AGENDA

Meeting Type:	SPECIAL
Date:	01/22/98 - 01/24/1998
	COUNCIL RETREAT

City of Charlotte, City Clerk's Office

City Council Retreat Agenda
Thursday, January 22 - Saturday, January 24
Pine Crest Inn - Tryon, N.C.

Thursday, January 22

11 45 a m	Arrive (check in available @ 3 00 p m)
12 00 p m	Lunch
1 15 p m	Opening Remarks by Mayor & Retreat Planning Committee
1 30 p m	The Partnership Discussion
5 00 p m	Free Time
6 00 p m	Dinner
8 00 p m	Partnership Lessons Learned

Friday, January 23

7 45 a m	Breakfast
8 30 a m	Discussion of Agenda and Group Norms THIS ROOM
8 45 a m	FY99 Operating Budget Development
10 00 a m	Break
10 15 a m	FY99-03 Capital Investment Plan
12 00 noon	Lunch
1 00 p m	Continue Capital Investment Plan Discussion
2 45 p m	Break
3 00 p m	Continue Discussion
5 30 p m	Free Time
6 00 p m	Social
6 30 p m	Dinner
8 00 p m	Open Discussion

Saturday, January 24

7 45 a m	Breakfast
8 30 a m	Neighborhoods Westside Strategy Plan
10 00 a m	Break
10 15 a m	State Regulatory Issues Legislative Strategies
11 45 noon	Wrap Up
12 30 p m	Lunch

Overview of City Council Retreat Goals

Provide an environment for City Council to discuss

- **Partnership**
  Development of a Partnership between the Mayor Council and City Manager on the major goals and targets for 1998

- **FY99 Operating Budget Development**
  Establishing policy direction for the FY99 Operating Budget

- **Five-year Capital Investment Plan**
  Reviewing the current capital policies and the context for a growing community, discussing the long-term debt service model for General Government, the Convention Center and Transit funds, reviewing and providing direction on the proposed Five-year Capital Investment Plan and the major capital projects including

  -Convention Center
  -Trolley
  Professional Sports
  Neighborhood Infrastructure
  -Housing
  Transportation and Transit

- **Important Issues**
  The retreat allows time for review of specific issues of concern to Council and the staff This year s discussion will address neighborhood issues as well as environmental and legislative issues

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Thursday, January 22

12 00 noon Lunch

1 15 p m **Opening Remarks** - After lunch, the Mayor and Council Retreat Planning Committee will share the ideas that were incorporated in the planning for the retreat

Lyle Sumek will act as facilitator for the retreat He has years of experience working with senior executives and strategic planning

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1.30 p.m. **The Partnership Discussion** - The Partnership Discussion will focus major goals and targets for 1998 as well as issues on the governance process for the Mayor Council and the City Manager

After Council determines the major goals, staff will develop strategies to follow up in workshops and other sessions

Friday, January 23

7 45 a m **Breakfast**

8 30 a.m. **Discussion of Agenda and Group Norms**

8·45 a m **FY99 Operating Budget Development** - The Council has approved a preliminary operating budget The Business Executives for Budget and Finance will make presentations on revenue and expense projections for FY99 and the next three years The projections will focus on General Government

10:15 a m **FY99-03 Capital Investment Plan** The afternoon session will be focused on the framework for Council decision making for the FY99-03 Capital Investment Plan

The Deputy City Manager will lead a discussion on how the City s Capital Investment Plan fits into Charlotte s rapidly growing and changing environment

The discussion will continue with a presentation by the Finance Key Business Executive of the debt service model for the General Government, Transit and Convention Center Funds

Council is then asked to review the major capital investment discussion within the following framework

- What if any should the City s participation be in any of these projects?
- How does each project fit within the capital financial and program policies?
- Following the discussion what additional information is required for decision making for each project?

The major projects are
-Convention Center
-Trolley
Pro Sports
-Neighborhood Infrastructure
-Housing
-Transit Plan and Sales Tax Referendum
- Unfunded State Roads

12:00 noon Lunch - Informal Discussion

1 00 p m Continue Morning Session

5.30 p.m Free Time

6 30 p.m. Dinner

8 00 p.m. Open Discussion

Saturday, January 24

7 45 a m **Breakfast**

8 30 a.m **Neighborhoods** - Six years ago City Within A City was a concept Council has taken many actions to make the program one that is recognized nationally This session begins the discussion of neighborhood problem solving as a strategy recognizing different needs and responses to our neighborhoods

Council has also asked for a status report on the Westside Strategy Plan with information on the other various efforts in this geographic area

10 15 a.m. The regulatory position of the State will place increasing demands on Charlotte in two primary areas air and water quality This presentation highlights the difficulty of urban growth in meeting environmental standards This discussion will focus on the changes that will be required in our operating and resource allocation policies

Council has asked that we be positioned for a successful legislative session This discussion will begin the development of the legislative priorities and strategies for a successful session

11 45 noon The wrap up session allows the staff to check" the next steps as a result of the retreat discussion

12 30 p m Lunch and safe travel home

City of Charlotte
Financial Information
1998-2003

Following is the budget and financial information to guide Council s discussion of operating and capital budget information, including

- Goals for the FY99 Operating Budget and the FY99-03 Capital Investment Plan
- The financial projections for FY1998 2001, including the General, Debt Service Convention Center and Transit Funds
- Upcoming budgetary issues for the FY99 budget and
- Policy questions that guide the development of the operating budget

Goals for the FY99 Operating Budget and the FY99-03 Capital Investment Plan

Goal Statements

1 *Align resources with Council priorities*

2 *Implement the neighborhood and road improvement strategies included in the FY98-02 Capital Investment Program*

3 *Continue to reduce the cost of government services while maintaining customer service*

4 *Consider the appropriateness of implementing key 2015 Plan action steps in the upcoming operating budget and 5 year Capital Investment Plan*

5 *Make the property revaluation process revenue neutral by adjusting the FY99 property tax rate to produce property tax revenue equivalent to that which would have been generated without revaluation*

6 *Provide Council with budgetary information earlier in the budget development process*

Key Action Steps

1 *Align resources with Council priorities*

A Impact Council s top focus areas through the FY99 operating budget and the FY99-03 Capital Investment Plan

- Community Safety
- Transportation
- Economic Development
- City Within A City
- Restructuring Government

B Determine whether resources to impact priorities will come from

- Debt capacity identified in the financial projections
- Discontinuing lower priority services to fund higher priorities
- New revenues

2 *Implement the neighborhood and road improvement strategies included in the FY98 02 Capital Investment Program*

A Continue implementation of the $98 4 million bond package approved in November 1996

- Proceed with design and construction of the 2015 road list
- Proceed with design and implementation of the neighborhood improvement areas in priority order
- Continue with the UNC- Charlotte study of the impact of capital investment on neighborhood revitalization

3 *Continue to reduce the cost of government services while maintaining customer service*

A. Use *competition* and *benchmarking* to provide the lowest unit cost with the best service to the customer

B Use *process improvement* to eliminate unnecessary steps and reduce costs of service delivery

C Invest in *technology* to reduce personnel costs improve processes and improve customer services whenever possible

4 *2015 Action Plan steps*

A. As operating and capital budgetary decisions are made during 1998 consider 2015 action steps such as

- Open space for Charlotte-Mecklenburg
- Neighborhood based problem solving
- Neighborhood action plans and the Community Safety Plan
- Designated rail and transit corridors for future needs
- Alternative transportation measures including bicycling and van/carpooling
- Local coordination strategies for regional initiatives
- Be a platform for economic development

5 *Make the property revaluation process revenue neutral by adjusting the FY99 property tax rate to produce property tax revenue equivalent to that which would have been generated without revaluation*

A. Become familiar with the revaluation as implemented by the Mecklenburg County Tax Office

B Evaluate the methodology for determining the revenue neutral tax rate

6 *Provide Council with budgetary information earlier in the budget development process*

A. Use the Council Budget Committee to assist in the development of issues for the half day retreats and to identify related policy issues and questions

B Use the half-day Council budget retreats to keep Council informed and involved in the development of the Manager s Recommended Budget

City of Charlotte

Financial Projections
1998 - 2002

Introduction

This introduction and its attachments provide an overview of the financial projections for the General and Public Transportation Funds for fiscal years 1998 through 2002 as well as information related to the General Government and Convention Center debt capacity A brief general background and summary are presented below Richard Martin, Finance Key Business Executive will be making a presentation of these projections and providing additional information and explanation

BACKGROUND In the late 1980s and early 1990s the City experienced a substantial reduction in the growth of revenues This negative trend was primarily the result of State actions, the impact of the City County sales tax distribution formula and a slow-down in real estate development within the City Recently, within the last three years the revenue outlook has become more positive This can be attributed primarily to significant increases in sales and utility franchise taxes as well as increases in property tax assessed values resulting from economic growth and annexation Pertaining to expenditures, the City s Restructuring Government Program including competition/privatization efforts, has resulted in operating costs either being reduced or remaining constant

PROJECTIONS The attached projections provide an analysis of the General Fund, Public Transportation Fund General Government debt capacity and Convention Center debt capacity In developing these projections the FY98 budget revised to reflect the latest forecasts was used as the base year In addition to the projections, the following pages outline the assumptions on which the projections are based Additional information relating to historic revenue trends is also provided The following is a summary of the attached projections

General Fund

The overall projections for FY98 through FY2001 are approximately $13 million better than the projections made in FY97 This improvement is primarily attributable to expected increases in property taxes sales taxes and utility franchise taxes These increases are the result of economic growth and annexation However, these projections still reflect an $8 8 million shortfall for FY2002

Council s current policy is to maintain a fund balance in the General Fund of 10% of the budget As of June 30, 1997 the unrestricted fund balance was $44 6 million or 16% of the FY98 budget Therefore, approximately $17 million is available for use on one time projects/programs

General Government Debt Capacity

- Increases in dedicated revenues result in a projected general government debt capacity of $90 million

Convention Center Debt Capacity

- Based on recent financial analysis, revenues are expected to be $3 million plus per year more than original projections made at the time the Convention Center was financed These additional revenues could result in approximately $37 million in debt capacity for Convention Center capital projects

Public Transportation Fund

- The current available fund balance of $13 7 million is sufficient to cover projected expenditures through FY2001

CONCLUSION The current projections are more favorable than in the past However, changes in the assumptions on which these projections are based would have an impact on these projections

City of Charlotte

General Fund
Revenues and Expenditures
(In Millions)

	FY98 Projections				
	1998	1999	2000	2001	2002
Revenues					
Property Taxes	$148 4	$153 5	$156 0	$158 5	$161 1
Sales Tax	31 5	35 2	35 2	36 0	37 8
Utility Franchise	20 8	21 9	23 0	24 1	25 3
Police Services	7 3	7 7	5 9	6 1	4 2
Other Revenues	72 3	63 1	61 4	61 0	61 7
Total Revenues	280 3	281 4	281.5	285 7	290.1
Expenditures					
Public Safety	$163 6	$161 2	$163 2	$168 0	$177 3
Solid Waste Services	26 5	27 1	27 7	28 3	29 1
Transportation	11 3	13 9	14 4	13 1	13 8
Engineering and Property Management	14 7	17 0	15 6	16 2	16 7
Administration	28 2	29 3	30 3	31 6	32 9
Community Planning and Development	11 9	12 7	13 0	13 4	13 8
Debt Service Payments	11 5	11 0	9 5	10 0	10 3
Technology	5 0	5 0	5 0	5.0	5 0
Total Expenditures	272 7	277 2	278 7	285 6	298.9
1998 PROJECTION - EXCESS (SHORTFALL)	$ 7 6	$ 4 2	$ 2 8	$ 1	$ (8 8)

Projections are based on assumptions identified on the following two pages Changes in these assumptions would have an impact on these projections

City of Charlotte

General Fund
Financial Projections
Detail Assumptions

General

Base Year - FY98 Budget/Revised to reflect latest forecasts

Revenues

Property taxes reflect Council's goal of a revenue neutral tax rate

Assessed value increase of $1 3 billion for FY99 and $600 million for FY2000 through FY2002

Sales tax revenue increase of 5 5% each year before adjustments for tax distribution formula
FY2000 is adjusted for the FY99 proposed increase in the County tax rate

Utility franchise tax revenue increase of 4% each year

No change in major programs or agreements with the County

Other revenue increase of 1 5% each year Other revenues include one time revenues, primarily grant related, of $13 8 million in FY98, $3 1 million in FY99 and $1 0 million in FY2000

City of Charlotte

General Fund
Financial Projections
Detail Assumptions

Expenditures
Service levels remain unchanged

No vacancy rate for FY98 and FY99 Vacancy rate of 1% for FY2000 through FY2002

Salary and wage increases based on Public Safety Plan for Police and Fire Increases for general pay plan employees of 4 5% each year for FY99 through FY2002

Employee benefit increases as follows

- Social Security No change in rate
- Retirement No change in rates
- Health Insurance - Increase of 6% each year for FY99 through FY2002

Increase in goods and services of 1% each year for FY99 through FY2002

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

No impact for future competitive bidding/privatization

Includes one-time police grant related expenditures of $12 3 million for FY98 and $2 3 million for FY99 plus $3 0 million in FY99 for technology and decentralized facilities

Includes $1 8 million in Engineering and Property Management in FY99 for upfitting CMGC

Includes $5 0 million for technology each year for FY98 through FY2002

City of Charlotte

General Government Debt Capacity

Fiscal Year	Fund Balance (In Millions)	Percent of General Obligation Debt Payments
1998	$50 4	117 8
1999	$53 6	116 6
2000	$54 1	108 4
2001	$52 5	97 4
2002	$48 2	82 0
2003	$39 9	67 7
2004	$30 8	52 4
2005	$22 7	50 3
2006	$29 4	66 9
2007	$38 9	92 1

City Council has adopted a policy that fund balance should be at least 50% of the general obligation debt payments for the following year

There is additional general government debt capacity of approximately $90 million which has been incorporated in the above calculations This is the result of the improved revenue outlook and the additional one-quarter (1/4) cent of the property tax transferred from the General Fund

In FY2006 there will be additional debt capacity of $115 million Of this amount, approximately $70 million is restricted for use with tourist related programs The remaining $45 million can be used for any general government purpose

Projections are based on assumptions Changes in these assumptions would have an impact on these projections

City of Charlotte

Convention Center
Debt Capacity

History

In March 1989 the North Carolina Legislature approved increasing the Occupancy Tax from 3% to 6% and implementing a 1% Prepared Food and Beverage Tax to support the Convention Center

Revenues for these taxes are dedicated to debt service promotions operating expenses and capital improvement for the Convention Center

In 1990 the City developed a financial plan for the construction of a new Convention Center

Debt was issued in 1991 for a new Convention Center

Total debt to be paid on Convention Center is $351 million

Original financial plan called for payment of debt service and $1 5 million for promotions

Plan was amended in 1994 to increase promotion spending (15% of net revenues) and in 1995 to cover 50% of the Convention Center operating deficit

Financial plan reviewed in 1997 Revenue and expenditure estimates were updated

Conclusion

Projected fund balance and future revenue stream will support current financial program

Based on recent financial analysis, the Convention Center Fund can support additional debt service of $3 million plus per year

This $3 million per year will equate to approximately $37 million in debt capacity

City of Charlotte

Convention Center
Debt Capacity
Revenue Estimates and Fund Balance Projections
(In Millions)

Fiscal Year	Original Revenue Estimates	Current Revenue Estimates	Difference	Original Fund Balance Projections	Revised Fund Balance Projections
1998	16 5	19 4	2 9	28 8	29 6
1999	17 6	20 9	3 3	32 2	34 1
2000	18 9	22 4	3 5	36 8	39 5
2001	19 5	23 0*	3 5*	37 9	40 7
2002	20 1	23 8*	3 7*	39 4	41 9

*Revised 1/20/98

City of Charlotte

Public Transportation Fund Revenues and Expenditures (In Millions)

	FY98 Projections				
	1998	1999	2000	2001	2002
Revenues					
Grants	$ 3 1	$ 3 1	$ 3 1	$ 3 1	$ 3 1
Fares	7 7	8 2	8 4	8 5	8 7
Auto Tax	8 3	8 5	8 7	8 9	9 2
Sales Tax	8 2	9 2	9 2	9 4	9 8
Other	1 2	2.6	2 7	2 8	2 8
Total Revenues	28 5	31 6	32 1	32 7	33 6
Expenditures	33 4	32 8	34 1	35 7	39 0
Fund Balance Contribution	4.9	1 2	2 0	3 0	2 6
1998 PROJECTION - (SHORTFALL)	$	$ -	$ -	$	($2 8)

Projections are based on assumptions identified on the following page Changes in these assumptions would have an impact on these projections

City of Charlotte

Public Transportation Fund
Financial Projections
Detail Assumptions

<u>Revenues</u>
No change in grants

No change in fares

Auto tax revenue increase of 2 5% each year

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

Other revenue includes increase of $1 5 million in FY99 for new onstreet parking program

<u>Expenditures</u>
Increase of 5% for each year

Includes capital grant matching funds of $4 9 million for FY98 and $2 3 million for FY99

Includes Five Year Transportation Plan

Upcoming Budgetary Issues in the Upcoming Two-Year Budget Cycle

Revaluation

The Five-Year Transportation Plan

Technology Upgrades
(Year 2000 Conversion, Infrastructure Upgrades, New system applications)

Solid Waste Optimization

Financial Partners
(Such as Auditorium-Coliseum-Convention Center Authority,
Housing Authority, Housing Partnership,
Arts Organizations and Cultural Facilities,
Charlotte Center City Partners,
Convention and Visitors Bureau)

New Programs
(Such as I-277/I-77 Joint Maintenance Agreement, Graffiti)

Operating Budget
Council Discussion Point

Policy Question for the Upcoming Budget

1 Are there issues and needs in the operating budget that need to be addressed that are not included in

- the current budget,
- the FY99 proposed budget, or
- identified as an issue on the prior page?

Capital Investment Plan
Program Policies

City Council's Capital Investment Plan policies are as follows

1 To evaluate capital project requests according to the following priorities

1st Priority	Retrofit Existing Facilities
2nd Priority	Replacement of Existing Facilities
3rd Priority	Expansion of Existing Facilities
4th Priority	New Facilities

2 To prioritize capital project funding to comply with federal and state mandates

3 To continue a capital plan which meets the highest priority needs

4 To ensure that existing infrastructure is maintained and replaced

5 To provide for some new capital projects to help meet the highest priority community growth needs

6 To provide a balanced capital plan which will not fund all identified needs but will fund projects in a variety of program areas

7 To ensure that the Capital Investment Plan will be the platform for economic development in the community

8 Preservation of the existing tax base is a fundamental principle for City capital investment decision-making

9 The City will continue to form partnerships with citizens and businesses to leverage public dollars making this a community of choice for living working and leisure activities

10 Neighborhoods are the foundation of the community a reinvestment program focusing on all neighborhoods should be an emphasis in a comprehensive capital investment strategy

Capital Investment Plan
Financial Policies

City Council s Capital Investment Plan financial policies are as follows

1 General government debt policies

- Diversify revenue sources dedicated to capital formation and debt service
- Maintain a balanced mix of financing strategies for funding capital projects without an excessive reliance on any one source Examples of financing strategies include
  - Pay-As-You Go Funding
  - Grants
  - Debt
- Provide for issuance of additional debt at reasonable time intervals without increasing taxes and timed in such a way as to avoid erratic impacts on tax rate changes
- Maintain the highest credit ratings by scheduling and issuing debt that sustains reasonable ratios (e g , percent of outstanding debt to assessed value)

2 The dedication of specific revenue to the capital plan will be maintained in the Municipal Debt Service Fund In FY98 the specific revenues dedicated to the Municipal Debt Service Fund include

- 7 ¼¢ of the property tax rate a ½¢ increase from FY97 to FY98
  - reflecting ¼¢ transfers both from the Storm Water Fund and the General Fund
- An annual contribution of $800 000 from the Powell Bill Fund
- A portion of the City s proceeds from Occupancy Tax
- Investment (interest) income
- ½¢ Sales Tax authorized in January 1987
- Other/miscellaneous revenues including a portion of the intangibles tax, ABC profits beer and wine license revenues a contribution from Mecklenburg County for its share of debt cost for the new Charlotte-Mecklenburg Government Center and a contribution from the General Fund for the municipal facilities lease-purchase transaction

3 Municipal Debt Service Fund Balance will be maintained at an adequate level to cover debt costs

- The ratio of debt service fund balance to actual debt service costs will approximate 50%

4 Pay-As-You-Go Tax Fund will be used in conjunction with long-term debt financing to finance capital projects

5 Asset sales will be dedicated to the Capital Investment Plan The retirement of any outstanding debt on sold assets will be the first priority of sales proceeds

6 Enterprise Funds capital plans will be established on a self sustaining basis (Water and Sewer and Airport)

- Water and Sewer and Airport capital projects are financed from revenues generated from user fees and charges
- The Water/Sewer rate study assumes maintenance of debt service coverage as required in Revenue Bond financing documents
- Storm Water is scheduled to become a self-sustaining Enterprise Fund in FY01 at which time it will rely solely on Storm Water fees and charges

Convention Center

Goal Statement To maximize the economic benefits of the City's $160 million investment in the Convention Center by addressing hotel and parking issues that lessen the Convention Center economic impact

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Key Action Steps

1 City Council formed Convention Center Maximization Committee in June 1997 The Committee is composed of stakeholders involved in the Convention Center and hospitality industry The Council asked the Committee to review the need for a convention center headquarters hotel and parking deck and make a recommendation to City Council on what types of tools the City should use to attract a Convention Center Hotel

2 January 1998 Committee will report back to City Council They will recommend that the Council authorize a Request for Qualifications (RFQ) for a developer to build a Convention Center Hotel of 800 rooms and a parking deck of 1 000 spaces The Committee will suggest that the City use the assets of parking and air rights above the deck to attract a developer The RFQ would help Council determine the value of these assets to the hotel developer (See attached Executive Summary of the Maximization Committee's Report)

3 February 1998 City Council will be asked to authorize the Request for Qualifications

4 May 1998 Report on results of RFQ process to Council Staff to recommend which developer(s) should continue in the process Staff will also give Council a better understanding of the value of the parking and air rights Council decision to proceed

5 Summer 1998 City Council will be asked to select a developer to build the Convention Center Hotel and Parking

6 Late 1998 City Council may be asked to purchase land for the Convention Center Parking Deck

Council Discussion Point

1 Given Charlotte s hub airport, climate, location and new Convention Center Charlotte has some competitive advantages in the hospitality and tourism business

How do the Convention Center and convention and trade show attendees fit into Council s vision for Uptown Charlotte?

2 The City has made an $160 million investment in the Convention Center to promote economic development The Center is currently operating at 50% capacity because of the lack of hotel rooms in the downtown during weekdays Therefore the economic impact of the Convention Center on the travel and tourism industry is only 1/3 of projections

What should the City s role be in maximizing the economic development impact of the Convention Center?

3 Under what conditions would Council consider investing City funds in land and a parking deck in order to attract a Convention Center Hotel?

4 What is your reaction to the Committee s suggestion that the City use an RFQ to determine the value of the parking and air rights to a hotel developer?

5 What additional information do you need to make a decision on the Committee s recommendation?

Report of the Convention Center Maximization Committee
Executive Summary

The City's investment in the Charlotte Convention Center is not having the full economic impact because the Center lacks the following

1 Convenient parking
2 A Convention Center Hotel willing to block 600 rooms for the Convention Center
3 Committable hotel rooms to service the Convention Center

In recent years, the private sector has not built convention center hotels without a partnership with the city Many other cities including Denver Miami Beach, Tampa, Minneapolis and Philadelphia have formed partnerships with the private sector to develop convention center hotels to serve their convention centers These partnerships have taken many forms, depending upon the market conditions in the particular city

The Committee recommends focusing Charlotte s partnership on the needed parking deck and the parking and air rights assets created by this deck We believe the City of Charlotte should quickly issue a Request for Qualifications (RFQ) for a Convention Center Hotel and Parking Deck to determine the value of these assets to a hotel developer

The City can fund its investment in this partnership from the existing $25 3 million Convention Center Fund Balance and revenue bonds paid off by the parking deck revenues The City s investment will be recovered by the City in the following ways

1 The incremental tax impact of the hotel to the City of Charlotte is expected to be $665 775 per year totaling $5 1 million over the first five years of the hotel s operation
2 The parking deck will be funded by revenue bonds that can be repaid from revenue generated by the parking deck
3 The City would also expect to negotiate for revenue from leasing air rights above the parking deck

The Committee recommends targeting a Convention Center Hotel of 800 rooms However, market conditions will dictate the exact number of rooms The RFQ should be open to allow developers to give the City their perspective on the number of rooms appropriate in Uptown Charlotte at this time We recommend a 1 000 car parking deck to accommodate the Convention Center (500 spaces) and the hotel (500 spaces)

An 800-room Convention Center Hotel will impact the existing Uptown Hotels in the short term This has caused some of the General Managers of the existing hotels to resist adding more than 400 rooms at one time The Committee has seen evidence that this impact will be softened by the growing business travel market and induced demand from the Convention Center Hotel The Committee recommends additional Convention Center marketing resources to further reduce this impact during the start up years of the new hotel

The Committee believes the best locations for this hotel are the 300 block of South Tryon the 400 block of South Tryon and the Westin expansion site The RFQ should state a strong preference for those sites

Finally the Committee believes the current national and local economic conditions and private sector interest in developing Uptown Charlotte offer the City a window of opportunity for this project The City should quickly issue an RFQ to take advantage of this current opportunity

Trolley

Goal Statement To provide a unique tourist/entertainment amenity in the form of vintage trolley service as a catalyst for economic development and support of the Charlotte Convention Center

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Key Action Steps

1 A series of decisions in the last decade has preserved the ability to utilize the South Boulevard/Uptown rail corridor for future transit Key examples are the purchase of the North Carolina Railroad right-of-way in the uptown construction of the new Convention Center with a transit corridor through the building and negotiations to purchase the rail corridor from Scaleybark to Stonewall Street from Norfolk Southern Railroad

2 At the request of trolley advocates the City performed a study in 1997 to assess the viability of joint use of the corridor by transit and vintage trolley The consultant determined trolley operations could be compatible with transit use of the corridor

3 A CIP request was developed for the FY98 budget process for reconstruction of the bridge across Stonewall Street upfit of the Convention Center and installation of electrical wire from Tremont to Eleventh Street to provide for the operation of a vintage trolley service The cost of the project was estimated to be $9 6 million, and was not funded in the FY98 CIP

4 Since the Summer of 1997 City staff Charlotte Center City Partners and the Corridor Citizens Project Group have been developing a concept plan and implementation plan for the rail corridor The concept plan addresses the type of development desired along the corridor The implementation plan identifies short term land acquisition capital improvement and zoning strategies that should be initiated to support the trolley and transit corridor

5 Based on input from the Citizens Project Group the implementation plan will include options for improved stations decorative electric/light poles and dual track necessary to allow multiple trolleys to operate

6 The Rail Corridor Concept and Implementation Plan will be presented to the City Council on March 2, and funding of the project can be considered during the FY99 budget process

Council Discussion Point

1 Does Council support the goal of providing a tourist/entertainment amenity of a vintage trolley as a catalyst for economic development and support of the Convention Center?

2 Refurbishing additional trolley cars and expanding the trolley maintenance facility will involve some capital costs There will be an annual operating cost for the trolley service To what extent should the City participate in these costs?

3 What additional information do you need to make a decision on the trolley?

Professional Sports

Goal Statement To retain and maximize the economic benefit to the City and its residents resulting from the presence of professional sports franchises

Key Action Steps

1 The City is the "home" for four professional sports franchises and three of them play in City owned facilities

Charlotte Hornets (NBA)	Coliseum
Charlotte Sting (WNBA)	Coliseum
Charlotte Checkers (ECHL)	Independence Arena
Carolina Panthers (NFL)	Ericsson Stadium

2 After extensive discussion last year no further action has been taken regarding the possibility of a new basketball arena to be located uptown Negotiations for a lease at the Charlotte Coliseum continue with the Hornets, however the team believes that a new uptown facility is essential to retain a viable NBA franchise The terms and short-term nature of this lease will have a direct impact on the operation maintenance and financial condition of the Convention Center Ovens Auditorium and Independence Arena as well as the Coliseum

3 The interlocking" nature of the marketing and utilization of these facilities is critical Concerts and other trade shows and events must be coordinated with the schedules of the professional teams This impacts the competitiveness of these facilities with other venues such as Blockbuster Pavilion Carowinds UNCC and others An example would be the national political conventions, which conflict with the WNBA schedule at the Coliseum

4 Baseball is another current issue which may affect the Charlotte sports market Don Beaver has purchased the Charlotte Knights and also has a purchase agreement to buy the Minnesota Twins, subject to the approval of Major League Baseball team owners The impact on Charlotte may include the following

- The Twins may play in Knights Castle for the 1999 and 2000 season
- AAA Baseball may return in 2001
- If Mr Beaver s goal to move the Twins is unsuccessful Charlotte may be an alternative

5 Current Situation

- A lease with the Hornets will be prepared for Council review and discussion early in 1998
- Baseball discussions will continue with media attention focused on the potential Twins sale and the stadium referendum in Forsyth and Guilford County in May 1998

Council Discussion Point

Professional sports questions for Council discussion include

1 Will the NBA continue to keep a franchise in Charlotte without a new facility and what role is appropriate for the City?

2 How will the NBA decision and any short-term modifications in our Coliseum-Hornets arrangements impact the operations, maintenance and finances of City facilities (Convention Center, Coliseum and Independence Arena)?

3 What role should the City play in consideration of Major League Baseball coming to the Triad area of North Carolina and/or Charlotte?

Neighborhood Infrastructure

Goal Statement *Comprehensively improve infrastructure in fragile and threatened neighborhoods*

- The Neighborhood Improvement program comprehensively addresses street sidewalk curb and gutter, landscaping and other infrastructure improvements in targeted neighborhoods

- In November 1996, City voters approved a $32 million bond to address infrastructure deficiencies in 18 inner-city and suburban neighborhoods over a five year period

- The bonds were unanimously recommended by the City Council s Capital Advisory Committee which identified neighborhood reinvestment as a priority for the capital program

- Prior to the bonds, the City had funded neighborhood infrastructure at $2 Million annually for a ten year period

- To date the City has accomplished the following under the bond program

Neighborhoods Completed	1
In Preliminary Design	2
In Final Design	5
Bid Phase	7
Under Construction	2
Not Started	2
Total	18

- Neighborhood Action Plans or Problem Solving initiatives to address non infrastructure neighborhood issues have been undertaken in all neighborhoods where investment activity has been initiated

- Projections are that all 18 neighborhoods will be completed or under construction by the end of calendar year 1999 This is about two years ahead of the original schedule

- The City Council requested *Infrastructure Investment Study* which will measure the City s return on infrastructure investments in neighborhoods is being done by UNCC Urban Institute and will be completed in July 1999

- City staff has preliminarily identified 60 new neighborhoods needing comprehensive infrastructure improvements which will require a City investment of approximately $120 million

Council Discussion Point

1 The current bond program is approximately two years ahead of schedule Preliminarily, 60 neighborhoods have been identified which need comprehensive infrastructure improvements Is the Council interested in staff starting the process to identify the next round of targeted neighborhoods? Next round of financing?

HOUSING

Goal Statement Preserve the existing housing stock, expand the supply of low and moderate income housing and support family self-sufficiency initiatives

- On November 24, 1997, the City Council reaffirmed the City of Charlotte s Housing Policy

- The City addresses primarily the housing needs of residents earning 80% or less of the City's median income which is currently $37 840 for a family of four

- **Housing Demand** U S Census data reveals over a 3 000 housing unit deficit based on income affordability to meet the needs of Charlotte's poor The Charlotte Housing Authority s waiting list for public housing contains approximately 4 000 families

- **Housing Supply** Annually, about 155 units are made available to low and moderate income families through City resources These units include new construction rehabilitation, replacement, and housing purchase subsidies provided by the City, community development corporations and the private sector The City currently spends approximately $6 9 million annually

- *Production Increase* Options to increase production of housing included over a five year period include

Need	Units	Est.Cost (millions)	Purpose
Land Acquisition	250	$3 2	Provide funds to acquire lots and/or housing to be used for new construction or rehabilitation
New Construction and Developer Financing	650	$8 5	Provide low interest construction loans (1% 2%) to build new housing in targeted neighborhoods This is a revolving loan
Rehabilitation	100	$4 5	Provide low interest loans (1% 3%) to rehabilitate and preserve existing housing in targeted neighborhoods
Home ownership Subsidies	1 250	$12 5	Provide down payment subsidies to low and moderate income families to purchase housing
Rental Transitional Subsidies	1 000	$4 8	Provide 2-year rental transitional subsidies to working families who will either become home owners or be able to afford market rate rental housing
Total		$33 5	

Council Discussion Point

1 There is a gap between the current supply and demand for low and moderate income housing Is City Council interested in exploring funding options to accelerate the development of low and moderate income housing opportunities?

Five Year Transportation Plan
County-wide Transit Plan
½ Cent Sales Tax

Goal Statements

1 *To prepare a Transit Plan for Charlotte, Mecklenburg County and the six other Municipalities*

2 *To secure funding for implementing the Plan through the ½ Cent Sales Tax Referendum*

The Five Year Transportation Plan identified the need for development and implementation of a Rapid Transit Master Plan, continued expansion of the current in-street bus service and securing a funding source for needs Legislation has been approved authorizing a vote by County residents to impose a ½¢ sales tax for transit purposes only The legislation provides that the County Commission must schedule the referendum Staffs from the City and County have developed a process for formulation of a County-wide Master Plan which will look at needs and benefits related to expansion of transit service County-wide The results of that study would be utilized to determine whether a referendum may be scheduled on the sales tax issue

Attached is information regarding the proposed process discussed with Council at their January 12 dinner the chart labeled 'Transit Planning Activities" clarifies that Council and the Commission will have a decision point in July on the question of when to hold a referendum

Also added is a chart "Transit Planning Schedule Decision Options "

Council Discussion Point

1 Does the process meet Council s goals for the development of the long range transit plan and related land development?

2 Does the process have sufficient opportunities for input and participation by citizens and elected officials?

3 Are there any additional considerations that should be included in the process?

City of Charlotte

Convention Center
Debt Capacity
Revenue Estimates and Fund Balance Projections
(In Millions)

Fiscal Year	Original Revenue Estimates	Current Revenue Estimates	Difference	Original Fund Balance Projections	Revised Fund Balance Projections
1998	$16 5	$19 4	$2 9	$28 8	$29 6
1999	17 6	20 9	3 3	32 2	34 1
2000	18 9	22 4	3 5	36 8	39 5
2001	19 5	23 8	4 3	37 9	40 7
2002	20 1	26 0	5 9	39 4	41 9

Targets for Action 1998
Mayor and City Council

C

1. **Transportation Plan (20 years)**
   - Work with County and Other Cities
   - Define the Parameters Multi-Modal Approach
   - Initiate the Planning Process

2. **1/2¢ Transit Tax**
   - Develop Package/Plan
   - Inform Citizens
   - Conduct Election

3. **Westside Strategic Plan**
   - Complete Development of Plan
   - Review by Mayor and City Council
   - Adoption Decision
   - Plan Implementation
   - Determine Funding

4. **Bike Master Plan**
   - Develop Plan
   - Revise by Mayor and City Council
   - Adoption Decision

5. **Regional Strategic Plan (by Coalition)**
   - Develop Plan
   - Review by Various Governments
   - Decision Adoption

6. **Court System: Expansion**
   - Work with Legislative Delegates
   - Lobby for Increases
   - Build Public Support and Understanding

7. **Convention Hotel**
   - Pursue Quality Convention Hotel
   - Define the City's Role
   - Develop City Package (Incentive)
   - Decision. Direction

8. **Trolley**
   - Work with Private Sector
   - Determine Funding Sources
   - Analyze Operational Expenses - Today and Future
   - Decision: Direction

9. **Corridor Plan**
   - Review Existing Plan
   - Define Desired Outcomes: Density
   - Evaluate Options for Increasing Density, Economic Development
   - Start on South Boulevard

10. **Light Rail/Mass Transit Options**
    - Work with County and Other Cities
    - Link to Regional Strategic Plan and to the Transportation Plan (20 years)

11. **Professional Sports/Sports Commission: Direction and Strategy**
    - Review Current Situation
    - Evaluate the Sports Market: Today and Future
    - Define Desired Outcome, City's Role
    - Develop a Strategy
    - Decision: Direction

12. **Arena: Direction**
    - Respond to Proposals
    - Decision Direction

13. **Baseball**
    - Work with Private Sector
    - Evaluate the Market
    - Define Role of City
    - Develop Financial Strategy

14. **Diversity and Multi-Culturalism Strategy and Action Plan**
    - Review Outcome Results from Conference
    - Focus Issues and Problems
    - Define Role of City
    - Develop a Comprehensive Strategy

15. **State Roads Strategy**
    - Evaluate Conditions of State Roads
    - Develop Lobbying Program
    - Inform Citizens
    - Secure Additional Funding, Establish Realistic Time Line and Schedule

16. **Election Reform**
    - Focus Areas of Concern Term Limits, Mixed Ballot (Partisan/Non-partisan Combination)
    - Evaluate Options
    - Decision

17. **Airport Plan: Implementation**
    - Begin Implementation

18. **City-County Consolidation: Direction**
    - Define the Outcome
    - Test Commitment
    - Decision Direction

19. **Community Oriented Policing: Evaluation and Direction**
    - Evaluate Program Effectiveness, Impact on Crime, Public Perception
    - Redefine the Concept of "Community Oriented Policing for Charlotte"
    - Decision Commitment to Program
      Future Direction

20. **Housing Authority and Programs**
    - Evaluate Effectiveness of Authority and Programs
    - Explore Options Used By Other Cities
    - Develop Options for Charlotte
    - Decision Policy Direction

21. **Neighborhood Business Revitalization Strategy**
    - Explore Ways to Enhance Neighborhood Economic Vitality by Developing Neighborhood Businesses
    - Define the City's Role
    - Determine Realistic Outcomes
    - Develop Strategy with Action Plan
    - Decision

22. **Affordable Housing Programs: Direction**
    - Explore Ways to Promote/Increase Home Ownership
    - Evaluate Effectiveness of City and Community Programs
    - Develop Options
    - Decision Direction

23. Community Events

- Increase Number of Community Building Events
- Determine City's Role
- Develop an Action Plan

24. Subdivision Ordinance

- Review Current
- Define Desired Outcomes
- Revise Ordinance

25. Aging Neighborhoods Comprehensive Strategy

- Review the Conditions of Our Neighborhoods - and Their Problems/Needs
- Develop a Comprehensive Strategy
- Determine Resources and Funding

26. BUSINESS RETENTION STRATEGY AND ACTION PLAN

- Explore Successful Actions taken by Other Cities
- Define the City's Role
- Develop Multi Level Strategy: Large Corporations
  Small Businesses
- Decision: Direction

27. MAJOR DISASTER PREPAREDNESS/PREVENTION

- Identify Potential Disasters
- Develop Prevention / Response Plans
- Determine Funding
- Decision: Direction

28. CONNECTIVITY NEIGHBORHOODS + ROADS -

DRAFT

City Council Retreat Agenda
Thursday, January 22 - Saturday, January 24
Pine Crest Inn - Tryon, N.C.

Thursday, January 22

11 45 am	Arrive (check in available @ 3 00 pm)
12 00 pm	Lunch
1 00 pm	Opening Remarks by Mayor & Retreat Planning Committee
1 45 pm	The Partnership Discussion
5 00 pm	Free Time
6 00 pm	Dinner
8 00 pm	Partnership Lessons Learned

Friday, January 23

7 45 am	Breakfast
8 30 am	Discussion of Agenda and Group Norms
8 45 am	FY99 Operating Budget - Goals (Curt) - Financial Projections (Richard) - FY99 Budget Wrap Up (Curt)
10 00 am	Break
10 15 am	FY99 - 03 Capital Investment Plan - Financial And Program Policies (Curt) - Context for a Growing City (Del)
12 00 noon	Lunch
1 00 pm	Debt Capacity (Richard) - General Government - Convention Center Fund

Friday, January 23 - Continued

	Discussion of Major Capital Investment Projects (Curt) - Convention Center (Tom) - Trolley (Del or Pam?) - Pro Sports (Del) - Neighborhood Improvement (Stan)
2 45 pm	Break
3 00 pm	Transportation/Transit Planning - Transit Financial Projection (Richard) - 5 Year Transportation Plan (Jim)
5 00 pm	Free Time
6 00 pm	Social
6 30 pm	Dinner
8 00 pm	Open Discussion

Saturday, January 24

7 45 am	Breakfast
8 30 am	State Regulatory Issues - Air Quality (Jim) - Water Quality (Doug) Legislature Priorities (Boyd)
10 30 am	Break
10 45 am	Neighborhood Issues - Neighborhood Problem Solving (Stan) - Westside Strategy Plan (Debra)
12 00 noon	Wrap Up
12 30 pm	Lunch

CITY OF CHARLOTTE
MANAGER'S OFFICE

MEMORANDUM

DATE: January 9, 1998

TO: Retreat Participants

FROM: Vi Alexander Lyles

RE: Retreat Presentations and Other items

We will have a Dry Run of the Retreat presentations at the Executive Team meeting on Wednesday, January 14 This will be our first opportunity to see all of the material pulled together We will use this time to determine how the material fits together as well as determine if changes are necessary. So....wear your most flexible attitude that day!

I do want to review a few of the guidelines for presentations

- The Retreat is a time for Council discussion The written material should cover the information necessary for their discussion Discussion questions should be direct and clear Presentations (unless consciously planned) should not exceed 10 to 15 minutes

- The Retreat is to frame the big picture for Council. Council needs time to focus on the goals and outcomes. This year the focus is on local government's role in Capital Investment for the future of the City.

- Remember the different styles of learning in the Council. Again, staff presentations must be brief; the detail must be in the written material. Keep the responses to questions brief and direct Do not recycle your words

- Use appropriate visuals, please check with Julie Hill on the requirements for presentations in the room Make it interesting.

After the Dry Run with the Executive Team, we will decide if we need to schedule another time to run through the presentations **Please continue to hold the 2:00 pm, Friday, January 15 meeting on your calenders.**

CITY OF CHARLOTTE
CITY MANAGER'S OFFICE

MEMORANDUM

December 23, 1997

TO: Retreat Participants

FROM: Vi Alexander Lyles
Assistant City Manager

SUBJECT: Retreat Information

Attached is the following retreat information

Draft Outline of the Retreat Schedule The outline will be sent to the Council Retreat Committee early next week for comment Please note presenters are listed for each topic All presenters should contact Julie Hill to make sure the audio/visual and facilities are coordinated

Participant Schedule The retreat will begin at noon on Thursday, January 22 because we are scheduling the partnership agenda items that afternoon The participant list and schedule has changed Please note these changes

Retreat Notebook Attached is the assignment list for the retreat notebook All materials (new or revised) are due to Kimberly Laney in the Budget office by January 7 Final revision must be approved by January 9

Dry Run A dry run of the retreat presentation is scheduled Thursday, January 15 at 2 00 p m in the 15th floor Large Conference Room Please put this meeting on your calendar and plan to attend

If you have any questions or comments, please call Kimberly at 2153 by Monday, December 29, at 3 00 p m

Thank you and happy holidays!

c Kimberly Laney

PRELIMINARY

1998 Council Retreat Attendance List
January 22 - 24

From Lunch, Thursday to Lunch, Saturday

Councilmembers

Pat McCrory
Rod Autrey
Patrick Cannon
Charles Baker
Malachi Greene
Mike Jackson
Nasif Majeed
Don Reid
Al Rousso
Tim Sellers
Sara Spencer
Lynn Wheeler

Facilitator

Lyle Sumek

Staff Members

Pam Syfert
Vi Alexander Lyles
Del Borgsdorf
Julie Burch
Boyd Cauble
Julie Hill
Brenda Freeze
Mac McCarley

From Dinner, Thursday, to Lunch, Saturday

Curt Walton
Richard Martin
Jim Humphrey
Tom Flynn
Richard White
Guerdon Stuckey
Stan Watkins
Belinda Crowell

From Dinner, Friday to Lunch, Saturday

Doug Bean
Debra Campbell

PRELIMINARY

1998 Council Retreat Attendance List
January 22 - 24

From Lunch, Thursday to Lunch, Saturday

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Pat McCrory
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Staff Members

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Julie Hill
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Mac McCarley

From Dinner, Thursday, to Lunch, Saturday

Curt Walton
Richard Martin
Jim Humphrey
Tom Flynn
Richard White
Guerdon Stuckey
Stan Watkins
Belinda Crowell

From Dinner, Friday to Lunch, Saturday

Doug Bean
Debra Campbell

Retreat Notebook and Other Assignments

Notebook Accountability:
For each topic, Council is asked the following four questions

- What, if any, should the City's participation be in each of these projects?

- How does each project fit within the financial and program policies?

- What additional information is required for decision-making?

- Following the discussion, what is the next step for each project?

If you have submitted information, please review your material and ask if there is sufficient content to answer these questions If you are being asked to develop new material, Kimberly will send you the format All material is due January 7 to Kimberly If a revision is needed, it will be due January 9

Location Maps and Participant List	Julie Hill
Agenda	Vi
FY99 Operating Budget	
- Goals	Curt
- Financial Projection	Richard
- FY99 Budget Direction	Curt
FY99-03 Capital Investment Planning	
- Program and Financial Policies	Curt
- Government's Role in a Growing City	(no attachment - a discussion led by Del)
Capital Investment Projects	
- Convention Center	Tom
- Trolley	Del/Pam
- Pro Sports	Del
- Neighborhood Improvements	Stan
Transportation/Transit Planning	
- Transit Fund Projection	Richard
- 5 Year Transportation Plan	Jim Humphrey
State Regulatory Issues	
- Air Quality	Jim
- Water Quality	Doug

Retreat Notebook and Other Assignments - Continued

Legislative Priorities	Boyd/Mac
Neighborhood Issues	

- Neighborhood Problem Solving Model	Stan
- Westside Strategic Plan Status	Debra
Balanced Scorecard	Nancy Elliott

Other Assignments

Facilities and Public Information	Julie Hill
Notes and Follow-Up Report	Richard/Guerdon
Room Assignments	Julie Hill

Meeting State Unfunded Year 2001 Road Needs
Options For City Participation

Option		10-Year Needs Cost ($millions)	City Fully Funded Projects ($millions)	City Funded Share* ($millions)	Remaining NCDOT Share ($millions)
1 City funds max allowed by NC law* 25% of right-of-way cost	Fwys & Exwys	370.00		37 00	333 00
	Non-freeways	83 10		8 31	74 79
2 City fully funds all projects except freeway & expressway projects	Fwys & Exwys	370 00			370.00
	Non-freeways	83 10	83 10		0 00
3 City funds max allowed by NC law for all high benefit safety projects ~~except freeways & expressways~~	Fwys & Exwys	370 00		9 90	360 10
	Non-freeways	83 10		5 63	77 47
4 City fully funds all high benefit safety projects	Fwys & Exwys	370 00			370 00
	Non-freeways	83 10	56 30		26 80
5 City fully funds the two highest benefit safety projects	Fwys & Exwys	370 00	12 00		358 00
	Non-freeways	83 10	19 50		63 60
6 City fully funds all high occupancy vehicle (HOV) projects	Fwys & Exwys	370 00	150 00		220 00
	Non-freeways	83 10			83 10

NOTE Further detail on options is attached

* Maximum allowed by state law is 25% of right-of-way (ROW) cost
(Since ROW cost is usually about 40% of project cost, 25% of ROW cost is about 10% of total project cost)

Charlotte 2001 State System Unfunded Roadway Needs

(from 2015 Transportation Plan)

Option 1 - City Funds Maximum Participation Allowed by State Law - 25% of Right-of-way

2015 Plan Rank	Roadway	Limits	Type	Safety Benefit	10-YEAR Needs Cost ($millions)	Estimated Allowed** City Share ($millions)	Remaining NCDOT Share ($millions)
5	I-77 HOV Lanes	I-85 to Northern Outer Loop*	Freeway Imp	moderate	44 0	4 40	39.60
6	US 74 / Sharon Amity	Expressway Interchange	Interchange	Very High	12 0	1 20	10 80
8	NC 27 (Freedom Dr)	I-85 to City Limit	Widening	Very High	19 5	1 95	17 55
11	US 74 Expressway / HOV	SharonAmity Rd to Idlewild Rd	Freeway	High	16 0	1 60	14 40
13	I-77 Widening/HOV Project	Southern Outer Loop to I-85*	Freeway Imp	moderate	210 0	21 00	189 00
14	US 74 Expressway / HOV	Idlewild Rd to Outer Loop	Freeway	High	60 0	6 00	54 00
15	I-85 Widening	29/49 Connector to Cabarrus Co. Line*	Freeway Imp	some	16 0	1 60	14 40
19	NC 16 (Brookshire Blvd)	I-85 to Hoskins Rd	Widening	moderate	3 0	0 30	2 70
20	Albemarle Rd / Harris Blvd	Interchange	Interchange	High	10 0	1 00	9 00
21	NC160 (West Blvd)	US 521 to Outer Loop	Widening	some	4.0	0 40	3 60
22	NC 16 (Brookshire Freeway)	Current End to I-85	Freeway	High	3 0	0 30	2 70
25	US29-NC49 (Graham St)	I-277 to Statesville Ave	Widening	moderate	1.5	0 15	1 35
26	NC49 / Graham St Connector	I-85 to US29	New Road	High	21 0	2 10	18 90
30	BillyGraham Pkwy / West Blvd	Expressway Interchange	Interchange	High	8 0	0 80	7 20
31	US521 (BillyGraham Pkwy)	JoshBirmingham Pkwy to Tyvola Rd	Freeway	moderate	1 0	0 10	0 90
33	BillyGraham Pkwy / Wilkinson Blvd	Interchange	Interchange	High	4 0	0 40	3 60
35	NC 115 (OldStatesville Rd)	Statesville Rd. to Outer Loop	Widening	moderate	4 0	0 40	3 60
36	US29-74 (Wilkinson Blvd)	LittleRock Rd to Outer Loop	Widening	moderate	2 0	0 20	1 80
38	US521 (South Blvd)	Tyvola Rd to Archdale Rd	Median	High	1.8	0 18	1 62
40	US521 (South Blvd)	Woodlawn Rd to Tyvola Rd	Widening	moderate	12 3	1 23	11 07
	GRAND TOTAL				453 1	45 31	407 79
	State System - Freeways* & Expressways				370 0	37 00	333 00
	-Non-Freeways				83 1	8 31	74 79

* Project extends beyond City Limits

** Assumes ROW is 40% of project cost

SSUF01AL WK4

Charlotte 2001 State System Unfunded Roadway Needs

(from 2015 Transportation Plan)

Option 2 - City Fully Funds All Projects Except Freeway & Expressway Projects

2015 Plan Rank	Roadway	Limits	Type	Safety Benefit	10-YEAR Needs Cost ($millions)	City Funded Projects $millions	NCDOT Funded Projects ($millions)
5	I-77 HOV Lanes	I-85 to Northern Outer Loop*	Freeway Imp	moderate	44.0		44 0
6	US 74 / Sharon Amity	Expressway Interchange	Interchange	Very High	12 0		12 0
8	NC 27 (Freedom Dr)	I-85 to City Limit	Widening	Very High	19 5	19 5	
11	US 74 Expressway / HOV	SharonAmity Rd to Idlewild Rd	Freeway	High	16 0		16 0
13	I-77 Widening/HOV Project	Southern Outer Loop to I-85*	Freeway Imp	moderate	210 0		210.0
14	US 74 Expressway / HOV	Idlewild Rd to Outer Loop	Freeway	High	60 0		60.0
15	I-85 Widening	29/49 Connector to Cabarrus Co Line*	Freeway Imp	some	16 0		16 0
19	NC 16 (Brookshire Blvd)	I-85 to Hoskins Rd	Widening	moderate	3 0	3 0	
20	Albemarle Rd / Harris Blvd	Interchange	Interchange	High	10.0	10 0	
21	NC160 (West Blvd)	US 521 to Outer Loop	Widening	some	4 0	4 0	
22	NC 16 (Brookshire Freeway)	Current End to I-85	Freeway	High	3 0		3 0
25	US29-NC49 (Graham St)	I-277 to Statesville Ave	Widening	moderate	1 5	1 5	
26	NC49 / Graham St Connector	I-85 to US29	New Road	High	21 0	21 0	
30	BillyGraham Pkwy / West Blvd	Expressway Interchange	Interchange	High	8 0		8 0
31	US521 (BillyGraham Pkwy)	JoshBirmingham Pkwy to Tyvola Rd	Freeway	moderate	1 0		1 0
33	BillyGraham Pkwy / Wilkinson Blvd	Interchange	Interchange	High	4 0	4 0	
35	NC 115 (OldStatesville Rd)	Statesville Rd to Outer Loop	Widening	moderate	4 0	4 0	
36	US29-74 (Wilkinson Blvd)	LittleRock Rd to Outer Loop	Widening	moderate	2 0	2 0	
38	US521 (South Blvd)	Tyvola Rd to Archdale Rd	Median	High	1.8	1 8	
40	US521 (South Blvd)	Woodlawn Rd to Tyvola Rd	Widening	moderate	12 3	12 3	
	GRAND TOTAL				453 1	83 1	370 0
	State System - Freeways* & Expressways				370 0		370 0
	-Non-Freeways				83 1	83 1	0 0

* Significant Sections of Several Freeway Projects Extend Beyond City Limits

SSUF01NF WK4

Charlotte 2001 State System Unfunded Roadway Needs

(from 2015 Transportation Plan)

Option 3 - City Funds Allowed Share of All High and Very Safety Improvements

2015 Plan Rank	Roadway	Limits	Type	Safety Benefit	10-YEAR Needs Cost ($millions)	Proposed Funding** City Share ($millions)	Remaining NCDOT Share ($millions)
5	I-77 HOV Lanes	I-85 to Northern Outer Loop*	Freeway Imp.	moderate	44.0		44 00
6	US 74 / Sharon Amity	Expressway Interchange	Interchange	Very High	12.0	1.20	10 80
8	NC 27 (Freedom Dr)	I-85 to City Limit	Widening	Very High	19 5	1.95	17 55
11	US 74 Expressway / HOV	SharonAmity Rd to Idlewild Rd	Freeway	High	16 0	1.60	14 40
13	I-77 Widening/HOV Project	Southern Outer Loop to I-85*	Freeway Imp	moderate	210 0		210 00
14	US 74 Expressway / HOV	Idlewild Rd to Outer Loop	Freeway	High	60 0	6 00	54 00
15	I-85 Widening	29/49 Connector to Cabarrus Co Line*	Freeway Imp	some	16 0		16 00
19	NC 16 (Brookshire Blvd)	I-85 to Hoskins Rd	Widening	moderate	3 0		3 00
20	Albemarle Rd / Harris Blvd	Interchange	Interchange	High	10 0	1 00	9 00
21	NC160 (West Blvd)	US 521 to Outer Loop	Widening	some	4 0		4 00
22	NC 16 (Brookshire Freeway)	Current End to I-85	Freeway	High	3 0	0.30	2 70
25	US29-NC49 (Graham St)	I-277 to Statesville Ave	Widening	moderate	1 5		1 50
26	NC49 / Graham St Connector	I-85 to US29	New Road	High	21 0	2.10	18 90
30	BillyGraham Pkwy / West Blvd	Expressway Interchange	Interchange	High	8 0	0 80	7 20
31	US521 (BillyGraham Pkwy)	JoshBirmingham Pkwy to Tyvola Rd	Freeway	moderate	1 0		1 00
33	BillyGraham Pkwy / Wilkinson Blvd	Interchange	Interchange	High	4 0	0 40	3 60
35	NC 115 (OldStatesville Rd)	Statesville Rd to Outer Loop	Widening	moderate	4 0		4 00
36	US29-74 (Wilkinson Blvd)	LittleRock Rd to Outer Loop	Widening	moderate	2 0		2 00
38	US521 (South Blvd)	Tyvola Rd to Archdale Rd	Median	High	1 8	0 18	1 62
40	US521 (South Blvd)	Woodlawn Rd to Tyvola Rd	Widening	moderate	12 3		12 30
	GRAND TOTAL				453 1	15 53	437 57
	State System - Freeways* & Expressways				370 0	9 90	360 10
	-Non-Freeways				83 1	5 63	77 47

* Project extends beyond City Limits

** Assumes ROW is 40% of project cost

SSUF01ST WK4

Charlotte 2001 State System Unfunded Roadway Needs

(from 2015 Transportation Plan)

Option 4 - City Fully Funds All High & Very High Safety Projects Except Freeway Projects

2015 Plan Rank	Roadway	Limits	Type	Safety Benefit	10-YEAR Needs Cost ($millions)	City Funded Projects $millions	NCDOT Funded Projects ($millions)
5	I-77 HOV Lanes	I-85 to Northern Outer Loop*	Freeway Imp	moderate	44 0		44 0
6	US 74 / Sharon Amity	Expressway Interchange	Interchange	Very High	12.0		12 0
8	NC 27 (Freedom Dr)	I-85 to City Limit	Widening	Very High	19.5	19 5	
11	US 74 Expressway / HOV	SharonAmity Rd to Idlewild Rd	Freeway	High	16 0		16 0
13	I-77 Widening/HOV Project	Southern Outer Loop to I-85*	Freeway Imp	moderate	210 0		210 0
14	US 74 Expressway / HOV	Idlewild Rd to Outer Loop	Freeway	High	60 0		60 0
15	I-85 Widening	29/49 Connector to Cabarrus Co Line*	Freeway Imp	some	16 0		16 0
19	NC 16 (Brookshire Blvd)	I-85 to Hoskins Rd	Widening	moderate	3 0		3 0
20	Albemarle Rd / Harris Blvd	Interchange	Interchange	High	10.0	10 0	
21	NC160 (West Blvd)	US 521 to Outer Loop	Widening	some	4 0		4 0
22	NC 16 (Brookshire Freeway)	Current End to I-85	Freeway	High	3 0		3 0
25	US29-NC49 (Graham St)	I-277 to Statesville Ave	Widening	moderate	1 5		1 5
26	NC49 / Graham St Connector	I-85 to US29	New Road	High	21 0	21 0	
30	BillyGraham Pkwy / West Blvd	Expressway Interchange	Interchange	High	8 0		8 0
31	US521 (BillyGraham Pkwy)	JoshBirmingham Pkwy to Tyvola Rd	Freeway	moderate	1 0		1 0
33	BillyGraham Pkwy / Wilkinson Blvd	Interchange	Interchange	High	4 0	4 0	
35	NC 115 (OldStatesville Rd)	Statesville Rd to Outer Loop	Widening	moderate	4 0		4 0
36	US29-74 (Wilkinson Blvd)	LittleRock Rd to Outer Loop	Widening	moderate	2 0		2 0
38	US521 (South Blvd)	Tyvola Rd to Archdale Rd	Median	High	1 8	1 8	
40	US521 (South Blvd)	Woodlawn Rd to Tyvola Rd	Widening	moderate	12 3		12 3
	GRAND TOTAL				453 1	56 3	396 8
	State System - Freeways* & Expressways				370 0		370 0
	-Non-Freeways				83 1	56 3	26 8

* Significant Sections of Several Freeway Projects Extend Beyond City Limits

SSUF01AS WK4

Charlotte 2001 State System Unfunded Roadway Needs
(from 2015 Transportation Plan)
Option 5 - City Fully Funds Very High Safety Improvements

2015 Plan Rank	Roadway	Limits	Type	Safety Benefit	10-YEAR Needs Cost ($millions)	City Funded Projects ($millions)	NCDOT Funded Projects ($millions)
5	I-77 HOV Lanes	I-85 to Northern Outer Loop*	Freeway Imp	moderate	44 0		44 0
6	US 74 / Sharon Amity	Expressway Interchange	Interchange	Very High	12 0	12 0	
8	NC 27 (Freedom Dr)	I-85 to City Limit	Widening	Very High	19 5	19 5	
11	US 74 Expressway / HOV	SharonAmity Rd to Idlewild Rd	Freeway	High	16 0		16 0
13	I-77 Widening/HOV Project	Southern Outer Loop to I-85*	Freeway Imp	moderate	210 0		210 0
14	US 74 Expressway / HOV	Idlewild Rd to Outer Loop	Freeway	High	60.0		60 0
15	I-85 Widening	29/49 Connector to Cabarrus Co Line*	Freeway Imp	some	16.0		16 0
19	NC 16 (Brookshire Blvd)	I-85 to Hoskins Rd	Widening	moderate	3 0		3 0
20	Albemarle Rd / Harris Blvd	Interchange	Interchange	High	10 0		10 0
21	NC160 (West Blvd)	US 521 to Outer Loop	Widening	some	4 0		4.0
22	NC 16 (Brookshire Freeway)	Current End to I-85	Freeway	High	3 0		3 0
25	US29-NC49 (Graham St)	I-277 to Statesville Ave	Widening	moderate	1 5		1 5
26	NC49 / Graham St Connector	I-85 to US29	New Road	High	21 0		21 0
30	BillyGraham Pkwy / West Blvd	Expressway Interchange	Interchange	High	8 0		8 0
31	US521 (BillyGraham Pkwy)	JoshBirmingham Pkwy to Tyvola Rd	Freeway	moderate	1 0		1 0
33	BillyGraham Pkwy / Wilkinson Blvd	Interchange	Interchange	High	4 0		4 0
35	NC 115 (OldStatesville Rd)	Statesville Rd to Outer Loop	Widening	moderate	4 0		4 0
36	US29-74 (Wilkinson Blvd)	LittleRock Rd to Outer Loop	Widening	moderate	2 0		2 0
38	US521 (South Blvd)	Tyvola Rd to Archdale Rd	Median	High	1 8		1 8
40	US521 (South Blvd)	Woodlawn Rd to Tyvola Rd	Widening	moderate	12.3		12 3
	GRAND TOTAL				453 1	31 5	421 6
	State System - Freeways* & Expressways				370 0	12 0	358 0
	-Non-Freeways				83 1	19 5	63 6

*Significant Sections of Several Freeway Projects Extend Beyond City Limits

SSUF01VH WK4

Charlotte 2001 State System Unfunded Roadway Needs
(from 2015 Transportation Plan)
Option 6 - City Fully Funds HOV Improvements

2015 Plan Rank	Roadway	Limits	Type	Safety Benefit	10-YEAR Needs Cost ($millions)	City Funded Projects ($millions)	NCDOT Funded Projects ($millions)
5	I-77 HOV Lanes	I-85 to Northern Outer Loop*	Freeway Imp.	moderate	44 0	44 0	
6	US 74 / Sharon Amity	Expressway Interchange	Interchange	Very High	12 0	12 0	
8	NC 27 (Freedom Dr)	I-85 to City Limit	Widening	Very High	19 5		19 5
11	US 74 Expressway / HOV	SharonAmity Rd to Idlewild Rd	Freeway	High	16.0	4 0	12 0
13	I-77 Widening/HOV Project	Southern Outer Loop to I-85*	Freeway Imp	moderate	210 0	70 0	140 0
14	US 74 Expressway / HOV	Idlewild Rd to Outer Loop	Freeway	High	60 0	20 0	40.0
15	I-85 Widening	29/49 Connector to Cabarrus Co Line*	Freeway Imp	some	16 0		16.0
19	NC 16 (Brookshire Blvd)	I-85 to Hoskins Rd	Widening	moderate	3 0		3.0
20	Albemarle Rd / Harris Blvd	Interchange	Interchange	High	10 0		10.0
21	NC160 (West Blvd)	US 521 to Outer Loop	Widening	some	4.0		4 0
22	NC 16 (Brookshire Freeway)	Current End to I-85	Freeway	High	3 0		3 0
25	US29-NC49 (Graham St)	I-277 to Statesville Ave	Widening	moderate	1 5		1 5
26	NC49 / Graham St Connector	I-85 to US29	New Road	High	21 0		21 0
30	BillyGraham Pkwy / West Blvd	Expressway Interchange	Interchange	High	8 0		8 0
31	US521 (BillyGraham Pkwy)	JoshBirmingham Pkwy to Tyvola Rd	Freeway	moderate	1 0		1 0
33	BillyGraham Pkwy / Wilkinson Blvd	Interchange	Interchange	High	4 0		4 0
35	NC 115 (OldStatesville Rd)	Statesville Rd to Outer Loop	Widening	moderate	4.0		4.0
36	US29-74 (Wilkinson Blvd)	LittleRock Rd to Outer Loop	Widening	moderate	2 0		2 0
38	US521 (South Blvd)	Tyvola Rd to Archdale Rd	Median	High	1 8		1.8
40	US521 (South Blvd)	Woodlawn Rd to Tyvola Rd	Widening	moderate	12.3		12.3
	GRAND TOTAL				453 1	150.0	303 1
	State System - Freeways* & Expressways				370 0	150 0	220 0
	-Non-Freeways				83 1		83 1

*Project Extends Beyond City Limits

** Assume HOV is 1/3 cost of these projects

SSUF01TS WK4

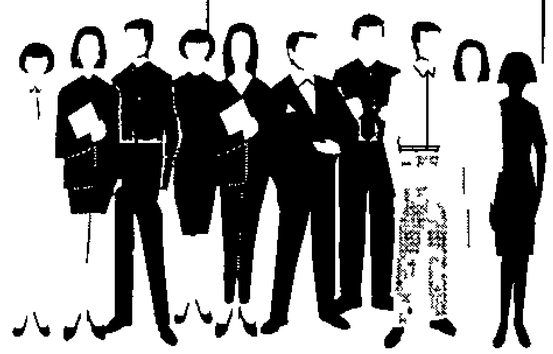
Westside Strategy Plan Update

City Council Retreat
January 24, 1998

Background

- ✓ Council requested staff to develop plan in 1996.
- ✓ Concerned about slow economic growth and development, perception of Westside as "dumping ground," airport expansion, etc.
- ✓ Staff initiated planning process in May, 1997.

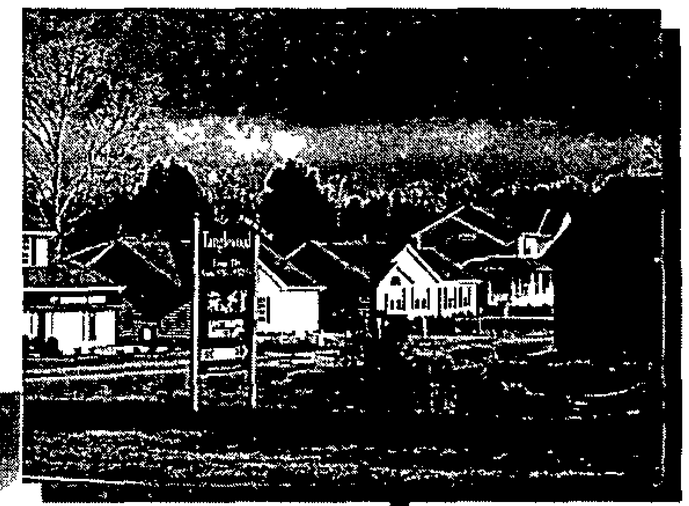
Area	1996 Population Estimate	1990 % Black	1990 % Families Below Poverty	1990 % HS Graduates	1990 % Owner Occupied
West	132,739	54.5	14.7	~~79.2~~ 67.6	56.2
City	469,741 28.3%	31.8	8.5	79.2	55.0
County	593,514 22.3%	26.3	7.2	81.6	59.7

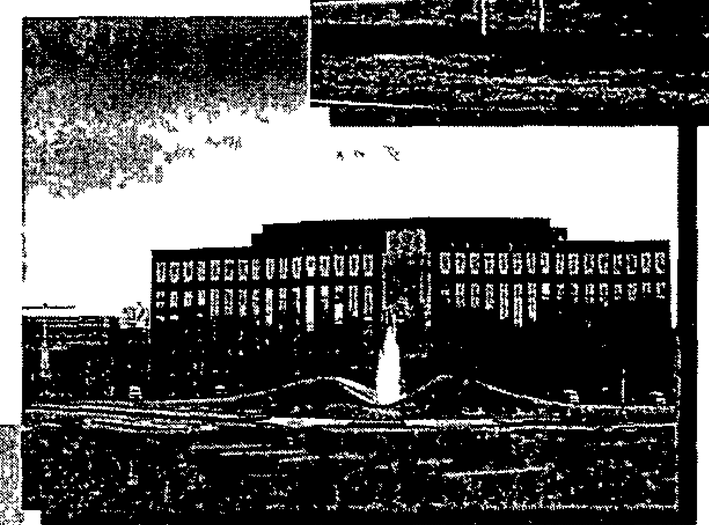


Area	1996 Population Estimate	1990 % Black	1990 % Families Below Poverty	1990 % HS Graduates	1990 % Owner Occupied
Central	52,003	83.1	26.1	55.6	36.1
Northwest	44,086	29.7	6.0	72.9 79.2	73.0
Southwest	36,650	36.0	8.2	67.6 79.2	60.2

Purpose/Goal of Plan

To enhance the overall quality of life on the Westside and make this area a more competitive place to live, work and do business.





Key Action Steps
Plan Development

Formed Citizens Groups:

- ✓ Divided geography into three subareas: Central, Northwest and Southwest (boundaries similar to district plans).
- ✓ Organized citizens groups around subareas and have held approximately 24 meetings to date.
- ✓ Formed interdepartmental staff team.

Key Action Steps
Plan Development

Reviewed Previous Plans:

- ✓ 1983 Westside Policy Plan
- ✓ Beatties Ford Road SAP
- ✓ District Plans (Central, Northwest, and Southwest)

Key Action Steps
Plan Development

Issue Identification:

1 **Land Use/Zoning**

2 **Transportation**

3 **Environment**

4 **Public Facilities**

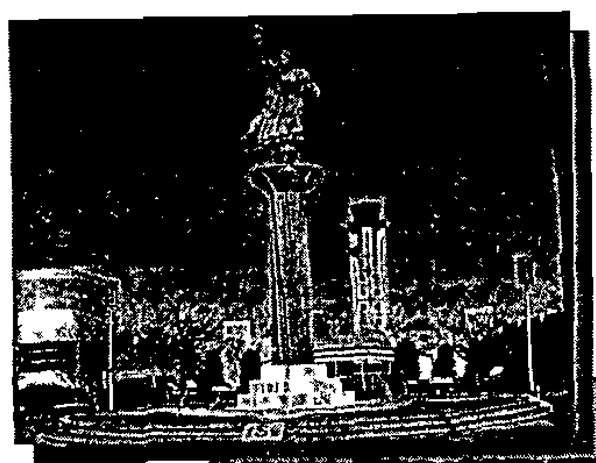
5 **Image**

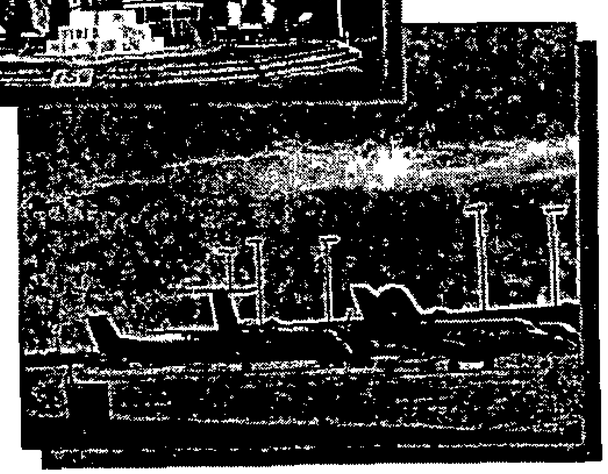
6 **Economic Development**

7 **Economic Disparity/Social**

Key Action Steps
Plan Development

1 **Land Use/Zoning Recommendation:**
Amend Southwest, Northwest and Central District Plans.





Key Action Steps
Plan Development

2 Transportation Recommendation:

Landscape and improve appearance of several thoroughfares including Brookshire Freeway, NC 49, Rozzelles Ferry and Mt. Holly Road.

Key Action Steps
Plan Development

3 Environment Recommendation:

Adopt text amendments for waste-related land uses, quarries, landfills, waste transfer stations, and medical waste incinerators.

REZONING

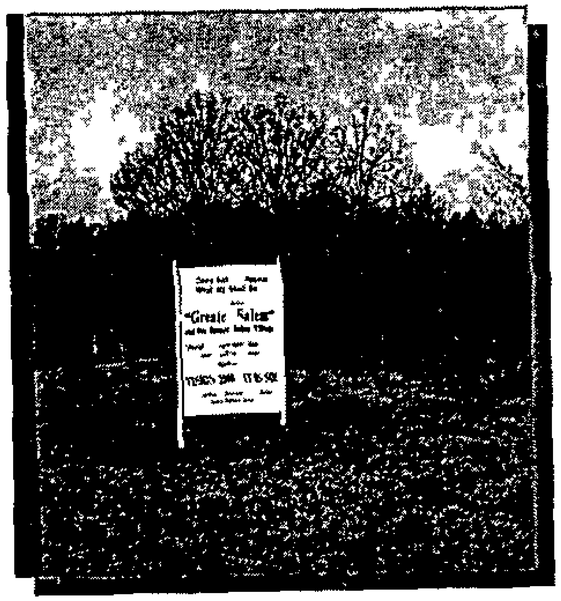
Z

Case 98-12

Key Action Steps Plan Development

4 Public Facilities Recommendation:

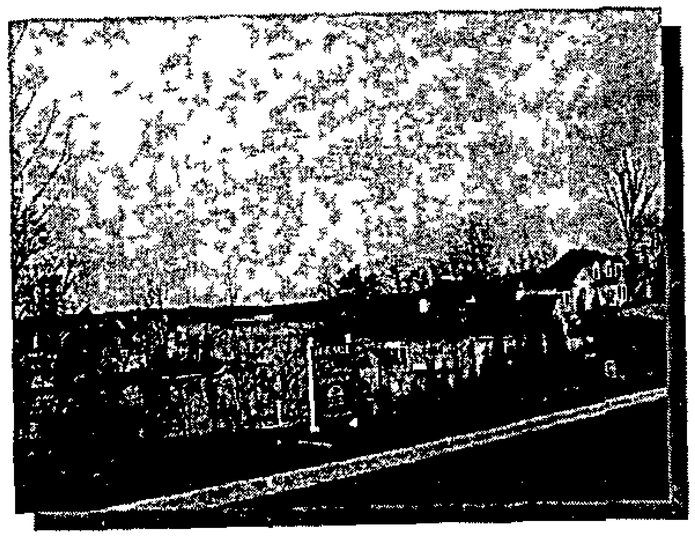
Consider designating the following areas as future neighborhood improvement areas: Oakview Terrace, Todd Park, and 15 other neighborhoods.

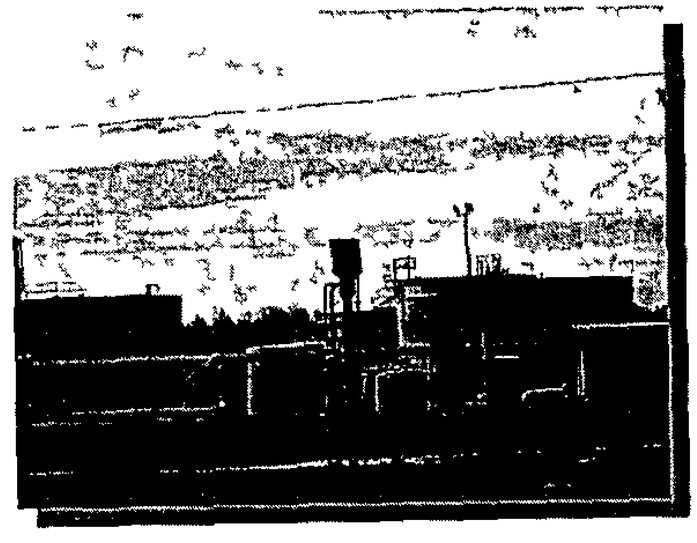


Key Action Steps Plan Development

5 Image Recommendation:

Collaborate to develop a marketing strategy to change the image of the area.





Key Action Steps Plan Development

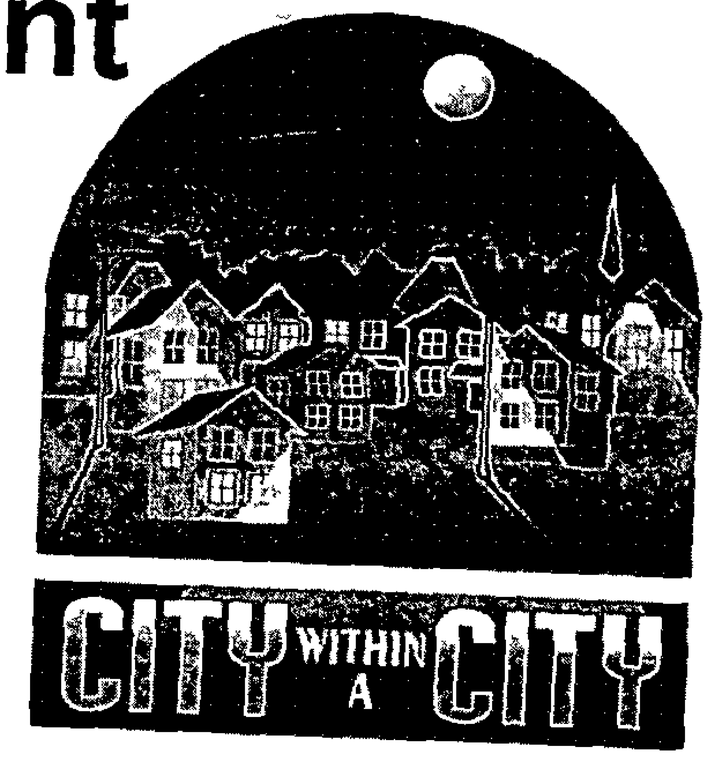
6 Economic Development:

Undertake study of brownfield sites to determine location and strategies to restore and market for development.

Key Action Steps Plan Development

7 Economic Disparity/Social:

Continue CWAC as focus area.



Key Action Steps
Plan Development

Next Steps:

- Hold Final Study Group Meetings. . . Feb. 1998
- Council/Commission Briefings. . . . . Feb. 1998
- Public Meetings. . . . . March 1998
- Finalize Document. . . . . Jan.-March 1998
- Initiate Adoption Process. . . . . April 1998

Other Westside Initiatives

- **Neighborhood Initiatives:**

  Lakewood, Wingate, Cummings Avenue, Seversville, Wesley Heights, Wilmore, Reid Park, Moores Chapel, Choyce Avenue, First Ward, Sterling and Third Ward.

- **Corridor Initiatives:**

  West Boulevard, Freedom Drive and Wilkinson Boulevard.

Westside Strategy Plan Update

The Charlotte-Mecklenburg Planning Commission

Five Year Transportation Plan
Unfunded State Road Needs

Goal Statement *To accelerate construction and improvement of roads which are the State's responsibility*

The Five Year Transportation Plan identified more than $434 million in unfunded State road needs within Charlotte s sphere of influence The matter was referred to the Council Transportation Committee A table follows, and detail is attached which was shared with the Council Transportation Committee showing six options which might be pursued should Council wish to fund some State road projects locally

SCENARIOS FOR CHARLOTTE 2001
STATE SYSTEM UNFUNDED ROADWAY NEEDS

			10 Year Needs Cost ($millions)	City Funded Projects or Share ($millions)	Estimated Allowed City Share* ($millions)	Remaining NCDOT Share ($millions)
1	City funds maximum allowed by NC Law 25 % of right of way cost (Current policy)	Fwys & Exwys	370 00		37 00	333 00
		Non-fwys	83 10		8 31	74 79
2	City funds all projects except Fwys & Exwys	Fwys & Exwys	370 00			370 00
		Non fwys	83 10	83 10		0 00
3	City funds allowed share of all High/Very High Safety Projs exc Fwys & Exwys	Fwys & Exwys	370 00		9 90	360 10
		Non-fwys	83 10		5 63	77 47
4	City fully funds all High/ Very High Safety Projects	Fwys & Exwys	370 00			370 00
		Non-fwys	83 10	56 30		26 80
5	City fully funds the two Highest Safety Projects	Fwys & Exwys	370 00	12 00		358 00
		Non fwys	83 10	19 50		63 60
6	City fully funds High Occup Vehicle Projects	Fwys & Exwys	370 00	150 00		220 00
		Non-fwys	83 10			83 10

NOTE Further detail on projects is attached

- Maximum allowed by state law is 25% of right-of-way cost This usually is about 10% of project cost

Council Discussion Point

1 Would Council consider funding some State road needs locally and if so, under what conditions?

Five Year Transportation Plan Status

Transit & Transitways - Key Action Steps January 1997

1 Expand Charlotte Transit's hours of operation and extend local bus service to new areas ($7 7 million)

- Additional service was begun in October 1997 including earlier morning service and later night service and more frequent buses on existing routes

2 Create transit hubs at economic centers incorporating feeder service which uses small buses, add express service to Uptown add crosstown service($8 5 million)

- Neighborhood feeder service has been started in the Northwest part of the City and planning is underway for service at a new SouthPark hub

3 Confirm transitway approach and prepare Master Plan incorporating implementation priorities, protect rail right-of way, and add bus service stations, etc in priority corridor(s) based on studies($7 5 million)

- Proposals have been received for preparation of a County wide transit and complementary land use plan, with preliminary recommendations to be available in mid-summer, 1998

- Purchase of the segment of the North Carolina Railroad between 2nd and 12th Streets was completed in December 1997 Negotiations are continuing with the Norfolk Southern Railroad for purchase of their right-of-way in the South End between Stonewall Street and Scaleybark Road

4 Implement Independence Boulevard Transitway Demonstration Project ($9 7 million)

- A preliminary concept study was prepared and has been presented to North Carolina Department of Transportation Federal Highway Administration and Federal Transit Administration staffs

- Proposals have been received and are being evaluated for further work on design environmental analysis and an extensive public involvement process for the transitway

5 Choose options to address the 5-year Plan's funding requirements

- The "Committee of 100' (1994 Final Report) recommended seeking enabling legislation to levy a sales tax to implement the transportation plan developed by that group The General Assembly in its 1997 Session, authorized the Mecklenburg County Commission to call a referendum for a ½¢ sales tax to be dedicated to public transit If authorized, the sales tax proceeds must be used for public transit and may not be used to supplant current local expenditures for public transit.

- The "Committee of 10' identified two options for additional local funds to finance the 5 Year Plan s action steps The Transportation Fund balance option was selected and it is being drawn down to fund the near term Action Steps described above It will be exhausted within three to four years if the ½¢ sales tax is not available

6 Endorse Governor's Transit 2001 Commission recommendations which increase State transit funding and provide new sources of local revenue

- With the leadership of the local delegation, the General Assembly increased transit operating assistance for Charlotte for the current fiscal year by $500 000 This increased assistance is limited to service enhancements and will be used to implement service originally planned for later in the five-year cycle It will require legislative action to continue

7 The Transit 2001 Commission also recommended that State and local agencies work in partnership to secure General Assembly authority to impose one or more local option revenue sources

- As noted above, the General Assembly in its 1997 Session authorized the Mecklenburg County Commission to call a referendum for a ½¢ sales tax to be dedicated to public transit If authorized the sales tax proceeds must be used for public transit and may not be used to supplant current local expenditures for public transit

8 Pursue $50 million Federal "earmark" to be used for implementing transitway system

- Efforts to include a $50 000,000 earmark in the ISTEA re authorization began in the spring of 1997 and continue, because the re-authorization has been delayed until the new session of Congress in January 1998 A $1 000,000 appropriation for the South End Transitway Major Investment Study was included in the FY99 Transportation appropriations legislation and is available to begin that study Proposals have been requested for the study

Roads & Streets - Key Action Steps January, 1997

1 Fund City road building to meet needs in Plan s fifth year in 2001 ($9 5 million)

- Roads needed between 1996 and 2000 are funded through the 1996 Bonds Needs beyond 2000 will require additional funding possibly through a bond referendum

2 Improve bicycle and pedestrian facilities ($0 25 million)

- The Capital Improvement Program includes $50 000 this year for development of bicycle paths
- $2,000 000 per year is being provided for sidewalk construction from bond funds

Neighborhood-Based Problem Solving

Customer Service to Neighborhoods

"Neighborhoods - as the building blocks of the Charlotte-Mecklenburg community - represent significant physical, social and economic investments "

2015 Plan

The City of Charlotte has always made a special effort to address the needs of neighborhoods The City has worked to make plans, design services, identify resources and create better tools to serve neighborhoods *Neighborhood based Problem Solving* is one of the City s key tools for addressing issues in neighborhoods

Neighborhood-based Problem Solving is a ***customer service strategy*** **that focuses on providing needed services to neighborhoods** The goal is to create and maintain healthy viable neighborhoods where people desire to live, work, play and shop

The City's approached to neighborhood problem solving is to engage residents in solving neighborhood issues, work in partnership with the neighborhood business and other community institutions to solve problems and promptly deliver committed City services Under this strategy every City key business is accountable for addressing the needs of neighborhoods and working together as a team to solve neighborhood problems

Status Report

Service Responses Over the past year through Neighborhood based Problem Solving the City has addressed 117 issues in 24 neighborhoods So far, we have been successful in addressing 80 or 68% of the issues For a number of remaining issues resolutions depend on some action to be taken by the neighborhood such as neighborhood petitions for additional street lighting or the issue requires longer-term action, such as the building a neighborhood park

Neighborhood issues have ranged from neighborhood beautification housing, absentee landlords code enforcement, junk cars, overgrown yards and lots crime and drug activity, flooding and storm drainage, zoning, street lights, speeding requests for creation of neighborhood parks, neglected/overgrown cemetery in a neighborhood and program planning for youth activities In some cases, issues will be addressed by a planned City improvement such as a sidewalk project

Neighborhood Information System The development of a Neighborhood Information System was approved by City Council in May 1997 The purpose of the information system was to share information about neighborhood problems monitor service responses track other City development activities at the neighborhood level and make available other information about the City s neighborhoods (e g Neighborhood Quality of Life Index) Preliminary design has been completed on the information system The delivery date of this entire system is projected for some time next year

Westside Strategy Plan Status

Goal Statement Initiate a strategic planning process to address concerns regarding the quality of life and the future of the Westside of Charlotte (The boundaries of the plan extend from Statesville Road and South Boulevard to the east, the County line to the west and south and Mt Holly Huntersville Road to the north Please see an attached map)

Key Action Steps

1 Form a citizens focus group to help in developing the plan for the Westside

A citizens focus group consisting of 33 people was formed

- Because of the size of the area and range of issues to be addressed, the study area was divided into three subareas the central, northwest and southwest

  Focus group members were then assigned to serve on one of the three subarea groups

- Since May 1997 each group has had approximately 8 meetings to discuss issues related to their subarea for a total of 24 meetings

- A City/County interdepartmental staff team has also been formed Staff from various departments have been attending meetings and have been serving as technical resources to Planning staff and the citizens' groups

- Although the groups have been meeting separately, they will meet together at the end of January 1998 to compile their recommendations and create a unified *Westside* plan

2 Review previously adopted plans

At the beginning of the process the citizens group was hesitant to participate and was skeptical about the outcomes of the process They were concerned that nothing had been done to implement the plans already done for the *Westside*

- To respond to these concerns staff developed reports that outlined recommendations in every major plan developed for the *Westside* and indicated the status of implementation

- Staff found that almost 75-80% of recommendations in each of the plans had been implemented and/or were scheduled for implementation

- The majority of projects that have not been implemented some roads, parks schools water and sewer Some of these projects were analyzed and will be brought forward in the Westside Strategy Plan if appropriate This exercise helped convince many of the focus group members that participating in the planning process was worth their time

3 **Identify issues to be addressed**

The groups identified priority issues unique to their subareas The following summarizes major issue areas

a Land Use/Zoning - too much industrial zoned land, concentration of heavy industrial uses

b Transportation heavy truck traffic road improvements slow to get underway

c Environment-groundwater and air pollution problems

d Public Facilities-lack of active recreational areas inadequate schools and infrastructure

e Image "dumping ground" not enough positive images and messages getting out about the area

f Economic Development/Revitalization some areas not attracting quality business parks and shopping centers

g Economic Disparity/Social low incomes, education levels high unemployment and crime

4 Develop recommendations to address issues

The following highlights some of the preliminary recommendations to be included in the final plan This list is far from complete but provides examples of the kinds of recommendations the groups have developed At least three recommendations are listed for each of the seven issue areas

Land Use/Zoning

a Amend Southwest and Northwest District plans to reflect proposed land use changes Most of the recommended changes affect land uses around the airport and along the outerbelt These proposed changes will result in a fairly significant increase in nonresidential development especially for the Southwest portion of the *Westside*

b Rezone several parcels of land from I-2 and I-1 to residential

c Capitalize on riverfront access by encouraging more master planned upscale residential communities

Transportation

a Coordinate with Gaston County on the alignment and character of the US 321/74 Bypass Road as it enters Mecklenburg County to enhance development opportunities provide access to riverfront property and increase accessibility to areas west of the airport

b Landscape and improve the appearance of the following corridors-Westinghouse NC 49 (York Road) Brookshire Freeway Rozzelles Ferry Mt Holly Road Tuckaseegee, Freedom, and Wilkinson Boulevard

c Accelerate improvements on some roads (including Freedom Dr./Mt Holly Road widening, Airport Access along Wilkinson Boulevard widening of Old Steele Creek in the Southwest and

Central, and Northwest Circumferential)

Environment

a Adopt proposed text amendment standards for medical waste, solid waste transfer stations, quarries and landfill facilities

b Encourage implementation of recommendations in Mecklenburg County s *State of the Environment Report* related to surface water and ground water pollution (i e , support stricter permit limits for new and existing point source discharges survey areas surrounding potential sources of ground water contamination and sample sites that are dependent on groundwater as a potable source to determine impacts)

Public Facilities

a Upgrade existing schools consider developing an educational village similar to the one in the IBM Research Park in the Southwest area and locate the proposed Vocational Technical High School in the central area

b Continue to upgrade existing parks and consider building additional active parks in the following locations -(Lower Steel Creek Oakdale near Paw Creek Middle School and off Brookshire Freeway i e Shuffletown Race Track)

c Consider designating the following areas as future neighborhood improvement areas and provide sidewalks curbs gutters and other needed infrastructure - (Todd Park Thomasboro Hoskins Plato Price Eleanor Heights York Road, Enderly Park, Oakview Terrace Washington Heights Dalton Village, Ashley Park McCrory Heights Oaklawn Park, Revolution Park, Westover Hills and Westerly Hills

Image

a Collaborate with the community and a professional marketing/public relations firm to help develop and implement a marketing strategy for the area

b Work with the Chamber and other business organizations to further develop the *City West* effort to promote the *Westside* as a good location for business development

c Change the name of the *Westside to City West or West End* or some other name that doesn t have the negative image of the *Westside*

Economic Development/Revitalization

a Continue community policing and other crime prevention efforts to address crime especially in the central area of the *Westside*

b Pursue the development of the CWAC Business Park first on Wilkinson Boulevard then consider other areas like Rozzelles Ferry, Brookshire Freeway and Statesville Avenue

c Undertake a comprehensive study of Brownfield sites in the area to identify locations and strategies to restore and market sites for development

Economic Disparity/Social

a Support redevelopment of the following public housing communities with the goal of having

people transition out of public housing in a designated time frame-Dalton Village Southside Homes, Fairview Homes and Belvedere Homes

b Continue CWAC as a focus area

c Locate more JobLink Centers in accessible locations throughout the Westside including such locations as branch libraries community centers public housing communities, CPCC campuses and Adam Service Center

5 Present next steps for completion of the planning process

The work needed to complete this planning process is presented as follows

a Conduct two final study group meetings (one with each subarea group and one together) in January 1998

b Complete summary document preparation in January 1998

c Brief City Council and the County Commission in February 1998

d Hold a public meeting in March 1998

e Finalize document January March 1998

f Complete adoption process late March/early April 1998

State Regulatory Issues

Air Quality

Goal Statements

1 *Benefit quality of life, meet Federal air quality regulations*

2 *Balance goals of Quality of Life and Economic Development*

3 *Work with County, Regional Towns and Counties, and State on a coordinated approach*

Air Quality - Background

- The Federal Environmental Protection Agency (EPA) establishes air quality standards for all States
- The EPA approved an air quality plan for this area in 1992 which was prepared by the North Carolina Department of Environment and Natural Resources (DENR) which establishes limits for stationary (industry) and mobile (vehicle) emissions
- The problem emission for Charlotte is nitrous oxides which is the primary cause of ozone Among other sources nitrous oxide is a byproduct of internal combustion engines and coal fired power plants
- Charlotte-Mecklenburg is dangerously close to exceeding air quality limits
  - We can exceed daily limits only two (2) times in 1998
  - Projections indicate we barely meet limits imposed for mobile sources for 2005 and 2015 even assuming the aggressive transit strategy recently approved by City Council and technology improvements in vehicles
- Air quality problems are primarily being caused by industrial sources growth in travel which is increasing at 7% per year and pollution blown in" from northern cities
- Our ability to meet air quality limitations has put the State road building program at risk and has the potential to significantly affect the area s quality of life economic development potential and cost of living If we do not meet standards requirements may be imposed for use of higher priced gasoline that burns cleaner, enhanced levels of vehicle inspection or special gasoline pumps which capture fumes Such "controls" may be expanded to require modification to industrial plants and for higher standards for new industrial emissions and growth/development limitations
- The State will continue to assess local air quality daily through monitors positioned in the County and the local Transportation Plan must be modeled again in the year 2001 to show we can meet limitations imposed for future years

- There is concern regarding our ability to meet limits in the future without additional controls on vehicles and/or growth In 2001, new air quality regulations go into effect which are more stringent The State estimates that at least 28 geographic areas including Charlotte will be unable to meet the standards without substantial new regulations on vehicles and development Additionally our abilities to sustain an aggressive transit program and address the unfunded State road problem will have a significant impact on congestion, travel and resulting air quality

- The County through its Environmental Protection Department regulates industrial/business emissions and maintains air quality monitoring equipment

Proposed Staff Action

1 Work with the State and County regarding ongoing efforts to monitor and comply with air quality regulations

2 Work with the County to develop an aggressive public education program regarding the state of our air quality and implication for the future

3 Evaluate the effect of the new 2001 Air Quality regulations Lobbying at the national level for more lenient 2001 air quality regulations as appropriate

4 Work with the County NCDOT and DENR on efforts to test various alternatives and arrive at a plan to meet new 2001 air quality standards

5 Consider air quality and the need to reduce vehicle travel growth in Land Use Planning

Water Quality

Goal Statement To update the City Council on our efforts to insure that the wastewater treatment plants and collection system are in compliance with federal and state mandates

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Water Quality - Background

- Wastewater treatment plants and collection systems are faced with more stringent requirements
- Public awareness of environmental issues in NC has increased due in a large part to the condition of the Neuse River and the advertising campaign by the hog farmers
- The NC Department of Environment and Natural Resources is implementing a more stringent enforcement program
- While CMUD plants are treating wastewater to a higher level than ever before, some are still experiencing problems consistently meeting permit limits
- While overflows from the collection system have been declining, we are still experiencing overflows as a result of blocked pipes, wet weather flows and broken lines
- Recent upgrades at Sugar Creek and Irwin Creek Plants have not been successful in consistently meeting permit limits at higher flow rates

Key Action Steps

1 Daily performance of the wastewater treatment plants is being closely monitored

2 CMUD staff has been reorganized and redirected to address compliance problems

3 Deferred capital improvement needs have been identified and $21 5 million is programmed in the FY99-03 CIP

4 More sophisticated treatment process controls are being implemented

5 A higher level maintenance program of $15 million is in the FY99-03 CIP

6 An accelerated cleaning program of the wastewater collection lines will begin in the summer of 1998

7 A program to regulate the discharge of oil and grease which blocks sewer lines is being developed

8 The Irwin Creek Treatment Plant will be returned basically to pre-flood condition by March 1

9 CMUD staff is participating in focus groups that are providing input to the state s new enforcement plan

10 Action steps appear to be having a positive effect with reduced violations that do not result in environmental damage

1998 "Short Session" Legislative Strategy

Local Bill Eligibility

The following criteria for consideration of a local bill during the 98 short session were adopted by the 97 General Assembly in an adjournment resolution

- Bills directly and primarily affecting the State budget for fiscal year '98 and 99
- Bills and resolutions introduced in 1997 and having passed a final reading in either the House or the Senate, but not both
- Bills and resolutions implementing the recommendations of study commissions authorized or directed to report to the 1998 session
- Any local bill that is certified "non controversial " That is a bill as approved for introduction by each member of the local delegation whose district includes the area to which the bill applies

Components of a Successful Lobbying Program

The most important ingredient for a successful lobbying program includes the support and endorsement of each member of the local delegation The Mecklenburg delegation should be briefed on the legislative initiatives as soon as possible and their support requested

After the delegation has concluded that the City is justified in requesting that a matter be considered during the "short session the following should occur prior to the beginning of the session

- Coalition of support must be identified and formalized from the business sector neighboring jurisdictions, and various local interest groups
- Key leaders in the Senate and the House should be contacted and briefed so they are prepared to support the local bill once it is introduced - especially if the initiative requests State funding or local priority
- The Governor s office should be briefed and the support of the Governor should be sought so that the Governor may help passage of the legislation if necessary The delegation leadership should suggest who might sponsor the bill from the local delegation and these individuals in both the House and Senate should be thoroughly briefed on the importance of the legislation and the specific justifications for the request

The Mayor and Council should be used to solicit for the legislation prior to the beginning of the session by

- Meeting with the leaders in the Southern Piedmont Political Caucus and seeking their support
- Briefing and seeking the support from regional entities such as the Carolinas Urban Coalition the Council of Governments and other regional entities that are important to legislative members from our area

- The North Carolina League of Municipalities should be approached and asked to endorse our initiative if it is consistent with the League's general legislative priorities

- The statewide Urban Coalition should be contacted and asked to support our initiative, if it is not in conflict with other cities local legislative programs

Lobbying Efforts During the Legislative Session

Once the local delegation has agreed to sponsor the local bill during the '98 session, the following are extremely important activities

- The Chamber, County and other local legislative lobbyists should be briefed and asked to support the local bill As the bill progresses an active nucleus of local lobbyists and/ or legislative liaisons should be asked to support our legislative delegation by seeking the support of other members of the General Assembly The information and education process should be coordinated by a single entity representing a small group of local staff committed to providing legislators with information regarding the local initiative in a timely fashion

- Key local business people should be called upon to make calls and personal contacts as the local initiative progresses through key committees within the House and Senate

- Mayor and Council should be presenters and advocates of the local initiatives They should be prepared to travel to Raleigh with very short prior notification in order to attend committee meetings and "walk the halls" at crucial points in the legislative process

- The amount of time involved in personal lobbying contacts by the Mayor and Council will be dictated by the amount of controversy and level of support for the leadership in both the House and Senate Anything that appears to be perceived as special treatment for Charlotte/Mecklenburg will be highly controversial and need ironclad justification

- Finally as the local bill progresses individual contact will be required in order to get support of as many of the 170 representatives and senators as possible There is no single coalition or partisan group that can guarantee success in the legislative process Rather success depends upon the labor intensive process of briefing and persuading each member of the legislature about the merits of our local requests - especially each House member

Conclusion

Our local legislative delegation is most influential and a key to getting our local bills passed In round numbers our delegation represents approximately 10% of the membership of the House and Senate However, the strength of our delegation lies in the diversity of the group and its ability to appeal to almost all interest groups within the General Assembly With the full support" of our delegation we will have a significant platform from which to launch an effective local lobbying effort to get approval of just about any local request that is thoroughly documented and adequately justified