AGENDA

Meeting Type:	WORKSHOP
Date:	05/01/1995

City of Charlotte, City Clerk's Office

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: New Urbanism Development Concepts

COUNCIL FOCUS AREA: Economic Development and City-Within-A-City

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

- New Urbanism is a development concept that is represented by 1) a mix of land uses, 2) compact development, and 3) an orientation toward the movement of people rather than automobiles This concept creates regulatory flexibility which allows for development innovation

- Design principles of new urbanism are human scale neighborhoods, grid pedestrian and automobile circulation, mix of complementary land uses, inclusion of civic buildings, varying styles and prices of housing, compact development pattern, integration of unique architecture and design features, and significant open space

- Most new urbanism ideas are possible under current zoning However, some minor changes would be needed to expand the potential for greater mixed use and development on smaller sites Both of these were controversial issues during the Zoning Ordinance Revision Process

OPTIONS: Receive as information, or refer to Council Committee for report to full Council

COUNCIL DECISION OR DIRECTION REQUESTED: Refer to Council Committee to prepare recommendation for full Council consideration

ATTACHMENTS: New Urbanism Report

THE NEW URBANISM

An Issue Paper

Prepared

by

Charlotte-Mecklenburg Planning Commission

April, 1995

THE NEW URBANISM

It is the lack of beauty, of the amenities of life, more than anything else which obliges us to admit that our work of town building has not been well done We shall, indeed, need to carry much further the good work begun by our building bye-laws

Our modern towns have been too much mere aggregations of people, it must be our work to transform these same aggregations into consciously organized communities

Aristotle described a city as a place where men live a common life for a noble end Town improvement must have for its aim the creation of such a city as shall at once express the common life and stimulate its inhabitants in their pursuit of the noble end

-Raymond Unwin, Town Planning In Practice, 1909

New Urbanism

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The *Charlotte-Mecklenburg Planning Commission* wishes to thank Wendy Martz, Planning Consultant, who did the research and preparation of this report

THE NEW URBANISM

I. Introduction: The Rational for an Alternative

Since the 1950s, suburban development in America has been largely characterized by 1) a strict separation of land uses, 2) scattered and sprawling development, and 3) a premium placed on vehicular mobility These principles have been incorporated into American zoning and land use regulations The result? Isolated tracts of residential, commercial, employment, and institutional "pods," connected by roads that never seem to be sufficiently wide While the "house in the suburb" may be the American dream, we do not seem entirely happy with the result

In Charlotte, as development continues its outward expansion and uptown struggles to define itself, quality of life issues have been raised, spearheaded by a visit by Andres Duany Duany, an architect and town planner, urges a return to old fashioned city building Nomenclature for "old fashioned" includes many interchangeable terms traditional neighborhood development (TND), neo-traditional planning, traditional urbanism, or the *new urbanism* Terminology aside, this "new" form of building offers an alternative to suburban development

In direct contrast to suburban sprawl, key fixtures of traditional urbanism include 1) a mix of land uses, 2) compact development, and 3) preeminence given to people While cars,

as Christopher Alexander observes in A Pattern Language, "give people wonderful freedom and increase their opportunities [they] turn towns to mincemeat" The vehicle is assigned its rightful place in traditional development

This paper will first identify the main tenants of traditional urbanism and discuss the benefits associated with this development pattern Next, City zoning ordinance districts and regulations that allow traditional urban development are examined Where existing regulations hinder or prohibit this urban pattern, alternatives for the City Council to consider are described For further information, a list of resources is provided and projects in Charlotte that reflect neo-traditional elements are also identified at the end of this document

A brief, but important, digression is needed in order to understand the rational driving traditional urban development In essence, two truths are self-evident First, design affects behavior In other words, the way a home, a community or a city is built affects how people live, work and play For example, when a residential street is wide and straight, drivers naturally tend to move rather quickly With cars moving quickly, people feel uncomfortable walking close to the road, or allowing children to play in front yards On the other hand, where streets are narrow, with cars parked along the sides of the road, drivers tend to slow down The addition of street trees add a measure of safety and sense of enclosure so that people feel the freedom to use sidewalks

Second, people seek community This truism drives many neo-traditional design decisions Homes in traditional neighborhoods, for example, are built in close proximity and have a short setback from the road Front porches, not blank expanses of garage doors, adorn front facades Sidewalks are mandatory in traditional neighborhoods in an effort to encourage walking through the neighborhood Expansive front lawns and long driveways, home designs dominated by two and three bay parking garages, and wide streets discourage daily and casual interaction among neighbors

II. The New Urbanism: Guiding Design Principles

New Urbanism embodies eight general design principles -- People First, Grid Street Pattern, Complementary Land Uses, Lively Civic Life, Diverse Housing, Huddled Homes, Local Color and Significant Open Space The contrast between suburban development and neo-traditional development is depicted in Figure 1 on the next page The following sets forth in broad terms these main principles of traditional neighborhood[1] development

[1]In the lexicon of the new urbanism, neighborhoods are defined as "urbanized areas with a balanced mix of human activity"

PEOPLE FIRST

Traditional neighborhoods are built at a human scale, with people first in mind Accommodating an unimpeded traffic flow is not the primary goal For example, streets obviously carry cars, but wide sidewalks, shade trees, minimum building setbacks, and short blocks make the experience of walking interesting and pleasurable for pedestrians

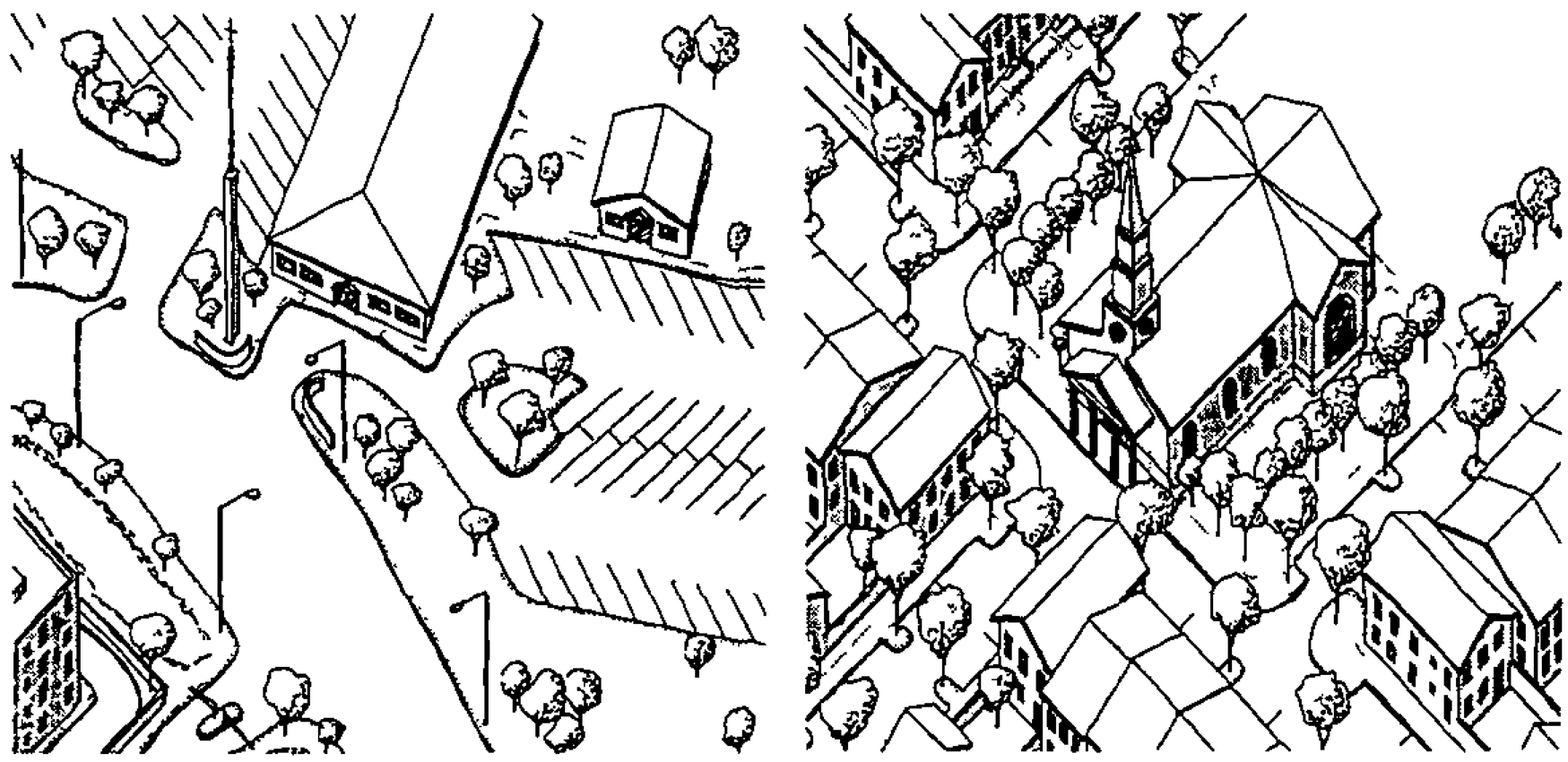

Figure 1 Typical suburban sprawl (left) contrasted with a neo-traditional layout (right)

GRID STREET PATTERN

Streets in traditional towns are designed for two circulation systems the automobile and pedestrians To accommodate both forms of traffic, streets are narrow Narrow streets reflect a more human scale Narrow streets allow the

possibility for many streets, forming a grid with short blocks The short blocks are important to facilitate walking, and prevent cars from picking up speed The grid also disperses traffic rather than funneling all cars onto one or two high speed roads, a leading cause of traffic congestion

COMPLEMENTARY LAND USES

The traditional neighborhood incorporates a seamless mix of complementary land uses, as opposed to a strict segregation of functions, which is common today In other words, there are opportunities for living, working, shopping, learning and worshipping within the neighborhood so that the community is basically self-sufficient A mix of uses not only provides residents with a great variety of choices, but reduces the number of vehicular trips required for simple daily errands A variety of uses also promotes greater efficiency residential areas are active 24-hours a day, and employment districts do not become virtual wastelands after 5 o'clock in the evening and on the weekends A mix of uses may also reduce real and perceived feelings of physical and social isolation, typically associated with suburban development

LIVELY CIVIC LIFE

Civic buildings, in terms of design and location, are given preeminence and distributed throughout a traditional urban neighborhood The libraries, schools, firehouses, etc are visible reminders of the greater community Ideally, streets terminate with either public open space or a civic structure serving as a memorable landmark and granting a sense of community With civic structures prominently located, greater citizen participation and active governance may be realized

DIVERSE HOUSING

Homes of varying prices and styles are distributed evenly throughout the community without any visual or physical interruption in the neighborhood fabric There are no large tracts of single income housing or a single style of home design For example, the neighborhood could include row or town houses, apartments for rent over stores, single-family homes with rear garage apartments, and smaller carriage homes

HUDDLED HOMES

To facilitate opportunities for causal interaction with neighbors, homes are spaced relatively close to one another Front facades are not dominated by the

garage, but include generous front porches Garages are located either on the side of or behind the house Homes have smaller front yards, in an effort to promote community, the rear of the home, with patios, porches, and gardens, is reserved for private activity

LOCAL COLOR

The architecture and design of the neo-traditional neighborhood incorporates elements of local history, vernacular architecture, as well as distinguishing natural and manmade features Design considerations are also provided for future traditions and events, such as large community gatherings

SIGNIFICANT PUBLIC OPEN SPACE

Parks and open areas are carefully planned in the traditional town, ample enough to accommodate a variety of activities Trees line park edges to define and continue the streetwall In the suburbs, green space is typically relegated to unusable to leftover space, running between and around buildings

III. Benefits of The New Urbanism

There are several benefits associated with *new urbanism* These benifits include Choice, Healthy Environment, Sense of Community, An Economically Integrated Community, Visual Appeal and Less Expensive A description of these benifits is as follows

CHOICE

First and foremost, traditional urbanism offers independence of movement for all people, including children and teenagers too young to drive, the elderly who may no longer drive, and those individuals who either cannot afford or choose not to own a personal motorized vehicle With a mix of uses within walking distance, and public transit options, no segment of society is trapped by the car Suburban development actually limits choice because cars are necessary for most any activity, from shopping to taking children to school

HEALTHY ENVIRONMENT

With a decreased reliance on the automobile, the number and length of trips required by car are reduced, thereby diminishing traffic congestion and pollution The creation of large park areas or "village greens" also contribute to a healthier environment

SENSE OF COMMUNITY

Opportunities to meet neighbors on the street, in the park, or at the library, represent ways to forge true bonds of community In a traditional neighborhood, no segment of society should feel the social or physical isolation associated with sprawling suburbs

AN ECONOMICALLY INTEGRATED COMMUNITY

By providing a range of housing types and work places within the neighborhood, age and economic segregation are minimized, authentic bonds of community may be formed without artificial substitutions This prevents the creation of a "monoculture" where just one slice of the economic pie lives together

VISUAL APPEAL

Traditional urbanism attempts to replace the banality and placelessness associated with the suburbs with careful attention to design In most neo-traditional communities, there is a coherent design theme, as simple as the consistent use of certain vernacular building materials

LESS EXPENSIVE

Suburban development is costly in terms of required roads, infrastructure, and pollution Compact, mixed-use urban development simply costs less to build and maintain

IV. Current Regulations

Some of the design principles of *new urbanism* are already included in the current zoning ordinance For example, the urban residential districts (UR-2, UR-3, and UR-3) in the Uptown, MX districts and the NS districts embody some of the principles of new urbanism Also, elements of *new urbanism* exist in the residential districts developed through the zoning ordinance rewrite process that permit smaller lots sizes (e g , R-6 has a 4,500 sq ft lot) which allow for more compact development

Other concepts such as planned development and smaller minimum acreage requirements for cluster development were discussed and discarded through the zoning ordinance rewrite process The new zoning ordinance development which occur between 1986 to 1992 had substantial community involvement and discussion of development standards

Mixed Use Districts

Under existing regulations, the MX districts best incorporates all the innovative elements of traditional neighborhoods Existing provisions for the Innovative development standards (Section 11 208) may be used to achieve a neo-traditional development Under the Innovative provisions, alternative standards may be proposed for such elements as street width, sidewalks, minimum lot size, setbacks and yards, open space, building separation, and off-street parking These design features could mirror traditional urban patterns

In order to use the innovative provisions, however, the site must be rezoned to one of the MX districts, the only district to which an innovative may be attached Rezoning requires extra time (approximately four months) and additional costs are involved (a conditional rezoning requires that a site plan be prepared)

Another drawback is the minimum acreage required for the MX district The MX-1 district requires a minimum of ten acres, the MX-2 requires 36 acres and the MX-3 requires a minimum of 100 acres

A third consideration is the limitation placed on the amount of commercial or non-residential development permitted in the MX district Non-residential uses are not allowed in the MX-1 zone The amount of commercial uses for MX-2 (five percent of the total acreage) and MX-3 (15 percent) is inadequate to sustain the quantity of commercial development

necessary to create a traditional urban neighborhood Buffer requirements and density limitations also work against creating a neo-traditional project

NS (Neighborhood Service District)

While the innovative provisions are the most likely way to achieve development that reflects traditional urbanism, it is feasible to use the Neighborhood Services District (NS) This district is designed to provide for neighborhood retail and services with residential development In fact, Section 11 501 of the Charlotte Zoning Ordinance notes that the district is designed to create a pedestrian-scale urban environment with linkages to the neighborhood and access to transit The drawback to this district is its limited applicability The residential component must be of a high density

UR (Urban Residential Districts)

Elements of traditional urbanism can also be achieved in part by the Urban Residential districts, where diverse uses are permitted at higher than normal density However, because of the special nature of this district, the urban residential districts may be considered for limited application, largely in the uptown or urban areas requiring appropriate infill or redevelopment

V. Alternatives

The City of Charlotte can offer options to the development community that would make the planning and building of traditional urban neighborhoods attractive and profitable without dramatic changes to existing processes and procedures It is clear from this analysis that the basic framework for traditional urbanism exists within the City's Zoning Ordinance However, a few modifications should be made The following alternatives are listed for the Council's consideration

Alternative 1:

Utilize the existing parallel conditional use rezoning process and simply incorporate modified standards to permit new urbanism development This would provide an option in conditional districts to allow the developer to create a new urbanism neighborhood subject to use restrictions This would require adding language in Part 2, Section 6 201 The "parallel conditional use" allows the City Council to approve a proposal for a specific use or design with reasonable conditions to assure that the proposal is compatible with surrounding properties Design elements that should be identified include minimum acreage, open space, buffering, and providing for a mix of uses A drawback to this approach is that a conditional rezoning and public hearing would still be required

Alternative 2:

Redesign existing provisions for Innovative development under the MX districts to specifically address "New Urbanism" (Section 11 208) This would require establishing smaller minimum acreage requirements for the MX districts (currently, 10 acres for MX-1, 36 acres for MX-2 and 100 acres for MX-3) , as well as reducing buffer requirements and increasing density requirements in these districts The amount of permitted commercial development would also have to be increased in the MX-2 and MX-3 (currently, 5 percent in MX-2 and 15 percent in the MX-3) In addition, minimum development standards would be established for the MX districts Past experience with the innovative provisions have shown that minimum standards would be beneficial to ensure that development reflects a balanced neo-traditional design With minimum standards, flexibility can still be achieved For example, the applicant could be required to meet, say, three of five design elements (such as sidewalks, large public spaces, trail system, narrow streets) Alternatively, a point system could be created where each amenity is assigned a point value The applicant must achieve a certain number of points The benefit to this approach is that the innovative is a familiar process to the development community and would require few adjustments

Alternative 3:

Create optional development standards for a new neo-traditional overlay district Two scales of projects, one for urban infill or redevelopment and the other for suburban communities, would be defined As in Alternative 2, minimum standards should be created, but with the same flexibility as described above

Since an overlay may be applied only in conjunction with other districts, the mix of residential and non-residential uses should be addressed For example, a designated percent of non-residential uses could be required once the project exceeds a certain acreage

Non-residential uses would not be required if the development falls within a certain radius of existing or proposed non-residential uses It is important to stress the non-residential component of traditional urbanism, without this element, development could follow a fairly typical suburban model, incorporating only isolated aspects of neo-traditional design

One benefit of this approach is that it would require site plan review with administrative approval This could speed the development process However, an administrative approval approach for some development was rejected during the rewrite of the zoning ordinance

VI. One Final Note

While the City Council can pursue one of the three alternatives outlined above, additional elements should be in place to ensure that the Charlotte community can successfully embrace the principles, advantages and possibilities associated with traditional urbanism These include

1 *Dialogue* among citizens, elected officials, builders, and lenders is needed so that misunderstandings and hyperbole can be avoided This could take the form of an evening "short course," lecture series, or public meetings

2 *Commitment* to following through on the principles of traditional urbanism, even in the face of unpopular decisions

3 *Coordination* among elected officials, citizens, developers and builders is needed to ensure that all sectors of the community are working toward commonly shared goals

4 *A long-term perspective* must be adopted The Charlotte community will be required to think long-term

APPENDIX A:

RESOURCES

For more detailed information on the New Urbanism, the following books and articles are available from the Planning Commission

1 *The New Urbanism, Toward an Architecture of Community* by Peter Katz (Includes colorful photographs and illustrations of planned and completed traditional neighborhoods)

2 *A Pattern Language* by Christopher Alexander (Describes patterns for towns, neighborhoods, houses, gardens and rooms that address design problems Useful for neighborhood plan guidelines)

3 *Town Planning in Practice* by Raymond Unwin (The classic 1909 text which inspired leading architects and planners of the New Urbanism)

4 *Reinventing the Village* by Suzanne Sutro, Planning Advisory Service Report Number 430

5 "Repent Ye Sinners, Repent," *Planning Magazine*, August 1989 (Describes the pros and cons of several neo-traditional town planning projects)

6 "Tony Nelessen's Do-It-Yourself Neo-traditionalism," *Planning Magazine*, December 1991 (Outlines the planning practice of a New Jersey designer who promotes small town design principles into new suburban development Nelessen helps communities make decisions regarding sprawl using the "Visual Preference Survey")

APPENDIX B:

PROJECTS IN CHARLOTTE WITH NEO-TRADITIONAL CHARACTERISTICS:

Dilworth Crescent - Dilworth Road East and Morehead Street

Queens West - Queens and East Boulevard

Olmstead Park - Old Crockett Park Stadium

Selwyn Farms

PROJECTS WITH A NON-RESIDENTIAL COMPONENT:

Foxcroft East PUD

Raintree

Beverly Crest, when complete

Candlewyck

Touchstone

Piper Glen

Ballentyne, when complete

Morrocroft

Phillips Place, when complete

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: Charlotte Mecklenburg Police Department (CMPD) Service Area Center -- 4100 Block of Wilkinson Boulevard

COUNCIL FOCUS AREA: Community Safety

KEY POINTS (Issues, Cost, Change in Policy): The Architect has completed the schematic design phase of the new Police Service Area Center to be located on Wilkinson Boulevard at Morris Field Drive. The design is based upon the approved building program for this facility Two community meetings have been held to gather concerns about the impact this facility may have on the adjacent neighborhoods The City Manager's Facilities Review Committee and various departments have reviewed, commented on, and approved the building plans and cost estimate

CONCEPT: This building will be a major component in the CMPD decentralization plan which includes the new CMPD on Trade Street, three Service Area Centers, and several smaller district stations This Service Area Center will embody the Police Department's service delivery philosophy emphasizing community based policing, decentralization, a County-wide perspective, services tailored to meet the needs of individual service areas, and maximum organizational flexibility.

There will also be several non-Police services available in the building, including Neighborhood Services, CDOT, CMUD, Finance and Customer Service The design of the facility has emphasized customer friendliness

COUNCIL DECISION OR DIRECTION REQUESTED: Approve the Schematic Design phase of this Service Area Center and authorize the City Manager to instruct the architect to proceed into the next phase of design

ATTACHMENTS: None

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: FY96 and FY97 Operating Budget and FY96-00 Capital Investment Plan

COUNCIL FOCUS AREA: Restructuring Government

KEY POINTS (Issues, Cost, Change in Policy): Restructuring Government contains five chapters Services, Infrastructure and Resources, Competition, Cutting Costs, Functional Consolidation and Workforce Preparedness There are 31 action steps in the chapters on Restructuring Government

This month's report includes topics in Restructuring Government that are included in the FY96 and FY97 Preliminary Operating Budget and the Capital Investment Plan. Topics for discussion are

4TH **Budget Decision Making Process** Council Workshop discussion and calendar

2ND **Capital Investment Plan** Review Preliminary CIP recommendations and discuss financing of water and sewer capital projects

1ST **Services Assessment** Survey results from citizens, Council and Senior Management Team

3RD **Financial Partners Review:** Information on relationships, both legal and financial, and management of the agencies

OPTIONS: None

DECISION OR DIRECTION REQUESTED: Refer the Financial Partners report to the Council Restructuring Government Team (Baker, Martin, and Reid) for review and recommendations during the budget workshop

Approve the budget workshop discussion and decision guide

On any of the topics

- Does Council agree with the approaches being taken?
- Are there any outstanding issues that need to be addressed?
- Is further information needed?

ATTACHMENTS: Attachments are included with individual topics

Listing of Attachments

Budget Decision Making Process	Page 1
Capital Investment Plan and Utility Capital Financing Choices	Page 5
Services Assessment	Page 22
Financial Partners	Page 24

BUDGET DECISION MAKING PROCESS

Focus Plan: Restructuring Government
Chapter 1: Services, Infrastructure and Resource Priorities

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

Process: Interviews were conducted with a majority of Council. Council was asked to respond to two questions:

1. What are the most important issues in this budget?
2. Does the decision making process work?

Council Interviews

In response to the most important issue in this year's budget, most Councilmembers noted the success of the Community Safety Plan and its funding in the prior year budget as a milestone. The continuation of that plan was a high priority.

As the next major need, there were several recurring themes in the responses:

Transportation: This includes improved roads, the transit system, and protection of right of way for transportation purposes.

Public Infrastructure: This issue includes infrastructure to support economic development, particularly for the CWAC area and in support of industry recruiting. Transportation improvements, sidewalks and neighborhood improvements were often noted

Quality of Life: These are issues that affect people on the neighborhood level. The CWAC plan's importance was noted

Also, mentioned were the City's competition and assets management as a method to finance improvements/changes and continued funding of the arts

Prior Year Decision Process

After the Manager presents the recommended budget, workshops are scheduled Staff reviews the material as requested by Council Presentations and responses to Council questions are handled during these workshops

Individual Councilmembers identify additions or deletions from the recommended budget With a vote of 4 or 5 (Council sets the number), an item is placed on a list of amendments Staff reviews and comments on that list in more detail That list is used for a final preliminary vote to prepare the budget ordinance that is adopted during a Council meeting

This Year's Schedule

The manager's recommended budget will be presented on May 22 at 4·00 pm prior to the Council meeting. Four workshops are scheduled. Each workshop is three hours Budget luncheons will be scheduled as requested by Council Individual meetings can be scheduled for additional review by any Councilmember

Budget adoption is scheduled on June 8.

In discussing the decision making process for the budget, overall the process was described as appropriate and responsive to individual needs

There was consensus that there should not be meeting rules and guidelines imposed.

There was a suggestion that Council discuss policy statements that would guide the debate of specific items. For example, the budget should further the development of infrastructure Any addition or change would be examined to see if it met the intent of that statement

Budget Workshops

Attached is the budget workshop schedule with suggested agenda topics for the sessions

FY95 - Councilmember Jackson's Proposal

In addition, Council had requested that the list of budget changes proposed last year by Councilmember Jackson be reviewed That list is attached In Councilmember Jackson's interview, staff asked if the list was still a focus for this year's budget discussion

Many of Councilmember Jackson's proposals were addressed in the adoption of the current year budget (for example, reduction of office supplies). Others are included in the FY96 budget (example: transit fares) while others were misstated (ie. reduce Neighborhood Development).

Staff recommends that after the Manager's recommended budget for FY 96 and 97 is presented that reconsideration of any item on this list be a part of the overall review of the two-year budget.

City of Charlotte
FY96-97 Budget Process

Calendar Updated as of April 21, 1995

•	January 30	Council approval of the Budget Calendar
•	February 6	Council Workshop/Restructuring Government Briefing
•	February 27	Mid-Year Ordinance/Status Report to Council
•	March 6	Council Workshop/Restructuring Government Briefing
	April 3	Council Workshop/Restructuring Government Briefing
•	May 1	Council Workshop/Restructuring Government Briefing
•	**May 22**	**Budget Presentation to Council** 4:00 p m. in the Meeting Chamber
	May 25	Budget Workshop Public Resources, Transportation and Economic Development Focus Areas workshop 5:00 until 7·00 in CH14 continue 8.00 **7:00 Public Hearing in Meeting Chamber** til
	May 30	Budget Workshop. Community Safety and City Within A City Focus Areas 5:00 until 8 00 in CH14
•	June 1	Budget Workshop. Review of Other Funds, Including CIP (Capital Investment Plan, formerly the Capital Improvement Program) 5.00 until 8 00 in CH14
	June 6	Budget Workshop Final Decisions 5:00 until 8:00 in Room 267
•	**June 8:**	**Budget Adoption by City Council**

Please note the Thursday June 8th Council Meeting is a reschedule of the originally planned June 12th meeting.

CAPITAL INVESTMENT PLAN

AND

UTILITY CAPITAL FINANCING CHOICES

Executive Summary: FY96-00 Draft Capital Investment Plan (CIP)

Policy Overview:

1. The Capital Investment Plan will be a platform for economic development in the community.

2. Budget strategy is to transfer one-half cent of the property tax from the General Fund to the Debt Service Fund to have the capacity to issue environmental protection bonds.

3 Asset management policy is to dedicate sale of assets to the Capital Investment Plan, with retirement of debt on the sold asset as the first priority.

4 Outsource/competition savings will be dedicated to the Capital Investment Plan

5 Use of revenue and/or two-thirds in the water and sewer capital program is an issue that is currently on the table for Council discussion.

General Government CIP:

1 The FY96-00 General Government CIP totals $189.3 million The program includes· $12.3 million in environmental protection bonds requiring additional funding for debt service; $45 7 million in storm water projects; the final appropriation of 1988 Street Bonds, and; continuation of other on-going capital programs.

2 New projects include Beatties Ford Road Widening, Hoskins Road Widening, Northwest Circumferencial Grade Separation and Police Firing Range Modifications.

3 The above three road projects and the intersections of Randolph/Wendover and Central/Kilborne/Norland have design and land acquisition funding only, construction funds totalling $8 8 million and are not included in the CIP

Water and Sewer CIP:

1 The FY96-00 Water and Sewer CIP totals $308 5 million The program is composed of 27% plant expansions and improvements; 21% water and sewer mains; 45% system maintenance, expansion and acquisition, and, 7% small towns and other

Aviation CIP:

1 The FY96-00 Aviation CIP totals $275 2 million The program is composed of 67% airfield rehabilitation and capacity improvements, 24% terminal area improvements, and, 9% cargo area improvements

FY96–00 Capital Investment Plan
Draft Financing Plan – 5/1/95

PROJECT TITLE	FY96	FY97	FY98	FY99	FY00	TOTAL
ENVIRONMENTAL PROTECTION						
York Road Landfill	50,000	50,000	50,000	50,000	50,000	250,000
Underground Storage Tank Program	3,000,000	3,000,000	2,500,000	2,500,000	1,500,000	12,500,000
Fire Training Academy – Fire Pits	20,000	20,000	20,000	20,000	20,000	100,000
Statesville Avenue Landfill		50,000	50,000	50,000	50,000	200,000
TOTAL	**3,070,000**	**3,120,000**	**2,620,000**	**2,620,000**	**1,620,000**	**13,050,000**
ENVIRONMENTAL PROTECTION REVENUE SUMMARY						
Environmental Protection Bonds	2,749,000	3,000,000	2,500,000	2,500,000	1,500,000	12,249,000
Pay–As–You–Go – Tax Levy	70,000	120,000	120,000	120,000	120,000	550,000
State Underground Tank Reimbursement	251,000					251,000
TOTAL REVENUES	**3,070,000**	**3,120,000**	**2,620,000**	**2,620,000**	**1,620,000**	**13,050,000**
TRANSPORTATION						
ROADWAY/INTERSECTION PROJECTS						
Third/Fourth/Kings Intersection	250,000					250,000
Seventh/Central/Kings Intersection	640,000					640,000
Randolph/Wendover Roads Intersection	1,000,000					1,000,000
Briar Creek/Central Avenue Inter–section	600,000					600,000
Fairview and Sharon Roads Widening	1,790,000					1,790,000
Central/Kilborne/Norland Intersection	574,000					574,000
Beatties Ford Widening (New Project)	525,000					525,000
Hoskins Road Widening (New Project)	720,000					720,000
Colony Road Extension	1,000,000					1,000,000
Northwest Circumferential Grade Separation (New Project)	400,000					400,000
Sub–Total Road/Intersection Projects	**7,499,000**					**7,499,000**

PROJECT TITLE	FY96	FY97	FY98	FY99	FY00	TOTAL
TRANSIT PROJECTS						
Replacement of STS Minibuses		1,200,000		300,000		1,500,000
Replacement of Buses	9,000,000					9,000,000
Replacement of Service Vehicles	25,000	26,000	27,000	28,000	29,000	135,000
Replacement of Vanpool Vehicles	56,000	58,000	60,000	62,000	64,000	300,000
Replacement of Farebox System		1,750,000				1,750,000
Purchase New STS Buses	500,000	1,750,000				2,250,000
Purchase New Vanpool Vehicles			240,000			240,000
Purchase of New Buses			400,000			400,000
Purchase of Bus Radios		1,000,000				1,000,000
Purchase of New STS Service Vehicle	13,000					13,000
Light Rail Right-of-Way Protection	1,000,000					1,000,000
Purchase of Office Equipment	50,000	200,000	50,000	100,000		400,000
Purchase of Maintenance & Service Equipment	50,000	100,000	75,000	50,000		275,000
Park and Ride Lots	600,000	600,000	600,000	600,000	600,000	3,000,000
Passenger Amenities	77,000	77,000	77,000	77,000	77,000	385,000
Mobile Data Terminals	300,000					300,000
Audio/Visual Bus Information System	1,000,000					1,000,000
Vehicle Locator System		1,000,000				1,000,000
Sub-Total Transit Projects	**12,671,000**	**7,761,000**	**1,529,000**	**1,217,000**	**770,000**	**23,948,000**
OTHER TRANSPORTATION PROJECTS						
Safer Roads Demonstration Program	850,000					850,000
Minor Roadway Improvements	2,826,000					2,826,000
Railroad Crossing Improvements	50,000					50,000
Transit Radius Improvements	170,000					170,000
Bridge Replacement Program			300,000	400,000	450,000	1,150,000
Sub-Total Other Transportation Projects	**3,896,000**		**300,000**	**400,000**	**450,000**	**5,046,000**
TOTAL	**24,066,000**	**7,761,000**	**1,829,000**	**1,617,000**	**1,220,000**	**36,493,000**
TRANSPORTATION REVENUE SUMMARY						
Street Bonds	11,395,000					11,395,000
Pay-As-You-Go - Tax Levy	400,000					400,000
FTA Grant - Section 9	1,336,800	5,408,800	1,223,200	973,600	616,000	9,558,400
FTA Grant - Section 3	8,000,000	800,000				8,800,000
NCDOT Grant	1,767,100	776,100	152,900	121,700	77,000	2,894,800
Powell Bill			300,000	400,000	450,000	1,150,000
Transit Fund Fund Balance	1,167,100	776,100	152,900	121,700	77,000	2,294,800
TOTAL REVENUE	**24,066,000**	**7,761,000**	**1,829,000**	**1,617,000**	**1,220,000**	**36,493,000**

PROJECT TITLE	FY96	FY97	FY98	FY99	FY00	TOTAL
HOUSING						
Community Dev BLOCK GRANT	9,887,361	5,655,604	5,881,828	6,117,102	6,361,786	33,903,681
Innovative Housing Program	3,159,602	3,257,987	3,355,421	3,454,557	3,523,648	16,751,215
Community Dev HOME GRANT	4,775,000	2,366,000	2,460,640	2,559,066	2,661,428	14,822,134
In Rem Remedy	200,000	200,000	200,000	200,000	200,000	1,000,000
TOTAL	**18,021,963**	**11,479,591**	**11,897,889**	**12,330,725**	**12,746,862**	**66,477,030**
HOUSING REVENUE SUMMARY						
Pay–As–You–Go – Tax Levy	3,770,262	3,885,073	3,999,591	4,116,495	4,204,061	19,975,482
Community Dev Block Grant	9,221,280	4,962,880	5,161,395	5,367,851	5,582,565	30,295,971
HOME Grant	4,320,000	1,892,800	1,968,512	2,047,252	2,129,143	12,357,707
Innovative Housing Loan Repayments	44,340	46,114	47,958	49,876	51,872	240,160
Community Dev Program Income	666,081	692,724	720,433	749,251	779,221	3,607,710
TOTAL REVENUE	**18,021,963**	**11,479,591**	**11,897,889**	**12,330,725**	**12,746,862**	**66,477,030**
GOVERNMENT FACILITIES						
Building Maintenance Program	1,043,189	1,043,189	900,000	1,000,000	1,000,000	4,986,378
American Disabilities Act (ADA) Requirements	160,000	160,000	160,000	160,000		640,000
Service Area Facilities					1,355,736	1,355,736
Police Firing Range Modifications – (New Project)	300,000					300,000
Radio Communications Tower			801,500	2,907,300		3,708,800
Annexation Fire Station		100,000	850,000			950,000
TOTAL	**1,503,189**	**1,303,189**	**2,711,500**	**4,067,300**	**2,355,736**	**11,940,914**
GOVERNMENT FACILITIES REVENUE SUMMARY						
1990 Fire Two Thirds Bonds	343,189	343,189				686,378
Pay–As–You–Go – Tax Levy	1,160,000	960,000	2,711,500	4,067,300	2,355,736	11,254,536
TOTAL REVENUE	**1,503,189**	**1,303,189**	**2,711,500**	**4,067,300**	**2,355,736**	**11,940,914**

PROJECT TITLE	FY96	FY97	FY98	FY99	FY00	TOTAL
ECONOMIC DEVELOPMENT						
Business Corridor Revitalization	2,000,000					2,000,000
Development and Revitalization Fund	152,110	182,734	182,734	158,116	158,116	833,810
Economic Development Fund	596,859	282,026	282,026	282,026	282,026	1,724,963
TOTAL	**2,748,969**	**464,760**	**464,760**	**440,142**	**440,142**	**4,558,773**
ECONOMIC DEVELOPMENT REVENUE SUMMARY						
Street Bonds	2,000,000					2,000,000
CD Loan Repayments	596,859	282,026	282,026	282,026	282,026	1,724,963
UDAG Repayments	152,110	182,734	182,734	158,116	158,116	833,810
TOTAL REVENUE	**2,748,969**	**464,760**	**464,760**	**440,142**	**440,142**	**4,558,773**
NEIGHBORHOOD IMPROVEMENTS						
Neighborhood Reinvestment	2,000,000	2,000,000	1,500,000	1,500,000	1,500,000	8,500,000
Sidewalk Program	2,500,000					2,500,000
Storm Water Infrastructure Repairs	2,600,000	2,800,000	1,000,000	1,000,000	1,000,000	8,400,000
Storm Water Infrastructure Improvements	6,000,000	8,000,000	9,400,000	9,400,000	4,542,297	37,342,297
TOTAL	**13,100,000**	**12,800,000**	**11,900,000**	**11,900,000**	**7,042,297**	**56,742,297**
NEIGHBORHOOD IMPROVEMENTS REVENUE SUMMARY						
Street Bonds	2,500,000					2,500,000
Storm Water Bonds	2,600,000	5,995,556	6,217,284	6,908,093	2,279,067	24,000,000
Pay-As-You-Go - Tax Levy	2,000,000	2,000,000	1,500,000	1,500,000	1,500,000	8,500,000
Storm Water Fees - Pay-As-You-Go	6,000,000	4,804,444	4,182,716	3,491,907	3,263,230	21,742,297
TOTAL REVENUE	**13,100,000**	**12,800,000**	**11,900,000**	**11,900,000**	**7,042,297**	**56,742,297**

PROJECT TITLE	FY96	FY97	FY98	FY99	FY00	TOTAL
WATER						
Water Service Needs	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	32,500,000
Major Water Main Replacement and Rehabilitation	1,000,000	2,500,000	2,500,000	2,500,000	2,500,000	11,000,000
Elevated Water Storage Tank Rehabilitation	400,000	400,000	400,000			1,200,000
Relocation /Installation for Street Improvements	4,290,000	2,178,000	1,171,500	214,500	154,000	8,008,000
Fire Hydrant Installation		50,000	50,000	50,000	50,000	200,000
Underground Storage Tanks	400,000	400,000	400,000			1,200,000
Land Acquisition for Watershed Protection	300,000	600,000	600,000	600,000	600,000	2,700,000
Southwest Water Supply Study	155,000					155,000
Water Pumping Improvements	155,000					155,000
North Meck Elevated Storage Tank	375,000	3,000,000				3,375,000
Southwest Elevated Storage Tank	187,500	1,500,000				1,687,500
Relocation of N Tryon Tank to Hickory Grove	187,500	1,500,000				1,687,500
Catawba Pump Station Rehabs and Upgrades FY96–2000	540,000	520,000	995,000	1,350,000	1,200,000	4,605,000
Vest Station Rehabs and Upgrades FY96–2000	680,000	650,000	560,000	450,000	200,000	2,540,000
Franklin Plant Rehabs and Upgrades FY96–2000	2,300,000	3,000,000	2,500,000	4,000,000	1,600,000	13,400,000
Nations Ford Rd and Westinghouse Blvd Water Main	1,575,000					1,575,000
WM Along Sam Newell Rd to Matthews	630,000					630,000
Water Distribution Operations Center	2,424,827					2,424,827
WM Along NC73 to Davidson–Concord	1,000,000					1,000,000
WM Along Johnson Dr and Main St in Pineville	278,875					278,875
WM Along Wilgrove–Mint Hill Rd and NC51	570,000					570,000
Mint Hill Water Bond Projects	3,000,000					3,000,000
Acquisition of Private Water Systems	2,000,000	2,000,000	2,000,000	2,000,000		8,000,000
WM Along Beard Rd and Ridge Rd	500,000					500,000
WM Along Mt Holly–Huntersville Rd Phase II	575,000					575,000
Tyvola Road West Water Main	61,875	412,500				474,375
Catawba Street WM – NC21 to NC115	52,650	315,000				367,650
Torrence Chapel Road Water Main	233,000					233,000
Pressure Reducing Valves for 960 Zone Expansion	350,000					350,000

PROJECT TITLE	FY96	FY97	FY98	FY99	FY00	TOTAL
WM Along Mallard Crk Church Rd to Old Concord Rd	807,264	5,381,760				6,189,024
Providence Road West Water Main	145,000	970,000				1,115,000
Water Main Along Nantz Road	43,500	290,000				333,500
Water Main Along Crestdale from Hwy 51 to Charles	18,306	122,040				140,346
WM Along W T Harris/Albemarle/ Idlewild to Hickory Grove	307,125	2,047,500				2,354,625
Water Main Along Steele Crk Rd Westinghouse to Shopton	312,000					312,000
WM Along Blair Road to Bainbridge	345,000					345,000
Hood Road Water Main		148,000	983,000			1,131,000
Water Main Along Shopton Road West		520,000				520,000
WM Along NC115 to Cornelius Gilead Rd to Sam Furr Rd		1,647,360				1,647,360
WM Along Robinson Church Rd to Hood Rd		113,100	783,000			896,100
Asbury Chapel Road Water Main		2,354,000				2,354,000
WMs to Serve 1997 Annexation Areas		500,000	3,500,000			4,000,000
Proposed Read Road Extension WM		76,500	551,600			628,100
Water Distribution System Study				702,000		702,000
Prosperity Church Road WM to Mallard Creek Church Rd		860,745				860,745
Patton Avenue Rennovations		143,881	959,212			1,103,093
Sam Wilson Road Water Main		40,560	280,800			321,360
WM Along NC115 to Cornelius Sam Furr Rd to Washam Potts Rd		114,750	826,200			940,950
WM Along Mallard Creek and Salome Church Rd		105,300	729,000			834,300
WM Along Plaza Rd Ext to Hood Rd		81,900	567,000			648,900
W T Harris Boulevard Water Main	123,750	825,000				948,750
Huntersville–Concord Road WM		2,073,500				2,073,500
WM Along NC 51 from Carmel Road to Blue Heron			36,450	258,750		295,200
Beatties Ford Road WM Phase II				240,000	2,089,000	2,329,000
TOTAL	**32,823,172**	**43,941,396**	**26,892,762**	**18,865,250**	**14,893,000**	**137,415,580**
WATER REVENUE SUMMARY						
Prior Water Bonds	8,854,265	10,298,610	1,326,200			20,479,075
Water Bonds TBA	16,247,832	30,942,786	23,466,562	17,750,750	13,839,000	102,246,930
Small Town Water Bonds	3,000,000					3,000,000
Water/Sewer Fund Balance	745,000	400,000	400,000			1,545,000
Water/Sewer Operating	2,497,500	1,700,000	1,700,000	1,114,500	1,054,000	8,066,000
Transfer of Capital Funds	1,478,575	600,000				2,078,575
TOTAL REVENUE	**32,823,172**	**43,941,396**	**26,892,762**	**18,865,250**	**14,893,000**	**137,415,580**

PROJECT TITLE	FY96	FY97	FY98	FY99	FY00	TOTAL
SEWER						
Sanitary Sewer Line Rehabilitation	800,000	600,000	600,000	600,000	600,000	3,200,000
Sanitary Sewer Service Needs	4,300,000	6,300,000	6,300,000	6,300,000	6,300,000	29,500,000
Sewer In Streets to be Widened	1,756,783	1,006,500	577,500	203,500	121,000	3,665,283
Sewage Pump Station Elimination Program			100,000	100,000	100,000	300,000
Removal of Aerial Crossings			100,000	100,000	100,000	300,000
Sewage Pump Station Improvements			50,000	50,000	50,000	150,000
Sewer System Evaluation Survey			2,000,000		2,000,000	4,000,000
Major Sanitary Sewer Rehabilitation		2,000,000	2,000,000	1,000,000	1,000,000	6,000,000
McAlpine Creek WWMF Expansion to 64 MGD	31,000,000					31,000,000
McDowell Creek WWTP Expansion to 6 MGD	18,000,000					18,000,000
Steele Creek Outfall from Westinghouse to Lift Station	586,250					586,250
Six Mile Creek Outfall, Lift Station and Force Main	1,300,000					1,300,000
Flow Equalization–Sugar Crk WWTP		2,400,000				2,400,000
Neal Branch Lift Station and Trunk Main	1,200,000					1,200,000
Improvements to Paw Creek Lift Station	600,000					600,000
Mint Hill Gravity Sewer System	1,500,000	5,500,000				7,000,000
Lake Area Sanitary Sewer Implementation–Cornelius Project	1,638,850					1,638,850
Stewart Creek Parallel Outfall – I85 to Auten Road	106,200	432,000				538,200
Walker Branch Outfall Phase II	84,000	45,400	753,000			882,400
Stony Creek Outfall Phase III	440,000					440,000
Sewer Outfall Along Torrence Creek Tributary #1	58,760	854,280				913,040
Four Mile Creek Relief Sewer	489,000	2,771,000				3,260,000
Irwin Creek Pumping and Flow Equalization Storage Facilities	1,410,000	1,728,150				3,138,150
Acquisition of Private Sewer Systems		2,000,000	2,000,000	2,000,000		6,000,000
McDowell Creek Trunk from Gilead Rd to Hwy 73	105,000	52,000	784,000			941,000
Rocky River Outfall		7,942,000				7,942,000
North Mecklenburg Rocky River Outfall			220,000	1,050,000		1,270,000
Rocky River West Outfall		225,000	114,200	2,029,000		2,368,200
Six Mile Creek Outfall from Providence to Weddington	104,000	1,296,000				1,400,000

PROJECT TITLE	FY96	FY97	FY98	FY99	FY00	TOTAL
North Tributary of Caldwell Creek		575,120				575,120
Coffey Creek Tributary To Shopton Rd		84,162	44,820	620,425		749,407
Irwin Creek Relief Sewer	892,700		5,577,500			6,470,200
Outfall from Back Creek Lift Station to Back Creek Church Road	127,500	52,000	918,000			1,097,500
Long Creek Parallel Outfall–Phase I				2,369,950		2,369,950
Sewer Trunks to serve 1997 Annexation Areas		6,500,000				6,500,000
Long Creek Parallel Outfall–Phase II				2,727,500		2,727,500
Regional Plant Facilities					10,000,000	10,000,000
Garr Creek Lift Station, Force Main and Outfall					585,000	585,000
Cane Creek Outfall to South Prong of Clarkes Creek					123,000	123,000
TOTAL	**66,499,043**	**42,363,612**	**22,139,020**	**19,150,375**	**20,979,000**	**171,131,050**
SEWER REVENUE SUMMARY						
Prior Sewer Bonds	32,271,193	11,713,574	2,111,370	5,288,950	1,400,000	52,785,087
Sewer Bonds TBA	30,238,850	23,950,038	18,600,150	12,807,925	18,608,000	104,204,963
Small Town Sewer Bonds	1,500,000	5,500,000				7,000,000
Water/Sewer Operating	2,489,000	1,200,000	1,427,500	1,053,500	971,000	7,141,000
TOTAL REVENUE	**66,499,043**	**42,363,612**	**22,139,020**	**19,150,375**	**20,979,000**	**171,131,050**

PROJECT TITLE	FY96	FY97	FY98	FY99	FY00	TOTAL
AVIATION						
Airfield Rehabilitation						
Overlay Runway 18L/36R (New Project)		1,900,000				1,900,000
Coffee Creek Stormwater Basin (New Project)	1,200,000					1,200,000
Aviation Fuel Farm Improvements	1,500,000	3,000,000				4,500,000
Sub–Total Airfield Rehabilitation	2,700,000	4,900,000				7,600,000
Airfield Capacity Enhancements						
Land Use Compatibility Program	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Master Plan Land Acquisition	15,000,000	15,000,000	15,000,000	15,000,000	20,000,000	80,000,000
Environmental Assessment for Third Parallel Runway	1,500,000					1,500,000
Commuter Ramp Extension	9,700,000					9,700,000
Taxiway Improvements	6,420,250	6,800,000	4,545,000			17,765,250
Third Parallel Runway			25,000,000	20,000,000		45,000,000
Remote Crash Fire Rescue Station			50,000	400,000		450,000
East Airfield Lighting Vault (New Project)	1,000,000					1,000,000
Sub–Total Airfield Capacity Enhancements	37,620,250	25,800,000	48,595,000	39,400,000	24,000,000	175,415,250
Terminal Area Improvements						
Terminal Building Remodeling	2,500,000	2,500,000				5,000,000
Rental Car Relocation			2,500,000			2,500,000
Concourse "B" Ramp Expansion	8,900,000					8,900,000
Concourse "B" Gate Expansion		10,500,000				10,500,000
Hotel Access Roadway	2,500,000					2,500,000
Employee Parking Expansion	2,200,000					2,200,000
Renovate and Expand Baggage Claim Lobby			2,000,000			2,000,000
Renovate Ramp Level Concourses			5,000,000			5,000,000
Federal Inspection Services Expansion			10,000,000			10,000,000
Additional Long Term Parking		3,861,000				3,861,000
Loop Road Extension		2,000,000				2,000,000
Airport Art Program		50,000		50,000		100,000
Concourse Expansions				10,000,000		10,000,000
Commuter Concourse Expansion		1,750,000				1,750,000
Sub–Total Terminal Area Improvements	16,100,000	20,661,000	19,500,000	10,050,000		66,311,000

PROJECT TITLE	FY96	FY97	FY98	FY99	FY00	TOTAL
Air Cargo Improvements						
Air Cargo Ramp Expansion	9,000,000	4,000,000	4,000,000			17,000,000
General Aviation Facilities	2,825,000					2,825,000
Cargo Building Development (New Project)	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
Sub–Total Air Cargo Improvements	13,025,000	5,200,000	5,200,000	1,200,000	1,200,000	25,825,000
TOTAL AVIATION	**69,445,250**	**56,561,000**	**73,295,000**	**50,650,000**	**25,200,000**	**275,151,250**
AVIATION REVENUE SUMMARY						
Future Bonds	23,836,313	31,836,000	32,898,500	20,150,000	6,000,000	114,720,813
Federal Aviation Administration	45,608,937	24,725,000	40,396,500	30,500,000	19,200,000	160,430,437
TOTAL REVENUE	**69,445,250**	**56,561,000**	**73,295,000**	**50,650,000**	**25,200,000**	**275,151,250**

FY96–00 Capital Project Requests by Business
(May 1, 1995)

Transportation – Local Projects	Five Year Cost	Comments
Briar Creek/Central Intersection	738,000	Funded
Fairview and Sharon Roads Widening	1,870,000	Funded
Central/Kilborne/Norland Intersection	1,306,000	Partially Funded
Beatties Ford Road Widening Phase II	885,000	Partially Funded
Hoskins Road Widening	1,320,000	Partially Funded
Colony Road Extension	1,000,000	Funded
Prosperty Church Road Widening	4,000,000	2015 Transport Plan
Parkwood/The Plaza Intersection	550,000	Traffic Operations Plan
Old Concord Road Widening	1,400,000	2015 Transport Plan
Lyttleton/Sharon Amity Intersection	130,000	Traffic Operations Plan
Sub–Total Local Projects	**13,199,000**	
Transportation – Continuing Projects		
Sidewalk Program	10,000,000	Partially Funded
Uptown Sidewalk Improvements	4,000,000	
Safer Roads Demonstration Program	850,000	Funded
Bridge Replacement Program	2,050,000	Funded
Minor Roadway Improvements	7,700,000	Partially Funded
Railroad Crossing Improvements	100,000	Funded
Transit Radius Improvements	320,000	Partially Funded
Right–of–Way Protection Program	1,250,000	Traffic Operations Plan
Thoroughfare Completion Program	2,500,000	2015 Transport Plan
Sub–Total Continuing Projects	**28,770,000**	
Transportation – State or Local Projects		
Third/Fourth/Kings Intersection	250,000	Funded
Seventh/Central/Kings Intersection	640,000	Funded
Randolph/Wendover Intersection	2,150,000	Partially Funded
Providence/Sharon Amity/Sharon Lane Inter	550,000	Traffic Operations Plan
NW Circumferencial Grade Separation	6,560,000	Partially Funded
Monroe/Sharon Amity Intersection	2,249,000	Traffic Operations Plan
Runnymede/Selwyn/Woodlawn Intersection	1,410,000	Traffic Operations Plan
Tenth/Graham Intersection	155,000	Traffic Operations Plan
US 74 Collector Roads	5,280,000	2015 Transport Plan
Monroe/Sardis North Intersection	90,000	Traffic Operations Plan
Eastern Circumferencial Phase I	400,000	2015 Transport Plan
Sub–Total State or Local Projects	**19,734,000**	

Transportation – Transit	Five Year Cost	Comments
Replacement of STS Buses	1,500,000	Funded – Section 9
Replacement of Buses	9,000,000	Funded – Section 3
Replacement of Vanpool Vehicles	300,000	Funded – Section 9
Purchase of New STS Vehicles	2,250,000	Funded – Section 9
Purchase of Vanpool Vehicles	240,000	Funded – Section 9
Purchase of New Buses	400,000	Funded – Section 9
Purchase of Bus Radios	1,000,000	Funded – Section 9
Replacement of Service Vehicles	135,000	Funded – Section 9
Light Rail ROW Protection	5,000,000	Partially Funded
Purchase of New Service Vehicles	13,000	Funded – Section 9
Purchase of Office Equipment	400,000	Funded – Section 9
Purchase of Maintenance Equipment	225,000	Funded – Section 9
Replace Farebox System	1,750,000	Funded – Section 9
Park and Ride Lots	3,000,000	Funded – Section 9
Upgrading Passenger Equipment	385,000	Funded – Section 9
Mobile Data Terminals	300,000	Funded – Section 9
Audio/Visual Bus Information System	1,000,000	Funded – Section 3
Vehicle Locator System	1,000,000	Funded – Section 3
Sub–Total Transit	**27,898,000**	
Total Transportation	**89,601,000**	
Planning		
Business Corridor Revitalization	4,350,000	Partially Funded
First Ward Streetscape Improvements	1,000,000	Earle Village Plan
Tryon Street Streetscape Improvements	1,600,000	Uptown Street Plan
Uptown Residential Streetscape Improvements	300,000	1990 Center City Plan
Cedar Street Streetscape Improvements	1,019,000	Uptown Street Plan
First Street Promenade (Phase II)	650,000	
North Tryon Open Space	2,600,000	
Midtown Public Improvements	5,000,000	
College and Church Street Lighting	2,040,000	1990 Center City Plan
Church Street Streetscape Improvements	1,950,000	Uptown Street Plan
Stadium Area Public Open Space	2,050,000	1990 Center City Plan
Uptown Streetscape Fund	750,000	Uptown Street Plan
Stonewall Street – Streetscape Improvements	250,000	Uptown Street Plan
Alexander Street Closing and Redesign	1,475,000	Govt Center Plan
Stonewall St – Bridge and Track Improvements	2,250,000	
Total Planning	**27,284,000**	

Business Support Services	Five Year Cost	Comments
800 MHZ Towers	3,708,800	Funded
New Telephone System	546,000	
Mobile Radio Data	500,000	
Vedio Training Program Enhancements	796,000	
Fiber Upgrade	250,000	
Communications Infrastructure Enhancements	920,000	
Connectivity to NCIH	195,000	
Cross Platform Tools	382,000	
Electronic Document Image Management	295,000	
Louise Avenue Truck Shop Expansion	643,000	Central Yard Plan
Central Yard Fueling Site and Culvert	1,721,000	Central Yard Plan
GIS Growth	738,000	
AS/400 Growth	400,000	
Mainframe Processor Upgrade	2,199,000	
Government Channel Maintenance and Support	1,004,000	
Light Vehicle Shop Construction	2,023,000	Central Yard Plan
Alternative Fuel Facilities	1,004,000	
Support Center Expansion	89,000	
Paint and Body Shop Construction	501,000	Central Yard Plan
Voice Interface	1,088,000	
Interactive Vedio	1,755,000	
Total Business Support Services	**20,757,800**	
Fire		
Training Academy Expansion	5,132,660	Partially Funded
Emergency Management Staff office	2,080,000	
Renovations at Logistics	50,000	
New Fire Apparatus Maintenance Shop	1,473,264	
Airport Fire Station No 30	1,979,848	Funded
Six Annexation Fire Stations	5,661,895	Partially Funded
Total Fire	**16,377,667**	
Neighborhood Development		
Community Development Block Grant	34,454,401	Funded
Innovative Housing Program	25,004,089	Partially Funded
HOME Grant	14,882,134	Funded
In–Rem Remedy	1,108,072	Funded
Development and Revitalization Fund	1,302,567	Funded
Economic Development Fund	2,514,833	Funded
Housing Fund	588,343	Funded
Neighborhood Reinvestment	10,000,000	Partially Funded
Neighborhood Matching Grants	2,460,800	Partially Funded
Airport Industrial/Business Park	750,000	
Total Neighborhood Development	**93,065,239**	

	Five Year Cost	Comments
Police		
Police and Fire Academy Expansion	3,717,356	Partially Funded
Defensive Driving Training Course	3,340,656	
Police Indoor Firing Range	4,356,720	
Service Area Facilities	4,270,000	Partially Funded
Firing Range Modifications	300,000	Funded
Total Police	**15,984,732**	
Engineering and Property Management		
York Road Methane Gas and Groundwater Contamination	727,500	Funded
Underground Storage Tank Program	13,225,000	Funded
Fire Training Academy – Fire Pits Cleanup	1,565,500	Funded
Statesville Avenue Landfill	1,000,000	Funded
American With Disabilities Act	640,000	Funded
Storm Water Infrastructure Maintenance	8,400,000	Funded
Roof Repairs	3,341,050	Funded
Building Systems Maintenance and Repair	1,929,950	Funded
Storm Water Infrastructure Improvements	44,000,000	Partially Funded
CMGC Capital Improvements	500,000	
Total Engineering and Property Manage–Ment	**75,329,000**	
Cultural Facilities		
Children's Theatre Building Addition	800,000	
Discovery Place Annex Repairs	700,000	
Discovery Place Classroom Space	500,000	
Spirit Square Interior Renovation and Upfit	300,000	
Spirit Square Upfit of Tryon Entry Area	125,000	
Spirit Square Expansion	7,200,000	
Afro–American Cultural Center Parking Lot	91,500	
Afro–American Cultural Center Facility Needs Assessment	30,000	
Performing Arts Center – Replace Carpet	292,500	
Performing Arts Center – Replace Stage Rigging	21,546	
Total Cultural Facilities	**10,060,546**	
Total Capital Project Requests	**348,459,984**	
Less Duplicate Requests	**(3,717,356)**	
Net Total Requests	**344,742,628**	

UTILITY FINANCING CHOICES

Issue: Current Council Policy includes Pay-As-You-Go and General Obligation Bond financing for utility capital projects

There continues to be more regional projects in the CIP (i.e., Cabarrus County) that may more appropriately be financed with Revenue Bonds or Certificates of Participation as opposed to G.O. Bonds.

As the utility system grows regionally, project financing should carry the pledge of the revenues of the entire customer base and not only the citizens of Charlotte

A General Government Bond Election has not been scheduled for 1995. Alternatives including Revenue Bonds, 2/3 Bonds, and Certificates of Participation should be considered as revenue sources in addition to the traditional G.O. Bond and Pay-As-You-Go financing methods.

SERVICES ASSESSMENT

Focus Plan: Restructuring Government
Chapter 1: Services, Infrastructure and Resource Priorities

Action Step: Present a process for cutting programs of a lower priority and review of programs outside of the focus areas. Update and/or verify the citizen's and Council priority listing of services as in the Services Assessment process; develop a process to cut costs, either by eliminating, reducing or restricting growth in the lower priority services.

Process: An update of the Services Assessment process was conducted under contract with MarketWise, Inc. The survey was developed using the lower third of the services in the 1993 Services Assessment process and asking the importance of including these services in the City budget A total of 407 citizens were interviewed using a telephone survey. In addition, Council and Senior City staff completed the same survey instrument.

Results will be presented in the form of simple tabulation of results A comparison of citizen responses, council responses and senior staff responses will be presented

Next Step· In late May, a final report will be distributed which will give Council choices concerning budget priorities that they may wish to consider during the budget review process

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Neighborhood Development Partners

Separate packet to arrive at a later date

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Highlights

Meetings and requests for information were made to all of the organizations considered Financial Partners with the City of Charlotte. At the May 1workshop, we will present the information requested from the organizations, and the organizations which supplied us with complete informtion.

From the responses received, staff has looked carefully at our relationship with these partners. During the workshop, we will provide additional information for your consideration and discussion.

Some of the areas requiring discussion are:

Auditorium-Coliseum-Convention Center Authority - Fund Balance

Arts & Science Council - Level of Support

Housing Partners - Most cost effective service

Council Focus Area Relationships

General Fund Partners

The City has contracted with various organizations to fulfill functions in the community that might better operate:

1) **in the non-profit sector**
2) **to utilize expertise outside the City organization**
3) **to partner with other financial commitments**
4) **to support community function not ordinarily linked to municipal function.**

Carolinas Partnership

Director: Mark Heath
FY95 Budget: $2,100,088
City portion of the FY95 Budget: The City paid $150,000 in FY95
FY96 Request: $150,000
FY97 Request: $125,000

Mission: To create a cohesive region that is prepared to compete successfully in the global economy of today and the future, and through a regional public/private partnership, establish coalitions to focus on economic development and quality of life enhancement for the 13 county region

Use of City Funds: City funds are used to support the overall regional marketing plan

City's legal obligation: The City has an annual contract with Carolinas Partnership

City's policy obligation: During the FY92/93 Budget, Carolinas Partnership requested that the City become a part of their five year marketing plan by participating on the board and by supplying $150,000 per year. This is the last year of the plan

City's board appointments: The Mayor is on the board of directors

City's present financial obligation: The City has been paying $150,000 as requested

Efficiencies/Inefficiencies noted by the organization:

Carolinas Partnership conducts an annual audit of all out-sourced services to ensure maintenance of the best combination of quality service and price

Can the work that Carolinas Partnership is doing can be done for a lower cost?

Additional comments: City Council has questioned whether there are minority employees at Carolinas Partnership, and of a staff of eight, there are none

Centralina Council of Governments

Director: Lee Armour
FY95 Budget: $2,351,843
City portion of the FY95 Budget: $74,948
FY96 Request: $76,622
FY97 Request: $76,622

Use of City Funds: City is used to support 2 areas, regional planning and general adminstration

City's legal obligation: The City elects to be a member of Centralina

City's policy obligation: To serve as a regional planning tool

City's board appointments: Each member recieves an appointment to the Board Hoyle Martin is the present Councilmember appointed to the board

City's present financial obligation: City provides Centralina with $74,948 in dues based on 17 cents per capita Centalina has requested that the City increase its FY96 contribution to $76,622 based on the same formula The City is obligated to pay as long as it is a member of the organization

Efficiencies/Inefficiencies noted by the organization:

There has been no increae in the per capita dues rate in six years Even though the per capita dues rate remains flat, Charlotte's dues (22% of dues received) continue to increase

Centralina has

1) reduced conference related travel,
2) eliminated departmental newsletters and combined them into one newsletter,
3) periodically bid telephone service and equipment,
4) negotiated office space lease terms at renewal time, and
5) in an effort to minimize the dues paid by members, the Board and management have spent the past ten years building programs that provide useful services and help pay the overhead costs

Centralina's financing strategy has enabled the organization to increase their work generated revenue to pay an increased portion of the overhead expenses

Additional comments

Centralina was contracted to work with the Airport Relocation program which ended during FY94

Centralina facilited meetings with jurisdictions impacted by the proposed consolidation of Charlotte and Mecklenburg County governments

Centralina published *Our Region Tomorrow An Atlas of the Greater Charlotte Area* which shows key development patterns and trends on GIS maps with census tract level data in the region

Charlotte Sister Cities, Inc.

Director: Peggy Wesp
FY95 Budget: $51,278
City portion of the FY95 Budget: $25,000
FY96 Request: $23,000 ($20,000 for administrative costs and $3,000 for the Mayor's official travel)
FY97 Request: $26,000 ($23,000 for administrative costs and $3,000 for the Mayor's official travel)

Use of City Funds: City funds are used for administrative costs and a travel allowance for the Mayor or his representative on official trips

City's legal obligation: The City has an annual contract with Sister Cities

City's policy obligation: Charlotte Sister Cities is the City's vehicle for the promotion of international cooperation, understanding, and development through a variety of exchanges with specific cities with whom Charlotte maintains an active, formal relationship With relationships shifting to a global perspective, the City supports Sister Cities because of what it represents on an international level

City's political obligation: Eight members of the board of directors are appointed by City Council and four members are appointed by the Mayor

City's present financial obligation: The City provided Sister Cities with an increase in their contribution from $12,000 to $25,000 in FY95 $5,000 is for the Mayor's official travel, and $2,400 was earmarked for rent and moving expenses for Sister Cities Sister Cities is required to match the City's contribution with outside funds

Efficiencies/Inefficiencies noted by the organization:

Sister Cities eliminated a part-time (10 hour per week) secretary position, and has two volunteers who work in the office

The City has not received an audit from Sister Cities concerning the funds received and expensed

Additional Comments: Sister Cities will be moving to the Government Center and is working with staff to identify the appropriate space

Children's Services Network

Director: Frank Spencer
FY95 Budget: $180,000
City portion of the FY95 Budget: $50,000
FY96 Request: $50,000
FY97 Request: $50,000

Mission: To foster collaboration and cooperation among public and private service providers to children

Use of City Funds: 88% of all funds go toward personnel costs and the remainder is used for administrative costs

City's legal obligation: The City's contract with Children's Services Network is renewed on an annual basis

City's policy obligation: With Council's goals of solving community problems through partnership arrangements, CSN is the vehicle through which the well-being of every child in Mecklenburg County could be ensured

City's board appointments: Board is comprised of representatives from the City, County, Charlotte-Mecklenburg School System, United Way, and Chamber of Commerce Councilmembers on the board are Pat McCrory and Hoyle Martin

City's present financial obligation: The City, County, and Charlotte Mecklenburg Schools give $50,000 each to support CSN

Efficiencies/Inefficiencies noted by the organization:

CSN brought together eight different groups which had been working on some component of reducing youth crime, three of those groups are developing a single proposal to meet the challenge of appropriate place for all youthful offenders to provide more effective rehabilitation and to utilitze resources of existing programs

One of the objectives in the contract for CSN is "to make budget recommendations to the City of Charlotte, Mecklenburg County, Charlotte-Mecklenburg Schools and the Charlotte Chamber of Commerce" This has not occurred

United Family Services
Victim Assistance Division

Director: James Johnson
FY95 Budget: $2,861,439 for United Family Services/$424,452 for Victim's Assistance
City portion of the FY95 Budget: $227,171
FY96 Request: $232,350
FY97 Request: $242,621

Mission: To provide services to victims of violent crime and their families to reduce the trauma of criminal victimization

Use of City Funds: 90% of the Victims Assistance budget is committed to personnel costs with the remainder used for operating costs

City's legal obligation: The City's contract with Victims Assistance is renewed on an annual basis

City's policy obligation: Victims Assistance is an organization which was targeted in the Community Safety Plan as an organization which should receive funds due to the nature of the work performed and the quality of the service Victims Assistance continues to fit under the auspices of the Community Safety Plan

City's board appointments: No Council members on the board

City's present financial obligation: Victims Assistance received an annual contribution of $192,171 since FY92 The City increased its contribution to Victims Assistance in FY95 by $35,000 These funds covered an additional counselor and salary increases for the counselors

Efficiencies/Inefficiencies noted by the organization:

Added a new volunteer program to assist police in their work with families of homicide victims (using current funding)

Victims Assistance has a division director who manages ten profession staff members and sixty volunteers

Victims Assistance is currently planning to implement a computer system to reduce counselors time in record keeping and provide more readily available statistics, and the agency is also planning a telephone support group to more effectively use staff time

Additional comments: Victim Assistance is supporting the Council Focus Area of Community Safety by

Helping victims of domestic violence to establish a safe home through counseling, information, and assistance with both protective orders and criminal court

Assisting police in working with crime victims

Offering programs on rape and violence prevention to local schools and colleges

Providing training to criminal justice personnel on domestic violence issues

Utilizing volunteers to directly serve clients in the areas of sexual assault, domestic violence, and families of homicide victims

Returning state resources to the community through assisting victims with the NC Crime Victim's Compensation program

Youth Involvement Council

Director: Joan Maultsby
FY95 Budget: $42,000
City portion of the FY95 Budget: The City provides the Youth Involvement Council (YIC) with $40,000 Half of these funds are reimbursed to the City from the County for their share of the contribution
FY96 Request: $40,000
FY97 Request: $40,000

Mission: To bring together a diverse (racial, religious, socioeconomic, physical/mental abilities) group of area students and educate them concerning the issues that effect our world, community, and lives

Use of City Funds: City funds are used for basic operating and program expenses

City's legal obligation: The City operates under an annual contract with YIC

City's policy obligation: In the FY90-91 Budget Deliberations, Council looked at certain organizations to determine whether they should continue receive funding from the City Those organizations were asked to seek other funding sources and reductions of one-third (1/3) were to begin in FY92 YIC was one of the organizations identified for reductions, but was taken off the list because of the work performed for youth YIC is seen as an organization which addresses the Community Safety goal by giving children and youth a positive outlet for their energy

City's board appointments: None

City's present financial obligation: City provides funding for programs and basic operating expenses with encouragement for YIC to seek other funding sources

Efficiencies/Inefficiencies noted by the organization:

YIC under the umbrella of the National Conference for Christians and Jews (NCCJ) has been able to collaborate with other agencies in planning and implementing a significant number of their programs

NCCJ has maintained and improved programming with fewer staff (One staff person is paid for from and dedicated to the YIC program)

As a cost cutting measure, NCCJ cut back on outside training/trainers

Arts & Science Council
and
Cultural Facility Partners

The City provides funding to the Arts & Science Council which supports:

1) **Basic Operating Grants for Arts orgnizations**
2) **Public Art Administration**
3) **Operating Support for the Arts & Science Council**
4) **The City's Match for the Arts in Education Grant provided by the National Endowment for the Arts**

The Cultural Facilities Agreement requires the following:

1) **That all arts agencies housed in City owned buildings be treated equally**
2) **That the City maintain the structural integrity of the buildings**
3) **That the City cover costs associated with the building such as utilities, janitorial services, trash removal, pest control, insurance, etc.**

Arts & Science Council

Director: Michael Marsicano
FY95 Budget: $7,971,651
City portion of the FY95 Budget: $2,174,580
FY96 Request: $2,174,580
FY97 Request: $2,174,580

Mission: To provide cultural leadership by promoting both the scope and excellence of the arts and sciences in order to improve the quality of life in the Charlotte/Mecklenburg area It is a seravice organization established as a claring housing for all cultural endeavors in Mecklenburg County

Use of City Funds: To support the grants and allocation program and to support ASC's operating budget

City's legal obligation: The City has an annual contract with ASC

City's policy obligation: The City supports the arts through its objective to improve the quality of life in Charlotte

City's board appointment: Hoyle Martin serves on the board

City's present financial obligation: The City's funding provides basic operating grants for member arts organizations In addition, the funds for ASC go toward public art administration, and to support the Cities match for the Arts in Education grant from the National Endowment for the Arts

Efficiencies/Inefficiencies noted by the organization:

ASC, over the last three years, has worked to strengthen the financial health of cultural organizations by

1)Merging nine arts organizations into four,
2)Working with the Performing Arts Center, Opera Carolina, Charlotte Repertory Theatre, and NC Dance Theatre to create a joint marketing consortium which utilizes one marketing director, and
3)Encouraging collaborations among organizations within Charlotte and the North Carolina area

ASC is completing two studies which are examining additional consolidation option The first is exploring the possible merger of the Performing Arts Center and Ovens Auditorium The second recommends the restructuring of arts education and a facility merger of Spirit Square and the Performing Arts Center

Afro American Cultural Center

Director: Wanda Montgomery
FY95 Budget: $495,000
City Portion of FY95 Budget: Approximately $35,000 (This amount is not included in the total budget figure referenced above but is funded in the Building Maintenance Division operating budget)
FY96 and FY97 Request: Same as FY95

Mission: A multi-disciplinary arts organization founded to preserve, present and promote African American art, history and culture AACC is a membership organization dedicated to presenting performance and visual arts programs that serve the needs and interest of the citizens of Charlotte/Mecklenburg and the surrounding region, and to foster a greater appreciation and understanding of the contributions and achievements of Americans of African heritage

Use of City Funds: See responsibility list on Cultural Facility header

City's Legal Obligation: Contract/lease agreement

City's Policy Obligation: Cultural Facility Plan approved by Council

City's Board Appointments: No Councilmembers on Board of Directors

City's Present Financial Obligation: Approximately $35,000 per year

Efficiencies/Inefficiencies Noted by the Organization:

Attentive to utility usage

Performs routine maintenance as needed

Additional Comments:

Effective January 1, 1995 the Building Maintenance Division began tracking cost through a computerized work management system that separates our cost and assigns it to the building in which the work is being performed When a year of data is available (Jan 96) AACC and Building Maintenance should analyze the data and negotiate a **not to exceed** amount for building and grounds maintenance, utility cost, and custodial cost

By January 1997 Building Maintenance and AACC should review the previous 12 months cost and AACC staff and Building Maintenance should prepare specifications and subsequently request bids for the maintenance of the AACC building and grounds

In the FY97 budget, utility cost should be funded in the AACC budget The City would reimburse the AACC a preset amount The building is in good shape and the success of energy management rest with the user of the building

In the FY96 budget, custodial contract cost should be funded in the AACC budget The City would reimburse the AACC a preset amount AACC staff would have direct control in forcing the contractor to perform as specified and the AACC would have an owner's mentality in specifying and negotiating the contract

Major replacements and repairs should continue to be part of the City's capital improvement program for City owned property

Children's Theatre

Director: H Bruce LaRowe
FY95 Budget: $1,059,700
City Portion of FY95 Budget: Approximately $35,000 (This amount is not included in the total budget figure referenced above but is funded in the Building Maintenance Division operating budget)
FY96 and FY97 Request: Same as FY95

Mission: To enrich the lives of young people ages 3-18 of all cultures, through theatre and educational drama experiences of the highest quality

Use of City Funds: See responsibility list on Cultural Facility header

City's Legal Obligation: Contract/lease agreement

City's Policy Obligation: Cultural Facility Plan approved by Council

City's Board Appointments: No Councilmembers on the Board of Directors

City's Present Financial Obligation: Approximately $35,000 per year

Efficiencies/Inefficiencies Noted by the Organization:

Attentive to utility usage

Performs routine maintenance as needed

Additional Comments:

Effective January 1, 1995 the Building Maintenance Division began tracking cost through a computerized work management system that separates our cost and assigns it to the building in which the work is being performed When a year of data is available (Jan 96) Children's Theatre and Building Maintenance should analyze the data and negotiate a **not to exceed amount** for building and grounds maintenance, utility cost, and custodial cost

By January 1997 Building Maintenance and Children's Theatre should review the previous 12 months cost and Theatre staff and Building Maintenance should prepare specifications and subsequently request bids for the maintenance of the Theatre building and grounds

In the FY97 budget, utility cost should be funded in the Theatre budget The City would

reimburse the Theatre a preset amount The building is in good shape and the success of energy management rest with the user of the building

Custodial contract cost should be funded in the Theatre budget The City would reimburse the Theatre a preset amount Theatre staff has the experience needed to monitor this contract They would have direct control in forcing the contractor to perform as specified and also would have an owner's mentality in specifying and negotiating the contract for this service

Major replacements and repairs should continue to be part of the City's capital improvement program for City owned property

Discovery Place

Director· Freda Nicholson
FY95 Budget: $5,244,000
City Portion of FY95 Budget: Approximately $790,000 (This figure is not included in the total budget figure referenced above but is budgeted in the Building Maintenance Division operating budget)
FY96 and FY 97 Request: Same as FY95

Mission: To stimulate the public's interest in and understanding of science, mathematics and technology by providing quality educational facilities, activities and exhibits

Use of City Funds: See responsibility list on Cultural Facility header

City's Legal Obligation: Contract/lease agreement

City's Policy Obligation: Cultural Facility Plan approved by Council

City's Board Appointments: Councilmember Baker is Council representative to the Discovery Place Board of Directors

City's Present Financial Obligation: Approximately $790,000 per year, which includes building and grounds maintenance

Efficiencies/Inefficiencies Noted by the Organization:

Discovery Place staff should place added emphasis on utility cost control by turning off lights and exhibits at night/closed periods unless it is absolutely necessary that they stay on to preserve the integrity of an exhibit or equipment Also all night "camp ins" are expensive because the building HVAC and lights run 24 hours Should the user (School Board,etc) pay for at least part of the of the cost?

Cost of Custodial Contract is $20,800 per month City pays, Discovery Place supervises Performance of custodial contractor is well below average Discovery Place should make the contractor perform as specified to maintain an acceptable level of cleanliness in the building

Discovery Place operation staff should take more care ensuring necessary precautions are taken to protect building property Care not taken during the course of their work to protect carpet, walls, etc has necessitated unneeded and costly repairs

Additional Comments

Effective January 1, 1995 the Building Maintenance Division began tracking cost through a computerized work management system that separates our cost and assigns it to the building in which the work is being performed When a year of data is available (Jan 96) Discovery Place and Building Maintenance should analyze the data and negotiate a **not to exceed amount** for building and grounds maintenance, utility cost, and custodial cost

By January 1997 Building Maintenance and Discovery Place should prepare specifications and subsequently request bids for the maintenance of Discovery Place building and grounds

For Budget year FY96 custodial contract cost should be funded in the Discovery Place budget The City would reimburse Discovery Place a preset amount for that service Discovery Place staff has the experience needed to monitor this contractor They would have accountability in forcing them to perform as specified and would have an owner's mentality in specifying and negotiating the contract for these services

For Budget year FY97 utility cost should be funded in the Discovery Place budget The City would reimburse Discovery place a preset amount for utilities By FY97 all Direct Digital Control system work would be complete and an inefficient boiler replaced The success of energy management at this point will rest with the building user

There is an electric boiler in the older part of the Discovery Place complex that is inefficient and uses a lot of electricity Replacement cost is approximately $50,000 but will pay for itself in reduced utility costs

Need Direct Digital Control work and additional duct work in rainforest at a cost of approximately $40,000

Major replacements or repairs should continue to be part of the City's capital improvement program for City owned property

Mint Museum

Director: Bruce H Evans
FY95 Budget: $4,395,625
City Portion of FY95 Budget: Approximately $245,000 (This amount is not included in the total budget figure referenced above but is funded in the Building Maintenance Division operating budget)
FY96 and FY97 Request: Same as FY95

Mission: To enter into a partnership with the people of the Carolinas that will enable the Museum's collections and programs to serve as the centerpiece of a regional program of education and involvement in the visual arts Through the growth of its permanent collections, the variety of its changing exhibitions and the vitality of its many educational programs, the Mint seeks to engage diverse audiences in the visual arts and, through them, in the appreciation and understanding of the diverse cultures they illustrate

Use of City Funds: See responsibility list on Cultural Facility header

City's Legal Obligation: Contract/lease agreement

City's Policy Obligation: Cultural Facility Plan approved by Council

City's Board Appointments: No Councilmembers on the Board of Directors

City's Present Financial Obligation: Approximately $245,000 per year

Efficiencies/Inefficiencies Noted by the Organization:

Attentive to utility usage

Takes care of the building

Additional Comments:

Effective January 1, 1995 the Building Maintenance Division began tracking cost through a computerized work management system that separates our cost and assigns it to the building in which the work is being performed When a year of data is available (Jan 96) Mint Museum and Building Maintenance should analyze the data and negotiate a **not to exceed** amount for building and grounds maintenance and utility cost

By January 1997 Building Maintenance and Mint Museum should review the previous 12 months cost and Mint staff and Building Maintenance should prepare specifications and subsequently

request bids for the maintenance of the Mint building and grounds

In the FY97 budget, utility cost should be funded in the Mint budget The city would reimburse the Mint a preset amount for utilities All Direct Digital Control system work and boiler repairs will be complete by FY97 and the success of energy management will rest with the building user

Direct Digital Control system electronic HVAC and electrical controls for multi-zone air handler need to be installed in one area of the Mint Museum This will cost approximately $17,000 but will pay for itself in utility savings

We are anticipating a needed boiler replacement within the next two years This will cost approximately $40,000 The boiler is worn out Expensive repairs like these should continue to be funded through the City's capital improvement program for City owned property

Performing Arts Center

Director Judith Allen
FY95 Budget $6,286,908 per year.
City Portion of FY95 Budget: $630,000
FY96 and FY97 Request Same as FY95

Mission: Presenting a program of excellence in arts, entertainment, cultural and related activities with special emphasis on the educational aspects of the performing arts Optimizing the use of the Center by sensitively scheduling resident companies and by programming self-presentations and other rentals to compliment the "bill of fare" and effectively marketing them Being a responsible corporate citizen, sensitive to the needs and desires of the arts community and the community-at-large Managing the facility and its programs in a fiscally responsible manner

Use of City Funds The City contributes $630,000 per year to the Performing Arts Center The Performing Arts Center is responsible for all maintenance activities Personnel from the Building Maintenance Division of the City of Charlotte Engineering & Property Management Department inspect the facility on a quarterly basis to insure that the building is being maintained to City standards The City also provides specialized expertise or assistance on a limited basis as needed This special assistance comes out of the Building Maintenance Operating Division budget for cultural facilities This is over and above the $630,000 This averages approximately $5,000/yr

City's Legal Obligation: Contract/lease agreement

City's Policy Obligation: Cultural Facility Plan approved by Council

City's Board Appointments: City Councilmember Wheeler is on the Board of Directors of the Blumenthal Performing Arts Center

City's Present Financial Obligation $630,000 per year plus an additional estimated $5,000 per year for specialized expertise or assistance with problems See attached list for further breakdown

Efficiencies/Inefficiencies Noted by the Organization:

Maintenance staff at Performing Arts Center does quality work in maintaining the building in all areas--mechanical, electrical, custodial, etc

Staff at PAC is extremely attentive to utility use and request for assistance are well thought out and always a legitimate request

Additional Comments:

A team of PAC staff and Building Maintenance staff should audit the processes and practices of the PAC maintenance staff and look for areas of possible savings

Effective January 1997 Building Maintenance and PAC staff should review the previous 12 months cost PAC staff and Building Maintenance should prepare specifications and subsequently request bids for the maintenance of PAC building and grounds

The PAC needs to keep detailed cost records of their maintenance cost so the City can determine if the $630,000 funding level is appropriate The City Budget Department should approve how the records should be prepared and presented

Municipal Service Districts Partners

The Municipal Service Districts were created to promote investment in the central business area. THe contracts covering the three districts have been funded since 1978 and 1984 respectively.

Central Charlotte Division/Charlotte Chamber

Director: Molly Hedrick, Vice President
FY95 Budget: $662,049
City portion of the FY95 Budget: $453,567
FY96 Request: $420,416
FY97 Request: $420,416

Mission: To market the center city as a place for business and people, to stimulate a mixed use environment that includes a place to visit, live, shop and work and to advocate uptown improvements to further these goals

Use of City Funds: To market & promote Uptown Charlotte creating special events, supporting special projects with public & private funds, and producing information pieces such as maps and brochures

FY 96 Budget is $552,450 Central Charlotte's staff costs, operating expenses, and City service fee are 48% of its budget The remaining funds are used for promotions, special projects & events

City's legal obligation: The City has an annual contract with Central Charlotte

City's policy obligation: The City supports developing a strong Uptown that serves as a regional center Central Charlotte draws on the resources of the Chamber to market & promote uptown as a regional center

City's political obligation: Central Charlotte operates with an Advisory Board appointed by the Chamber

City's present financial obligation: Contractual obligation only for FY 95 for receiving and administering Municipal Districts 2 and 3

Efficiencies/Inefficiencies exemplified by the organization: Central Charlotte has obtained private investments in events and special projects to complement Municipal Service District funds They raised over $650,000 from 43 businesses to create an uptown marketing plan In addition, by being part of the Chamber, Central Charlotte benefits from operating efficiencies through bidding and the Chamber's internal quality program

Additional comments:

Request that the Central Charlotte Division/Chamber identify ways to assist Council with its priorities The Chamber has access the top business leaders in the community

Central Charlotte funds 80% of the Uptown Special Projects Coordinator The It may be appropriate for the City to consider returning this position to the General Fund as a normal level of City service to be provided to an uptown since many special events are sponsored by agencies other than Central Charlotte

Charlotte Uptown Development Corporation

Director: Mike Schneiderman, President ~
FY95 Budget: $522,500
City portion of the FY95 Budget: $522,500 ~
FY96 Request: Agency Request for FY96 $452,700
FY97 Request: Agency Request for FY97 $493,100

Mission: Promote the economic development, stability and revitalization of uptown Charlotte

Use of City Funds: To stimulate the development of uptown Charlotte creating and supporting special revitalization projects involving housing, retail, and entertainment, coordinating uptown transportation related issues, identifying future needs and building coalitions to take action, and, tackling urgent issues such as homeless on the street

FY 96 Budget is $452, 700 Staff and benefits are 55% of the total budget Office expenses, equipment, and printing are 14% of the total budget Program, consulting and travel expenses are 31% of the total budget

City's legal obligation: The City has no legal obligation to provide funds other than annual contracts

City's policy obligation: The City supports developing a strong uptown that serves as a regional center CUDC serves as the principal development organization representing uptown businesses and residents

City's political obligation: There are 21 members of the CUDC Board including a City Councilmember and a County Commissioner, both ex-officio In addition these two and other ex-officio appointments, the Council appoints nine members and the Mayor appoints five

City's present financial obligation: Contractual obligation only for FY 95 for receiving and administering Municipal District #1

Efficiencies/Inefficiencies noted by the organization: Past audits have been favorable CUDC has taken actions to lower their rent, reduce accounting and phone costs, and leased equipment to avoid obsolescence Richard Bradley, President of the International Downtown Association, says that the staff level of CUDC is "modest and highly productive, and I'm surprised there aren't more "

Additional comments:

Request CUDC to identify ways the organization can assist with Council priorities through it's projects & by using their relationship with uptown's business leadership

AUDITORIUM-COLISEUM-CONVENTION CENTER AUTHORITY
PARTNER'S ASSESSMENT

Manager: Steve Camp, Managing Director
FY95 Budget: $17,389,817
City portion of FY95 budget: $356,400 - 50% of New Charlotte Convention Center(NCCC) operating deficit. $549,072 - Promotion and marketing money for NCCC
FY96 Request: (See 5 below)
FY97 Request: (See 5 below)

1. Use of City Funds: City bond proceeds were used to build the facilities operated by the Authority A portion of food and occupancy tax moneys go to support NCCC

2. City's legal obligation to the organization: The Authority is authorized by the City's Charter to operate certain designated facilities for the City Legally, the Authority is a "special district" for purposes of the Local Government Budget and Fiscal Control Act It has the power to conduct business in its own name and is in full and complete control of the facilities it manages It determines the net proceeds from its operations City has an agreement with the Authority to provide support for NCCC from food and occupancy taxes

3. City's policy obligation to the organization: Since the Authority operates City owned facilities, on the few occasions when money was needed in the past, it was granted to assist the operation or maintenance of the facilities The Authority has made numerous capital improvements to these facilities that they list as contributions to the City

4. City's political obligation to the organization: The Mayor appoints two members of the Authority and the Council appoints the other five

5. City's present financial obligation to the organization:

The City has outstanding bonds on these facilities that it is repaying The net proceeds of the Authority could go to make these payments This has not been requested by Council City also is committed to providing marketing money for New Charlotte Convention Center from a portion of occupancy and food taxes The City also provides 50% of NCCC operating deficit

The Authority is considering various methods to contribute some net proceeds of its operations to the payment of debt on the facilities that it operates While the amount depends on continuing negotiations, this move is timely and appropriate Council would only need to adopt a resolution to have some or all of the net proceeds of Authority operations applied to debt service for Authority operated facilities

6. Efficiencies: (Efficiencies and additional information are located in the Council Library)

Charlotte Convention and Visitors Bureau

Director: Melvin Tennant
FY95 Budget: $3,030,411
City portion of FY95 Budget: $2,770,411
FY96 Agency Request: $3,025,050
FY97 Agency Request: $3,176,303

Mission: To aggressively market and sell the hospitality industry assets for the maximum economic impact of our community

Use of City Funds:

1st 3% occupancy tax ($1,680,000 FY96) - for activities and programs aiding and encouraging convention and visitor promotion

2nd 3% occupancy tax and 1% food/beverage tax ($1,345,050 FY96) - for marketing and promoting new or expanded convention center facilities - New Charlotte Convention Center

City's legal obligation:

1st 3% occupancy tax - to pay the Contractor for services rendered in accordance with the contract which is renewed annually CCVB has been the City's contract for expenditures of the occupancy tax funds since FY84

2nd 3% occupancy tax and 1% food/beverage tax - transfer a proportionate share of tax revenues identified as "marketing dollars" in the contract with the Authority

City's policy obligation:

1st 3% occupancy tax - as a matter of policy, the City Council approved a report by Convention and Visitor's Bureau Study Committee appointed by the Greater Charlotte Chamber of Commerce requesting that CCVB perform the promotion services described above

2nd 3% occupancy tax and 1% food/beverage tax- the City requested that CCVB and the Coliseum Convention Center Authority provide joint marketing services for the New Charlotte Convention Center as called for in the New Charlotte Convention Center Marketing Agreement

City's board appointments:

CCVB serves as an independent contractor for the City

CCVB board of directors includes one City Council representative (Ella Scarborough), two

citizens appointed by City Council and the City Manager serving as an ex-officio member

City's present financial obligation:

1st 3% occupancy tax- a portion of these revenues based on a formula as follows 50% of the first $1m, 35% of the second $1m and 25% of collections greater than $2m and a $35,000 annual grant

2nd 3% occupancy tax and 1% food/beverage tax- 70% of marketing dollars defined as 15% of net tax revenues generated by these two dedicated taxes (per the NCCC marketing agreement)

Efficiencies/Inefficiencies noted by the organization:

merged the Marketing and Tourism departments to eliminate overlap and better utilize resources resulting in a decrease of one FTE

created Vice President, Financial Affairs position to bring greater focus to the fiscal management area

negotiated long distance phone contract that reduces cost and provides revenue potential

implemented broadcast fax capability, reducing postage costs

partnering agreements including merged marketing center with Chamber and a third party publication agreement

plan to review travel expense policy and procedure

plan to develop partnering strategies with City's purchasing department to pursue procurement cost savings

plan to develop strategies to increase private sector support through program sponsorships and earned revenue

Additional comments:

The Authority is considering various methods to contribute some net proceeds of its operations to the payment of debt on the facilities that it operates While the amount depends on continuing negotiations, this move is timely and appropriate Council would only need to adopt a resolution to have some or all of the net proceeds of Authority operations applied to debt service for Authority operated facilities

In reference to funding, several options have been proposed by various interest groups One such option was recently introduced in the General Assembly

Compensation of various executive-level positions seems high as compared to city compensation However, personnel costs for Charlotte CVB appear comparable to other cities based on

benchmark information provided by CCVB

While CCVB serves as a contract or for the city to provide promotional services, their main customer is area hotels Their measurements in terms of goals set and level of achievement are stated in quantitative terms such as "confirm 210,000 room nights" from convention groups A more relevant measure for the performance of CCVB for the purposes of contractual services for the City might be cost per room night confirmed or other qualitative measures

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: Children's Services Network Services for Children, Birth to Age Five

COUNCIL FOCUS AREA: City within a City

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

- The Children's Services Network has reviewed services in Charlotte-Mecklenburg for children from birth through age five At the Workshop, CSN Board Chair Rod Autrey and Executive Director Frank Spencer will make a presentation to Council

- The review addresses a number of questions What are the critical needs of this population? Is there a geographic pattern to needed services? What services are currently available? Where are they located? How effective are they? How can the efficiency and effectiveness of our system be improved?

- CSN performed an analysis by census tract based on certain risk factors socio-economic status; family structure; access to health care, and preschool participation For households with children under five, census tracts which exhibit the highest risk factors closely parallel the fragile and threatened neighborhoods in the City within a City area

- The CSN report recommends that:

  - health care efforts be aimed at creating a "medical home" for all children in the fragile and threatened CWAC neighborhoods;

  - developmental opportunities for young children be expanded in CWAC neighborhoods through licensed daycare, part-day programs and parent education for in-home care

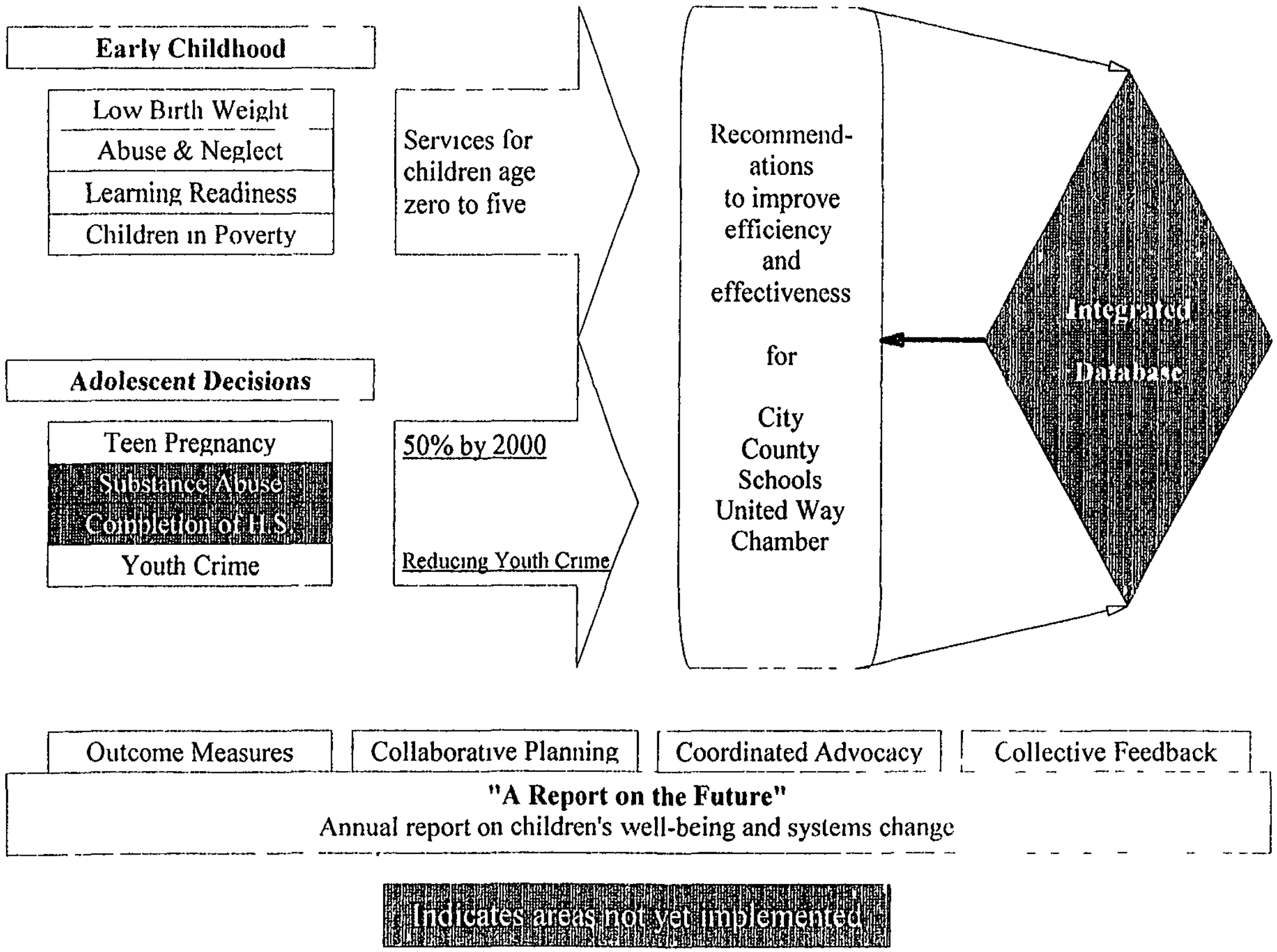
  - CSN sponsors agree to coordinate any new initiative or response to a request for services in the CWAC neighborhoods, using existing facilities and established neighborhood associations,

  - Charlotte-Mecklenburg Schools record preschool experience as a part of public school registration and that the schools evaluate each child's developmental progress during the first month of kindergarten

OPTIONS: Not applicable

COUNCIL DECISION OR DIRECTION REQUESTED: As it is requesting of all five Sponsors, the Children's Services Network Board requests City Council approval of the report If approved, the CSN Coordinating Council, composed of staff from each sponsor, would be asked to develop an implementation plan with particular attention to quantifiable goals

ATTACHMENTS: Graphic Overview of CSN, showing how this report fits into the CSN workplan

THE CHILDREN'S SERVICES NETWORK HAS ALREADY SENT COPIES OF THE REPORT ON SERVICES FOR CHILDREN TO THE MAYOR AND COUNCIL. YOU MAY WISH TO BRING THE REPORT TO THE WORKSHOP FOR REFERENCE.

A graphic overview of the Children's Services Network