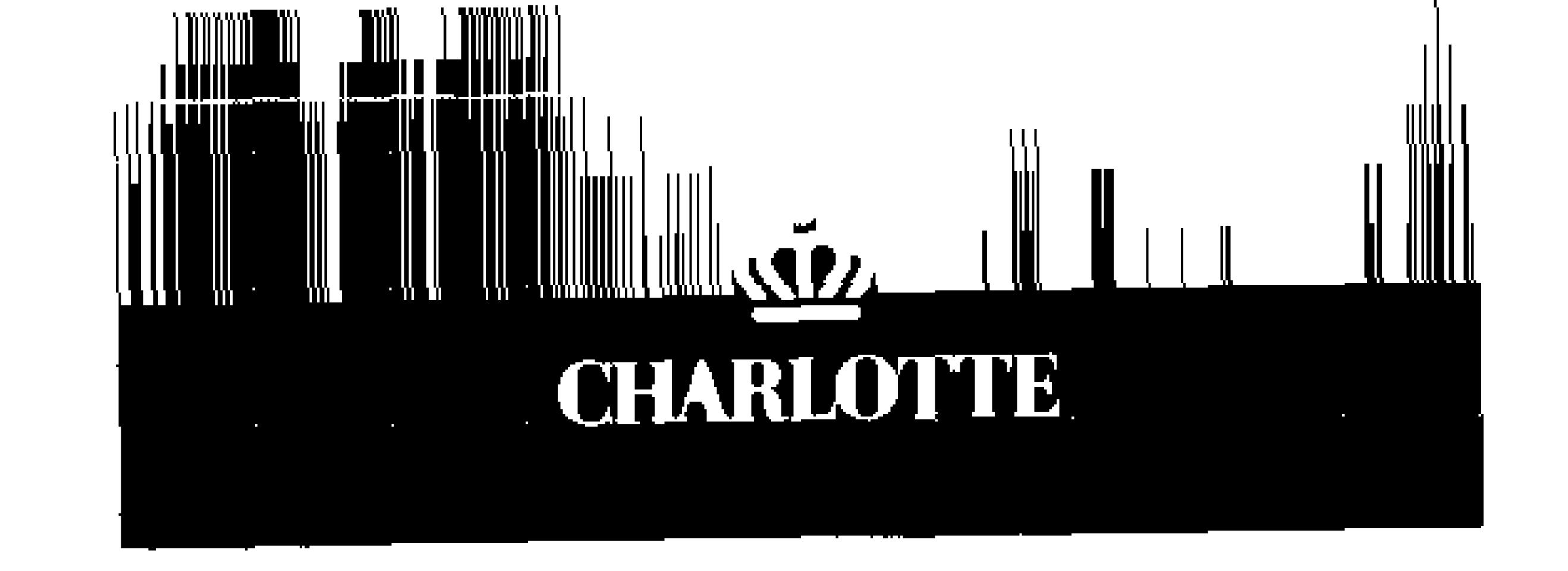
### <u>AGENDA</u>

Meeting Type:	WORKSHOP		
Date:	02/0//1999		

City of Charlotte, City Clerk's Office



Mayor Patrick McCrory Mayor Pro Tem Lynn Wheeler

Rod Autrey Charles Baker Nasıf Rashad Majeed

Charles Baker
Patrick Cannon
Malachi Greene
Mike Jackson

Don Reid
Al Rousso
Tim Sellers
Sara Spencer

Council Agenda

### CITY COUNCIL WORKSHOP

Monday, February 1, 1999

Dinner	Room 267
5:00 pm	Economic Development: Arts and Science Council Recommended Process for Carolina Theater
5:20 pm	Economic Development: Airport Report
6:45 pm	CWAC Committee: Community Housing Strategy Planning Process
7:15 pm	Adjourn
7:30 p.m.	Citizens' Forum Council Chamber

# COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Carolina Theatre -- The Arts and Science Council's (ASC) Recommended Process for Evaluating the Feasibility of Renovating the Carolina Theatre

COUNCIL FOCUS AREA: Economic Development

STAFF RESOURCE: Curt Walton

KEY POINTS (Issues, Cost, Change in Policy): On December 14, 1998, City Council extended the ASC's option to purchase the Carolina Theatre to January 15, 2000 The ASC committed to form a task force to evaluate the feasibility of renovating the Theatre The purpose of the task force is twofold 1) to study options and provide input and advice, and 2) to recommend how to proceed

The recommended task force would have 11 members 2 appointed by City Council, 1 appointed by the Mayor, 3 members of the Carolina Theatre Preservation Society, 2 ASC Board members, 2 Performing Arts Center Board members, and 1 appointment from Bank of America, due to its development of the adjacent property

The task force will be staffed by Michael Marsicano and Judith Allen Professional studies will be contracted, such as needs assessment, marketing plan, building program, architectural and restoration design, construction cost estimates, the business plan and the events program plan The Keith Corporation contributed \$100,000 to the ASC to support the task force process

OPTIONS: None presented

COUNCIL DECISION OR DIRECTION REQUESTED: Council will be asked to make nominations for the task force at the February 8, 1999 Council meeting and to make its 2 appointments at the February 22, 1999 meeting

ATTACHMENTS: None

# COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Aurport Report

COUNCIL FOCUS AREA: Economic Development

RESOURCES: T J Orr, Aviation Director

George Robinette, Deputy Aviation Director

Roy Johnson, Airport Architect Bill Underwood, Airport Attorney

Frank Newton, Airport Financial Consultant
Dick Ranson, Airport Advisory Committee Chair
Eric Locher, Airport Advisory Committee Vice-Chair

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

- The purpose of this report is to respond to Airport issues raised by a recent Business Journal article. These issues centered on competition and lease agreements with airlines
- Below is the outline of the presentation that Jerry Orr will provide to Council
  - Introduction to Charlotte/Douglas International Airport
    Mission and Vision
  - Operation of Charlotte/Douglas International Airport
    How We Bring That Vision to Life
    History

Current Operations
Economic Impact
Success Story

III Financial and Operational Details

Charlotte/Douglas and GAO reports

How our balance sheet looks How we borrow and build

IV Airlines and Competition

V New Strategies for the next decade

• Council will have an opportunity to ask questions and discuss the issues

OPTIONS: N/A

COUNCIL DECISION OR DIRECTION REQUESTED: This report is for Council

ınformatıon

ATTACHMENTS: NONE

# COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Discussion of Community Housing Strategic Plan

COUNCIL FOCUS AREA: City Within A City and Economic Development

STAFF RESOURCE: Martin Cramton / Stanley Watkins

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

Committee Charge: The CWAC Committee is undertaking a review to identify the City's future

housing challenges in order to develop appropriate housing strategies to

address the needs of low and middle income households

Evaluation Process: The CWAC Committee has approved a five step strategic planning process

which is expected to produce housing recommendations for City Council consideration. The review process will begin in February, 1999 and take approximately six-months. (See Attached Process Description and Chart)

Stakeholders: A 25 member stakeholder committee will be established with representation

from financial institutions, private housing developers, non-profit housing developers, housing support agencies and at large representation to undertake the evaluation (Detailed list will be provided at the workshop)

Funding: The evaluation process is expected to cost about \$30,000. This includes the

cost of a facilitator and a housing researcher

OPTIONS: Not Applicable

COUNCIL DECISION OR DIRECTION REQUESTED: Provide feedback to the CWAC Committee on the charge, process, and stakeholder selection for the Community Housing Strategic Plan

ATTACHMENTS: Summary of Community Housing Strategy and Process Chart

### Housing Strategy Review January 6, 1998

### CHARGE

The CWAC Committee of City Council will undertake a review of the City's housing challenges to identify appropriate housing strategies to meet the needs of both low and moderate-income households. The key areas of review are

- Resources available for housing. Identify federal, state and local resources available for housing rehabilitation, new construction and housing support subsidies available to low and moderate-income families
- Use of current housing resources. Review community housing policies, strategies and tools, identify key local partners in providing affordable housing, and assess housing resources currently being used to meet the needs of low and moderate income families
- Define a Community Housing Strategy. Identify a community housing strategy with key actions and schedule. A final report to the City Council would allow a choice of actions by priority and define who does what

### STRATEGIC EVALUATION

The CWAC Committee and a group of selected housing stakeholders will undertake a five-step process to address housing issues, the CWAC Committee will monitor the review process. The process, which is outlined below is anticipated to take eight stakeholder meetings with three reports back to City Council. The entire process will take approximately four to six months to complete. The process steps are

- Consensus on Evaluation The CWAC Committee will present to the City Council the redefined charge, scope of the study, the process and a list of stakeholders that will participate in the process. The product of this step is a City Council endorsement of the charge, scope, process and stakeholder participation.
  - Assess Existing Conditions The CWAC Housing Committee will assess strengths and weaknesses in the current program and identify key issues to be addressed. The product of this step is a report on the existing housing market and key housing issues
  - Highlight Choices and Obstacles The CWAC Housing Stakeholder Committee will clarify goals for the housing program, define gaps to be addressed and determined obstacles preventing successful implementation of the housing program. The product of this step is recommended goals for the housing program and an assessment of key program gaps and obstacles

- Define Community Housing Strategy The CWAC Housing Stakeholder Committee will define key strategies, accountabilities, costs and schedule for actions The product will be a community housing strategy with a recommendation for a plan of action that prioritizes the action and defines who does what
- Housing Recommendation The CWAC Committee will present the recommendations to the City Council for consideration

### STAKEHOLDERS PARTICIPATION

The following are suggested categories of stakeholders to assist the CWAC Committee in reviewing the housing program. It is recommended that the committee consist of 12 to 25 members

Category	Number of Members	Candidate Institutions			
Financial Institutions					
Private Housing Developers (Single Family & Multi-Family)					
Non-Profit Housing Providers					
Housing Support Services					
Mıscellaneous					

### NEEDED RESOURCES

In order to manage the process, some additional resources are needed First, it is recommended that a facilitator be hired to conduct the process with the CWAC Committee and the stakeholders group. A neutral facilitator will enable all stakeholders to buy into the process. Second, it is recommended that outside research capability be hired to produce needed housing data to substantiate existing housing and market conditions. The estimated costs of these services are

Facilitator	\$3,000	\$8,000
Housing Research	<u>\$7,500</u>	\$2 <u>2,000</u>
Total	\$12,500	\$30,000

### Round Table Stakeholders:

- · Land Development
- · Home Builders
- · Apartment Association
  - REBIC
  - Finance
- · Non-Profit Housing
- · Housing Support Services
- · Charlotte Chamber
- · Building Standards
- · Subdivision / Engineering
- · Zoning / Private Practice
- · Planning Commission
  - · Other?

# Housing Issues Evaluation Model

# Assess Existing Conditions

- · Housing Market Conditions
- Highlight Needs & Gaps
- Outline Choices & Obstacles
  - Key Issues

# Highlight Choices and Obstacles

- Clarify Housing Expectations
- Define Gaps / Obstacles
- Outline Choices

# Define Community Housing Strategy

- Select Action Choices
- Define who does What?
- Recommend Actions & Schedules

Final Report to Council

Choose
Priority Action

# Get Organized: Study Charge

- l Existing Mandates Analyzed
- Housing Problem Defined
- Stakeholders Selected
- Agreement on Process and
  Support Resources (Facilitation)

# Housing Stakeholders Round Table \* \* \* \* \* \* \* \* \* \* \* \* \* \* Report to Council Charlotte Chamber's Strategy for Economic Development?

# CWAC Committee and Council Action

Months 1 Feb 2 3 4 5 June 6

2/1/99

# Next Steps

- Formalize Partnership with Joint Task Force
  - 3 members from CTPS
  - 3 citizens appointed by the Mayor and City Council
  - 2 from ASC Board
  - 2 from NCBPAC Board
  - 1 from Bank of America (due to adjacent property development)

# Next Steps

- Task Force Staffed by Allen/Marsicano
- Contract for Professional Studies:
  - Needs Assessment, Marketing Plan, Building Program, Architectural & Restoration Design, Construction Costs Estimate, Business Plan, Events Program Plan
- Task Force Purpose Twofold
  - Study, Input & Advice
  - Determine How to Proceed

## Short-Term Division of Labor

- Partnership Task Force
- CTPS Volunteers Continue Carolina Theatre Programs
- NCBPAC Staffs Professional Studies
- ASC Staffs Finance Plan

# Testing the Assumptions

- Restoration Historical Accuracy and Contemporary Usage
- 1,000 1,200 Seats Enable Both
- Best Uses for Vacant Land TBD
- Primary Users Community Groups & Local Artists
- NCBPAC Operates for Cost Efficiency

# Work-in-Progress

- Met with Estimator Preliminary Estimates Under Study
- Talked to Local Architects and Secured Project Architect For Preliminary Studies
- Working on Securing Chair for Task Force
- Working with Bank of America to Be Sure Carolina Theatre is Secure During City Fair Demolition

# Work-in-Progress (con't)

- Talking with Bank of America Regarding Removal of Steel in the Stage Flyloft, Placed There By Previous Owner
- Identifying and Engaging Consultant for Needs Study and Feasibility & Marketing Study

# Task Force Status

- 8 Appointee Names Submitted to City Council by Friday, February 5, 1999
- Mayoral Appointment of 1 and City Council Appointment of 2 Requested by February 22, 1999
- First Task Force Meeting March 1999