressed in concert with the absenteeism reduction recommendations Reducing overtime costs could be a long-term issue, however, the focus group working on this issue feels some near-term improvements are possible
3 Develop a standing committee to review and implement employee suggestions and to determine employee awards	The employee suggestions program will be reviewed in terms of how it relates to the overall strategic compensation plan, including gainsharing

Chapter Three - continued	
Action Steps	**Status**
4 Select business processes for review which offer the potential for cost reduction	This action step is following two tracks technology and internal business processes Technology has changed so rapidly that it now enables improvements in business processes not previously available, particularly the ability to link data from separate and incongruent databases The absence of that ability was an inhibiter to improving business processes such as purchasing, the building permit process and a citywide customer service system Through reprioritization of our computer needs, the City organization is moving to acquire the technology, called relational databases, that will enable us to improve processes, reduce costs and improve customer service
5 Develop programs for continuous improvement and innovation, such as gainsharing	A citywide group was assembled that identified processes that would benefit from reengineering That list will be refined and prioritized to identify several processes for immediate review Two approaches are being developed to address this need one is to retain a consultant to work with employees to redesign a process so that employees learn process improvement through doing Second, training is being sought for approximately 30 people within the organization to teach how to identify business processes with the greatest potential for improvement, *how to analyze the steps of the process and how to* reengineer the process for maximum gain Gainsharing options are being explored, with an initial focus on whether there is merit in allowing key businesses to implement competition based gainsharing plans at the departmental level during FY95
Chapter Four Functional Consolidation	
1 Equipment Services	The City and the County are discussing the potential consolidation of the fleet management function Commitment from the County to proceed is expected in early April
2 Information Technology/Data Processing	The City and County are finalizing plans to consolidate staff (associated to the operation of the mainframe computer) under Mecklenburg County The City's budget will reflect a transfer of five positions to the County and the reduction of one position An amendment to the current Interlocal Agreement is anticipated for May/June 1995

Chapter Five Workforce Preparedness	
Action Steps	**Status**
1 Amend Human Resources philosophy to include the City's commitment to competition and the marketability of employees with training and retraining	Recommended changes have been developed and will be presented to Council's Personnel and Finance Committee
2 Link every employee to an activity of value in the business service plans	Recommended options to accomplish this step to be provided to key businesses no later than mid-May
3 Provide compensation and benefits to attract and retrain productive employees tailored to meet the needs of each business	This is a multifaceted process involving numerous short-term and long-term actions Short-term actions include developing and recommending employee compensation and health insurance changes and funding needs as part of the FY96 budget process Long-term actions, which have begun FY95 include a strategic approach to determine how the employee benefits programs should be tailored to meet future needs of the City and key businesses, while providing a moderate level of benefits for employees
4 Establish an early retirement incentive program	Feasibility study is being conducted Recommendations will be made to Council as part of FY96 budget process, or sooner
5 Define skills and training needs	This is both a short-term and long-term issue A two year work plan has been developed for this project, and the initial phases are underway
6 Develop strategic staffing plan, including succession planning, and work/family initiatives	This is primarily a long-term process, preliminary steps are underway to determine feasibility and possible options to consider

City Within A City Strategic Plan

Highlights

The Strategic Plan presented at the Council Retreat in November . .

was a preliminary draft that assessed progress made with the City Within A City effort and identified key issues, changes and strategic steps that need to be taken over the next five years to improve conditions in the City Within A City area The mission of the strategic plan is-***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*** This 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

An inter-departmental staff team has refined the plan . . .

based on comments from neighborhood leaders, non-profit groups, private sector partners and other public agencies The draft plan has also been reviewed and discussed with Council's City Within A City Committee

This highlights document contains . . .

the entire list of goals and strategies proposed in the *City Within A City Strategic Plan* -- The plan focuses on six strategic areas

A. **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

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

C. **Physical Development** what improvements are needed for housing, infrastructure, community appearance and other community facilities

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

E. **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

F. **Organizational Development** how the City and its partners should function to better provide services and make a difference in CWAC

The following highlights document is organized in a table format with goals located on the left side and key strategies on the right

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City Within A City Goals	Key Strategies
A. Community Capacity Building	
1 Support community based organizations and neighborhood initiatives	1 Assist neighborhoods in becoming empowered and strengthen the capacity of CDCs 2 Continue funding the Neighborhood Matching Grants Program 3 Create a Neighborhood Academy to serve as a forum for neighborhoods to share information and experiences
B. Economic Development	
1 Retain and expand the job base, focus on the creation of quality jobs and coordinate educational and training opportunities	1 Support the formation, retention, expansion and attraction of businesses to City Within A City for the creation of quality jobs by a) Identifying priority businesses for retention and expansion Assess risk of loss, identify barriers, and determine allocation of public resources b) Targeting employment clusters identified in the *Community Enterprise Grant* to develop specific job creation strategies c) Developing an initiative among the major public sector employers to recruit and train unemployed and under employed residents for available public sector jobs d) Working with Mecklenburg County to use the Medicare and Aid to Families With Dependent Children (AFDC) programs as stimuli for economic development by creating and locating Health Maintenance Organizations and banking opportunities in low income areas e) Targeting CWAC youth for year round jobs through YouthBuild initiative and expansion of the summer jobs program

City Within A City Goals	Key Strategies
	2 Plan and coordinate resources to support business formation, retention, expansion, and attraction to City Within A City by a) Creating a City Within A City Business Roundtable to regularly convene and listen to listen businesses by industry or geographic area b) Developing a business contact/visitation initiative that integrates job development and corridor management staff with businesses c) Completing a plan of the Statesville Road/Graham Street industrial area focusing on economic development and infrastructure needs d) Initiating special projects to analyze retail opportunities in neighborhoods in order to develop strategies for the delivery of consumer services e) Developing a database on employers and types of jobs located in City Within A City (CWAC) to assist retention efforts and linking people to jobs f) Working with local Certified Development Corporation (CDC) to develop effective economic development functions in CWAC neighborhoods g) Partnershiping with Minority/Women Business Development program to encourage private sector participation in CWAC and jointly develop training and technical assistance programs for small businesses
2 Provide a comprehensive corridor revitalization program for businesses in deteriorated corridors	1 Support business retention and expansion in business corridors by a) Stimulating investments in business corridors by developing facade, signage, and security grant programs b) Developing and implementing a "Corridor Manager" program initiative to link employees to corridor business associations for information/referral services c) Working with the private sector to develop market potential techniques to evaluate the future business conditions in corridors (*Currently Underway*) d) Marketing *Neighborhood Matching Grant* program to business associations in eligible areas (*Existing*

City Within A City Goals	Key Strategies
	Program) e) Working with local Chamber, Central Piedmont Community College, and local banks to provide technical assistance programs (*marketing merchandising, etc*) to business corridors (*Currently Under Development)* 2 Improve appearance of deteriorated business corridors to stimulate investments by a) Implementing the North Tryon Street South Boulevard, Beatties Ford Road and Plaza Central Streetscape Plans (*Currently underway*) b) Implementing additional streetscape and physical improvements for North Tryon Street South Boulevard Beatties Ford Road, Plaza Central, Freedom Drive North Charlotte, and West Boulevard 3 Provide coordination for the corridor program initiate planning activities and establish spending priorities by a) Establishing an in-house corridor team (Budget CDOT, Engineering, Neighborhood Development, Planning and Police) to oversee coordination of the corridor program, undertake planning activities within corridors, and recommend priorities for corridor funding b) Preparing corridor plans for Freedom Drive, West Boulevard, Statesville Road and Graham Street to address economic development streetscape and land use issues
3 Support economic development in the Airport and City West area	1 Support economic development in the Airport area by a) Establishing communication with the real estate community by convening the Airport Real Estate Committee to market home buyout areas b) Supporting the City West initiative to promote development on the Westside c) Completing the West Boulevard Corridor Study by finalizing economic development, streetscape and land use recommendations d) Promoting regional attractions and events in conjunction with Mid Carolina Host support the Convention and Visitors Bureau to co-sponsor

City Within A City Goals	Key Strategies
	events, and pursue opportunities with other partners to broaden the revenue base, provide jobs and enhance the quality of the airport neighborhood environment
4 Coordinate education and transportation opportunities for unemployed and underemployed persons	1 Develop partnerships for coordinating local resources to meet training and employment needs by a) Implementing the Community Enterprise Grant to promote job training and entrepreneurial development in neighborhood clusters 2 Coordinate education and transportation opportunities for unemployed and underemployed persons to connect them to jobs by a) Developing and implementing transportation services that link people to jobs inside and outside of the CWAC b) Supporting development of a westside campus for Central Piedmont Community College to serve as a training facility for residents of the area
C. Physical Development	
1 **Housing:** Continue housing preservation efforts and reduce the proportion of substandard housing from 2 4% to 1% by 1997	1 Continue to upgrade and improve renter occupied housing in CWAC neighborhoods Rental housing is the primary source of affordable housing for CWAC residents Current efforts and programs such as tenant mediation, rental rehabilitation, tenant counseling, resident management and concentrated code enforcement should continue 2 Focus and target City and partner resources to address housing needs identified in eleven targeted neighborhoods. Eleven neighborhoods have been selected for concentrated code enforcement, including five Action Plan Neighborhoods (asterisk) Belmont* , Cummings Avenue/ Lincoln Heights,* Grier Heights, Lakewood*, Optimist Park Genesis Park, Reid Park* , Seversville/Smallwood*, Villa Heights, Wilmore and Wingate Additional neighborhoods should be added as future target areas are identified
2 **Housing:** Increase home ownership in City Within A City neighborhoods	1 Continue to support and encourage banks, developers, Charlotte's Community Development Corporations and other nonprofit to take a lead role in developing owner occupied housing especially in action plan and other targeted neighborhoods

City Within A City Goals	Key Strategies
3 **Housing.** Seek opportunities to create middle income neighborhoods and attract residents with a mix of incomes to live in CWAC	1 Develop a strategy to retain and attract mixed/middle income families & individuals to City Within A City 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
1 **Infrastructure/Community Facilities.** To comprehensively upgrade and address capital improvement needs and facilities in CWAC	1 Create a team to investigate current development standards to determine their appropriateness and effectiveness in addressing the needs of urban neighborhoods Consider revising the standards and/or developing additional ones to meet needs of urban areas 2 Develop a "Quality of Life" capital improvements program for City Within A City to make the area an attractive and competitive place to live, work, and shop This strategy would also entail developing an integrated capital planning process with the City, County Schools and key community agencies This planning process would link neighborhood needs with available resources as well as enhance opportunities for joint-use or co-location of facilities 3 Continue to target Neighborhood Reinvestment dollars to action plan neighborhoods and reevaluate the program criteria Make appropriate changes to include other eligible physical improvements 4 Increase access to public and private facilities for community activities and/or develop/renovate facilities for community use as necessary and appropriate
1 **Community Appearance·** Control and prevent violations of the City s litter and abandoned vehicle ordinances in CWAC neighborhoods through targeted enforcement and citizen education	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 2 Maintain and support the newly established Environmental Court This Court handles neighborhood violations related to housing code enforcement, litter and trash, zoning and other public nuisance cases It complements the newly created attorney position funded through the Community Safety Plan

City Within A City Goals	Key Strategies
	3 Develop an educational/community outreach program to inform neighborhood and business leaders about community appearance standards 4 Identify and improve publicly owned land and facilities that need upgrading to contribute to an enhanced image of CWAC neighborhoods and business areas
D. Community Safety	
1 Reduce crime in City Within A City neighborhoods and business areas	1 Increase crime prevention and education efforts and become more proactive in encouraging neighborhoods and business areas to develop crime watch programs 2 Implement the prevention strategies included in the Community Safety Plan specifically related to City Within A City These strategies include such things as targeting physical improvements, (street lights, sidewalks, curbs and gutters, self sufficiency programs, (employment, housing, day care) and services (code enforcement, refuse collection) 3 Create a neighborhood based information system that neighborhood groups can access to keep them informed of crime in their neighborhoods
E. Self Sufficiency	
1 Increase educational, training and employment opportunities for CWAC residents and the number of residents taking advantage of these opportunities	1 Consolidate, restructure and/or link self sufficiency programs administered by Charlotte Mecklenburg Housing Partnership, Family Housing Services, and the Charlotte Housing Authority Consider making residents of public housing a priority for participation in these programs As part of the evaluation, self sufficiency should be defined in economic terms for Charlotte and these programs should be evaluated based on their ability to help Charlotte residents achieve self sufficiency 2 Direct the City s Employment and Training Division of Neighborhood Development Key Business to increase program emphasis on job placement and creation in addition to training This could be done by aggressively linking the City's Economic Development Loan programs with job placement needs

City Within A City Goals	Key Strategies
	3 Work with schools, Central Piedmont Community College, other universities colleges, private employers and non-profit organizations to further develop and expand school to work initiatives such as apprenticeship programs vocational and tech prep, mentoring and other such programs to enhance skills of unemployed and underemployed youth and young adults These programs should be linked to growth industries in Charlotte like hospitality and medical services
2 Expand mass transit routes and/or develop alternative means of transportation to improve access of residents to jobs and services	1 Assess transportation needs of residents and determine if existing transit programs adequately address needs Develop additional or new mobility strategies (if necessary) 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 under served employment centers, and stimulating private or employer-sponsored transit/transportation
3 Provide needed services to a diverse racial and ethnic population	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
F. Organizational Development	
1 Organize and coordinate community resources to be more efficient effective and responsive to the needs of all CWAC residents and business owners	1 Target resources to identified neighborhoods and develop action plans for these neighborhoods The first five recommended action plan neighborhoods are-*Belmont Reid Park Seversville Lakewood and Cummings Avenue/Lincoln Heights* Initiatives currently underway in Genesis Park should continue An interdisciplinary team should be formed consisting of major public, non-profit and private sector partners to help target resources, coordinate service delivery, share information and resources and select future target areas 2 Create a team to periodically look at how key policies, processes and resources can be most effectively organized to address neighborhood needs and shorten completion time of projects and responses to neighborhood concerns

City Within A City Goals	Key Strategies
	police, utility meter readers counselors and other field workers to perform a variety of functions and duties 4 Increase staff accountability in neighborhoods by directing each key business unit to identify specific performance standards that would be used to evaluate and measure their units contribution and effectiveness in improving overall conditions in CWAC targeted neighborhoods and business areas 5 Develop a policy for allocating City resources to "stable", "threatened" and "fragile" neighborhoods The City s policy will serve as a guide to other civic partners on where to focus their resources 6 Continue to support the development and implementation of the Charlotte Works and Cares initiative headed by the Neighborhood Development Key Business The Charlotte Works and Cares initiative coordinates and links civic, religious, and business resources with neighborhood needs 7 Develop an appropriate information system for the common use of all CWAC partners using computerized systems The Planning Commission, Charlotte Mecklenburg Police, and Neighborhood Development should work together to accomplish this 8 Designate a key business to provide policy recommendations, plan preparation, coordination, research and information for the CWAC initiative 9 Make every key business unit accountable and responsible for implementing the CWAC plan

Urban Economic Strategic Plan

Highlights

The *Strategy Plan* presented at the Council Retreat in November . .

proposed to define the City's role in economic development, identify the City's unique business opportunities and provide an action plan to guide the City's investments and other activities related to economic development The mission of the strategy plan is to create a **customer-oriented** local government environment that

- supports development of an educated and trained workforce,
- fosters partnerships to aid local economic growth,
- retains and attracts quality businesses,
- 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 be responsive to economic development opportunities

A city/county inter-departmental staff team has refined the plan . . .

through comments from the private and public sectors and internal discussions The team has developed detailed strategies and action steps for carrying out the plan Specifically, the team has prepared

- A detailed Work Plan -- which this document summarizes -- spelling out responsible agencies, key steps, time frames, and results expected
- The final version of the *Urban Economic Strategic Plan*

This highlights document contains . . .

the entire list of 27 strategies proposed in the *Urban Economic Strategic Plan* -- along with the 91 key action steps that will carry out those strategies The strategies are grouped under three broad themes

- **Business Support** (Customer Service, Workforce Development, Partnerships, etc)
- **Strategic Investments** (Infrastructure, Transportation, Water and Sewer, Airport, etc)
- **Urban Initiatives** (Uptown, CWAC, Business Corridor Revitalization, City West)

The following highlights document is organized in a table format with key strategies located on the left side and proposed actions steps on the right

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Urban Economic Strategies	Key Steps
I. Business Support **Goal A: Customer Service**	
1 Promote a customer friendly local government environment	a) Develop customer service programs and information systems targeted to business use b) Establish a City business expediter function to assist local businesses accessing local government (*Already Completed*) c) Develop Business Customer Training for employees d) Modify customer service tracking system and develop information database to address business needs e) Develop City "Dial-Up" information features for business services f) Market Customer Service Center's FAX information number
2 Re-engineer government processes and regulations	a) Key Businesses Units should develop customer service plans and productivity plans to improve the delivery of government services b) Continuously review development regulatory processes focusing on Building Standards Engineering, Transportation, Planning, and other agencies to improve service delivery c) Expand the *Developers Handbook* by adding information on review processes and approval time tables
3 Undertake an assessment of business land needs and review land use regulations for impact on business development	a) In conjunction with the Chamber review current land use regulations and present an assessment to the City and County
4 Develop an information/measurement system on local economic health, prepare an annual assessment of economic conditions and Periodically compare the cost of doing business in this community with benchmark areas around the nation	a) Coordinate with the Chamber to develop an information/measurement system to assess economic health b) Create an Economic Scorecard benchmarking Charlotte-Mecklenburg with competitive metropolitan areas c) Measure the City & County cost of during business relative to other competitive metropolitan areas

Urban Economic Strategies	Key Steps
Goal A Customer Service (Continued)	
5 Coordinate local government economic development activities	a) Organize City and County resources to provide support for business recruitment retention and expansion efforts b) Develop information linkages with the Chamber and other economic development partners to distribute City and County information c) Establish internal policy and technical groups to implement the *Urban Economic Strategic Plan* d) Work with the City Council and Board of County Commissioners to implement economic strategies
Goal B Workforce Development	
1 Develop partnerships for coordinating local resources to meet training and employment needs	a) Convert Private Industry Council into a Charlotte-Mecklenburg Work Force Development Board to coordinate local training resources b) Continue partnerships with 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 employment placement c) Implement the *Community Enterprise Grant* to provide job training and entrepreneur development in neighborhood clusters
2 Coordinate education and transportation opportunities for unemployed and underemployed persons to connect them to jobs	a) Develop and implement transportation services that link people to jobs inside and outside of *City Within A City* b) Coordinate training opportunities by establishing liaison with non profit training and placement agencies (e g Women Commission, St Marks etc) c) 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 d) Continue to work collaboratively with Central Piedmont Community College and other non profit training agencies to place unskilled residents in jobs e) Support development of a westside campus for Central Piedmont Community College to serve as a training facility for residents of the area

Urban Economic Strategies	Key Steps
Goal B Work Force Development (Continued)	
3 Work with the home building and real estate communities to develop workforce housing options and marketing programs to showcase housing opportunities in Mecklenburg County	a) Establish a process involving home builders real estate community and appropriate city and county departments to identify housing options and local marketing programs to make sure housing is available in Mecklenburg County for the local workforce
Goal C Economic Development Partnerships	
1 Create linkage mechanisms that coordinate regional and local cooperative planning activities and develop joint agreements for targeting specific geographies and areas of industry for economic development	a) 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/Visitor Bureau b) Develop joint agreement among agencies to target specific geographies and areas of industry for economic development focus
2 Implement the international economic strategies outlined in the *Mayor s International Cabinet Strategy Plan* and provide annual reports to City Council on progress	a) Find replacement for State Department Official serving as Cabinet Director b) Form a *Business Ambassador Corps* to assist with leads in business attraction c) Use International Cabinet to identify new and growing immigrant groups and address immigrant issues d) Provide access to City services for immigrants by providing interpreters
3 Foster urban partnerships to develop an agenda for state and federal action on problems facing North Carolina urban areas	a) Maintain affiliations with the National League of Cities N C League of Municipalities and similar state and national organizations to address urban problems b) Initiate annual meeting with other major urban areas in North Carolina to discuss key urban issues and develop a common State legislative agenda c) Continue to aggressively pursue fair share return of tax revenue from the State

Urban Economic Strategies	Key Steps
Goal D Industry Targeting	
1 Capitalize on the City s developing industries (e g *sports cultural entertainment hospitality industries etc*) by identifying job opportunities targeting economic development sites and working with local educational partners to prepare residents for those jobs	a) Identify potential jobs in developing industries b) Target, clean up and market specific sites for economic development projects c) Coordinate with local educational and training resources to prepare disadvantage residents for jobs in these industries d) Consider public\private pilot programs to support emerging industries
Goal E: Business Incentives	
1 The City and County should explore appropriate business incentives to support economic development	a) Provide staff support to Chamber of Commerce committee to discuss local parameters for establishing incentive programs
2 Evaluate the use and application of the City loan programs aimed at promoting economic development	a) Prepare comprehensive review and propose modifications as needed b) Refocus loan program to develop jobs within City Within A City
II Strategic Investments **Goal A· Capital Investment Program**	
1 Evaluate and prioritize local capital projects in terms of their impact on economic development in Uptown City-Within A-City and suburban geographies to support economic development	a) Through the 10 Year Capital Needs Assessment and 5-Year Capital Improvement Programs, evaluate the impact of proposed projects economic development initiatives b) Establish funding categories in major capital areas to support a business incentive program (*Pursuant to the action by Elected Officials on Business Incentives*)

Urban Economic Strategies	Key Steps
Goal B.: Transportation	
1 Implement the transportation recommendations of the Committee of 100 process which call for developing and financing a balanced transportation future	a) Continue interaction of local government staff begun during "Committee of 100 process" b) Continue the Committee of 100 s effort in identifying revenue sources for transit operations and major transit capital investments c) Work with NCDOT to increase the amount of State road funds allocated to Mecklenburg County by at least $20 million a year or determine regional funding sources to generate this amount annually d) Develop metropolitan area database e) Pursue consolidation of four existing area MPOs into single metropolitan entity as recommended by the "Committee of 100" f) Establish a network of existing planning agencies in the region to follow through with planning in major corridors and circumferentials
Goal C. Water and Sewer	
1 Continue current efforts to develop regional water and sewer capacity	a) Continue Joint Water and Sewer Agreement initiative with Carbarrus County b) Pursue other regional agreements to support utility expansion
Goal D· Airport Development	
1 Prepare an *Airport Master Plan Update* (and update related plans) to accommodate business development around the airport	a) 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 b) Update the *Part 150 Noise Compatibility Plan* to ascertain appropriate noise contours surrounding the airport c) Prepare an Environmental Impact Statement pursuant to the *Airport Capacity Enhancement Study* to undertake final planning development and construction of a third parallel runway
Goal E· Asset Management	
1 Improve the management of capital assets	a) Annually prepare an inventory and analysis of properties for review by the Privatization/Competition Task Force and City Council as specified in the *Guidelines for Service Contracting and Assets Management* (Adopted July 5 1994 and as amended) b) Key Business Executives will evaluate options for their proposed CIP/CNA projects and for existing assets c) Provide staff support to the Privatization/Competition Task Force

Urban Economic Strategies	Key Steps
Goal F: Capital Facilities Joint-Use	
1 Public agency heads should adopt internal policies to seek opportunities for joint use of facilities and land with other public agencies	a) The Capital Needs Assessment process should serve as a clearinghouse and information repository on land and facilities to pursue joint use opportunities b) Agencies should develop a policy on common service delivery models (e g centralization decentralization one-stop service clustering etc)
III Urban Focus Initiatives **Goal A. Uptown Charlotte**	
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	a) Complete an update of the Center City Charlotte Urban Design Plan within the next 12 months b) Continue planning and implementation of an Uptown Cultural District c) Continue planning and implementation of an Uptown Entertainment District d) Continue planning and implementation of Center City Sub-Areas Plans (e g North Tryon First Ward etc) e) Prepare a 10-Year Capital Needs Plan to address Uptown infrastructure needs (e g Water and Sewer Lighting etc) f) Develop recommendations for funding under City and County Capital Improvement Programs
Goal B: City Within A City	
1 **Business Growth & Development.** Support the formation retention expansion and attraction of businesses to the City Within A City for the creation of quality jobs	a) Identify priority businesses for retention and expansion Assess risk of loss identify barriers and determine allocation of public resources b) Target employment clusters identified in the *Community Enterprise Grant* to develop specific job creation strategies c) Develop an initiative among the major public sector employers to recruit and train unemployed and under employed residents for available public sector jobs d) Work with Mecklenburg County to use the Medicare and Aid to Families With Dependent Children (AFDC) programs as stimuli for economic development by creating and locating Health Maintenance Organizations and banking opportunities in low income areas e) Target CWAC youth for year round jobs through YouthBuild initiative and expansion of the summer jobs program

Urban Economic Strategies	Key Steps
Goal B City Within A City (Continued)	
2 **Coordination and Support.** plan and coordinate resources to support business formation retention expansion and attraction to City Within A City	a) Create a *City Within A City* Business Roundtable to regularly convene and discuss issues organized by industry or geographic areas b) Develop a business contact/visitation initiative that integrates job development and corridor management staff with area businesses c) Complete a plan of the Statesville Road/Graham Street Area industrial area focusing on economic development and infrastructure needs d) Initiate special projects to analyze retail opportunities in neighborhoods in order to develop strategies for the delivery of consumer services e) 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 f) Work with local Certified Development Corporation (CDC) to develop effective economic development functions to CWAC neighborhoods g) Develop partnership with Minority/Women Business Development program to encourage private sector participation in CWAC and jointly develop training and technical assistance programs for small businesses
Goal C· Business Corridor Revitalization	
1 **Business Development** support business retention and expansion in business corridors	a) Stimulate investments in business corridors by developing facade signage and security grant programs (*Currently Underway*) b) Develop and implement a Corridor Manager program initiative to link employees to corridor business associations for information/referral services c) Work with the private sector to develop techniques to evaluate the future business conditions and market potential in corridors (*Currently Underway*) d) Market *Neighborhood Matching Grant* program to business associations in eligible areas (*Existing Program*) e) Work with local Chamber Central Piedmont Community College and local banks to provide technical assistance programs (*marketing merchandising etc*) to business corridors (*Currently Under Development*)

Urban Economic Strategies	Key Steps
Goal C Business Corridor Revitalization (Continued)	
2 **Public Infrastructure.** improve appearance of deteriorated business corridors to stimulate investments	a) Implement the North Tryon Street South Boulevard, Beatties Ford Road and Plaza Central Streetscape Plans (*Currently underway*) b) Implement additional streetscape and physical improvements for North Tryon Street South Boulevard Beatties Ford Road Plaza Central, Freedom Drive North Charlotte, and West Boulevard
3 **Coordination/Linkage Activities** provide coordination for the corridor program initiate planning activities and establish spending priorities	a) Establish an in house corridor team (Budget CDOT Engineering Neighborhood Development Planning and Police) to oversee coordination of the corridor program, undertake planning activities within corridors and recommend priorities for corridor funding (*This has already been accomplished)* b) Prepare corridor plans for Freedom Drive West Boulevard Statesville Road and Graham Street to address economic development, streetscape and land use issues (*Currently Underway*)
D CityWest	
1 Support economic development in the Airport area	a) Complete an Airport Strategic Development Plan to accomondate business development around the airport b) Establish communication with the real estate community by convening the Airport Real Estate Committee to market home buyout areas c) Support the City West initiative to promote development on the Westside d) Complete the Freedom Drive and West Boulevard Corridor Plans by finalizing economic development streetscape and land use recommendations e) Promote regional attractions and events in conjunction with Mid Carolina Host support the Convention and Visitors Bureau to co-sponsor events and pursue opportunities with others partners to broaden the revenue base provide jobs and enhance the quality of the airport neighborhood environment

Transportation Focus Area Work Plan

Highlights

The *Work Plan* presented at the Council Retreat in November . . .

discussed how providing an effective metropolitan transportation system is a critical factor in achieving our goals in the other Council Focus areas of Urban Economic Development, City Within A City, and Community Safety

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

A city inter-departmental team has expanded the plan . . .

using the "Committee of 100" recommendations and input from all key business units The team has prepared a detailed Work Plan, which this document summarizes, listing responsible agencies, key steps, expected results, and completion dates

This highlights document contains . . .

the entire list of 61 strategies proposed in the Transportation Work Plan plus the 172 action steps needed to implement the strategies The strategies are grouped under the following goals

- **Roads**
- **Land Development**
- **Transit Financing**
- **CWAC/Neighborhood - Based Transit Services**
- **Commuter Transit Services**
- **High-Capacity Transit**
- **Transportation to the Disabled**
- **Uptown Transit Improvements**
- **Environment**
- **Partnerships**
- **Airport Infrastructure**
- **Airport Cargo Activity**
- **Airport Partnerships**

The following highlights document is organized in a table format with key strategies on the left side and proposed action steps on the right

Transportation Focus Area Work Plan	Key Steps
Goal A: Roads	
1 City Council should adopt MPO-approved Thoroughfare Plan *(complete)*and N C Board of Transportation should adopt by May 1995 *(Currently underway)*	a) Present Thoroughfare Plan to each member jurisdiction of MUMPO for adoption b) NCDOT presents Thoroughfare Plan to N C Board of Transportation for approval
2 Improve City streets and intersections identified in 2015 Transportation Plan and Traffic Operations Plan	a) Prepare FY 96-00 CIP which programs remainder of 1988 road bonds b) Coordinate CIP roadway improvements with Neighborhood Reinvestment projects where possible c) Determine revenue source and timing so that work begun on street/intersection projects using 1988 bonds will continue d) Determine revenue source and timing to implement City road projects identified in 2015 Transportation Plan
3 Work with the NCDOT to increase the amount of State road funds allocated to Mecklenburg County by at least $20 million a year, or determine regional funding source(s) generating this amount of revenue annually	a) Obtain General Assembly authorization of voter referendum to consider bond financing of Outer Loop construction b) Provide information to bond referendum campaign on benefits to Charlotte urban area c) Work with General Assembly to end diversion of Highway Trust Fund revenues to General Fund
4 Ensure that the Mecklenburg/Union Metropolitan Planning Organization makes improvements to Metropolitan Plan roadways their highest priority when submitting candidate project lists annually to the N C Board of Transportation for possible funding	a) Use Metropolitan Roadway Plan as one criterion in prioritizing roadway projects by Technical Coordinating Committee (TCC) b) TCC recommends a candidate project list which reflects projects from Metropolitan Roadway Plan
5 Maximize the capacity of Charlotte's existing street system	a) Determine benefits/costs of widening minor thoroughfares and major collectors outside Route 4 b) Determine benefits/costs of building missing links to street system outside Route 4 c) Analyze speed limits on all thoroughfares for appropriateness, determine capital improvements which permit higher speeds
Goal B: Land Development	
1 Planning Commission should complete 2015 Land Use Staff Issues Report	a) Identify issues for future land development and capital investment policies b) Prepare staff report outlining issues

Transportation Focus Area Work Plan	Key Steps
2 Planning Commission should begin updates of all district plans	a) Organize staff team and citizen advisory committee for each district b) Assess issues affecting each district c) Prepare updated plans
3 Planning Commission should complete transit corridor planning for Airport, Matthews, and Pineville corridors	a) Develop pilot study on one segment of one corridor b) Prepare scope of work for RFP for remaining corridor planning, award consultant contracts c) Prepare corridor plans
4 Planning Commission, in cooperation with Cabarrus County and Concord, will define future land use concepts for U S 29 corridor	a) Prepare RFP and award contract for planning services b) Administer contract, oversee study c) Complete report following public input
5 Planning Commission should undertake an assessment of land for business development focusing on specific geographies for attention	a) Prepare an assessment of land for business development b) Review current land use regulations c) Present assessment to City Council and County Commission
6 Plan and coordinate resources to support business formation, retention, expansion, and attraction to City Within A City	a) Undertake plan of Statesville Road/Graham Street area *(Currently underway)* b) Analyze retail opportunities in CWAC neighborhoods c) Work with local CDCs to develop effective economic development functions in CWAC neighborhoods d) Develop partnerships with Minority/Women Business Development programs
7 Evaluate and prioritize local capital projects in terms of their impact on economic development in Uptown, City Within A City, and suburban geographic areas	a) Through the 10-Year Needs Assessment and 5-Year Capital Improvement Programs, evaluate project impacts on business retention, expansion, and recruitment efforts in the three geographic areas
Goal C: Transit Financing	
1 Continue the "Committee of 100's" efforts in identifying local revenue source(s) for transit services	a) Develop short range (5-10 years) bus transit development plan b) Provide information on short-range plan to the Charlotte Chamber's committee studying financing options c) Discuss Chamber committee's proposals with City Council and County Commission d) Present proposals to Mecklenburg legislative delegation (if necessary)

Transportation Focus Area Work Plan	Key Steps
2 Continue the "Committee of 100's" efforts in identifying revenue sources for major transit capital investments	a) Provide information to the Charlotte Chamber's committee studying financing options b) Present Chamber committee's proposals to City Council c) Assist Chamber committee in presenting proposals to Mecklenburg legislative delegation
3 Work with NCDOT and General Assembly members to maintain State transit operating assistance	a) Provide info to NCBOT, legislative staff, and League of Municipalities on need for funds b) Encourage Mecklenburg NCBOT members and legislative delegation to support State funding
Goal D: CWAC/Neighborhood-Based Transit Services	
1 Continue, monitor, and adjust as necessary Blue/Green Loop routes	a) Analyze route performance at 6-month intervals as part of Charlotte Transit systemwide evaluation b) Adjust service as needed to maintain ridership standard
2 Continue, monitor, and adjust as necessary Southside Crosstown route	a) Analyze route performance at 6-month intervals as part of Charlotte Transit systemwide evaluation b) Adjust service as needed to maintain ridership standard
3 Continue, monitor, and adjust as necessary EZ Rider North service	a) Analyze route performance at 6-month intervals as part of Charlotte Transit systemwide evaluation b) Adjust service as needed to maintain ridership standard c) Review route performance with Johnston YMCA and Neighborhood Centers staff quarterly
4 Continue, monitor, and adjust as necessary EZ Rider West service	a) Analyze route performance at 6-month intervals as part of Charlotte Transit systemwide evaluation b) Adjust service as needed to maintain ridership standard c) Review route performance with Amay James/West Blvd Task Force quarterly
5 Implement Northeast Mecklenburg neighborhood service in FY 96 as joint venture with UNCC, University City, URP, etc	a) Determine financial interest of other parties in route demonstration, design service with their input plus neighborhood leaders' advice b) Obtain contractor for route operation c) Prepare and distribute marketing materials

Transportation Focus Area Work Plan	Key Steps
6 Implement EZ Rider Northwest service in FY 97	a) Design service with input from neighborhood leaders and Neighborhood Centers staff b) Obtain contractor for route operation c) Prepare and distribute marketing materials
7 Analyze cost-effectiveness of replacing Charlotte Transit service south of SouthPark with neighborhood-based service	a) Locate acceptable site for transit terminal in SouthPark b) Determine financial interest of other partners in route operation, design service c) Compare neighborhood-based cost with operating expense of existing CTS routes
8 Continue, monitor, and adjust as necessary bus services to Arrowood Industrial Park and Paramount's Carowinds	a) Review ridership on both routes with Employment & Training, assess need b) Obtain contractor in FY 97 for continued operation, request Council award of contract
9 Implement new transportation services for unemployed and underemployed persons to connect them to jobs	a) Identify transportation services that link people to jobs inside and outside of CWAC area b) Obtain funding to operate needed services
10 Assess transportation needs of residents and determine if existing transit programs adequately address needs	a) Develop a database on CWAC employers and types of jobs b) Identify ways to stimulate private or employer-provided transportation c) Identify ways to link transit to underserved employment centers d) Improve the user friendliness and safety of bus stops
Goal E: Commuter Transit Services	
1 Continue, monitor, and adjust as necessary Charlotte Transit express routes	a) Analyze route performance at 6-month intervals as part of Charlotte Transit systemwide evaluation b) Adjust service as needed to maintain ridership standard
2 Continue as a funding partner in the Rock Hill CommuteRide service	a) Evaluate route usage and funding interest among other partners b) Determine appropriate City share of routes operating expenses c) Obtain approval of Transit Advisory Comm , Transportation Committee, and City Council
3 Implement, in conjunction with UTC, Gastonia, etc , commuter bus service between Charlotte and Gastonia	a) Discuss funding interest among potential partners, design service accordingly b) Work with UTC to obtain contractor for route operation, secure park-n-ride sites c) Prepare and distribute marketing materials

Transportation Focus Area Work Plan	Key Steps
4 Implement, in conjunction with UTC, Concord, Kannapolis, etc , commuter bus service between Charlotte and Concord/Kannapolis	a) Discuss funding interest among potential partners, design service accordingly b) Work with UTC to obtain contractor for route operation, secure park-n-ride sites c) Prepare and distribute marketing materials
5 Expand vanpool program	a) Purchase 8 new vans from 1995 FTA grant b) Hire second coordinator to assist drivers with maintenance and to expand marketing efforts c) Work with UTC on expanding the number of vanpools among Uptown employees
Goal F: High-Capacity Transit	
1 Open the Independence Boulevard HOV lane from Eastway to Brookshire	a) NCDOT obtains legislative approval of ordinance for vehicle occupancy enforcement b) Complete project construction from Morningside to Brookshire
2 Perform a Major Investment Study (MIS) examining transitway options in either the Airport, Pineville, or Matthews corridor	a) Obtain $600,000, to add to $400,000 leftover from Transitional Study, to finance MIS b) Select consultant to perform MIS c) Identify alternatives to be studied in Single-corridor MIS d) Include the selected alternatives in the TIP and long-range plan following study completion
3 Continue the City s partnership with NCDOT in rail corridor protection, pursue acquisition of Norfolk Southern rail line from Stonewall to Tyvola	a) Disposition of NCRR s legal action against City b) Negotiate with Norfolk Southern and NCRR on buying rail line through Dilworth and uptown c) Request State funding for 60+% of purchase price d) NCDOT executes contract(s) with Norfolk Southern and/or NCRR
Goal G: Transportation to the Disabled	
1 Transition to fully -accessible Charlotte Transit routes over next two years by replacing all buses without ramps/lifts	a) Purchase 20 replacement buses with lifts in 1995 b) Retrofit 40 buses with lifts in 1996 c) Purchase 32 replacement buses with lifts in 1996

Transportation Focus Area Work Plan	Key Steps
2 Increase STS capacity by 25 percent a year for FY 96 and FY 97 to meet ADA compliance date of January 1997	a) Add drivers to provide service to 17,000 more users in FY 96 b) Add drivers to provide service to another 19,000 users in FY 97 c) Ensure that subscription riders are no more than 50% of total users
3 Ensure that STS service is provided as efficiently by putting entire service for competitive bid by Fall 1996	a) Prepare and issue RFP b) Analyze proposals and select operator c) Provide start-up period for new operator (if necessary)
Goal H: Uptown Transit Improvements	
1 Open the new Transportation Center in partnership with NationsBank	a Maximize use of new Center to meet customer needs for other City services b) Use new Center as marketing tool to increase ridership c) Re-design all public timetables d) Re-locate Uptown Transit Information Center (UTIC) from North Tryon e) Provide for oversight of bus operations in new Center f) Provide for cleaning of new Center
2 Increase Charlotte Transit weekday service to account for added travel time to access Transportation Center	a) Hire and train new drivers b) Post and complete driver assignment sheet c) Re-locate bus stop signs and shelters in conjunction with Center's opening
3 Revise Charlotte Transit evening service to account for added travel time to access Center and to address ongoing schedule/overcrowding problems	a) Hire and train new drivers b) Post and complete driver assignment sheet c) Re-locate bus stop signs and shelters based on night service changes
4 City would assist with funding start up of Uptown Circuit, Transit Management of Charlotte would operate for UTC	a) Monitor vehicle performance & route usage b) Review funding commitments for operation beyond year 1 c) Determine operating arrangement for continuing service

Transportation Focus Area Work Plan	Key Steps
5 Prepare Transportation Master Plan as part of Center City Charlotte Urban Design Plan Update	a) Prepare Scope of Services for study b) Secure funding from Uptown companies to hire consultant c) Administer contract, oversee study d) Present recommendations to CUDC, UTC, Council, and others
Goal I: Environment	
1 Equipment Services will continue electric car demonstration program in cooperation with Duke Power	a) Obtain grant from State to equip cars with on-board computer for data collection b) Compare electric car performance with City's gasoline fleet c) Establish performance benchmarks for municipal and State use
2 Accelerate City's sidewalk construction program	a) Submit CIP request doubling annual funding from $1 million to $2 million b) Maintain sidewalk construction priority list, providing needed projects to Engr annually c) Coordinate CIP sidewalk projects with improvements funded under Neighborhood Reinvestment
3 Prepare Countywide bicycle suitability map in cooperation with local bicycling interest groups	a) Assemble project study team and obtain volunteer assistance b) Collect field data on existing conditions and analyze c) Administer consultant contract for map preparation
4 Assist NCDOT with implementation of an incident management system for the Interstate corridors and other primary roadways	a) Continue cooperation with NCDOT, Fire, SHP, Police, etc on improving incident response b) Assist NCDOT in design of traffic control center and other system components
5 Install computerized traffic signal systems along 8 more arterials in Charlotte	a) Purchase and install equipment for arterial systems b) Develop timing patterns to coordinate signal operation
6 Install bus pre-emption traffic signal system along Monroe Road in cooperation with NCDOT	a) Obtain State funding of equipment costs b) Develop specifications and install system c) Perform before and after studies to analyze benefits

Transportation Focus Area Work Plan	Key Steps
7 Charlotte Transit will investigate operation of CNG-powered small buses as test of this technology	a) Piedmont develops financing plan for installation of low-flow CNG fueling station b) Prepare specifications and purchase vehicles c) Determine routes for CNG bus operation, begin technology demonstration
Goal J: Partnerships	
1 Continue interaction/networking of local government staff members begun during "Committee of 100" process	a) Hold quarterly meetings of Staff Task Force b) Discuss need to formalize group as a Metro Area Technical Coordinating Committee or as advisory group to Carolinas Urban Coalition
2 Pursue consolidation of 4 existing MPO's into single metropolitan entity as recommended by " Committee of 100"	a) Determine obstacles to creation of single Metropolitan Planning Organization b) Schedule meetings with MPO and TCC members to discuss consolidation, include Federal and State representatives
3 Work with NCDOT to develop metropolitan travel simulation model as recommended by "Committee of 100"	a) Decide on type of model and data requirements for operation b) Conduct regional travel survey c) Input data required for travel projections d) Use model to project travel demand in metro area and assist in capital programming
4 Establish a network of existing planning agencies in the region to follow through with the planning in major corridors and circumferentials	a) Schedule meetings with jurisdictions in major corridors to determine interest b) Model corridor analysis after US 29 corridor study
5 Develop a metropolitan area data base	a) Determine data needs for metropolitan area b) Prepare scope of work for developing database c) Obtain necessary funding from interested jurisdictions d) Complete database
6 Conduct a long-term community information program in Mecklenburg County to explain to the public the relationships between land use and transportation	a) Organize team to identify need, approach, and strategy for public information program b) Prepare RFP and award contract for program development c) Implement public information program

Transportation Focus Area Work Plan	Key Steps
7 Provide information on transportation impacts of corporation location decisions at earliest opportunity	a) Have business expediter inform Chamber, Carolinas Partnership, etc of interest in and assistance for corporate locations b) Business expediter notifies all key business units of possibilities c) Assess impacts on transportation system of different sites
Goal K: Airport Infrastructure	
1 Prepare an Environmental Impact Statement for the third parallel runway as part of Airport Master Plan update	a) Prepare RFP and award contract b) Complete environmental work required for additional runway
2 Work with NCDOT to accelerate completion of the Western Outer Loop (I-77 South to I-85 South)	a) Meet with NCBOT members and NCDOT staff to discuss required actions for acceleration b) Implement actions proposed by NCDOT where feasible c) Highlight project acceleration when submitting candidate needs list to NCBOT
Goal L: Airport Cargo Activity	
1 Complete air cargo ramp expansion	a) Award contracts on each phase
2 Continue Yorkmont Road cargo development	a) Award contracts for each building
Goal M: Airport Partnerships	
1 Prepare an Airport Master Plan Update (and update related plans) in accordance with Federal Aviation Administration guidelines	a) Update the Airport Master Plan to address further expansion of the airport environs and establish an airport noise overlay zone b) Update the Part 150 Noise Compatibility Plan to ascertain appropriate noise contours surrounding the airport c) Complete an Airport Strategic Development Plan to accommodate business development around the airport
2 Complete the West Boulevard Corridor Study *(Currently underway)*	a) Finalize economic development, streetscape, and land use recommendations b) Present study recommendations to Planning Commission and City Council

Community Safety Plan Highlights

The *Community Safety Plan* approved by City Council ...

for FY 95 was developed to address the increasing rate of crime in our city During the budget discussions in the summer of 1993, the City Council asked the City Manager to develop a comprehensive, integrated strategy to address the crime situation in Charlotte The strategy plan was approved by Council in the FY 94-95 budget The mission of the Community Safety Plan is to

- Develop an integrated, comprehensive, five year plan for the City of Charlotte to best utilize its resources to reduce crime and increase the perception of community safety,
- Determine an approach to crime that includes prevention, intervention, and enforcement strategies,
- Position neighborhoods for self-sufficiency,
- Identify types of offenders on which to focus,
- Participate with the Mecklenburg County Commission, the Charlotte Mecklenburg School Board, and the State of North Carolina to improve the criminal justice system, and
- Provide an annual evaluation of the goals and strategies

An interdepartmental staff team has reviewed the first year plan ...

and recommended additional crime prevention strategies to be added in the second year of implementation Implementation of these additional strategies will involve both internal City departments, County departments, and private sector organizations

This highlights document contains ...

a list of nine additional strategies to be considered for inclusion in the Community Safety Plan These are strategies that were not included in the first year of implementation of the Community Safety Plan

The following highlights document ...

is organized in a table format with key strategies located on the left side and proposed action steps on the right

Community Safety Plan Additional Strategies *		New Action Steps	
Goal 1: Decrease the rate of crime and increase the perception of safety			
1	Address infrastructure, socio-economic and service needs in fragile and threatened neighborhoods	1	Priority support will be given to areas designated for action plans
2	Improve commercial corridors for additional employment opportunities	1	Support Economic Development Plan to support business development and expansion
		2	Study feasibility of police presence in these areas
3	Support self sufficiency program developed by the Housing Authority	1	Consider making residents of public housing priority for other housing programs
4	Evaluate City's policies and services affecting the homeless and their effect on crime	1	Promote appropriate guidelines that enhance the safety of homes and businesses
5	Increase support to victim assistance	1	Form partnership with Fighting Back Project in assisting victims of crime
6	Decrease frequency of fires resulting in fatalities	1	Survey fire safety needs
		2	Create "community based" fire education in conjunction with community policing
7	Reduce rate of set fires and explosions	1	Develop multifaceted intervention program
		2	Develop arson intervention and prevention program
		3	Strong emphasis on identifying and prosecuting arson suspects
8	Reduce rate of set fires in vacant property	1	Create incendiary fire intervention strategy to identify at-risk properties

Goal 3: Decrease the rate of crime committed by youth			
1	Decrease rate of fires caused by youth	1	Increase juvenile firesetters program and increase public/private support
		2	Expand interaction between fire, police, courts and other agencies
		3	Evaluate, and develop strategies for each juvenile firesetter case

** Additional strategies are recommended for Goals 1 and 3 only.*

Community Safety Plan Update	Status Report
GOAL 1: Decrease the rate of crime increase perception of safety	
Citizens' survey of police services	Survey design being completed Results being analyzed
Survey of Police Personnel	Study complete, results being analyzed
Neighborhood Improvements	Improvements being done in CWAC plan
Finalize Establishment of Neighborhood Development Dept	Done
Matching Grants Coordinator	Done
Implement Street Beat TV Program	Program started in January, 1995
Develop Community Policing Philosophy	In progress
Expand Community Policing	Fully implemented in six districts, seventh in progress
Prosecute Neighborhood Violations	Done
Increase Support for Victim Assistance	Done for FY 95
GOAL 2: Decrease rate of violent crime	
Implement educational campaign on securing guns	Will be completed May 1, 1995
Expand conflict management programs	Program activities expanded
Create Domestic Violence Intervention Teams	Will be completed December 31, 1995
Expand Violent Crimes Task Force	In progress
Expand felony investigations	Six officers added to Homicide, four other positions to be added later

GOAL 3: Decrease rate of crime committed by youth	
Expand DARE program into middle schools	On hold until additional resources are hired
Increase coordination of public/private initiatives for youth-at-risk	Partnerships formed with Fighting Back Project, YMCA Community Development, Chamber of Commerce Safety Committee
Expand youth employment programs	Done for FY 95, to be determined by FY 96 funding
Expand youth investigations	Done
Create Serious Juvenile Crime Unit	Will be completed December 31,1995
Develop Serious Habitual Offender Comprehensive Action Program (SHOCAP)	In progress
Develop local consensus on boot camps	On hold
Explore Teen Curfew	Ordinance passed February 13, 1995
GOAL 4: Decrease the rate of substance abuse-related crime	
Expand DARE program into middle schools	On hold until additional resources are hired
Expand the Street Drug Interdiction Task Force	Completed, with exception of hiring nine vice officers
Support continuation of the Drug Court	City provided funding for this year, still seeking continued funding
GOAL 5: Decrease the rate of repeat offender crime	
Determine City policy on use of employment and training funds for offenders	This action impacted by Federal funding
Establish Citizens Parole Accountability Committee	Done, Committee organized and working

GOAL 6: Ensure most efficient use of public resources in combatting crime	
Expand police training	Done as of March 6, 1995
Address law enforcement equipment needs	In progress
Evaluate police support personnel needs	Done
Evaluate needs of District Attorney's Office	Done for current year
GOAL 7: Develop Five Year Community Safety Plan and Annual Evaluation	
Refine priorities and determine future strategies	In progress
Develop evaluation and measurement components	In progress

CITY WITHIN A CITY

Priority Focus?

☞Critical

☞Move beyond present boundaries (Ex: Shannon Park)

In-Line with Council

☞Redefine to areas in white rather than mileage

☞Support movement by middle class into CWAC neighborhoods

☞Look at Earle Village project for mixed income

☞In looking at middle class in CWAC, protect low income residents

☞"Systematically" energize & mobilize private sector & non-profits (use retired Exec)

☞Focus on stable & threatened neighborhoods as well

☞Look at commercial corridors as well as neighborhoods

ECONOMIC DEVELOPMENT

Priority Focus?

- ☞Crucial
- ☞On-going

In Line with Council Policy?

- ☞How much $/budget

- ☞Cost of not doing it? (i.e in terms of competitive marketplace)
- ☞Key: get higher paying jobs; is it beneficial to spend public $ for this?
- ☞?Link to education system?
- ☞Do our training programs work? Vocational Ed?
- ☞Council needs to hear from PIC
- ☞Clarify "affordable neighborhoods"
- ☞Develop strategy before omitting $ on incentive pool
- ☞What is our policy on existing loan programs?
- ☞"Disadvantaged workers"??
- ☞Clarify M/WBE role
- ☞Private sector partnerships for E.D./training for jobs... important to continue Charlotte's success
- ☞Support/compete with Chamber? Clarify
- ☞Reform existing processes rather than expeditor or response team

TRANSPORTATION

Priority Focus:

- ☞Financing priority vs. school bonds?
- ☞Major task: educating public
- ☞Density issue: what is needed to support mass transit?...will Council vote in zoning meetings for these densities?
- ☞Stay with City road priorities first... intersections, thoroughfares within the City.
- ☞Road plan is a major accomplishment
- ☞Recognize need to finance (in some way) the plan
- ☞Issue· (Committee of 100 plan focuses roads, etc on Downtown)

PUBLIC SAFETY

Priority Focus?

In-Line with Council Policy

- ☞Look again @ list from 1993 Legislative Agenda
- ☞Issue of police pay and turnover/recruitment
- ☞Issue of County $ for legal aid
- ☞Study organizational structure and management of Housing Authority

PUBLIC SAFETY

Priority Focus?

In-Line with Council Policy

- ☞Look again @ list from 1993 Legislative Agenda
- ☞Issue of police pay and turnover/recruitment
- ☞Issue of County $ for legal aid
- ☞Study organizational structure and management of Housing Authority