

AGENDA

Meeting Type:	WORKSHOP
Date:	09/03/1996

City of Charlotte, City Clerk's Office

Mayor Patrick McCrory Mayor Pro Tem Al Rousso

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

Council Agenda

CITY COUNCIL WORKSHOP

TUESDAY, SEPTEMBER 3, 1996

Agenda

- 5:00 p.m. Dinner

- 5:15 p.m. Follow-up to Council Mini-Retreat:
 - Possibilities for Uptown/Center City Plan Update
 - Economic Development Action Plan
 - Transportation Action Plan

- 7:00 p.m. 1996 Bond Program: Transportation and Neighborhood Improvements

- 7:45 p.m. Strategic Communication Plan

- 8:15 p.m. Adjourn

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Possibilities for Uptown/Center City Plan, 1996 Update

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

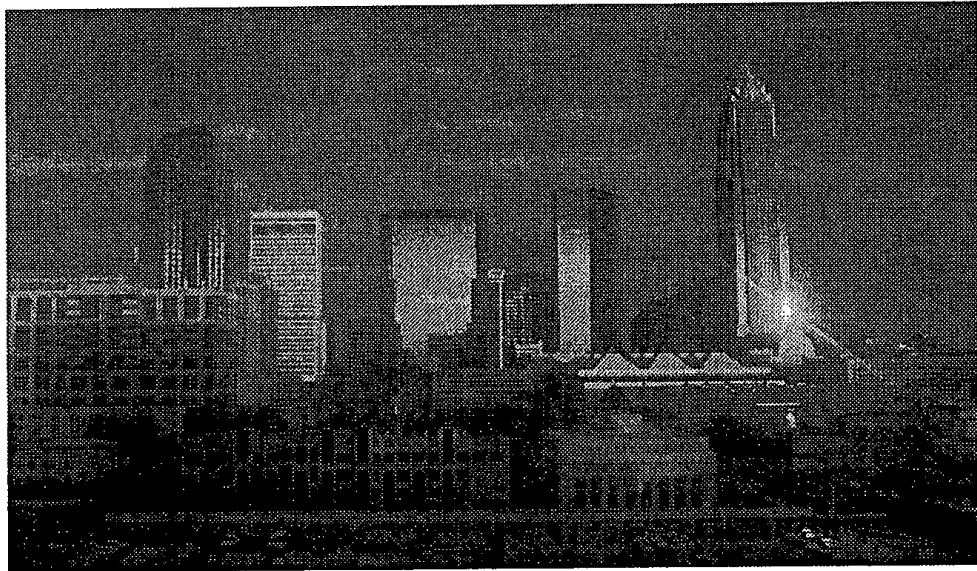
KEY POINTS (Issues, Cost, Change in Policy):

- Metropolitan growth patterns are changing Charlotte's development possibilities.
- The Center City Area is a unique development center for the City and Region.
- Since adoption of the Center City Plan in 1990, this area's growth and development has been significant. It sets the foundation for many possibilities ahead.
- City Center Forums were held throughout 1995 to generate issues and ideas for consideration in this Plan update.
- The Draft Plan defines Center City Districts and highlights key strategies.
- A picture of the future possibilities for the Center City is defined.

OPTIONS:

COUNCIL DECISION OR DIRECTION REQUESTED: Council may wish to refer the Draft Plan to: a) the Council Economic Development/Planning Committee and b) the Planning Commission for review and recommendation to Council. Following those reviews, Council may wish to hold a joint public hearing to receive citizen comments on the plan prior to final adoption.

ATTACHMENTS: Center City Charlotte Update 1996 - Draft in Progress.



Center City Charlotte Update 1996

Draft in Progress

Overview

Center City since 1990 plan completion

In 1990 the Center City Charlotte Urban Design Plan was adopted by Charlotte City Council and the Mecklenburg County commission. Since that time Charlotte has experienced a major growth cycle. The majority of the 1990 plan's goals were met and exceeded. To begin the task of **defining new goals and sharing new visions, a series of Center City Forums were held throughout 1995. At these open forums, groups from all the subareas were invited to share their ideas with each other.**

As outlined in the 1990 plan the Charlotte Center City is evolving into a compact core foundation of development. As it becomes more difficult to assemble large tracts, of land, development is turning to rebuilding on existing under-utilized smaller tracts. The following is a review of where the 1990 vision principles stand in relationship to current development trends:

Uptown Living - The City has continued to support Uptown living. The Third Ward has experienced pressures from the construction of Ericsson Stadium. The results have been both positive and negative on the neighborhood. On the plus side, new development has generated new streetscape improvements which have greatly improved the area's appearance. Pedestrian access from Third Ward has been improved by the completion of the walkway from the football practice fields to Graham Street. The Neighborhood has worked with City staff to write a new small area plan. This plan

is intended to encourage new compact development on Trade Street using neo-traditional design concepts. On the down side, football has brought more congestion. Traffic on the weekend and in the evenings is expect to increase. Noise, entertainment establishment growth, and parking will become challenges the neighborhood will have to face.

In the First Ward District major changes have begun occurring since the plan's adoption. A partnership between the City, Nations Bank, and Charlotte Uptown Development Corporation has been formed to implement recommendations **of a newly created First Ward Plan.**

Earle Village is being redesigned to provide residents with a wider range of housing opportunities and programs. Construction is underway. The vision for the area is being expanded to attract market rate housing development.

People are finding new housing opportunities in the Urban Core. Ivey Townhomes are occupied, mid-rise townhomes are nearing completion in the 400 block of Church Street and plans are on the drawing board for more units off Tryon Street. Sales of the units suggest the market will continue to be strong for Uptown living.

Designing for People - The comfort of a city is measured by it's perception of safety and outward attractiveness. Charlotte has been fortunate to have adopted minimum design standards for new development in the Center City. Implementation of these standards has produced "streets for people". Since the 1990 plan adoption the Transit Terminal, Ericsson Stadium and all the land around the stadium, and the new Charlotte Convention Center have been added to Uptown. These infrastructure elements teamed with the new police

bike patrol to enhance attractiveness and safety for visitors. In the next ten years, continued growth will add new pieces to the puzzle. First Ward, Third Ward, North Tryon, the Government Center, South End, and Midtown have projects proposed that will bring people to Uptown and provide opportunities for them to live here.

Getting Around - Getting around in Uptown has become easier. Mobility in and out of the area has been improved with the construction of the new transit terminal. Riders are sheltered from the weather and have ready access to food and personal services. Congestion by bus traffic has lessened on Tryon Street as a result of rerouting to the new facility. Within the freeway loop a new shuttle system provides free travel. Pedestrian comfort has been increased with the additional new streetscape segments that have been added as part of new construction. In addition, the City has made improvements to areas such as First Street, which includes decorative paving, pedestrian level lighting and street trees. College Street will have lighting installed as the result of a partnership between property owners and the City.

Accenting Special Features - Exciting elements that have added quality to the urban environment include:

- Installation of the Queens Table sculptures at the Square.
- Running the trolley from South End to the high rise core.
- Construction of the transit terminal and shops.
- Construction of Ericsson Stadium and landscape improvements that surround it.
- construction of the new mixed use building on North Tryon Street.

- Historical theme entertainment and residential construction in South End.
- Potential for a major new mixed use/ retail center in the Government Center.

Shopping - In the last five years an increase in shopping choices has occurred. City Fair has reopened. NationsBank's founders Hall offers one-of-a-kind enterprises that were sought in the 1990 plan. South End has seen a boom in retail and entertainment establishments. A newly announced farmers market and the grocery store will provide the much needed staples to support Uptown living. Studies by development companies are continually looking at different subareas of the Center City as potential sites for multi-use centers..

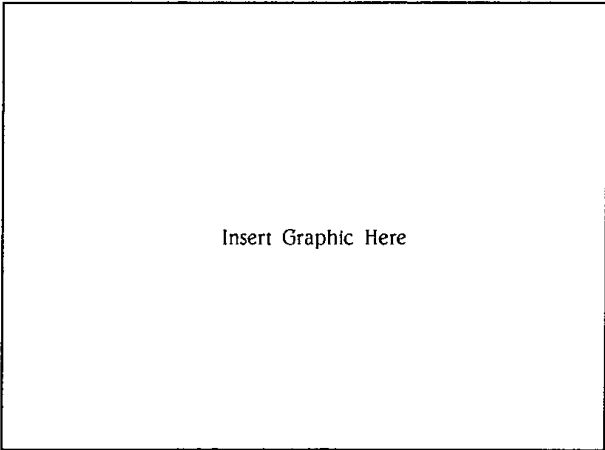
Parking - New approaches have unfolded to address parking. The City has taken an aggressive role in bringing on street parking back. A program beginning with a test of free on - street parking will hopefully progress into a program of several hundred metered spaces managed by an independent company. New pedestrian friendly parking decks have been built. These structures help the ever growing parking demand and provide aesthetically pleasing streetscape facades. It is expected that the trend in parking deck construction will continue due in part to the demand created by the NFL football fans.

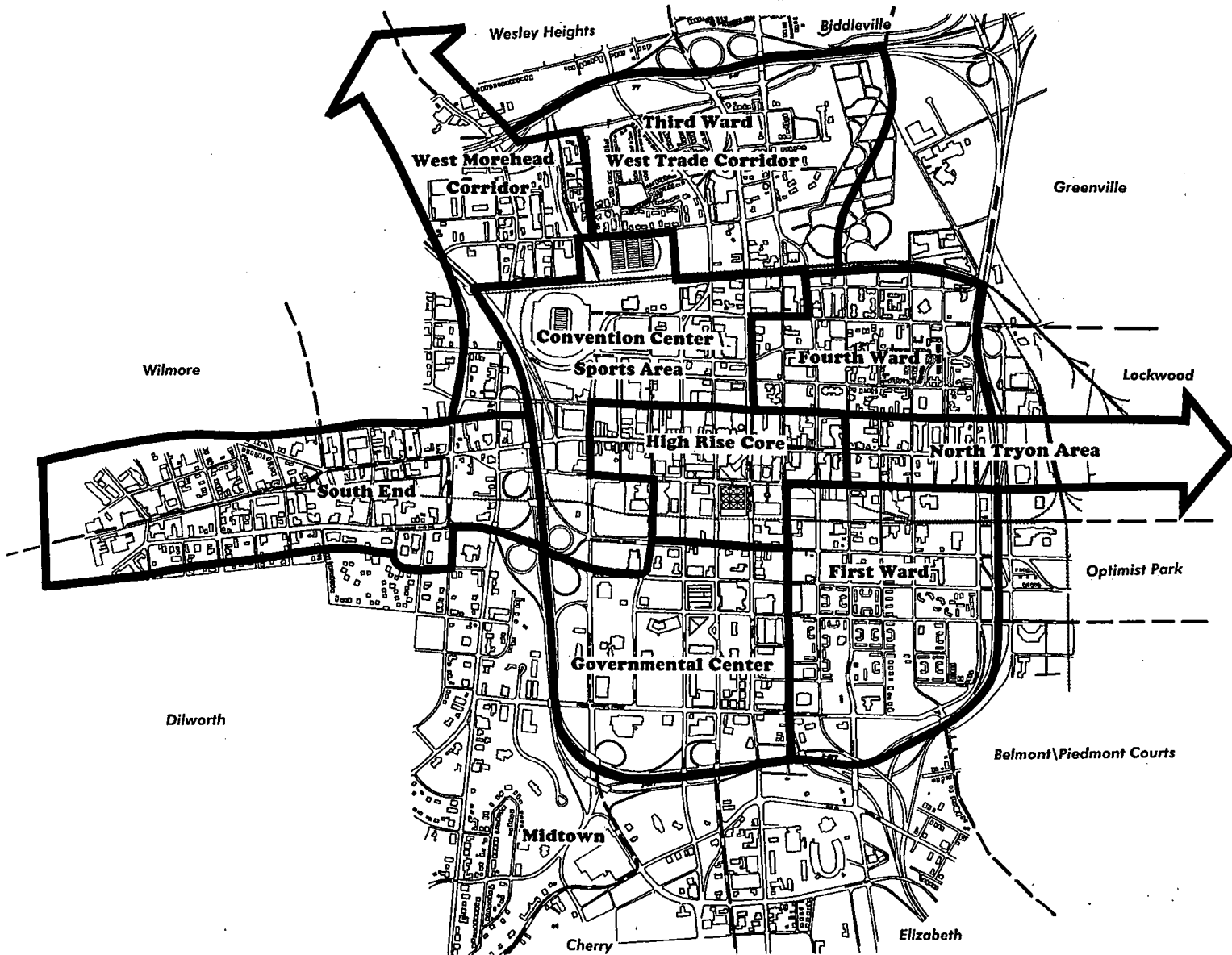
Education - Strides have been made to provide additional educational opportunities in Uptown. The goal of having a joint high school / technical school Uptown is ongoing. The University of North Carolina at Charlotte has opened a branch in City Fair. It has been highly received.

Emphasizing Distinctive Areas - The emergence of distinctive subareas in the Uptown has been a major theme of the past five year development cycle. South End began building on it's historical roots by giving dilapidated factory and warehouse buildings new life as entertainment/retail and housing uses. The creation of development corporations by property owners, concerned citizens, and merchants ensures continued commitment. After years of dreaming of more Uptown housing, the reality is unfolding on Tryon Street. New high and mid-rise housing projects are being announced. First Ward is changing its image from "public housing" to individual ownership. This is being done by rediscovering the neighborhood through educational programming, new community buildings, and construction of new housing types. New plans have been drawn up by residents, land owners, and business workers for Midtown and Third Ward. The plans focus on the area's strengths and make recommendations to improve the weaknesses.

Personal Safety - New development in the Uptown has benefited the perception of safety. Improved streetscapes and the addition of plazas has given people the environment to feel safe. The additional city growth is bringing more people out on the streets during the day and at night. The resurgence of Uptown night life has helped the area lose its ghost town image. On street parking has also enhanced the perception that people are in the area. It has enabled people to park closer to their destination. Police have responded to increasing safety by implementing more foot patrols and a bike patrol. They are also working with businesses to implement an Uptown Guide Program. The program will position staff on the street to give visitors directions to buildings and events.

Working - Office development continues to be an important component of the region economy. Uptown continues to be a strong financial center. It is beginning to attract diverse businesses. In the past five years, large companies have found the unique identity and value of locating their offices Uptown. Companies including: Hurst Publishing, Southern Bell, and Trans America have made Uptown their home. The challenge ahead will be encouraging more companies to relocate or stay Uptown. If the skyline is to increase with new buildings, then affordable employee parking, expanded public transportation, and urban amenities need to be investigated. Public events and cultural activities need to complement development. Using the existing business as leverage to attract new more corporate employment will continue as a goal.





High Rise Core

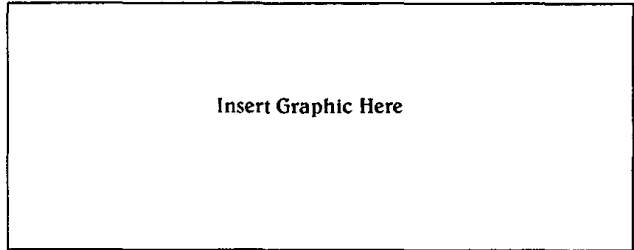
Overview

The signature of the center city lies in its skyline. The immediate buildings forming this image are centrally located between Brevard and Mint Streets within the freeway loop. They comprise the largest concentration of office space (9.4 million square feet) in the region. Included in this area is a wealth of cultural and arts facilities. Composed of a variety of architectural styles, colors, and height the buildings and associated uses are the financial core of the city and region.

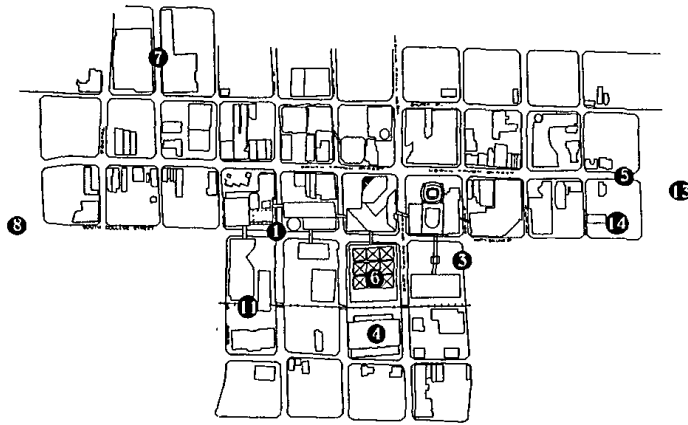
It is expected that the high rise core will continue to grow. At this writing, the first large scale attempt to get residential in this subarea is being realized. With residential uses returning, it is anticipated that services and businesses necessary to support people living here will also increase. The challenge for this unique area of the city will be in providing visitors and residents with a variety of choices for entertainment, food, transportation, and basic services. The manner in which it grows will be a direct indicator of the city's and region's vitality.

Policy Direction

1. Educate elected officials on the importance of Uptown to the city and region.
2. Encourage and promote services and businesses which support Uptown visitors, daytime workers, and residents.
3. Continue to support Uptown organizations which promote this area as a place to live, work and be entertained.



4. Support and encourage the use of mass transportation in and out of the Center City.
5. Have ongoing dialogue with other subareas in the Uptown (both residential and commercial) and with surrounding areas immediately outside the freeway loop. The goal is to create a combined "Uptown" as the regional center.
6. Continue an ongoing mechanism for setting goals and evaluating them for the good of the whole area.
7. Capitalize on the new facilities being built Uptown in marketing Uptown's assets.
8. Support cleaning up visual clutter in the area.
9. Strive to get infrastructure in place which will not only provide basic services, but will additionally provide visitors and residents with a sense of safety.
10. Reinforce, expand and promote the cultural and arts community.
11. Have a dialogue with the Uptown community on green/open space needs and desires. Specifically, define a location and requirements for civic celebrations.



Strategies

1. Begin implementation of a pedestrian level lighting program in this subarea.
2. Look for specific locations for connecting the Overstreet Mall to the street level.
3. Continue to identify and implement more opportunities for on-street parking.
4. Look at new opportunities for bus transportation with the opening of the transit terminal.
5. Extend a modified version of the Tryon Street Mall to the freeway along North Tryon Street.
6. Identify and implement a reuse of the old convention center site.
7. Make the complete pedestrian connection from the new convention center to the Carolinas Stadium along First Street.
8. Develop specific gateways at the freeway entrances to this area.
9. Have CUDC set and facilitate regular dialogue sessions with other subareas of the Uptown and surrounding neighborhoods.
10. Implement the trolley from South End to this subarea. (Move up in M.P.O. priority list)
11. Implement the Consolidated Plan and provide support and ongoing solutions to the Homeless issues.
12. Continue to support the increasing number of special events held Uptown.
13. Study the potential for using the Hal Marshall site for uses that support the emerging residential trend in the North Tryon corridor.
14. Identify and purchase land to be used for open spaces and parks in the area. These areas would provide the dual use of providing "address" locations for new development.
15. Work toward code enforcement changes which enhance Uptown development. Enabling street cafes is a goal.
16. Develop a Master Plan for all Uptown open spaces.

First Ward

Overview

In the late 1800's, First Ward was one of Charlotte's few residential neighborhoods. Urban renewal of the 1960's eliminated most of the original housing and placed the Earle Village public housing complex in the center of First Ward. Since that time, most of the land surrounding Earle Village, much of which is publicly owned, has remained vacant or is significantly underdeveloped.

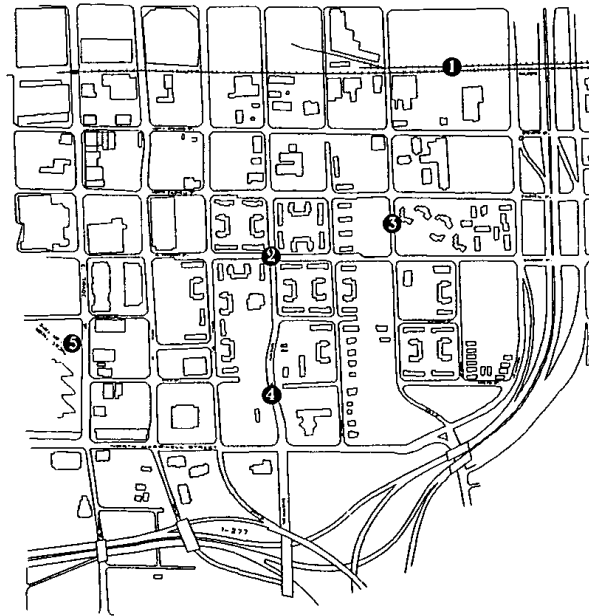
In 1993, the Charlotte Housing Authority received a \$34 million grant from HUD to redevelop and revitalize Earle Village. Since that time the grant has been increased to \$42 million and a master plan for the new Earle Village housing community has been developed.

NationsBank Community Development Corporation, Charlotte Uptown Development Corporation, the Charlotte Housing Authority, and the Charlotte/Mecklenburg Planning Commission have pooled resources and hired the firm of UDA Architects to develop a master plan for the portion of First Ward outside the Earle Village Master Plan boundaries. The First Ward Master Plan is expected to be adopted in the fall of 1996.

Policy Direction

1. A new mixed-income neighborhood should be developed in the core of First Ward. Public housing should be a component of this neighborhood but should not be readily recognizable as "public housing". A wide range of housing types from small lot, single family detached home to mid-rise multi-family should be constructed in First Ward.
2. First Ward should have amenities which enhance a neighborhood, such as parks, churches, schools, and neighborhood scaled retail.
3. The Trade Street Corridor and College Street/Railroad Corridors should be considered for mixed use and / or nonresidential uses.
4. Development in First Ward should be of an urban form, with buildings fronting directly on the street.
5. The area should have a strong pedestrian orientation. First Ward should have pedestrian connections to the North Tryon Street Corridor / High Rise Core and Governmental Center / Trade Street.
6. First Ward should be developed around a series of unique districts. Sequences of public open spaces should define and provide a focus for each district.
7. Streetscape improvements which would increase the area's desirability should be provided.
8. Publicly owned land in First Ward should be used to leverage high quality private development.

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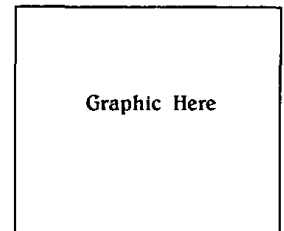
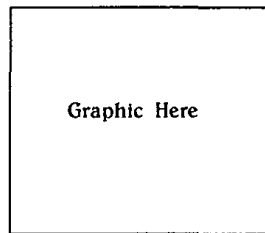
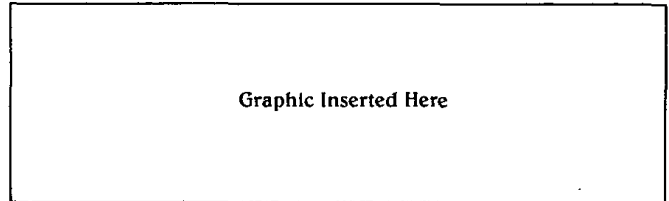
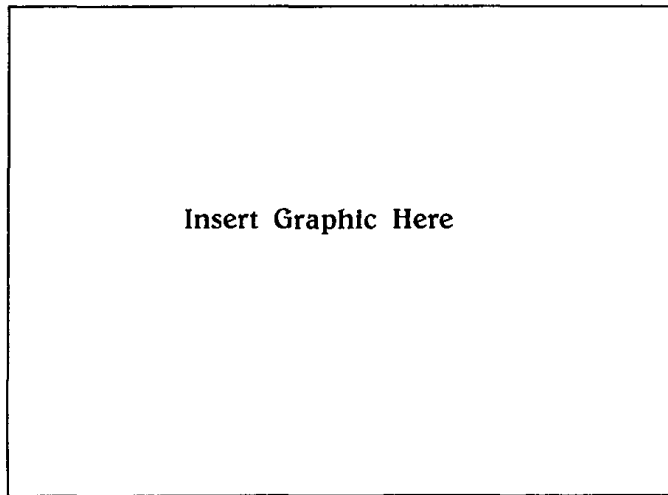
Strategies

1. Add a new street and trolley line along the inactive rail corridor . New development and adaptive reuse of older buildings should focus on the rail corridor.
2. Redevelop Earle Village with 7th and Davidson Street as the focus of the redevelopment.
3. Develop a new linear open space parallel to Ninth Street.
4. Construct a boulevard or provide new landscaping on Seventh Street. Make similar improvements on Caldwell Street and Davidson Street.
5. Develop a public open space connection between First Ward and the Government Center.
6. Design standards which will be used to guide new development in First Ward.
7. Explore the use of a for profit or nonprofit development corporation as a tool for implementing the First Ward Master Plan. This organization would be responsible for disposition of land, development of pioneer projects and installation of common infrastructure.
8. Dispose of all excess publicly owned properties in First Ward.
9. Replace the existing First Ward Park with new park space that will be integrated into the residential neighborhood.

Fourth Ward

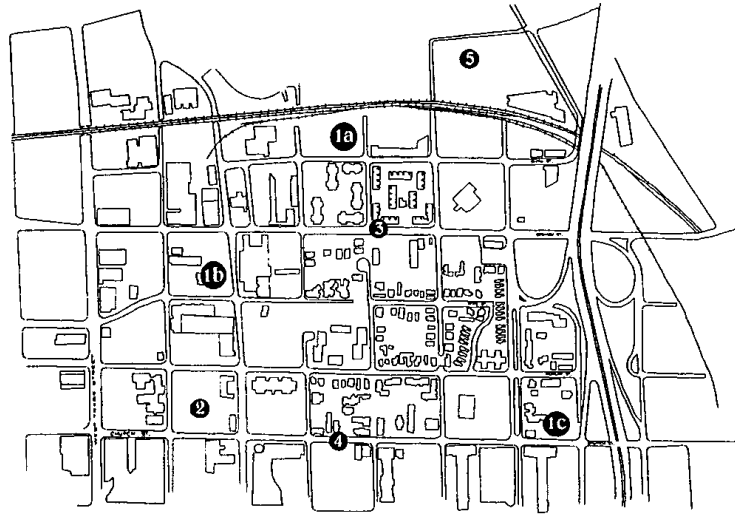
Overview

The Fourth Ward area has been the vanguard for uptown urban residential development in the Charlotte Uptown area. The Redevelopment Corporation and the establishment of Charlotte's first local historic district in 1970's led to a healthy mixture of old and new structures as well as residential and commercial land uses in the area. The goal of the Fourth Ward area should be to continue this diversity, being ever mindful of the diversity of the neighborhood along with its proximity and dependency on the adjacent central business district.



Policy Direction

1. The healthy future of the Fourth Ward depends on the active participation of all interests in identifying and addressing the issues in the area.
2. The long history of active participation by the Friends of Fourth Ward should be continued in the future.
3. Fourth Ward should maintain its position as Charlotte's oldest Local Historic District.
4. The strong pedestrian orientation of Fourth Ward should be maintained and protected, through the continued application of the Uptown Urban Streetscape Guidelines.
5. Additional efforts should be taken to end the perception of the neighborhood as unsafe.
6. Any study of an Uptown high use public facility, such as an arena or stadium, should include an analysis of the impact of that development on the predominantly residential character of Fourth Ward.



Strategies

1. Devise development proposals for the following areas:
 - A. Vacant land bordered by Smith Street, West Seventh Street, West Ninth Street and the Southern Railroad Corridor, adjacent to Elmwood Cemetery.
 - B. The surface parking lots along West Fifth and West Sixth Streets between North Poplar and North Graham Streets.
 - C. The vacant half block at the intersection of North Church and West Eleventh Streets
2. Hold discussions between Friends of Fourth Ward, Historic District Commission staff, and City Landscape Management on a long term maintenance and use plan for Settlers Cemetery.
3. Consider the use of either Neighborhood Service District or Corridor Overlay zoning along North Graham Street.
4. Consider either two way traffic or on-street parking along North Church Streets.
5. Support the expansion of St. Mark's Center by working with the architects to ensure the addition fits in with the Fourth Ward character.
6. Work with the Commission and developers of Asbury Place to ensure compatibility with the district is preserved.
7. Continue dialogue with NationsBank on projects underway and in the planning stages in the North Tryon Corridor.
8. Encourage the continued development of multifamily projects, such as the project along North Graham Street, and work with the development community to guide them through the Historic Commission reviews.

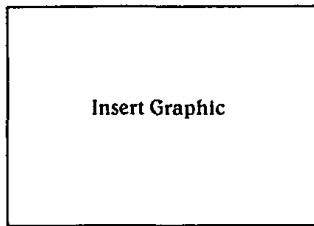
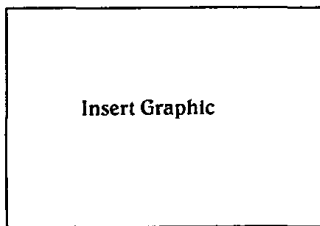
North Tryon Street

Overview

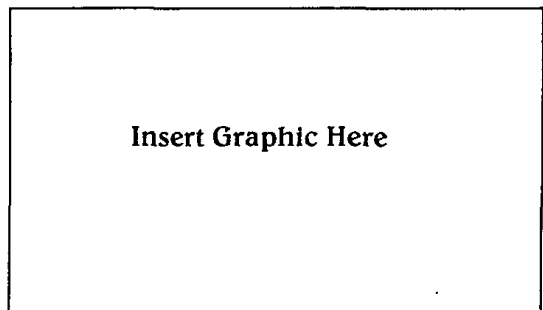
North Tryon Street is one of five business corridors leading into the Center City that was chosen in 1987 to receive bond money for infrastructure improvements. The first phase of the Corridor Revitalization Project was completed in the spring of 1996. It included new and repaired sidewalks, curb and gutter, and consolidated and partial burial of utilities. Landscaping of Phase One is planned for the fall planting season of 1996. Phase Two will continue along North Tryon Street from Dalton Avenue to beyond Craighead Avenue.

The recent formation of the North Tryon Task Force includes property and business owners from the Center City to the University Area. The North Tryon Area Coalition is an active group which focuses its efforts in the area outlined in the Corridor Revitalization Plan for North Tryon Street. Both groups are partners with the City to encourage stability and reinvestment on North Tryon.

Policy Direction

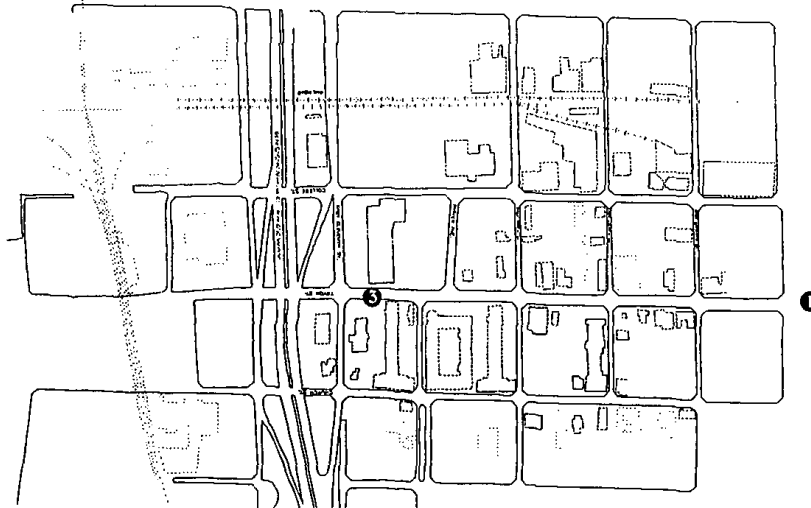


1. The North Tryon Area Coalition (NTAC) is strongly encouraged to continue meeting regularly to develop, and encourage others to participate in a community development corporation.
2. A strong business association is essential in the process for ongoing development of the plan. The group must be broad based and have strong leadership.
3. The plan will encourage the NTAC or any group formed within the North Tryon area to establish a common vision and strategic path for North Tryon Street to realize their long and short term goals.
4. The Coalition is strongly encouraged to continue working with City and County departments and to establish liaisons for any task they wish to receive assistance. Support from adjacent neighborhoods is equally important. The Coalition is advised to continue their pursuit for a county-wide homeless Shelter Plan.



Strategies

1. Implement Phase II of the Business Corridor Revitalization Plan by constructing the segment from Dalton Avenue to beyond Craighead by Spring 1997. In addition, landscape Phase I of the plan in the Fall of 1996.
2. Establish a Leadership Group consisting of the North Tryon Area Coalition (NTAC), neighborhood leaders, Friends of Fourth Ward, and the Charlotte Uptown Development Corporation to work together to help implement each other's goals. Organize a corresponding City-County staff coordination group.
3. Extend the Tryon Street streetscape treatment that supports a residential character from 8th Street north to the Brookshire Freeway. This includes installing additional pedestrian level lighting, street trees and sidewalk treatment.
4. Conduct a real estate market study for North Tryon from the Gateway to Craighead Avenue through the Business Corridor Revitalization Program. Based on the results, develop a North Tryon Corridor Action Plan which will address crime/safety, land use, business development, and transportation.
5. Initiate and complete the County's Consolidated Plan to prevent default placement of shelters, jails and soup kitchens which currently give "negative perceptions of the area.



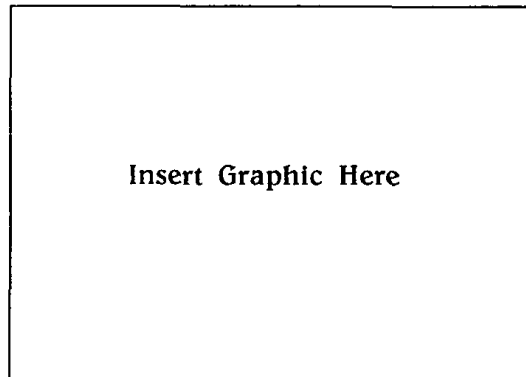
Stadium / Convention Center

Overview

Office towers are no longer the only or most important score card by which an Uptown's success can be measured. Cities, such as Denver, Cleveland, Baltimore, etc. have used an alternative growth mechanism. These can include convention centers, aquariums, sports complexes, casino, museums, and entertainment districts. They are the result of innovative partnerships between public and private sectors.

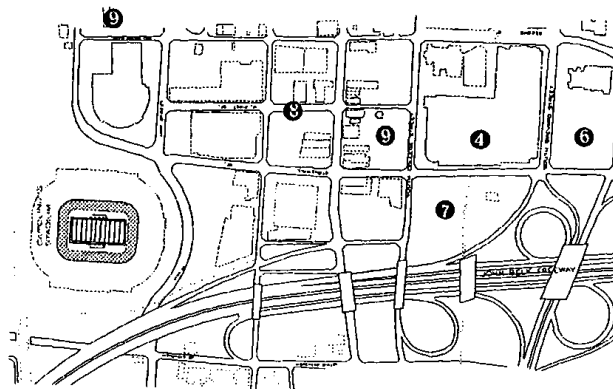
Successful cities are finding ways to transform their central business districts into lively places. Cities are investing heavily in destination projects. Downtown malls have been developed recently in Baltimore, Columbus, and San Diego. Almost every first and second tier city in the country is attempting to develop an uptown entertainment district. Several uptowns have new sports facilities, including most notably, open-air, old-style baseball stadiums that relate to the uptown, and arenas supporting new sports franchises.

This subarea has the many of the rough pieces needed to be come a convention/sports/entertainment location. Key to its success will be how development responds to the existing urban fabric. The relationships to Fourth Ward, Third Ward, South End, and the Morehead Corridor are important considerations needing to be studied. Utilizing the old brick buildings near Cedar Street, fitting in with the architectural character of Third and Fourth Wards, and tying in with the new facilities will be challenges for new development.



Policy direction

1. Make a commitment to establish an active pedestrian environment in the subarea.
2. Encourage advocacy and dialogue with property owners, adjacent neighborhoods, building tenants, parking operators, and City staff.
3. Create an identity or theme for the corridor to bring continuity to the area.
4. Capitalize on the potential market created by the new Ericsson Stadium by convening a master plan team to study the potential for other entertainment and sports facilities.
5. Strive to tie the corridor with surrounding developments such as the Historic South End, Fourth Ward, Third Ward, and the Urban Core.
6. Develop goals for the corridor and investigate mechanisms for implementing and preserving the architectural and land use initiatives.



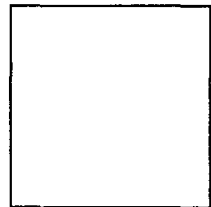
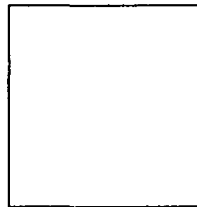
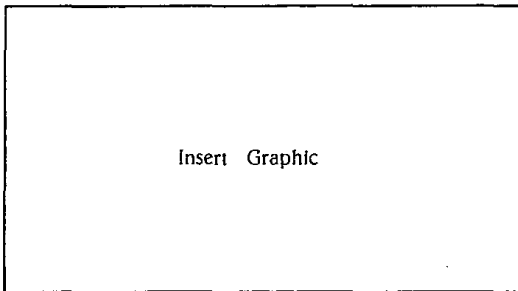
Strategies

1. Involve surrounding neighborhoods, potential developers, and Uptown businesses in development discussions on area development goals.
2. Initiate discussion with potential retail developer(s) on site selection, zoning, store mix and financing plans.
3. Coordinate a traffic study to look at existing and future traffic expectations using different development scenarios.
4. Promote the concept of having a new coliseum serve as an anchor for an entertainment district.
5. Strengthen the inner Uptown bus loop, with tie ins to Park & ride and parking lots.
6. Establish public support for infrastructure improvements, parking solutions, and land acquisition for the new convention center. Possibilities should be investigated for expansion across Brevard Street.
7. Encourage a hotel expansion strategy that makes the Charlotte Convention Center more competitive but does not hurt the existing hotel properties.
8. Make a strong pedestrian connection from the new convention center to the new Ericsson Stadium
9. Support entertainment and retail developments in the corridor that links the stadium and convention center.
10. Designate sites and assemble land for future coliseum and entertainment developments as recommended by the Convention Center Maximization Study completed in 1996.

West Morehead Corridor

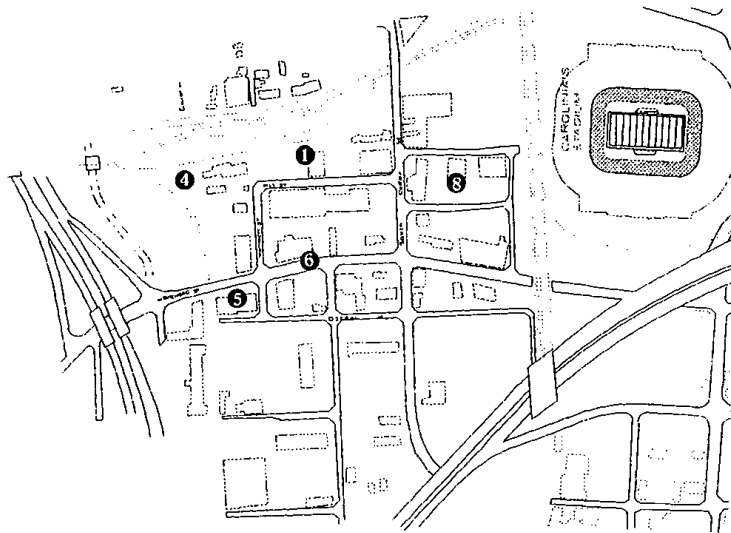
Overview

The West Morehead Corridor is defined in this study as the areas surrounding Morehead Street Extending from South Church Street to Freedom Drive and the warehouse area in between Third Ward and Charlotte Foundry. The composition of buildings is generally characterized by its old brick warehouses and tremendous reuse potential. The completion of Ericsson Stadium will bring a large number of patrons to entertainment establishments conceivably located in the old buildings. The corridor has the potential to link the Historic South End Developments to the Third Ward and Fourth Ward residential communities. The the West Morehead Corridor needs to be fully explored and planned so that it can attain its full development potential.



Policy Direction

1. Make a commitment to establish an active pedestrian environment in the corridor.
2. Encourage advocacy and dialog with property owners, adjacent neighborhoods, building tenants, parking operators, and City staff.
3. Capitalize on the potential market created by the new NFL Stadium.
4. Create an identity or theme for the corridor to bring continuity to the area.
5. Strive to tie the corridor with surrounding developments such as the Historic South End.
6. Develop ideas and goals for the corridor and investigate mechanisms for implementing and preserving the architectural and land use initiatives.



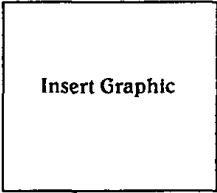
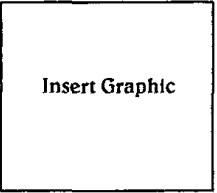
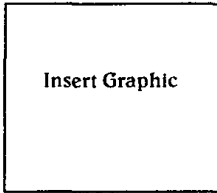
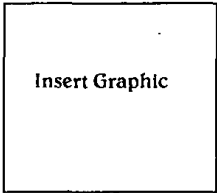
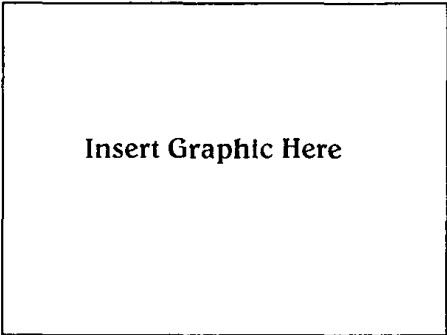
Strategies

1. Prepare an action plan for the warehouse area adjacent to the Third Ward. Include a mechanism for the neighborhood, developers, and City staff to be actively part of the process.
2. Create a business corridor advocacy group, coached by the City's Neighborhood Development staff, is recommended.
3. Develop minimum design standards for the area to ensure development is consistent and follows a common theme.
4. Identify any environmental hazard present and define a process for any necessary cleanup. (If it is needed)
5. Conduct a real estate market study of properties on West Morehead Street. Use it as a tool to encourage development.
6. Make streetscape improvements on West Morehead Street from South Boulevard to Freedom Drive. Include recommendations for new lighting, sidewalks, trees, open space, and building architectural enhancement.
7. Establish zoning district and /or design guidelines for the West Morehead Street Corridor, from South Tryon Street to Freedom Drive. The new districts or guidelines should focus on retaining the existing architectural character and building on the warehouse theme.
8. Support entertainment and retail developments in the corridor.

South End Development

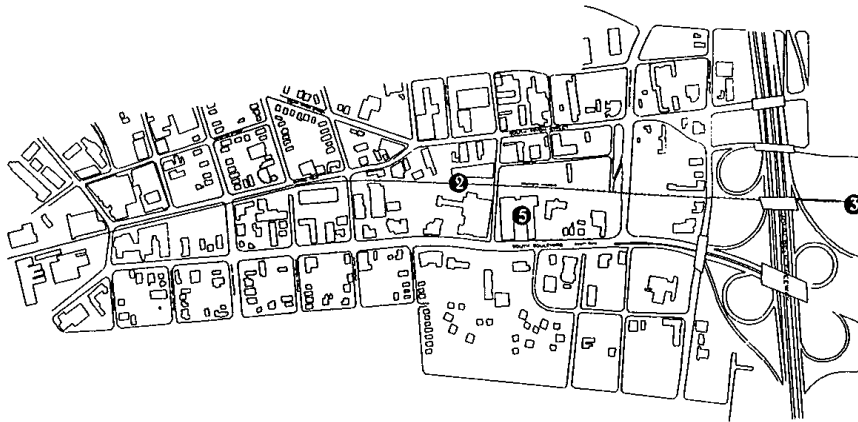
Overview

The South Boulevard/South Tryon Street corridor includes the Norfolk-Southern Railroad corridor, the oldest and most historic transportation corridor in Charlotte. The rich history of the corridor and the role it played in Charlotte's emergence as one of the leading cities of the new south after the Civil War makes it a unique opportunity to build on and enhance as a city-wide and regional attraction.



Policy Direction

1. Support the South End Vision Committee which is a community based group that includes stakeholders of the area, The South End Development Corporation, and City Planning Staff. They are charged with developing a strategic plan for economic and community development.
2. Create a written and illustrative vision to attract quality development in South End.
3. Build a greater sense of community and common vision through ongoing dialogue.
4. Market the potential of the vision for South End.
5. Organize a participatory workshop to create and promote the South End vision.
6. Develop a set of design guidelines and standards that support the goals, mission and vision for South End and encourage sensitivity in future development project with the area.



Strategies

1. Prepare a vision plan for the Year 2000. Hold open community forums to view South End Vision Committee's Plan
2. Extend the trolley route from Atherton Mill to 7th Street and back. This would connect the South End to Uptown.
3. Develop a strategy for building a Stonewall Street Bridge to connect the South End to uptown by way of the trolley
4. Coordinate a traffic engineering study to explore future and existing transportation issues, including road rights- of-ways.
5. Promote the reuse and restoration of all historic structures in the area.

Midtown

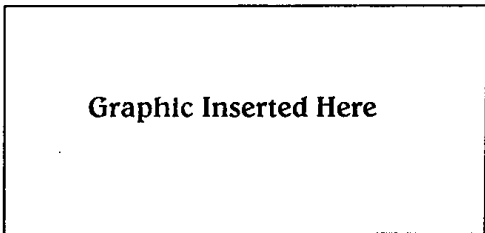
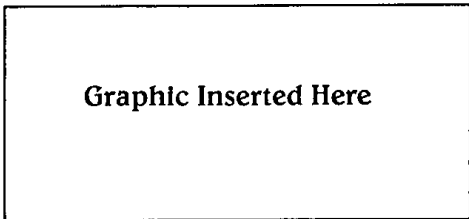
Overview

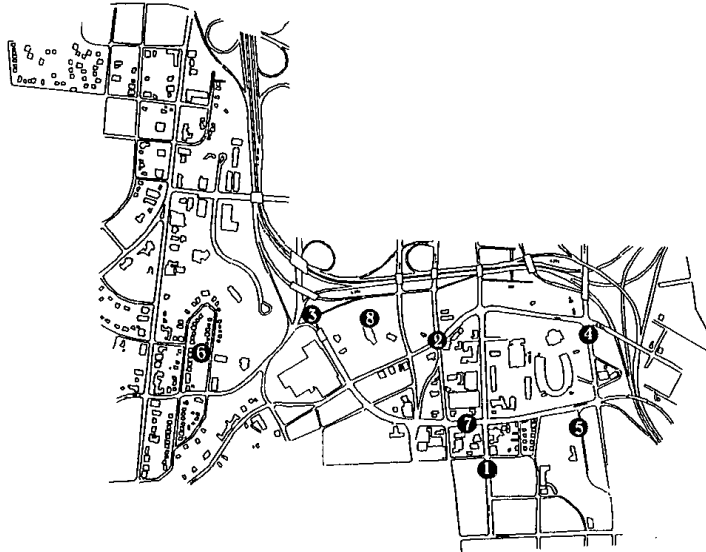
The midtown area is uniquely located between the freeway loop encircling Uptown Charlotte and some of Charlotte's most historic in-town neighborhoods. Midtown has the potential to become a lively mixed-use urban area which complements the more intense development of Uptown Charlotte. While much of the area is currently developed in a suburban form, there is tremendous potential for new development and redevelopment of urban residential, retail, and office used.

Policy Direction

The Midtown Task Force has been working since early 1994 to develop a strategic master plan for the Midtown Study Area. This plan should be adopted in 1996. Early in the process, the Midtown Task Force worked with Planning Commission staff to develop the following guiding principles for the Midtown Plan:

1. The Midtown area should have a unique and distinct identity within the Charlotte region.
2. New development should be of a compact and urban character.
3. New development and redevelopment are appropriate for many parts of the Midtown area.
4. The transportation system in Midtown should support an urban form of development.
5. Amenities such as streetscaping and open space should be provided to make the area more attractive for development.
6. Existing neighborhoods adjacent to Midtown should be protected.
7. Development should complement and, where necessary, supplement the natural environment.
8. People living, working, and visiting in the Midtown area must feel safe.
9. Efforts should be made to change regulatory mechanisms to make sure that regulations are consistent with the goals of the Midtown planning process.
10. The public and private sector should work together to implement the final Midtown Plan.





Strategies

1. Reconstruct Elizabeth Avenue, adding a median, new sidewalk, street trees, and on-street parking. Develop a mixed use pedestrian district along Elizabeth Avenue.
2. Redesign the 3rd / 4th Streets "weave" to eliminate the safety hazard.
3. Reconnect Independence Boulevard from the existing Midtown Square site to the Adam's Mark hotel.
4. Delete 7th Street widening proposals from transportation plans.
5. Develop new urban housing surrounding Independence Park.
6. Develop a new urban residential area on Greenwood Cliffs.
7. Add a median and streetscaping to the portion of Independence Boulevard between 7th Street and Kenilworth Avenue.
8. Develop a "Midtown Mixed Use Town Center" on the Midtown Square / Midtown Cinema site.
9. Develop new zoning districts and revise existing districts to allow and support a more urban form of development.
10. Consider the creation of a Community Development Corporation(s) to serve as a catalyst for Midtown Development.
11. Explore fiscal strategies which could serve as a catalyst for new development.
12. Develop a new approach to providing parking. Consider revising parking requirements, adding more on-street parking, and/or constructing public/private decks as needs are identified.
13. Support pedestrian movement by constructing new sidewalks and improving pedestrian crossings.

Governmental Center Area

Overview

In 1965 City and County governments embarked on a forward-thinking project to develop a Governmental Center Area for Charlotte-Mecklenburg in Uptown. The site selected involved a large tract of Urban Renewal land as well as land occupied by City and County facilities. The proposed Governmental Center Area was a 60-acre tract bounded by East Independence Boulevard (East Stonewall Street), East Trade, South McDowell, and Davidson Streets.

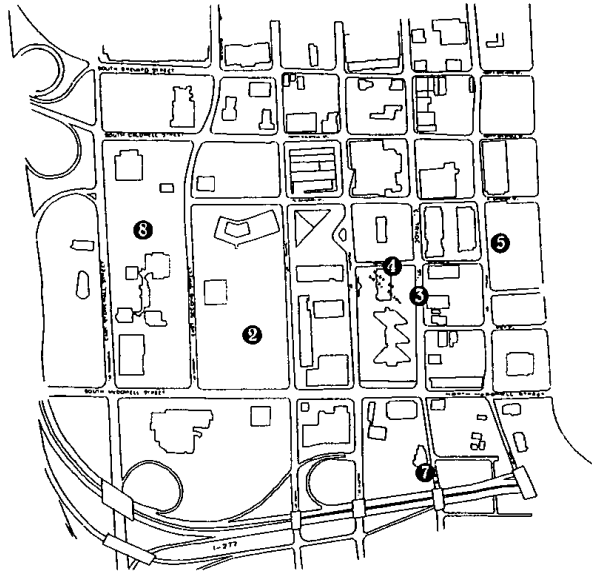
The design firm of J. N. Pease Associates was selected to develop a master plan for the proposed Governmental Center Area. The plan was approved in 1965 and updated by Pease in 1975. The Charlotte Central Area Plan (RTKL - 1980) and The Center City Charlotte-Urban Design Plan (1990) reinforced the continued development of the Government Center Area as the central location for governmental facilities.

The Government Center Area has been expanded several times during the past thirty years to include: the Federal Reserve Bank, the CMGC parking deck, the new Law Enforcement Center, and the new Work Release Center. Significant changes - CMGC building, Criminal Courts Building, Detention Center (New Jail), etc. - have occurred within the original Government Center since the adoption and update of the 1965 plan. After thirty years of growth, a reassessment and update of the plan is needed to adequately provide for future growth.

Policy Direction

1. Develop a plan which will not only address the solution to the immediate needs, but also provides for orderly future growth.
2. Continue development of the Government Center Area as the central location for governmental facilities.
3. Develop the area as a unique location for special events and people attractions.
4. Enhance the pedestrian linkages to surrounding areas and major open space by creating a system of inter-connecting park-like environments.
5. The lawns of the Historic City Hall and Old County Court House provide a strong open space and pedestrian connector between the Government Center Area and the Square. Any new development along Trade Street should reinforce this open space and pedestrian friendly network.
6. Provide adequate parking and convenient access to alternative transportation modes. Parking facilities should be concealed below buildings or landscaped decks and screened.
7. Encourage the development of private land in the Government Center Area to complement and support the operations of governmental activities.

Graphic Inserted Here



Strategies

1. Initiate discussions between City, County, and School Board leadership to jointly prepare a master plan for selected properties:
 - ♦ Initiate discussions with County on use of Independence Plaza Building on Stonewall Street.
 - ♦ Hold discussions with School Board on the future of the Metro School and Board of Education sites.
 - ♦ Involve Courts system in planning expansion needs in the Government Center Area.
 - ♦ Begin discussions on determining a direction for land behind Old City Hall and adjacent to the CMGC parking deck.
 - ♦ Initiate discussions between the City and County to develop a master plan for visitor and employee parking.
 - ♦ City and County should discuss the best use of land behind the Police Parking Deck on McDowell Street.
2. Support master planning effort for Marshall Park.
3. Install a planted median on Trade Street from Davidson Street to McDowell Street.
4. Construct a pedestrian connection between the Government Center Area and First Ward, possibly on Alexander Street.
5. Investigate the best land use for properties along Fifth Street and ways to work with property owners toward a unified plan.
6. Move the boundary of Government Center Area to Fifth Street.
7. Ensure the Tabernacle ARP Church Building remains.
8. Support a mixed-use /retail complex between McDowell, Caldwell, I-277, and Second Streets.

Third Ward

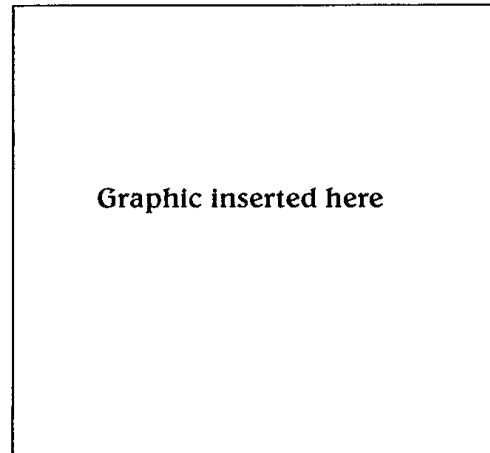
Overview

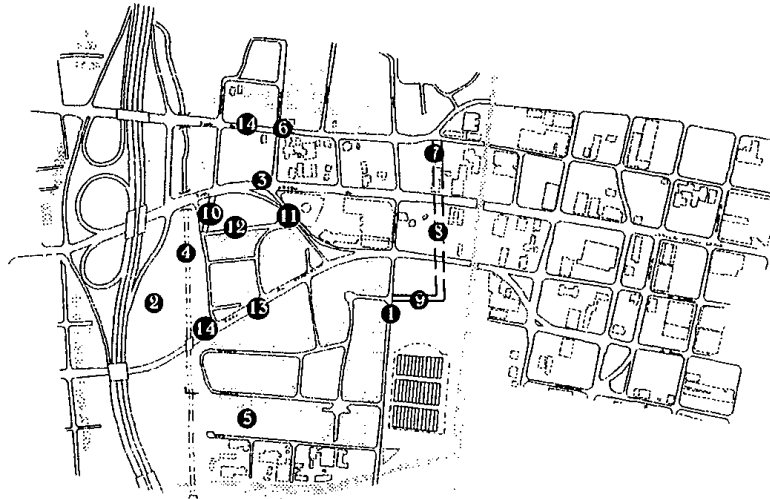
The Third Ward neighborhood is primarily residential, with much of the original neighborhood remaining. Since the early 1980's significant multi-family development has occurred in the southern portion, and a viable neighborhood exists in that area. However, the northern portion of Third Ward remains a separate enclave, divided by the West Trade Corridor and three major thoroughfares. The development of the West Trade Corridor is seen as the key to reconnecting Third Ward with a pedestrian scale mixed use development pattern, and the reconstruction of intersections to facilitate pedestrian circulation.

Policy direction

1. A strategic plan for Third Ward should be prepared to guide improvements in this uptown neighborhood.
2. New development should be of an urban, pedestrian scale.
3. Strengthen the existing neighborhood and provide higher density housing that is compatible with existing housing.
4. Establish a circulation pattern that provides safe pedestrian circulation throughout the neighborhood.

5. Redevelopment of West Trade Street Corridor should be in a mixed use pattern, with an emphasis on higher density residential.
6. Minimize the impact of major thoroughfares and stadium traffic.
7. Identify and make improvements to the West Trade / 4th Street Gateway.
8. Redevelopment of the West 5th Street Corridor should be primarily higher density residential with ground floor retail / office.





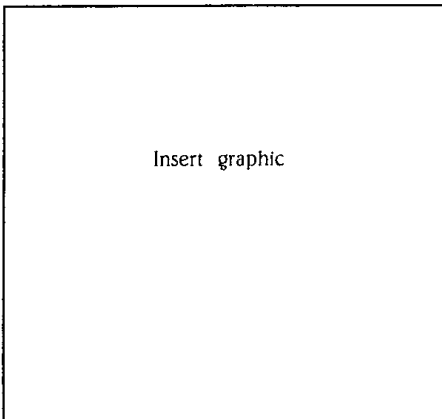
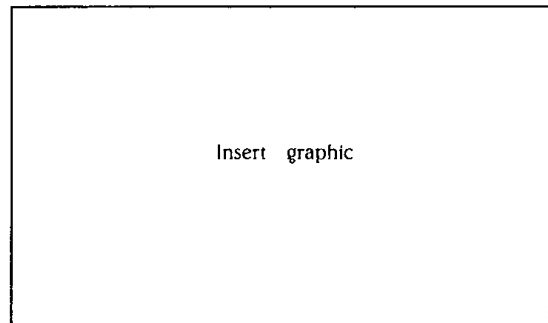
Strategies

1. Make streetscape improvements to North and South Cedar Streets including sidewalks, street trees, and pedestrian scale lighting.
2. Implement Frazier Park Improvements, and expand the park south to connect to Cedar Yards.
3. Provide pedestrian crossing signals at both ends of the Trade / 4th Street Connector.
4. Develop a greenway encircling Third Ward utilizing Elmwood Cemetery, Irwin Creek, Frazier Park and the old P&N railroad corridor. Extend to Wesley Height and stadium area.
5. Reconnect West First Street to Greenleaf Avenue at Elliott Street and Frazier Park parking lot.
6. West Fifth Street streetscape improvements are recommended.
7. Reconstruct the intersection of West Fifth and West Sixth Streets.
8. Construct a new public street east of Cedar Street from West Fifth to south of West Fourth Streets.
9. Extend Clarkson Place across Cedar Street to connect to new street in #8.
10. Realign the intersection of West Trade and Sycamore.
11. Connect South Irwin Avenue to the Trade / 4th Street Connector.
12. Improve Waccamaw Street to facilitate development of this area.
13. Reconnect Grove Street with West 4th Street.
14. Provide safe pedestrian crossings of West Fifth Street and West Fourth Street extension.

Building Future

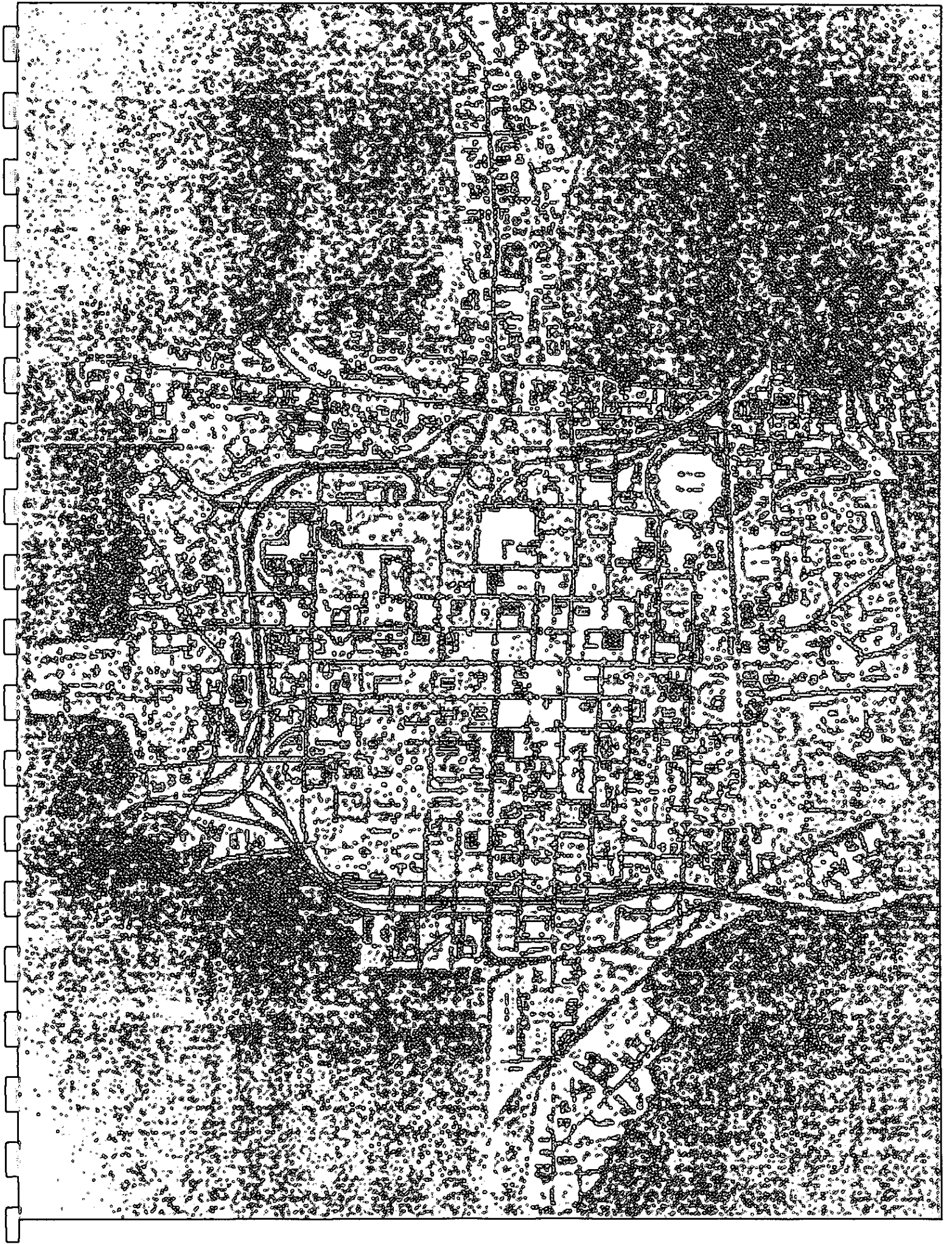
Overview

Charlotte has the unique fortune of being in a position of rapid development. New projects are springing up monthly. While this plan attempts to make future goals, the dynamics of the market place in which Charlotte is located, has made this visioning process difficult. For this reason this segment is included to provide insight into projects which have risen since the Center City Forum process took place. Projects that are urban infill, transportation driven, and developments that have grown out of other projects are typical of the evolving development process of the Center City.



Policy Direction

1. Keep lines of communication open for the purpose of reviewing new development possibilities in the Center City.
2. Develop creative ways of financing developments which add to the Cities tax base.
3. Involve Uptown business leaders and elected officials in development discussions early in the process.
4. Encourage Uptown leaders to take an active role in shaping Uptown's future. Cultivate a "champion" to provide Uptown leadership for the next decade.
5. Continue to explore ways of enabling partnerships between the private and public sectors.



COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Follow-up to Mini Retreat: Economic Development and Transportation Action Plans

COUNCIL FOCUS AREA: Economic Development and Transportation

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

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

OPTIONS: Not applicable.

COUNCIL DECISION OR DIRECTION REQUESTED: Staff is currently working on several major initiatives or projects in Economic Development and Transportation. Council is being asked to review and confirm these initiatives or provide direction to staff on modifying the workplans.

ATTACHMENTS: Draft action plans for Economic Development and Transportation.

ECONOMIC DEVELOPMENT: FY97 PRIORITIES

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

The priority areas are listed below:

PRIORITY ACTION AREAS

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

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

How Did We Select The Priorities?

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

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

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

ECONOMIC DEVELOPMENT: FY97 PRIORITIES

Business Retention & Expansion

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

Why are we doing it?

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

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

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

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

ECONOMIC DEVELOPMENT: FY97 ACCOUNTABILITY

Uptown Economic Development Focus

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

Why are we doing it?

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

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

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

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

ECONOMIC DEVELOPMENT: FY97 PRIORITIES

First Ward Plan Implementation¹

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

Why are we doing it?

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

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

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

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

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

ECONOMIC DEVELOPMENT: FY97 PRIORITIES

Strategic Initiatives

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

Why are we doing it?

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

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

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

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

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

ECONOMIC DEVELOPMENT: FY97 PRIORITIES

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

ACTION AREAS

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

TRANSPORTATION: FY97 Priorities

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

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

CONTEXT FOR TRANSPORTATION PLANNING

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

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

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

TRANSPORTATION GOALS

1. *Develop a transportation system that fits specific people needs, getting the largest number of people where they need to go.*
2. *Develop a transportation system that limits damage to neighborhoods, mitigates any impacts, and examines impacts on community fabric. One goal of the system includes protecting neighborhoods.*
3. Enable citizens and businesses to move easily and safely within the City, with effective regional, national and international connections.
4. Provide a transportation system which improves the economy of the community and the quality of life for its citizens
5. *Identify a long-term funding methodology*
6. *Rationale for transportation decisions*
7. *Develop a pedestrian environment within I-277*

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

TRANSPORTATION: FY97 PRIORITIES

TRANSIT

What do we want to do?

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

Why are we doing it?

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

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

How do we know when we are successful?

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

TRANSPORTATION: FY97 PRIORITIES

INNOVATIVE TRANSIT

What do we want to do?

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

Why are we doing it?

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

<i>What will the City do?</i>	<i>FY97 Goals</i>	<i>Estimated Cost</i>
<ul style="list-style-type: none"> • <i>Provide Plan for Comprehensive Flexible Transit Program</i> <ul style="list-style-type: none"> * Review Bus Rapid Transit concept in South Boulevard Corridor * Planning study of South Boulevard/Uptown segment: capital, operating, land use, relationship to trolley * Initiate planning study in highest priority corridor to identify preferred mass transportation option and qualify for Federal funding * Substantiate need for rapid transit; develop 5/10/15 Year Plan 	✓	Staff time \$ 100,000 \$ 150,000 (City's 10% share)
<ul style="list-style-type: none"> • <i>Reserve Special Designated Rail Lines and Transit Corridors for Future Needs</i> <ul style="list-style-type: none"> * Funds in FY97-2001 CIP for NCR * Prepare cost estimates for other needs * Ongoing discussions with railroads 	✓	\$4,600,000 Staff time Staff time
<ul style="list-style-type: none"> • <i>Pursue Business, Citizen and Political Support</i> <ul style="list-style-type: none"> * Liaison with Chamber of Commerce and others * Prepare marketing plan 	✓	Staff time Staff time
<ul style="list-style-type: none"> • <i>Work With/Implement Recommendations of Committee of 10</i> <ul style="list-style-type: none"> * <i>Recommend revenue source</i> * Study potential for pilot project * Explore political partnerships * Input to Governor's Transit 2001 Commission 	✓	Staff time To be determined Staff time Staff time
<ul style="list-style-type: none"> • <i>Pursue Complimentary Land Development and Use Plan</i> <ul style="list-style-type: none"> * Refinement of centers and corridors concept 	✓	To be determined
<ul style="list-style-type: none"> • <i>Participate in Trolley Demonstration</i> 	✓	\$95,000
Total		\$4,945,000

How do we know when we are successful?

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

TRANSPORTATION: FY97 PRIORITIES

ROADS AND STREETS

What do we want to do?

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

Why are we doing it?

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

<i>What will the City do?</i>	<i>FY97 Goals</i>	<i>Estimated Cost</i>
• Construct Roads by Priority Plan	✓	
* 1996 Bond Referendum		\$36,400,000 (Total)
• Expedite Sidewalk Program	✓	
* 1996 Bond Referendum		\$10,000,000 (Total)
* Review of subdivision requirements		Staff time
• Maximize Current System	✓	
* New computers/technology		\$ 500,000
* Major/minor intersection improvements (Bonds)		\$15,020,000 (Total)
* Uptown on-street parking study		To be determined
* Consistently enforce traffic laws across City		To be determined
• Work With/Implement Committee of 10 Recommendations	✓	
* Accelerate funding of State road needs		Staff time
* Identify revenue source		Staff time
* Other ideas		Staff time
* Advocate 1996 State road bonds		To be determined
• Liaison/Partnerships	✓	
* Review of building permit organization		Staff time
* Neighborhood/citizen involvement process		Staff time
Total		\$61,920,000

How do we know when we are successful?

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

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: 1996 Bond Program: Transportation and Neighborhood Improvements

COUNCIL FOCUS AREAS: Transportation, Economic Development and City-Within-A-City

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

- On November 5, two City of Charlotte bond questions will be on the ballot: \$66.4 million for Street Bonds and \$32 million for Neighborhood Improvements Bonds.
- The objective of this briefing is to provide Council with detailed information on individual projects included under each of the two bond questions.
- This information package will be used to educate voters on what is included in the bond package. The information will also be used by individuals and groups to promote the bonds.

COUNCIL DECISION OR DIRECTION REQUESTED: On August 26, Council approved the bond orders and resolution authorizing the bond referendum. No further formal actions are required.

ATTACHMENTS:

Road Projects and Maps
Neighborhood Improvement Projects and Maps

Bond Referendum Projects (September 3, 1996)

This information package includes detailed descriptions of all projects included in the November 5, 1996 Bond Referendum. The package includes \$66,375,000 in Street Bonds and \$32,000,000 in Neighborhood Improvement Bonds.

The Street Bonds include funding for eight road projects and eight intersection reconstruction projects, as well as funding for continuing transportation projects such as minor roadway improvements and arterial signal system interconnection equipment. The Street Bonds also include \$10 million for new sidewalk and \$2.5 million for business corridor improvements.

Approval of the Street Bonds will enable the City to keep pace with roadway improvements specified in the 2015 Transportation Plan and with road needs identified through accident and congestion analysis.

The Neighborhood Improvement Bonds provide funding for infrastructure in 18 neighborhoods that are showing signs of distress. Infrastructure improvements include street improvements, storm drainage, curb and gutters, sidewalk, landscaping and lighting. These public infrastructure investments, coupled with human investment plans, are intended to stop neighborhood deterioration and promote development. The objectives of the Neighborhood Improvement Bonds are:

- preserve and increase the City's tax base
- establish minimum infrastructure levels consistent with neighborhood needs and character
- address infrastructure health and safety issues
- improve neighborhood appearance
- leverage other public and private investments in neighborhoods

Table of Contents

Street Improvement Projects	Page
Summary	1
Map	2
Sidewalk Program and Business Corridors	3
Fairview and Sharon Roads Widening	4
Colony Road Extension	4
Johnston Road Extension	5
Prosperity Church Road Widening	5
Bridge over Rail Line at Mount Holly Road	6
Beatties Ford Road Widening - Phase I	6
Hoskins Road Widening	7
Freedom Drive Widening - Study	7
Providence/Sharon/Sharon Amity Intersection	8
Randolph/Wendover Intersection	8
Central/Kilborne/Norland Intersection	9
Monroe/Sharon Amity Intersection	9
Runnymede/Selwyn/Woodlawn Intersection	10
Parkwood/The Plaza Intersection	10
Tenth/Graham Intersection	11
Monroe/Sardis Road North Intersection	11
 Neighborhood Improvement Projects	
Map	2
Summary	3
Benefits of the Bonds	4
Beatties Ford Park/Trinity Park	10
Choyce Avenue	11
City View	12
Cummings Avenue/Lincoln Heights	13
Druid Hills (North and South)	14
Grier Heights	15
Hidden Valley	16
Lakewood	17
Moore's Chapel	18
Oakhurst	19
Orchard Park	20
Plaza-Midwood	21

	Page
Reid Park	22
Sterling/Sterling Forest	23
Villa Heights	24
Wilmore	25
Wilmore Lake	26
Wingate	27
Neighborhood Accomplishments	28

Street Improvement Bonds

Jim Palermo



\$66,375,000 Street Bond Projects

\$10 million for Sidewalks

\$2.5 million for Business Corridors

\$36,390,000 for Roads:

- Fairview/Sharon Roads Widening
- Colony Road Extension
- Johnston Road Extension
- Prosperity Church Road Extension
- Bridge over Rail Line at Mount Holly Road
- Hoskins Road Widening
- Beatties Ford Road Widening - Phase I
- Freedom Drive Widening - Study

\$17,485,000 for Intersection Reconstruction and Other Transportation Projects:

- Providence/Sharon/Sharon Amity Intersection
- Randolph/Wendover Intersection
- Central/Kilborne/Norland Intersection - SAFETY
- Monroe/Sharon Amity Intersection
- Runnymede/Woodlawn/Selwyn Intersection - SAFETY + CONGESTION
- Parkwood/Plaza Intersection - OUTBOUND CONGESTION -
- Tenth/Graham Intersection - SAFETY
- Monroe/Sardis Road North Intersection - SAFETY

Other Transportation Projects include: Minor Roadway Improvements (widening and minor intersection reconstruction), Coordinated Arterial Signal System, Railroad Crossing Improvements and landscaping and sidewalk on State projects.

Program Category: NEIGHBORHOODS

Project Title: Sidewalk Program

Project provides for new residential and thoroughfare sidewalk and modifications to sidewalk for the Americans with Disabilities Act (ADA).

- Need is based on pedestrian mobility, pedestrian safety and conformance to the ADA regulations.



Program Category: NEIGHBORHOODS

Project Title: Business Corridor Revitalization

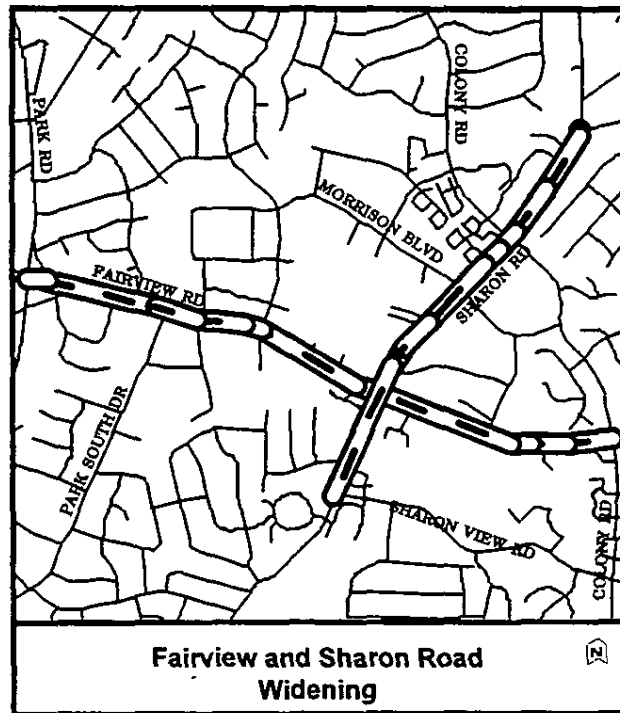
- Project provides for public improvements along inner-city business corridors and assistance to business owners in the areas of business development and management.
- Program objective: strengthen economic vitality along business corridors and compliment the stabilization of neighborhoods.
- Nine corridors have been designated.
- A portion of the project funding is proposed from 1996 Street Bonds (TBA). The remaining funding is to provide flexibility in assisting business owners.



Program Category: ROADS

Project Title: Fairview and Sharon Roads Widening

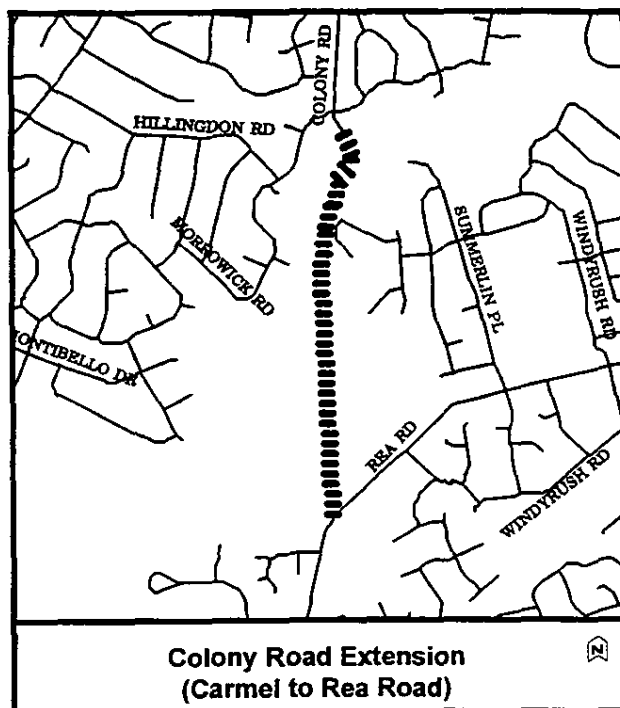
- Project provides for the widening of Fairview Road (between Park and Colony) and Sharon Road (between Sharon Lane and Sharon View) to six lanes.
- Need is based on traffic congestion. Both segments of roadway were designed to handle 30,000 cars daily; currently there are 45,000 using both roads.



Program Category: ROADS

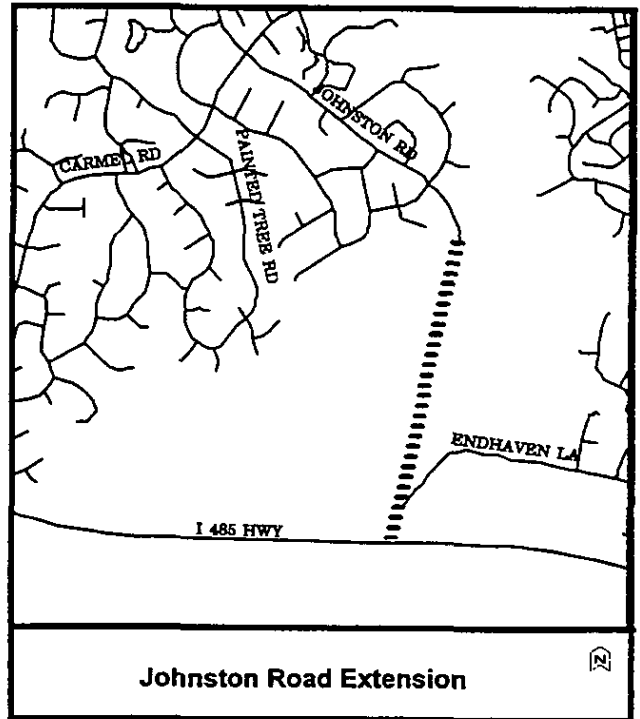
Project Title: Colony Road Extension

- Project would complete a two lane median-divided road between Carmel Road and Rea Road.
- Need is based on congestion in the area and an underdeveloped road system.
- Project is ranked number 46 in the 2015 Transportation Plan.



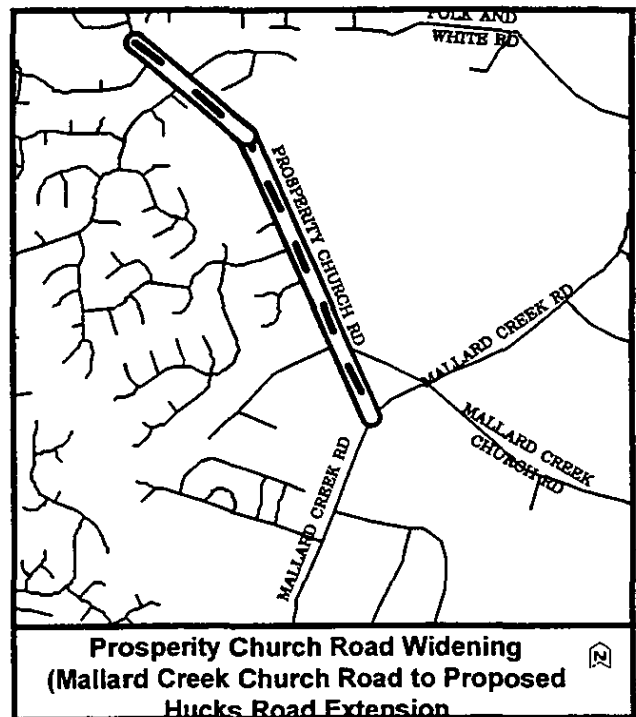
Program Category: ROADS
Project Title: Johnston Road Extension

- Project provides for a four lane extension to Johnston Road from Porterfield Road to the Southern Outer Belt.
- Need is based on system continuity and congestion. This area of the county is developing rapidly.
- Project ranks number 18 in the 2015 Transportation Plan.



Program Category: ROADS
Project Title: Prosperity Church Road Widening

- Project provides for the widening of Prosperity Church Road to four lanes between Mallard Creek Road and Proposed Hucks Road Extension.
- Need is based on projected traffic demand which is expected to be in the 35,000 - 40,000 cars daily by the year 2015.
- Project ranks number 9 in the 2015 Transportation Plan.

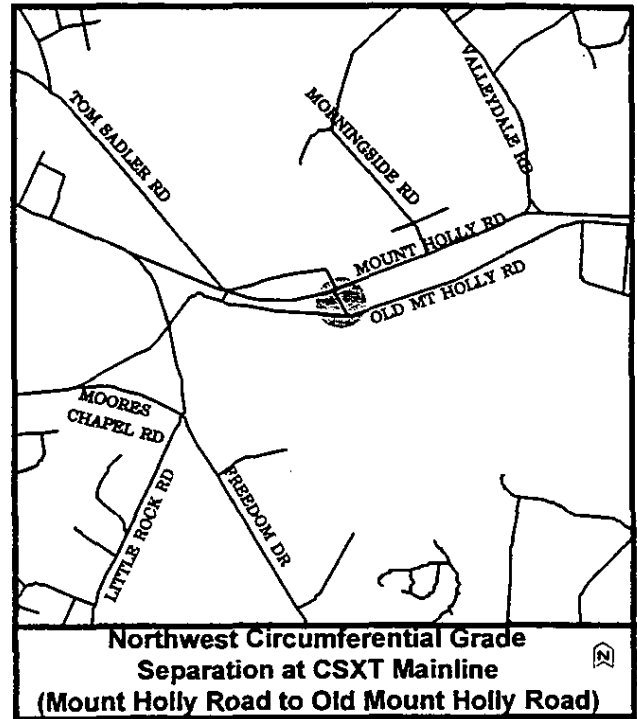




Program Category: ROADS

Project Title: Bridge over Rail Line at Mt. Holly Road

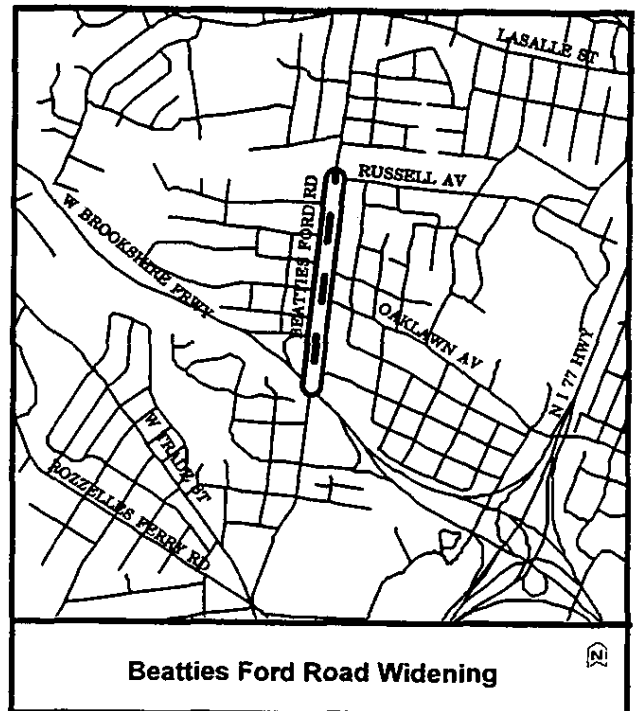
- Project provides for the construction of a bridge over or under the CSXT railroad at Valleydale Road between Mt. Holly and Old Mt. Holly Roads.
- Need is based on safety and system development. Project would eliminate two hazardous grade separations and provide for a new roadway linking I-77 and I-85.
- Project is ranked number 28 in the 2015 Transportation Plan.



Program Category: ROADS

Project Title: Beatties Ford Road Widening - Phase I

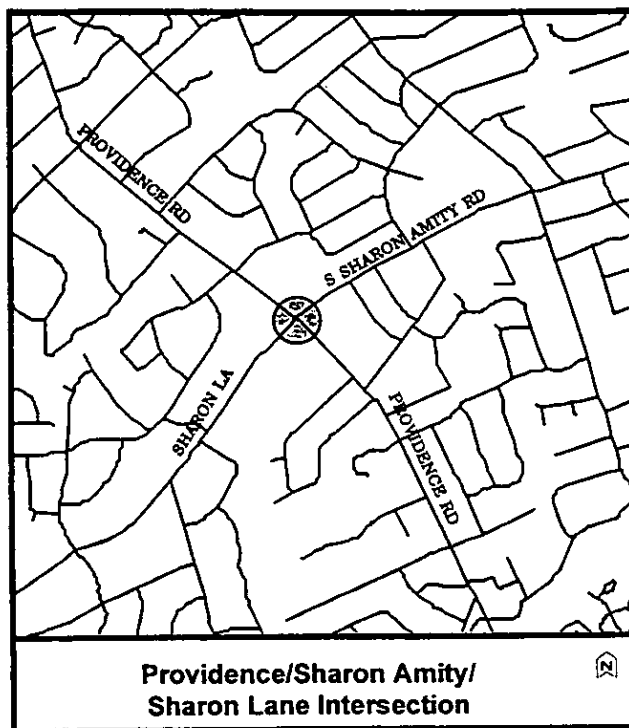
- Project provides for widening of Beatties Ford to four lanes from Patton Avenue to Russell Avenue.
- Need is based on safety and congestion. The current lane widths are inadequate and the daily traffic volumes exceed design capacity.



Program Category: INTERSECTIONS

Project Title: Providence/Sharon/Sharon Amity Intersection

- Project provides for intersection reconstruction.
- Need is based on congestion. The intersection exceeds its design capacity by 16% during peak hours.
- The intersection is ranked number 9 out of 58 high congestion intersections citywide. Over 55,000 vehicles pass through the intersection daily.

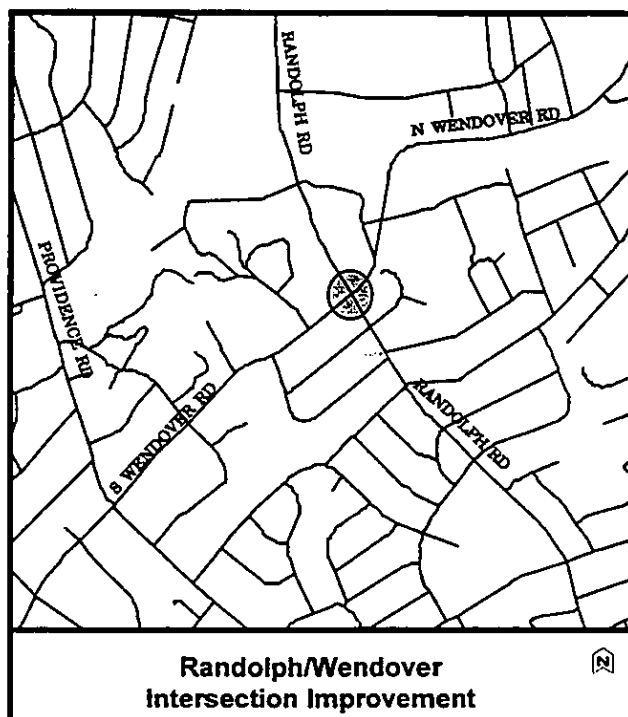


Program Category: INTERSECTIONS

Project Title: Randolph/Wendover Intersection

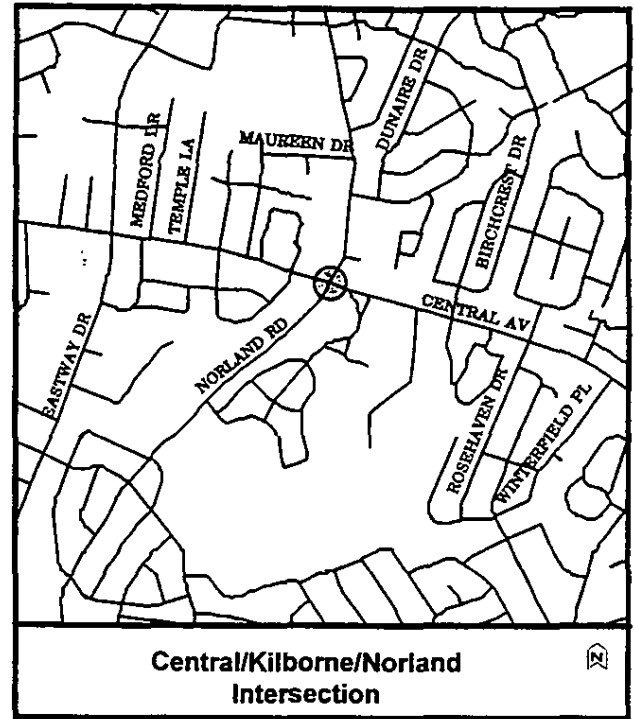
Project provides for intersection reconstruction.

Need is based on congestion and safety. The intersection is ranked number 2 out of 58 high congestion locations citywide. Over 65,000 vehicles use the intersection daily.



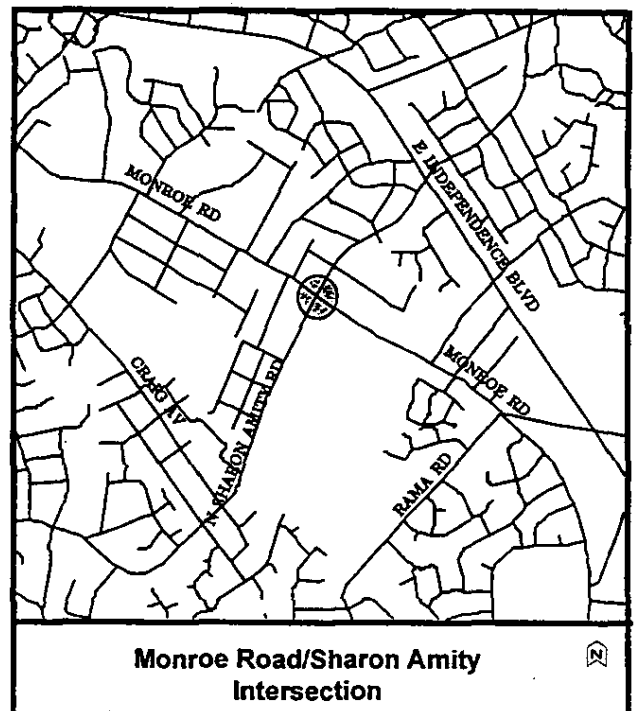
Program Category: INTERSECTIONS
Project Title: Central/Kilborne/Norland Intersection

- Project provides for intersection reconstruction.
- Need is based on congestion and safety.
- The intersection is exceeding its design capacity by 18% during peak-hour traffic. The intersection is ranked number 12 out of 58 high accident locations citywide.



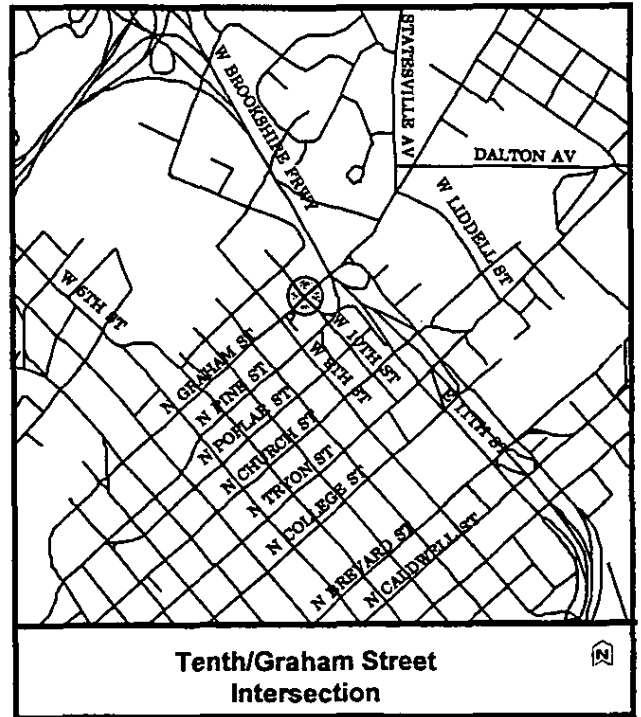
Program Category: INTERSECTIONS
Project Title: Monroe/Sharon Amity Intersection

- Project provides for intersection reconstruction.
- Need is based on congestion and safety.
- The intersection is exceeding its design capacity by 17% during peak-hour traffic and is ranked number 13 out of 58 high congestion locations citywide.
- The intersection is included on the citywide high accident intersection list.



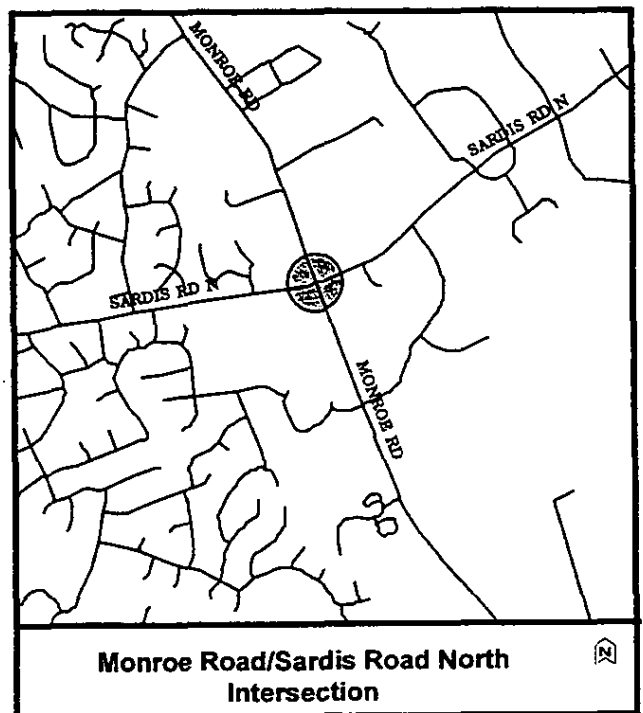
Program Category: INTERSECTIONS
Project Title: Tenth/Graham Intersection

- Project provides for intersection reconstruction.
- Need is based on safety and congestion.
- The intersection is ranked number 2 out of 191 high accident locations citywide.



Program Category: INTERSECTIONS
Project Title: Monroe/Sardis Road North Intersection

- Project provides for intersection reconstruction.
- Need is based on safety and congestion.
- The intersection is ranked number 74 out of 191 high accident locations citywide.



Neighborhood Improvement Bonds

City of Charlotte **1996 Neighborhood Improvement Bonds**

The \$32 million Neighborhood Improvement Bonds are designed to help *maintain, rehabilitate and revitalize* existing neighborhoods by making comprehensive infrastructure improvements. These bonds will provide for *streets, curb and gutter, sidewalks, street lights and landscaping projects* in selected neighborhoods.

Neighborhoods represent the key building blocks of the Charlotte community. By improving infrastructure in neighborhoods, the City is not only improving quality of life in those selected neighborhoods, but also improving the quality of life for the entire city.

Program Purpose

The Charlotte City Council established the Neighborhood Infrastructure Improvement program in 1990. The purpose of the program is to:

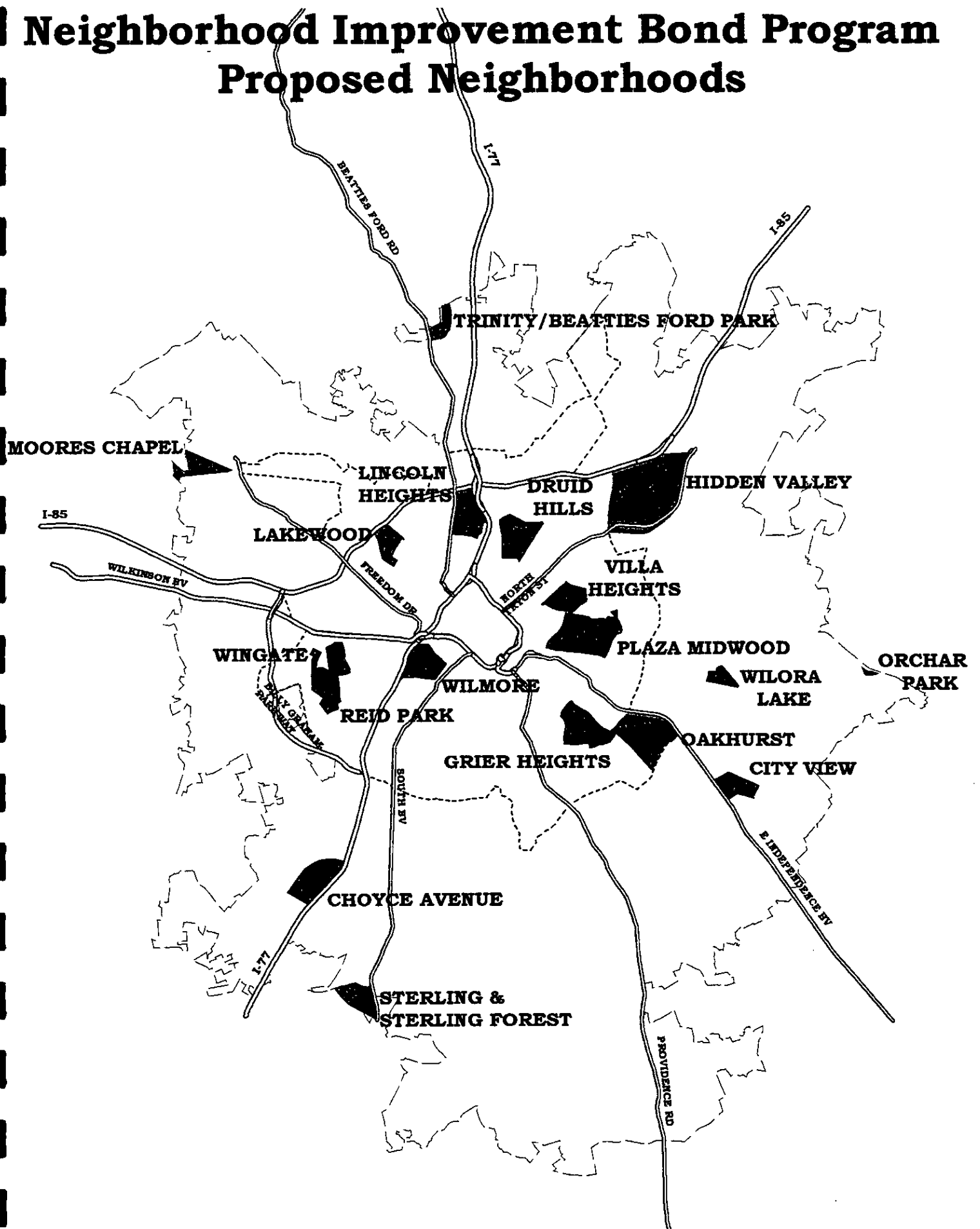
- Preserve and increase the City's tax base;
- Establish minimum infrastructure levels consistent with neighborhood need and character;
- Address health and safety issues related to infrastructure;
- Improve neighborhood appearance; and
- Leverage other public and private investments in neighborhoods.

The program began with an annual funding of \$2 million. The Neighborhood Infrastructure Improvement program differs from other City infrastructure improvement programs - Sidewalk, Storm Water, Street Resurfacing, etc. - in that this program focuses on the entire neighborhood for improvement.

This program also works in concert with other City and County services to comprehensively address other neighborhood issues. This is an evolution from the early 1970's, when the City primarily focused on providing housing in neighborhoods. Later, infrastructure was added to help rehabilitate neighborhoods. Today, the City's neighborhood problem solving process has evolved such that the City works with a host of public and private partners to improve neighborhoods.

Since the program's creation, infrastructure conditions have been improved in 15 City neighborhoods. Neighborhoods that have received infrastructure improvement funds are Belmont, Chantilly/Commonwealth, Capitol Drive, Cherry, Genesis Park, Hemphill Heights, Lakewood, Lockwood, Oaklawn Park, Reid Park, Seversville, Sterling, Villa Heights and Wingate. All but one of the neighborhoods are located in a Center City area called *City Within A City (CWAC)*. The CWAC area is comprised of 73 neighborhoods within 4 miles of Uptown and has been a focus of City Council's neighborhood and business revitalization efforts.

Neighborhood Improvement Bond Program Proposed Neighborhoods



Neighborhood Improvement Bonds

1996 Bond Focus

The 1996 bonds will expand the geographic focus of the Neighborhood Infrastructure Improvement program to address infrastructure needs in 18 inner-city and suburban neighborhoods around the City. The bonds will enable the City to complete work already started in six neighborhoods and make infrastructure improvements in 12 additional neighborhoods. (See Map on previous page.) The candidate neighborhoods for the 1996 Neighborhood Improvement Bonds are:

1. Beatties Ford Park/Trinity Park
2. Choyce Avenue
3. City View
4. Cumminings Avenue/Lincoln Heights
5. Druid Hills*
6. Grier Heights
7. Hidden Valley
8. Lakewood*
9. Moores Chapel
10. Oakhurst
11. Orchard Park
12. Plaza-Midwood
13. Reid Park*
14. Sterling/Sterling Forest*
15. Villa Heights *
16. Wilmore
17. Wilora Lake
18. Wingate *

* Neighborhoods where Neighborhood Improvement activities have been previously made or are currently underway.

Neighborhood Selection Criteria

City staff conducted a community survey of infrastructure conditions and selected neighborhoods for infrastructure improvements based upon the following criteria:

- Existing infrastructure deficiencies;
- Ability to leverage other neighborhood improvement efforts;
- Identification through a neighborhood public participation process;
- Density of the neighborhood; and
- The neighborhood's long term potential to remain residential.

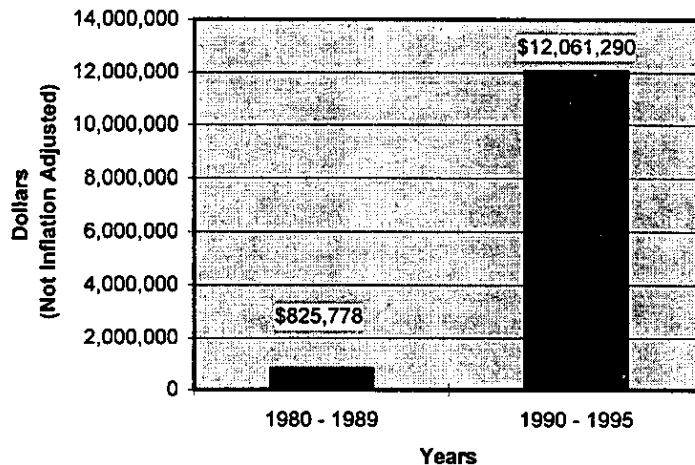
Neighborhood Improvement Bonds

Investment Results: Four Previous Infrastructure Improvement Neighborhoods

Infrastructure defines the physical framework of the neighborhood and enables housing and other development to take place. When combined with other neighborhood improvement initiatives – Code Enforcement, Community Policing, Housing Rehabilitation, and Planning – infrastructure helps revitalize fragile communities, prevents the decline of threatened communities and maintains the livability of stable communities. Infrastructure represents a visible sign of government attention, helps build public confidence in neighborhoods and serves as a catalyst for private reinvestment.

A review of neighborhoods that have previously received infrastructure improvements suggests that when improvements in infrastructure are accompanied with other improvement efforts, it stimulates additional investments. A review of Building Permit records for four neighborhoods - Belmont, Genesis Park, Lockwood and Seversville - shows an increase in building activities accompanying infrastructure improvement activities. Building Permit records indicate that between

**Residential Investments
Building Permit Value**



1980 and 1989 only \$825,778 in residential investments were made in these neighborhoods. However, for the period between 1990 and 1995, \$12,061,290 in residential investments were made. The 1990 to 1995 investments are a fourteen-fold increase over investments made during the 1980 to 1989 period. Total infrastructure investments for the four neighborhoods were \$7,590,000 over the time period.

Detailed sheets on each of the four case study neighborhoods are on the following pages. The sheets contain project descriptions, project costs, and demographic profiles on the neighborhoods for the 1990 and 1995 time period.

Neighborhood Improvement Bonds

Case Study Neighborhood

Belmont - This neighborhood is located north of the Center City and bounded by Parkwood Avenue, Hawthorne Lane, Central Avenue and 10th Street. Infrastructure improvements made in the neighborhood consisted of curb and gutter, sidewalks, storm drains, wheelchair ramps and repairs to existing infrastructure.

Streets where improvements were made included Siegle Avenue, Harrill Street, Allen Street, Pegram Street, Louise Avenue, Parson Street, 15th, 16th, 17th, 18th, 19th, and 20th Streets.



Infrastructure Expenditures : \$3,725,000

Belmont

Demographic Profile

	1990	1995	Percent Change
Population	2,884	2,957 Est.	3%
Housing Units	951	975 Est.	3%
Crime			
Violent Crime	141.8 ¹	100.2	-29%
Non-Violent Crime	299.6 ¹	332.8	11%
Total	441.4 ¹	443.0	-2%

¹ 1992 Crime Data. Crimes per 1,000 people.

Success Stories

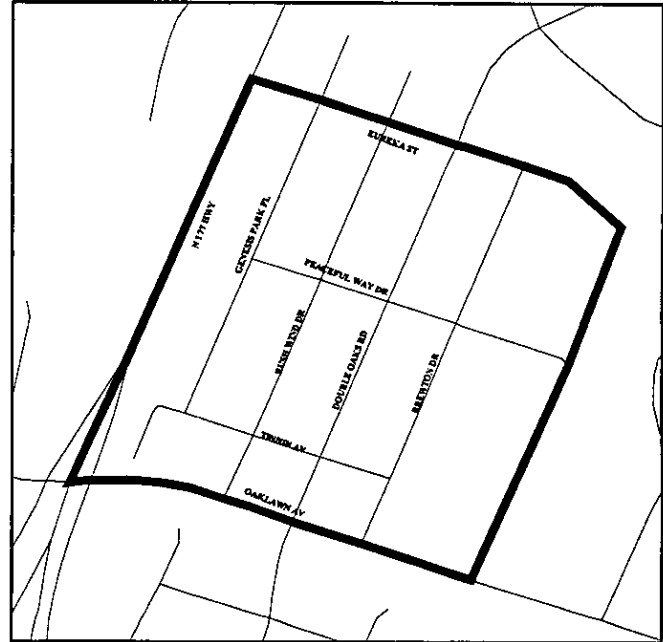
- Residential investments during the 1980's were \$823,278 vs. \$7.2 million 1990 to 1995.
- 141 new homes were built between 1990 and 1995.
- 115 substandard homes have been demolished in the area over the past five years.
- Organizations have qualified for \$15,481 in Neighborhood Matching Grants and a Business has received an \$8,000 City Within A City loan.
- See the appendix for more detailed information on Belmont success stories.

Neighborhood Improvement Bonds

Case Study Neighborhood

Genesis Park - This neighborhood is located northwest of the Center City off Oaklawn Avenue adjacent to the Fairview Homes community. Infrastructure improvements in the neighborhood consisted of curb and gutter, sidewalks, storm drains, wheelchair ramps and street trees.

Streets where improvements were made included Rush Wind Drive, Double Oaks Road, Brewton Drive, Peaceful Way Drive, Tinnin Avenue and Genesis Park Place.



Infrastructure Expenditures : \$615,000

Genesis Park

Demographic Profile

	1990	1995	Percent Change
Population	322	304 Est.	-6%
Housing Units	178	168 Est.	-6%
Crime			
Violent Crime	127.3 ¹	72.4	-43%
Non-Violent Crime	360.2 ¹	371.8	-3%
Total	487.6 ¹	444.2	-9%

¹ 1992 Crime Data. Crimes per 1,000 people.

Success Stories

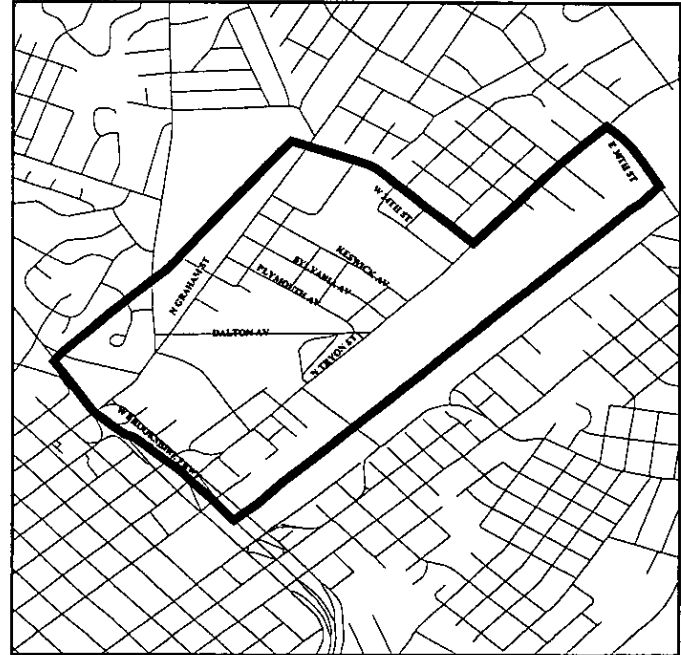
- Over \$1.75 million in Building Permit value was invested in the area between 1990 and 1995. Residential investments were \$2,500 between 1980 and 1989 vs. \$1.5 million in new and renovated housing between 1990 and 1995.
- Ten new homes were added and twenty dwellings were demolished between 1990 and 1995.
- Organizations received \$2,995 in Neighborhood Matching Grants.
- See the appendix for more detailed information on Genesis Park success stories.

Neighborhood Improvement Bonds

Case Study Neighborhood

Lockwood - This neighborhood is located north of the Center City between North Tryon Street and Graham Street. Infrastructure improvements in the neighborhood consisted of curb and gutter, sidewalks, storm drains, and wheelchair ramps.

Streets where improvements were made included Keswick Avenue, Sylvania Avenue, Plymouth Avenue, Bancroft Street, Grimes Street, Hobbs Street and Dunloe Street.



Infrastructure Expenditures : \$650,000

Lockwood

Demographic Profile

	1990	1995	Percent Change
Population	893	849 Est.	-5%
Housing Units	243	231 Est.	-5%
Crime¹			
Violent Crime	71.7 ¹	84.8	18%
Non-Violent Crime	639.4 ¹	521.9	-18%
Total	711.1 ¹	606.7	-15%

¹ 1992 Crime Data. Crimes per 1,000 people.

Success Stories

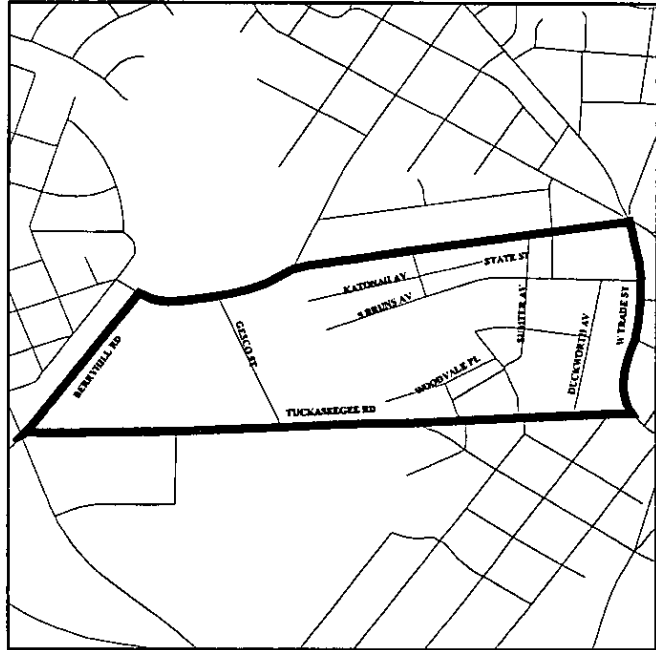
- Over \$469,000 in Building Permit value was invested in the area between 1990 and 1995. Residential investments were \$0 between 1980 and 1989 vs. \$469,000 in new and renovated housing between 1990 and 1995.
- Seven new homes were added and nineteen dwellings were demolished in the neighborhood between 1990 and 1995.
- See the appendix for more detailed information on Lockwood success stories.

Neighborhood Improvement Bonds

Case Study Neighborhood

Seversville - This neighborhood is located northwest of the Center City off West Trade Street. Infrastructure improvements in the neighborhood consisted of curb and gutter, sidewalks, storm drains, and wheelchair ramps.

Streets where improvements were made included Tuckaseege Road, Duckworth Street, Whitehaven Street, Walnut Street, Sumter Avenue, Katonah Street, Bruns Avenue, Woodvale Place, Auten Street, Westbrook Drive, Coxe Avenue, Turner Avenue and State Street.



Seversville

Infrastructure Expenditures : \$2,600,000

Demographic Profile

	1990	1995	Percent Change
Population	774	894 Est.	15%
Housing Units	284	328 Est.	15%
Crime¹			
Violent Crime	96.9 ¹	85.0	-12%
Non-Violent Crime	262.3 ¹	256.2	-2%
Total	359.2 ¹	341.2	-7%

¹ 1992 Crime Data . Crimes per 1,000 people.

Success Stories

- Over \$3.1 million in Building Permit value was invested in the area between 1990 and 1995. Residential investment was \$0 between 1980 and 1989 vs.\$2.5 million in new and renovated housing between 1990 and 1995.
- Fifty-four new housing units were added and 10 dwellings were demolished in the neighborhood between 1990 and 1995.
- Organizations received \$4,164 in Neighborhood Matching Grants and \$33,500 in City Within A City loans were made.
- See the appendix for more detailed information on Seversville success stories.

Neighborhood Improvement Bonds

All four neighborhoods reviewed showed positive improvements in terms of residential investments and improvements in the overall quality of life. It is important to remember that these neighborhoods did not decline overnight but were a gradual progression. The City has made a good start in reversing the future of these neighborhoods, but challenges still lie ahead.

1996 Bond Neighborhoods

The eighteen neighborhoods identified as candidates for infrastructure improvements represent a cross section of the City's neighborhoods. The list includes inner-city neighborhoods and suburban neighborhoods. The list also includes neighborhoods that represent major revitalization efforts and neighborhoods where preventive maintenance is taking place.

Below is a demographic summary of all neighborhoods included in the proposed bond package followed by a detailed sheet on each neighborhood.

Neighborhoods	Population 1990	Population 1996 Est.	% Change	Housing 1990	Housing 1996 Est.	% Change	Violent Crime	Nonviol. Crime	Total Crime
Beatties Ford/Trinity Park	1,442	1,442	0%	475	475	0%	6.2	29.8	36.1
Choyce Avenue	752	743	-1%	260	257	-1%	12.1	100.9	113.0
City View	232	443	91%	101	193	91%	9.0	227.8	236.8
Cummings Ave./Lincoln Heights	2,673	2,647	-1%	1,146	1135	-1%	27.2	94.1	121.3
Druid Hills	1,761	1,736	-1%	709	699	-1%	80.1	420.5	500.5
Grier Heights	2,637	2,614	-1%	1,036	1027	-1%	83.8	337.0	420.8
Hidden Valley	10,785	10,770	0%	4,356	4350	0%	19.1	107.0	126.1
Lakewood	749	718	-4%	314	301	-4%	86.4	253.5	339.8
Moore's Chapel	1,031	1,025	-1%	354	352	-1%	11.7	88.8	100.5
Oakhurst	2,464	2,481	1%	1,319	1328	1%	27.8	245.9	273.7
Orchard Park	54	54	0%	24	24	0%	0.0	111.1	111.1
Plaza-Midwood	3,411	3,439	1%	1,695	1709	1%	25.3	200.0	225.3
Reid Park	1,023	980	-4%	383	367	-4%	54.1	204.0	258.1
Sterling/Sterling Forest	71	161	127%	22	56	127%	37.2	204.5	258.1
Villa Heights	2,321	2,279	-2%	834	819	-2%	43.0	194.4	237.4
Wilmore	2,254	2,208	-2%	888	870	-2%	74.7	245.43	320.2
Wilora Lake	495	500	1%	184	186	1%	0.0	32.0	32.0
Wingate	500	458	-8%	189	173	-8%	163.9	375.8	539.7
Totals	34,655	34,698	0%	14,289	14,321	0%			
City-Wide Information	396,003	455,000	24%	170,406	191,865	13%	16.0	118.0	134.0

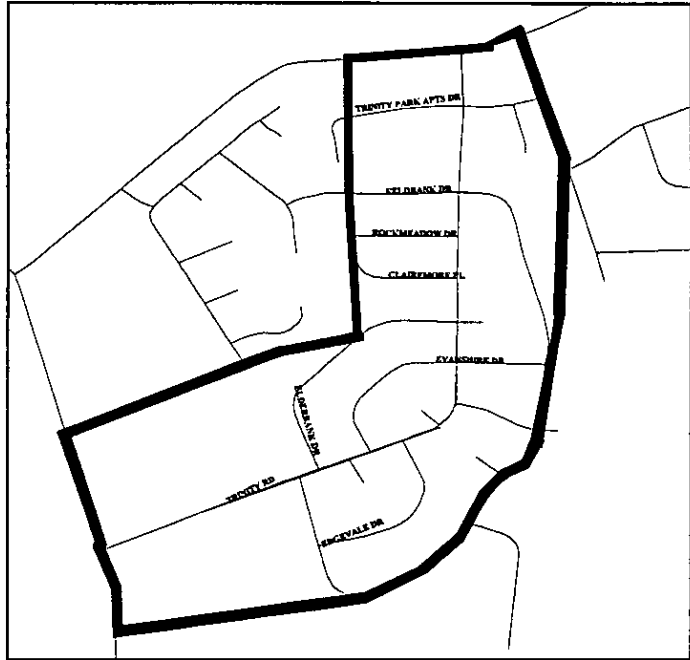
Crime Data for 1995 is for Mecklenburg County (latest available). Crime per 1,000 people.

On the following pages are detailed sheets for each of the neighborhoods that describes the proposed general scope of work, estimated preliminary cost of the work, and current (1995) demographic profile on each of the neighborhoods.

Neighborhood Improvement Bonds

Beatties Ford Park/Trinity Park - This neighborhood is located in northwest Charlotte off Beatties Ford Road. Improvements will include curb and gutter and storm drains. The work will address Trinity Road, Rock Meadow Drive, Elderbank Drive, Kendale Court, Edgevale Drive and other streets in the neighborhood. Final project selection will be done in consultation with the neighborhood.

Estimated Expenditures : \$2,300,000



Beatties Ford Park/Trinity Park

Demographic Profile

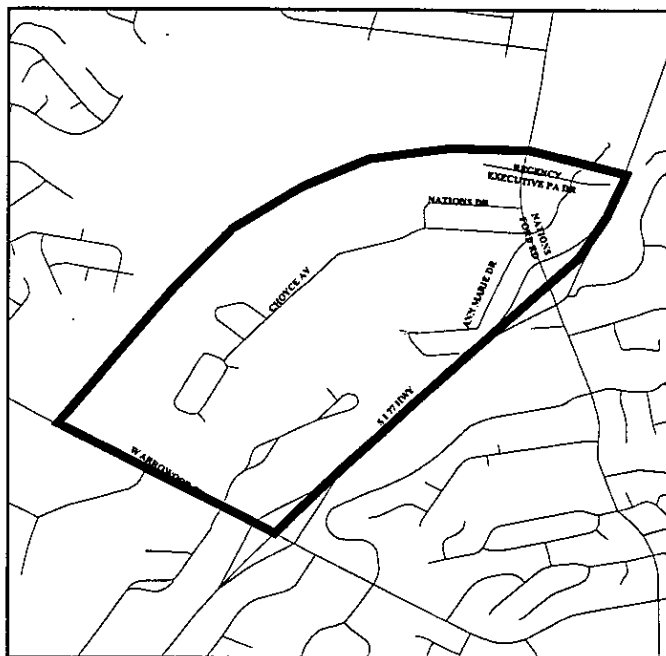
	1990	1995	Percent Change
Population	1,442	1,442 Est.	0%
Housing Units	475	475 Est.	0%
Crime¹			
Violent Crime	N.A.	6.2	N.A.
Non-Violent Crime	N.A.	29.8	N.A.
Total	N.A.	36.1	N.A.

¹ 1995 Crime Data. Crimes per 1,000 people.
N.A. - Not Available

Neighborhood Improvement Bonds

Choyce Avenue Area - This neighborhood is located in southwest Charlotte off Nations Ford Road. Improvements will include curb and gutter, storm drainage and sidewalks. The improvements will address Choyce Avenue and Choyce Circle. Final project selection will be done in consultation with the neighborhood.

Estimated Expenditures : \$1,200,000



Choyce Avenue

Demographic Profile

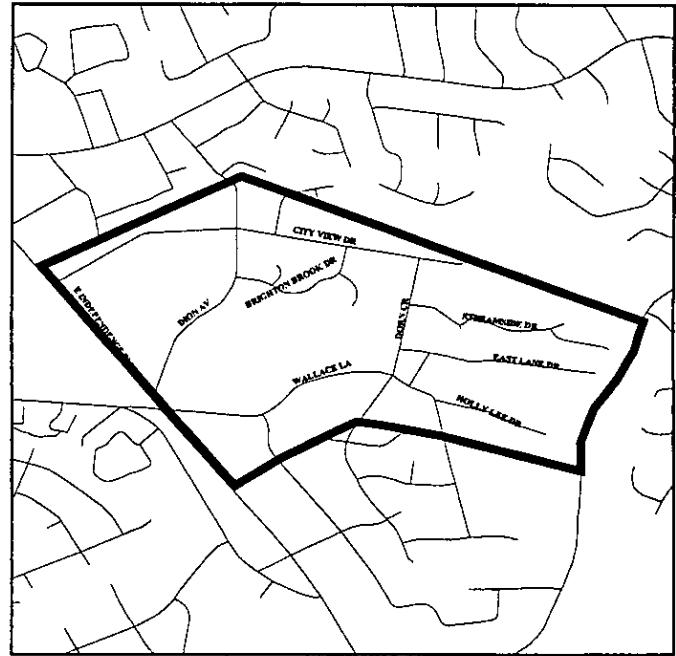
	1990	1995	Percent Change
Population	752	743 Est.	-1%
Housing Units	260	257 Est.	-1%
Crime¹			
Violent Crime	N.A.	12.1	N.A.
Non-Violent Crime	N.A.	100.8	N.A.
Total	N.A.	113.1	N.A.

¹ 1995 Crime Data. Crimes per 1,000 people.
 Note: Neighborhood boundaries include large nonresidential areas.
 N.A. - Not Available

Neighborhood Improvement Bonds

City View - This neighborhood is located in east Charlotte off Independence Boulevard. Improvements will include curb and gutter, storm drains and sidewalks. The work will address all or part of City View Drive, Dion Avenue, Dorn Circle, East Lane Drive and Wallace Lane. Final project selection will be done in consultation with the neighborhood.

Estimated Expenditures : \$1,150,000



City View

Demographic Profile

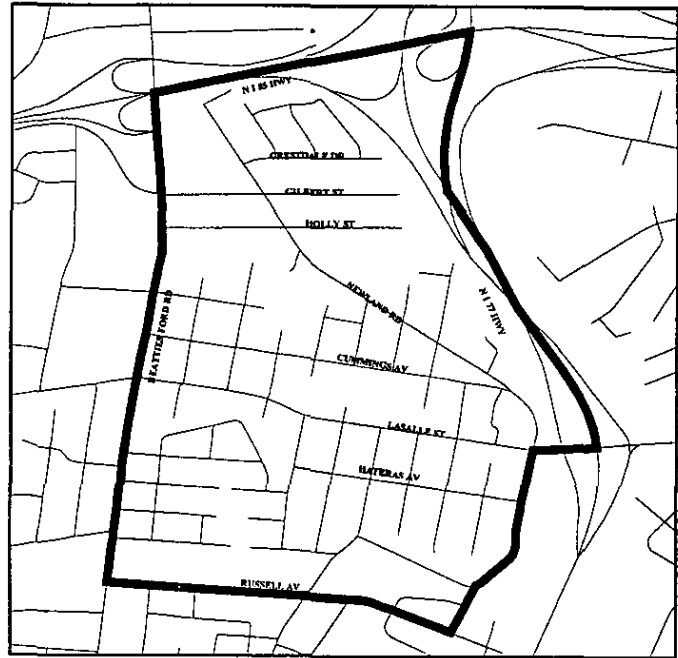
	1990	1995	Percent Change
Population	232	443 Est.	91%
Housing Units	101	193 Est.	91%
Crime¹			
Violent Crime	N.A.	9.0	N.A.
Non-Violent Crime	N.A.	227.5	N.A.
Total	N.A.	236.8	N.A.

¹ 1995 Crime Data. Crimes per 1,000 people.
N.A. - Not Available

Neighborhood Improvement Bonds

Cummings Avenue/Lincoln Heights -

This neighborhood is located off Beatties Ford Road west of the Uptown area. Proposed work in this neighborhood includes the addition of curb and gutter, storm drains and sidewalks. In addition, several major storm drainage problems that currently exist on private property will be addressed by this project and funded by Stormwater Services. Eight streets bordered by Newland Road, Holly Street, Crestdale Drive, Trentwood Drive, and Tanglebrook Lane are targeted for improvements in this project. All proposed improvements identified for this community address concerns raised in the Cummings Avenue/Lincoln Heights Neighborhood Action Plan.



Cummings Avenue/Lincoln Heights

Estimated Expenditures : \$1,350,000

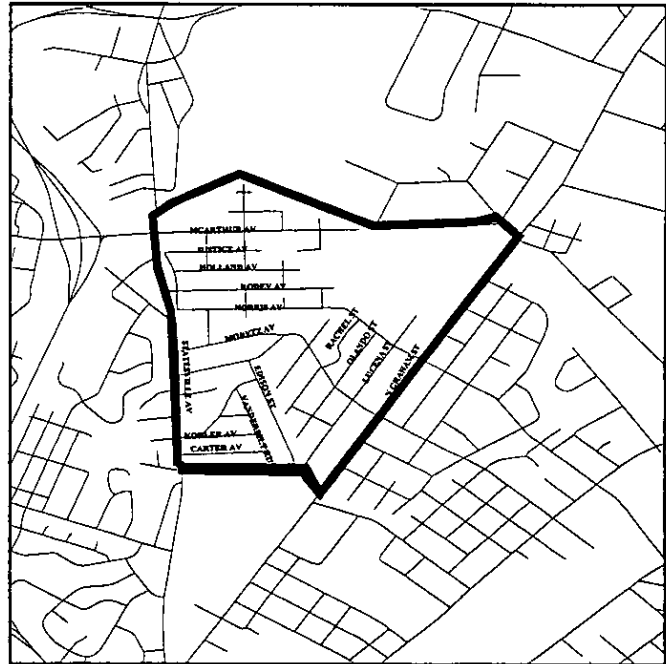
Demographic Profile

	1990	1995	Percent Change
Population	2,673	2,647 Est.	-1%
Housing Units	1,146	1,135 Est.	-1%
Crime¹			
Violent Crime	N.A.	27.2	N.A.
Non-Violent Crime	N.A.	94.1	N.A.
Total	N.A.	121.3	N.A.

¹ 1995 Crime Data. Crimes per 1,000 people.
N.A. - Not Available

Neighborhood Improvement Bonds

Druid Hills (North and South) - This neighborhood is located north of the Uptown area between Statesville Road and North Graham Street. Improvements include the addition of storm drains and curb and gutter to existing streets. Sidewalk will be constructed on one side of selected streets. Work will address all or portions of McArthur Avenue, Justice Avenue, Holland Avenue, Montreat Street, Isenhour Street, Poinsett Street, Rodey Avenue, Norris Avenue, Wells Street, Wainwright Avenue and Patch Avenue. Proposed improvements are identified in the Druid Hills Neighborhood Action Plan.



Estimated Expenditures : \$5,225,000

Druid Hills

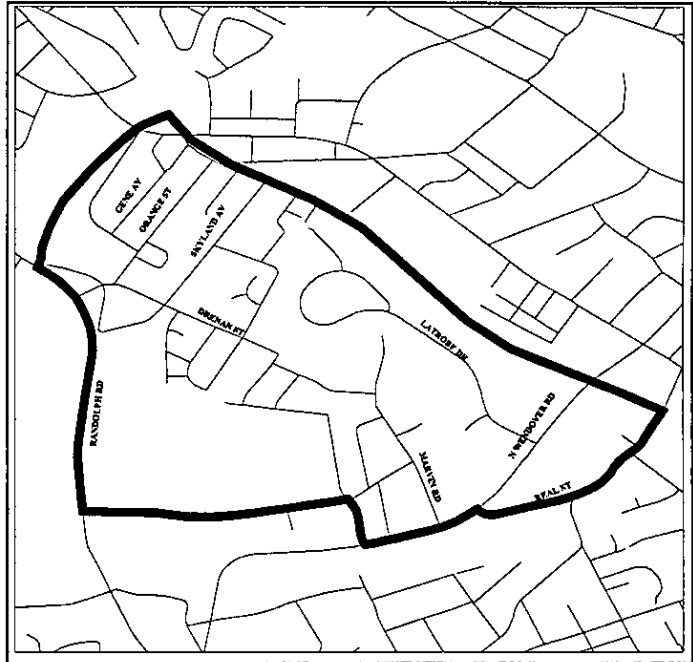
Demographic Profile

	1990	1995	Percent Change
Population	1,761	1,736 Est.	-1%
Housing Units	709	699 Est.	-1%
Crime¹			
Violent Crime	N.A.	80.1	N.A.
Non-Violent Crime	N.A.	420.5	N.A.
Total	N.A.	500.5	N.A.

¹ 1995 Crime Data. Crimes per 1,000 people.
N.A. - Not Available

Neighborhood Improvement Bonds

Grier Heights - This neighborhood is located southeast of the Uptown area between Randolph Road and Monroe Road. Proposed work in this neighborhood includes the addition of curb and gutter, storm drains, repairs to existing infrastructure and new sidewalks. Streets bordered by Monroe Road, Randolph Road, Billingsley Road, Marvin Road, Latrobe Drive, and Dunn Street are targeted for improvements in this project. All proposed improvements in this community will address concerns identified in the Grier Heights Neighborhood Action Plan.



Estimated Expenditures : \$2,500,000

Grier Heights

Demographic Profile

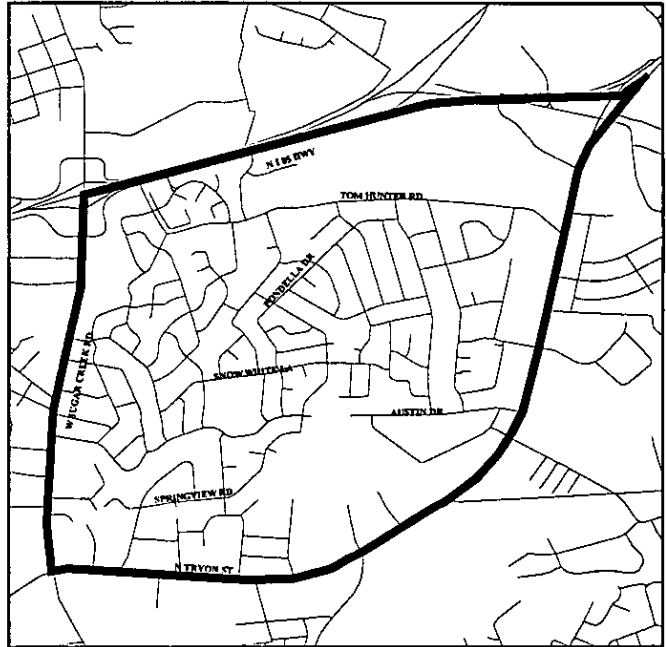
	1990	1995	Percent Change
Population	2,637	2,614 Est.	-1%
Housing Units	1,036	1,027 Est.	-1%
Crime¹			
Violent Crime	N.A.	83.8	N.A.
Non-Violent Crime	N.A.	337.0	N.A.
Total	N.A.	420.8	N.A.

¹ 1995 Crime Data. Crimes per 1,000 people.
N.A. - Not Available

Neighborhood Improvement Bonds

Hidden Valley - This neighborhood is located in northeast Charlotte off Sugar Creek Road. Improvements will include curb and gutter, storm drains and sidewalks. The work will address Dawn Circle, Pondella Drive, Rosada Avenue, Log Cabin Road, Squirrel Hill Road, Echo Glen Road and Austin Drive. Final project selection will be done in consultation with the neighborhood.

Estimated Expenditures : \$4,400,000



Hidden Valley

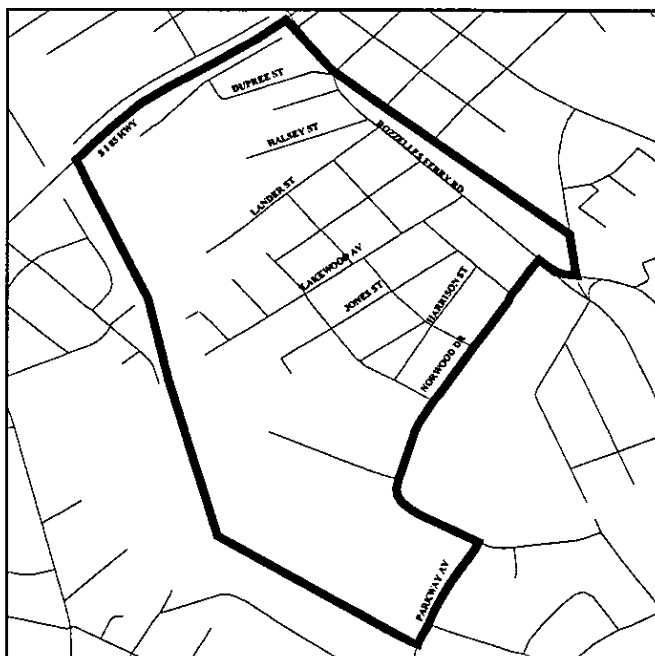
Demographic Profile

	1990	1995	Percent Change
Population	10,785	10,770 Est.	0%
Housing Units	4,356	4,350 Est.	0%
Crime¹			
Violent Crime	N.A.	19.1	N.A.
Non-Violent Crime	N.A.	107.0	N.A.
Total	N.A.	126.1	N.A.

¹ 1995 Crime Data. Crimes per 1,000 people.
N.A. - Not Available

Neighborhood Improvement Bonds

Lakewood - This neighborhood is located in west Charlotte off Rozzelles Ferry Road. Improvements include the addition of curb and gutter and storm drains. Construction of a sidewalk on one side of selected streets will be a part of this project. The work addresses seven streets north of Lakewood Avenue and one street south of Lakewood Ave. The streets are Dwelle Street, Halsey Street, Lander Street, Boyd Street, Grant Street, Kalyne Street, Oregon Street and Norwood Drive. All proposed improvements in this community will address concerns identified in the Lakewood Neighborhood Action Plan.



Estimated Expenditures : \$1,100,000

Lakewood

Demographic Profile

	1990	1995	Percent Change
Population	749	718 Est.	-4%
Housing Units	314	301 Est.	-4%
Crime¹			
Violent Crime	N.A.	86.4	N.A
Non-Violent Crime	N.A.	253.5	N.A
Total	N.A.	339.8	N.A

¹ 1995 Crime Data. Crimes per 1,000 people.
N.A. - Not Available



Neighborhood Improvement Bonds

Moore's Chapel - This neighborhood is located in northwest Charlotte off Moore's Chapel Road. Improvements will include curb and gutter, storm drains and sidewalks. The work will address Leland Street, Colgate Circle, Kiker Circle, Tilden Road, Kendall Drive, and Glasgow Road. Final project selection will be done in consultation with the neighborhood.

Estimated Expenditures : \$1,745,000



Moore's Chapel

Demographic Profile

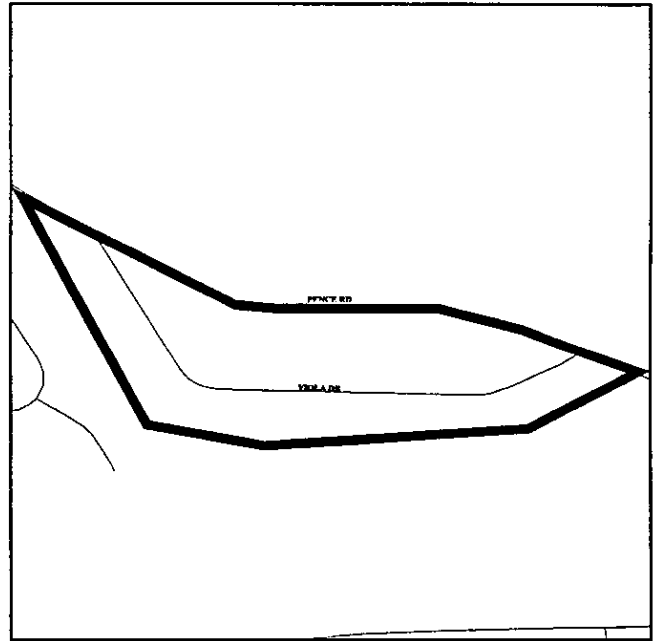
	1990	1995	Percent Change
Population	1,031	1,025 Est.	-1%
Housing Units	354	352 Est.	-1%
Crime¹			
Violent Crime	N.A.	11.7	N.A.
Non-Violent Crime	N.A.	88.8	N.A.
Total	N.A.	100.5	N.A.

¹ 1995 Crime Data. Crimes per 1,000 people.
N.A. - Not Available

Neighborhood Improvement Bonds

Orchard Park - This neighborhood is located in east Charlotte just off Pence Road. Improvements will include curb and gutter, storm drains and sidewalks on Viola Drive. Final project selection will be done in consultation with the neighborhood.

Estimated Expenditures : \$200,000



Orchard Park

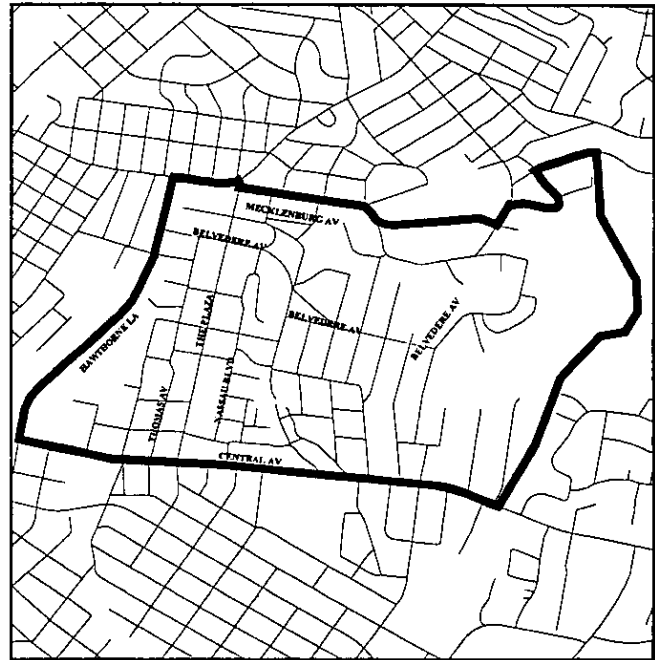
Demographic Profile

	1990	1995	Percent Change
Population	54	54 Est.	0%
Housing Units	24	54 Est.	0%
Crime¹			
Violent Crime	N.A.	0.0	N.A
Non-Violent Crime	N.A.	111.1	N.A
Total	N.A.	111.1	N.A

¹ 1995 Crime Data. Crimes per 1,000 people.
N.A. - Not Available

Neighborhood Improvement Bonds

Plaza-Midwood - This neighborhood is located east of the Center City off Central Avenue. Improvements will include curb and gutter, storm drains and sidewalks. The work will address Beckwith Place, Brook Road, Matheson Avenue, Florida Avenue, Georgia Avenue, Attaberry Drive and Virginia Avenue. Final project selection will be done in consultation with the neighborhood.



Plaza-Midwood

Estimated Expenditures : \$2,245,000

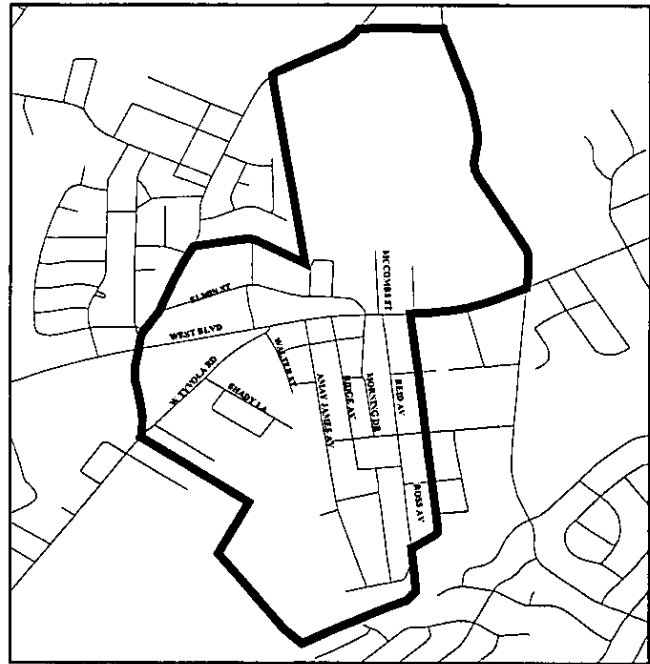
Demographic Profile

	1990	1995	Percent Change
Population	3,411	3,439 Est.	1%
Housing Units	1,695	1,709 Est.	1%
Crime¹			
Violent Crime	N.A.	25.3	N.A
Non-Violent Crime	N.A.	200.0	N.A
Total	N.A.	225.3	N.A

¹ 1995 Crime Data. Crimes per 1,000 people.
N.A. - Not Available

Neighborhood Improvement Bonds

Reid Park - This neighborhood is located in west Charlotte off West Boulevard. Work includes the extension of Morning Drive and Sudan Street. As part of this project, Charlotte Mecklenburg Utility Department will construct water and sewer lines along the new streets to service new home construction. All proposed improvements in this community will address concerns identified in the Reid Park Neighborhood Action Plan.



Reid Park

Estimated Expenditures : \$625,000

Demographic Profile

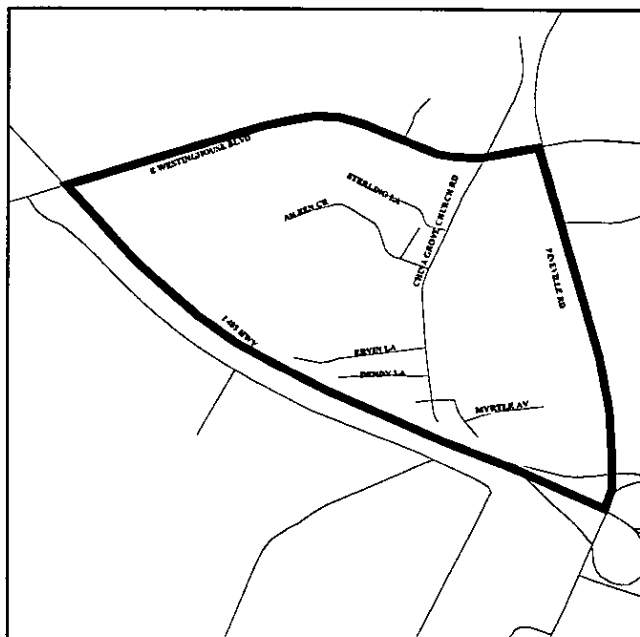
	1990	1995	Percent Change
Population	1,023	980 Est.	-4%
Housing Units	383	367 Est.	-4%
Crime¹			
Violent Crime	N.A.	54.1	N.A.
Non-Violent Crime	N.A.	204.0	N.A.
Total	N.A.	258.1	N.A.

¹ 1995 Crime Data. Crimes per 1,000 people.
N.A. - Not Available

Neighborhood Improvement Bonds

Sterling/Sterling Forest - This neighborhood is located in south Charlotte off South Boulevard. Improvements will include curb and gutter, storm drains and sidewalks. The work will address Myrtle Avenue, Dendy Lane and Ervin Lane. Final project selection will be done in consultation with the neighborhood.

Estimated Expenditures : \$500,000



Sterling/Sterling Forest

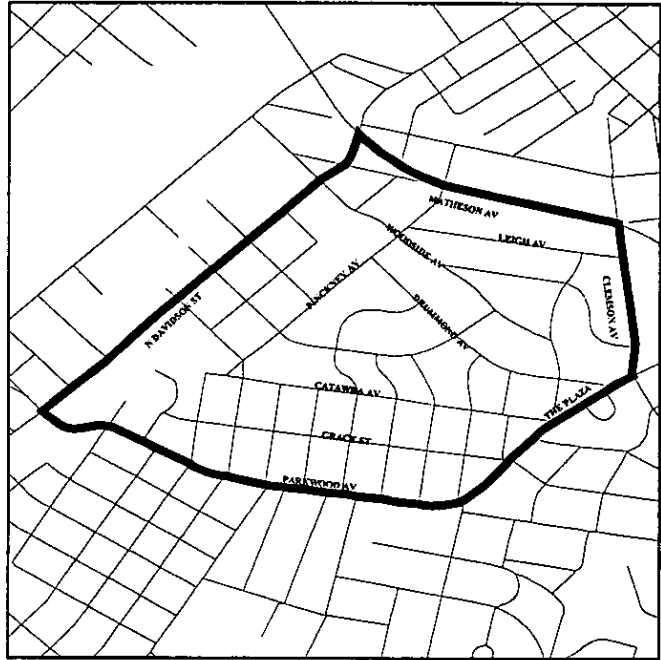
Demographic Profile

	1990	1995	Percent Change
Population	71	161 Est.	127%
Housing Units	22	56 Est.	127%
Crime¹			
Violent Crime	N.A.	103.3	N.A.
Non-Violent Crime	N.A.	568.1	N.A.
Total	N.A.	671.4	N.A.

¹ 1995 Crime Data. Crimes per 1,000 people.
 Note: Neighborhood Boundaries include a large industrial area.
 N.A. - Not Available

Neighborhood Improvement Bonds

Villa Heights - This neighborhood is located north of the Center City off The Plaza. Improvements will provide curb and gutter and sidewalk for the residential streets in the Villa Heights neighborhood. Work will address Parson Street, Everett Place, Drummond Avenue, Matheson Avenue, Davidson Street, Pickney Avenue, Everett Place and The Plaza. All proposed improvements in this community will address concerns identified in the Villa Heights Neighborhood Action Plan.



Villa Heights

Estimated Expenditures : \$2,600,000

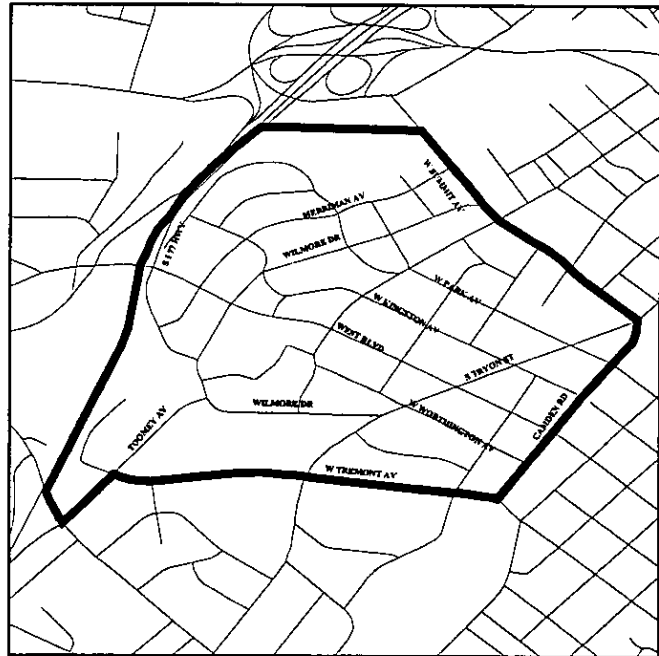
Demographic Profile

	1990	1995	Percent Change
Population	2,321	2,279 Est.	-2%
Housing Units	834	819 Est.	-2%
Crime¹			
Violent Crime	N.A.	43.0	N.A
Non-Violent Crime	N.A.	194.4	N.A
Total	N.A.	237.4	N.A

¹ 1995 Crime Data. Crimes per 1,000 people.
N.A. - Not Available

Neighborhood Improvement Bonds

Wilmore - This neighborhood is located south of the Center City off South Tryon Street. Proposed work in this neighborhood includes the addition of curb and gutter, storm drains, repairs to existing infrastructure and new sidewalks. Streets bordered by South Tryon Street, West Tremont Avenue, Summit Avenue and Interstate 77 are targeted for improvements in this project. Severe drainage problems in this community will be addressed during this project with the assistance of Stormwater Services. Proposed improvements in this community will address additional concerns identified in the Wilmore Neighborhood Action Plan.



Estimated Expenditures : \$1,000,000



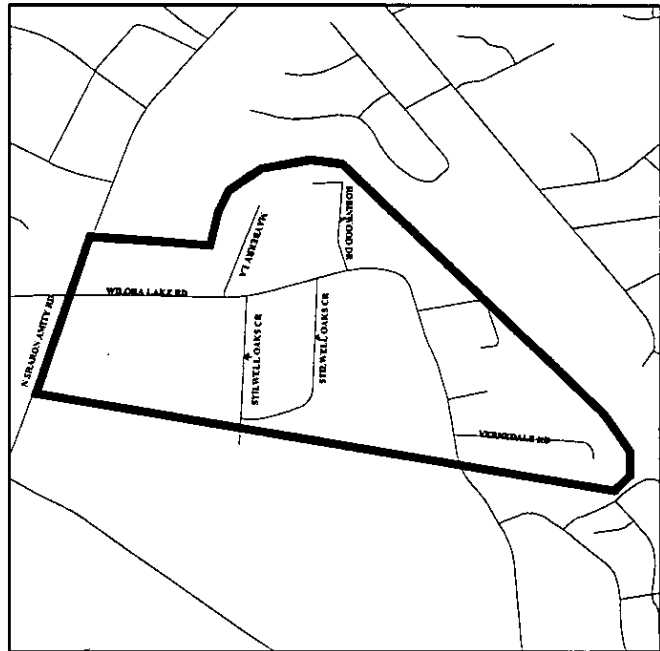
Demographic Profile

	1990	1995	Percent Change
Population	2,254	2,208 Est.	-2%
Housing Units	888	870 Est.	-2%
Crime¹			
Violent Crime	N.A.	74.7	N.A
Non-Violent Crime	N.A.	245.4	N.A
Total	N.A.	320.2	N.A

¹ 1995 Crime Data. Crimes per 1,000 people.
N.A. - Not Available

Neighborhood Improvement Bonds

Wilora Lake - This neighborhood is located in east Charlotte off North Sharon Amity. Proposed work in this neighborhood includes the addition of curb and gutter, storm drains, and new sidewalks. The work will address Wilora Lake Road, Palmer Drive, Robinwood Drive, Stilwell Oaks Drive, Stephanie Street, and Mayberry Lane. Final project selection will be done in consultation with the neighborhood.



Estimated Expenditures : \$1,150,000

Wilora Lake

Demographic Profile

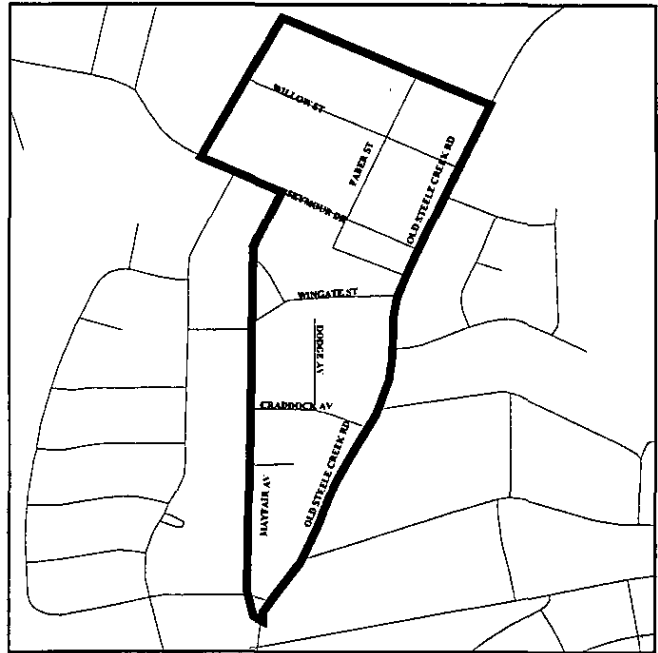
	1990	1995	Percent Change
Population	495	500 Est.	1%
Housing Units	184	186 Est.	1%
Crime¹			
Violent Crime	N.A.	0.0	N.A
Non-Violent Crime	N.A.	32.0	N.A
Total	N.A.	32.0	N.A

¹ 1995 Crime Data. Crimes per 1,000 people.
N.A. - Not Available

Neighborhood Improvement Bonds

Wingate - This neighborhood is located in west Charlotte off West Boulevard. Proposed work in this neighborhood includes curb and gutter, storm drains and sidewalk improvements. Work will address Wingate Avenue, Mayfair Avenue, Ocracoke Street, Old Steele Creek Road, Craddock Avenue and Dodge Avenue. All proposed improvements in this community will address concerns identified in the Wingate Neighborhood Action Plan.

Estimated Expenditures : \$1,210,000



Wingate

Demographic Profile

	1990	1995	Percent Change
Population	500	458 Est.	8%
Housing Units	189	173 Est.	8%
Crime¹			
Violent Crime	N.A.	163.9	N.A
Non-Violent Crime	N.A.	375.8	N.A
Total	N.A.	539.7	N.A

¹ 1995 Crime Data. Crimes per 1,000 people.
N.A. - Not Available

Neighborhood Accomplishments

Neighborhood Development Department Community Empowerment Division
BELMONT NEIGHBORHOOD
ACCOMPLISHMENTS

LEADERSHIP DEVELOPMENT

- ★CPCC Community Leadership Program
- ★Focus On Leadership Training
- ★Neighborhood Association formed
- ★Code Team Formed
- ★Belmont CDC established
- ★Community Pride Award
- ★Homebuyer's Club established
- ★Belmont Neighborhood Task Force formed
- ★H.A.N.D.E.L. initiative survey
- ★Targeted for H.A.N.D.E.L. Leadership Development training
- ★Taking Back Our Neighborhood
- ★Computer from Fannie Mae Foundation to assist with homeownership counseling
- ★Block Captains
- ★Media involvement
- ★Neighborhood Concerns addressed by key guest speakers
- ★Monthly neighborhood meetings
- ★Yard of the Month Awards
- ★Neighborhood Nuisance Committee
- ★Neighborhood Symposium Planning Committee

- ★Electronic Neighborhood Program

PROBLEM-SOLVING

- ★Neighborhood Watch
- ★Clean-up Day with Hands On Charlotte
- ★Charlotte Cares Project
- ★Housing Partnership approved loan for multi-family homes
- ★Habitat for Humanity homes built in the community
- ★City inspectors inspected 146 dwellings, demolished 23 dilapidated structures
- ★122 dwellings brought into code compliance
- ★Partnership with City's Employment & Training
- ★Partnership with Street Drug Interdiction unit
- ★Fire Department furnished smoke detectors
- ★Community Police as Partners
- ★City's Community Improvement as Partner
- ★Ombudsman Process

OTHER ACCOMPLISHMENTS

- ★Belmont CDC received operating grants from Z. Smith Reynolds Foundation And John Heintz Neighborhood Development Grant from HUD
- ★Donation of 4 parcels of land from owners to Belmont CDC
- ★Donation of computers to residents through the Electronic Neighborhood Program
- ★Partnership with Mecklenburg county, CMS, YMCA, and Charlotte's WEB

BELMONT NEIGHBORHOOD TESTIMONIALS

“ We are actually getting rid of the eyesores. A lot of deteriorated buildings that have sat for years have been removed from the neighborhood through the partnership of the neighborhood association and the Community Development (Physical Development) Division of the City.”---Linda Woodland

“ I am so glad they have gotten rid of those apartments on Belmont Avenue and hope they get rid of more problem houses. I’ve been here for 20 years and seen it go from nothing to a little bit of something. It’s cleaner, but we are getting a lot of people in our neighborhood that don’t live here causing problems.”---Angela Gibson resident of 20 years.

“The Belmont community is part of my life. I’ve lived here for 30 years and I’ve seen a lot of changes occur-some bad, but mostly good. People who say bad things about my neighborhood live on the outside looking in, only believing what they want to believe. No, it’s not as safe as some of the upper class neighborhoods, but to me it’s just as good as any other neighborhood because people are real and they care about each other. And we are, with the help of others, really trying to make it better.---Brenda Erwin, resident of 30 years

GENESIS PARK ACCOMPLISHMENTS

PROBLEM- SOLVING

- ★Community Policing involvement
- ★Community Garden
- ★Youth Back to School Party
- ★Replacing wooden fence along I-77
- ★Speed limit signs installed
- ★Neighborhood Matching Grant for entrance sign & landscaping
- ★National Night Out participation
- ★Community Watch
- ★Low Crime statistics reported
- ★Landscaping & Energy Conservation Workshops
- ★Neighborhood Center established
- ★Street names changed
- ★Partnership with Charlotte Mecklenburg Housing Partnership
- ★Drug Prevention Awareness
- ★Neighbor Covenant
- ★Easter Egg Hunt
- ★Halloween Celebration
- ★Resident participation in beautification

LEADERSHIP DEVELOPMENT

- ★Neighborhood Association formed
- ★Monthly Association meetings
- ★Youth Organization
- ★Youth Choir
- ★Youth Stepping Group
- ★Partnership with Fighting Back
- ★Partnership with Community Empowerment
- ★Participation in H.A.N.D.E.L. Leadership Development Training

Neighborhood Development Department Community Empowerment Division
**LOCKWOOD NEIGHBORHOOD
ASSOCIATION, INC.
ACCOMPLISHMENTS**

LEADERSHIP DEVELOPMENT

- ★Neighborhood Association Incorporated
- ★Bi-Monthly meetings
- ★Neighbor of the Year
- ★Bi-Monthly Speakers at Meetings
- ★Bi-Monthly newsletters
- ★Leadership Awards Presented
- ★Martin Luther King Keeper
Of The Dream Award
- ★First Outstanding Community by
Clean City Committee
- ★By-laws
- ★Booth at Neighborhood Matching Grants
Partners Fair
- ★Enterprise Community NE
- ★Partnership with Fighting Back
- ★Beautification Award Recipient
- ★Council of Community Organization
- ★Queen City Congress
- ★UNCC - Urban Institute
- ★Crime Prevention
- ★Foundations of the Carolinas
- ★Senior Leadership
- ★Project Vote
- ★Neighborhood Matching Grants workshops
- ★Neighborhood Concerns addressed by key guest speakers
- ★North Tryon Coalition
- ★Charlotte Organizing Project

PROBLEM-SOLVING

- ★Crime Watch Signs Erected
- ★Community Policing
- ★Annual Clean-ups
- ★Crime Statistics
- ★Community Resource Center
Fighting Back
- ★Community ID Sign erected
- ★Retaining Walls erected
- ★Neighborhood Reinvestment
\$700,000 Project
- ★Speed limit signs erected
- ★Sidewalks installed
- ★Lockwood Apartment-Rental
Rehabilitation
- ★Street Improvements
- ★Annual Block Parties
- ★Partnership with Fire Dept.
- ★Charlotte Drug Education

LOCKWOOD NEIGHBORHOOD ASSOCIATION TESTIMONIALS

“I have been a resident of Lockwood Neighborhood for 30 years. I am proud of the accomplishments we have made. Through Neighborhood Reinvestment we have street improvements, sidewalks, curbs and gutters which really improve the appearance of the community. Other successes are obtaining our incorporation status, erection of outstanding community and crime watch signs. We take advantage of resources available through the city, county and private agencies and strive to improve the quality of life for our community.”--Alice Kibler, resident of 30 years

“We are proud of the people in our community because this will be the third year that we will have a Neighborhood Get-Together and Neighborhood Clean-Up Day throughout the community. As a result, over the last three years, we have seen an enhancement in the upkeep of property as indicated by people cleaning up, houses painted, walklights installed, vinyl siding put on houses and keeping yards better. The community appears to be a lot cleaner. Which indicates that residents are taking more pride in their property. We normally have 20-30 people at our bi-monthly meetings. We have an increase in attendance. We normally have a guest speaker from government or a civic organization at each bi-monthly meeting.”-- Jacques Kibler, Neighborhood Association President

**Neighborhood Development Department Community Empowerment Division
SEVERSVILLE COMMUNITY ORGANIZATION
ACCOMPLISHMENTS**

LEADERSHIP DEVELOPMENT

- ★Neighborhood Association formed
- ★Community Newsletter
- ★Taking Back Our Neighborhood
- ★Fighting Back Retreat
- ★Grassroots Leadership Training
- ★CPCC Community Leadership Program
- ★Hornet's Nest Optimist Club Award
- ★H.A.N.D.E.L. training survey
- ★Media involvement on city, state,
national level
- ★Neighbor Of The Year Award
- ★Neighborhood Concerns addressed
by key guest speakers
- ★Computer Training with Fighting Back
- ★Targeted for H.A.N.D.E.L. Leadership
Development training
- ★Block Captain network established
- ★Volunteer involvement in the community
- ★Temporary Community Center Opened

PROBLEM-SOLVING

- ★Neighborhood Watch
- ★Partnership with churches
- ★Affordable Housing
- ★Parks and Recreation
- ★Housing Partnership Rehabs
- ★Neighborhood Task Force
- ★Community Improvement
Tour
- ★Drug activity eliminated
- ★Low crime rate
- ★Youth Tutorial Program
- ★Neighborhood Matching
Grants Project
- ★Habitat homes involvement
- ★Neighborhood Clean-up Day
- ★Christmas Sleep-over for
neighborhood youths
- ★Americo community survey
- ★Home improvement/Americo
- ★Partnership with First Union
Bank and other governmental
and private entities to create a
community center
- ★Home ownership with
Housing Partnership initiative
- ★Community Police as Partners

OTHER ACCOMPLISHMENTS

- ★Neighborhood Symposium Planning Committee
- ★Security Home Check
- ★Engraving Personal Property Program
- ★Noise reduction in the community
- ★After-school tutorial program students showed improvement in grades
- ★Charlotte Mecklenburg School System supplied lunches for tutorial participants

OTHER ACCOMPLISHMENTS

- ★Open House for Seversville Community Center**
- ★Martin Luther King Day Parade and Picnic**
- ★Open House tour of new homes in the community**
- ★Back to school supplies for school children**
- ★Neighborhood Festival**
- ★National Night Out activities**
- ★Brighter street lights installed**
- ★Updated water system**
- ★Updated and new sidewalks**
- ★Neighborhood Entranceway signs**
- ★Parks and Recreation sponsoring Kids 'n'Play**
- ★Housing Partnership Apartments built**

SEVERSVILLE COMMUNITY ORGANIZATION TESTIMONIALS

“Seversville has come a long way from where we were. We are 97% on our way. I am pleased to be a part of the Seversville community. The community as a whole is coming together and being more involved as a total commitment. We have a lot of contributions coming from people who live outside our community also. We have more city, county involvement now.”——Wallace Pruitt, Neighborhood Association President

“We have good leadership here in Seversville. More People are attending our meetings. People seem more interested in what’s going on in the community. Neighbors are working harder in the community now.”—Juanita Crawford

“I’ve seen more people moving into Seversville who thought that they might never move here. They are coming because they see that Seversville is making progress, is safer, cleaner, new homes, property is being upgraded, more involvement with our school, and reduced crime rates. Senior citizens feel safer. Residents are taking more pride in this community.”—Louise Pruitt

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Strategic Communication Plan Evaluation: Results of Citizen Survey

COUNCIL FOCUS AREA: N/A

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

- The City adopted the strategic communication plan two and a half years ago to improve communications with both citizens and employees. The plan includes a variety of communication vehicles and methods designed to better focus our communication resources on issues and services most important to the City and its stakeholders.
- Early this year, we contracted with MarketWise, a local market research firm, to evaluate the external communication components of the plan. We used the results of the survey to revise the plan, which was approved by the Executive Team this summer.
- At the workshop, staff will brief Council on the survey results and how that information has been used to revise the City's strategic communication plan.

OPTIONS: N/A

COUNCIL DECISION OR DIRECTION REQUESTED: Information only; no Council action necessary.

ATTACHMENTS: N/A