

**Mayor Patrick L. McCrory**

Michael D. Barnes  
Nancy Carter  
Warren Cooksey  
Andy Dulin  
Anthony Foxx

**Mayor Pro Tem Susan Burgess**

Patsy Kinsey  
John W. Lassiter  
James Mitchell, Jr.  
Edwin B. Peacock III  
Warren F. Turner

## **CITY COUNCIL WORKSHOP**

**Monday, April 6, 2009**

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**Room 267**

<b>5:00 p.m.</b>	<b>Dinner</b>
<b>5:15 p.m.</b>	<b>Environment: Current Ozone Issues in the Metrolina Area</b>
<b>5:45 p.m.</b>	<b>All: CONNECT Regional Vision and Action Initiative</b>
<b>6:15 p.m.</b>	<b>All: Additional Legislative Items</b>
<b>6:45 p.m.</b>	<b>Economic Development and Community Safety: Recommendation to ABC Commission</b>
<b>7:15 p.m.</b>	<b>Economic Development: Queens Table Monuments</b>
<b>7:30 p.m.</b>	<b>Citizens' Forum Room 267</b>

# ***COUNCIL WORKSHOP AGENDA ITEM SUMMARY***

**TOPIC:** Current Ozone Issues in the Metrolina Area

**COUNCIL FOCUS AREA:** Environment

**RESOURCES:** Eldewins Haynes (CDOT)  
Donnie Redmond (NCDAQ)

## **KEY POINTS:**

Staff from the North Carolina Division of Air Quality (NCDAQ) will present information regarding the Metrolina non-attainment area's ozone challenges and the current status of the State Implementation Plan (SIP). Staff will focus on the following key topics:

- The region's current ozone challenges are diverse and inter-related
- The non-attainment area boundary includes Mecklenburg and surrounding counties
- Ozone issues are regional and the solutions are not limited to Charlotte
- NCDAQ is responsible for developing the SIP
- A Regional Air Quality Work Group has been established to address the region's ozone challenges. The membership includes staff and/or elected officials from Iredell, Rowan, Lincoln, Gaston, Mecklenburg, Cabarrus, Stanly, Union, and Anson counties, as well as several of the larger cities in those counties, and some industries such as Duke Energy.
- This Work Group is part of Centralina COG's Regional Environmental Cabinet. The Cabinet is an outgrowth of the COG's CONNECT Regional Planning Initiative.
- Staff will detail time frames for addressing regional ozone issues
  - Immediate - revise SIP (1-6 months)
  - Short-term - meet 1997 ozone standard (1-4 years)
  - Longer-term - meet 2008 ozone standard (3-10 years)

**COUNCIL DECISION OR DIRECTION REQUESTED:**

No action is requested. City staff will continue to actively participate in the Regional Air Quality Work Group. As potential specific actions to address air quality are identified, staff will advise Council and outline a process to move forward as appropriate.

**ATTACHMENTS:**

NCDQA Presentation



# **Current Ozone Issues in the Metrolina Area**

**Donnie Redmond**

**April 6, 2009**



## Overview

- **Air is getting cleaner**
  - Maybe not fast enough
  - Standard is changing
- **Ozone standards and nonattainment**
- **Old standard**
  - SIP was pulled: Why? What does it mean?
- **New standard**
  - EPA tightened: Why? What does it mean?



## Ozone trends and projections

- **Ozone levels across NC have improved and are expected to continue to improve despite growth**
- **Control measures**
  - **NOx SIP call and CAIR**
  - **Clean Smokestacks Act**
  - **Expanded motor vehicle emissions testing**
  - **Cleaner cars, cleaner fuels (low sulfur)**
  - **Motor vehicle fleet turnover**
- **Charlotte-area is the only remaining area in NC not achieving the 1997 ozone standard**



## What does Nonattainment mean?

- **Clean Air Act requires EPA set national ambient air quality standards**
- **“Nonattainment” is EPA term that air does not meet the standards**
- **State must develop a State Implementation Plan (SIP) to attain standard**
- **Requires transportation conformity**
- **Requires new source review on new major industrial sources or major modifications**



# Old Ozone Standard

- **84ppb, set in 1997, to be attained by 2010**
  - Ozone data from 2009 summer
  - Measured as 3-year average of 4<sup>th</sup>-highest 8-hour value
- **SIP submitted to EPA in June 2007**
- **Nov 2008 EPA letter**
  - Current value is 94ppb, unlikely to get 84ppb
  - Voluntary bump-up to “serious” or disapprove
  - More time to attain, but strings attached to each
    - More controls on smaller industry, or
    - Transportation funding issues





## Old Ozone Standard (cont.)

- **Discussed EPA letter with SC, local agency, transportation planners, others**
  - Most urgent concern is transportation funding
- **Decided to withdraw SIP**
  - Results in “finding of failure to submit”
    - In 18 mos.: Industrial offsets
    - In 24 mos.: Highway sanctions
  - Gives us more time
    - Revise SIP
    - Delay transportation consequences



## Old Ozone Standard (cont.)

- **2009 activities to revise SIP**
  - **Jan-Feb: Update emissions assumptions and projections**
  - **Mar-Jun: Run computer models\***
  - **Jul-Oct: Internal and public review**
  - **Nov: Submit revised plan to EPA**

**\*EPA-approved tools to demonstrate that the planned control measures will result in clean air in the future. If existing rules are not enough, must add more control measures.**



## 2008 8-hour Ozone Standard

- **March 12, 2008: Standard set by EPA**
  - Lowered from 84ppb to 75ppb
- **March 12, 2009: State recommends geographical boundaries**
- **March 12, 2010: EPA sets nonattainment boundaries**
- **TBD: Classification level and attainment date**

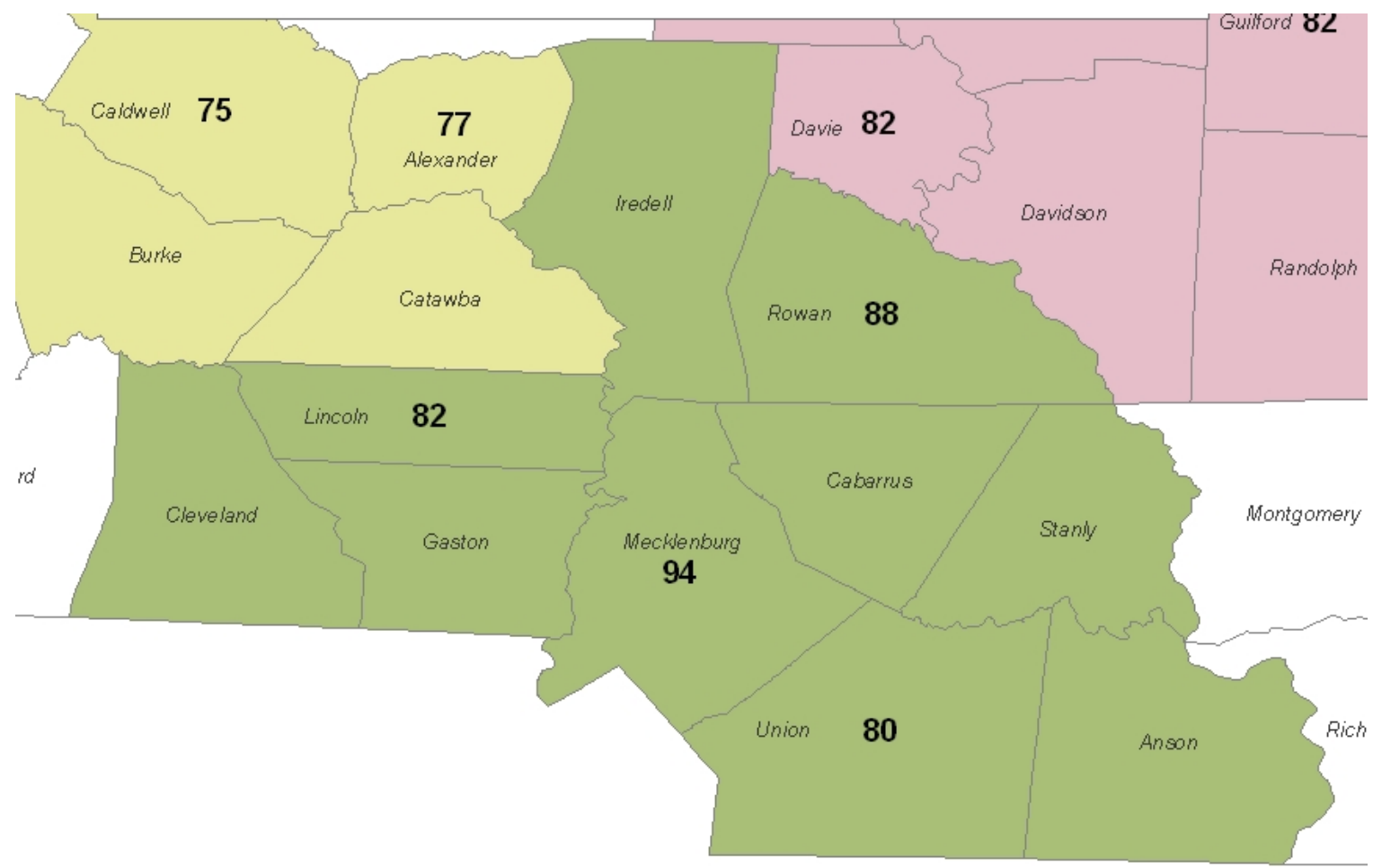


# **Process for Determining Nonattainment Boundaries**

- **Factors EPA says to take into consideration**
  - **Air Quality Data**
  - **Emissions Data**
  - **Population Density/Degree of Urbanization**
  - **Traffic/Commuting Patterns**
  - **Growth Rates**
  - **Meteorology**
  - **Geography/Topography**
  - **Jurisdictional Boundaries**
  - **Level of Control of Emission Sources**

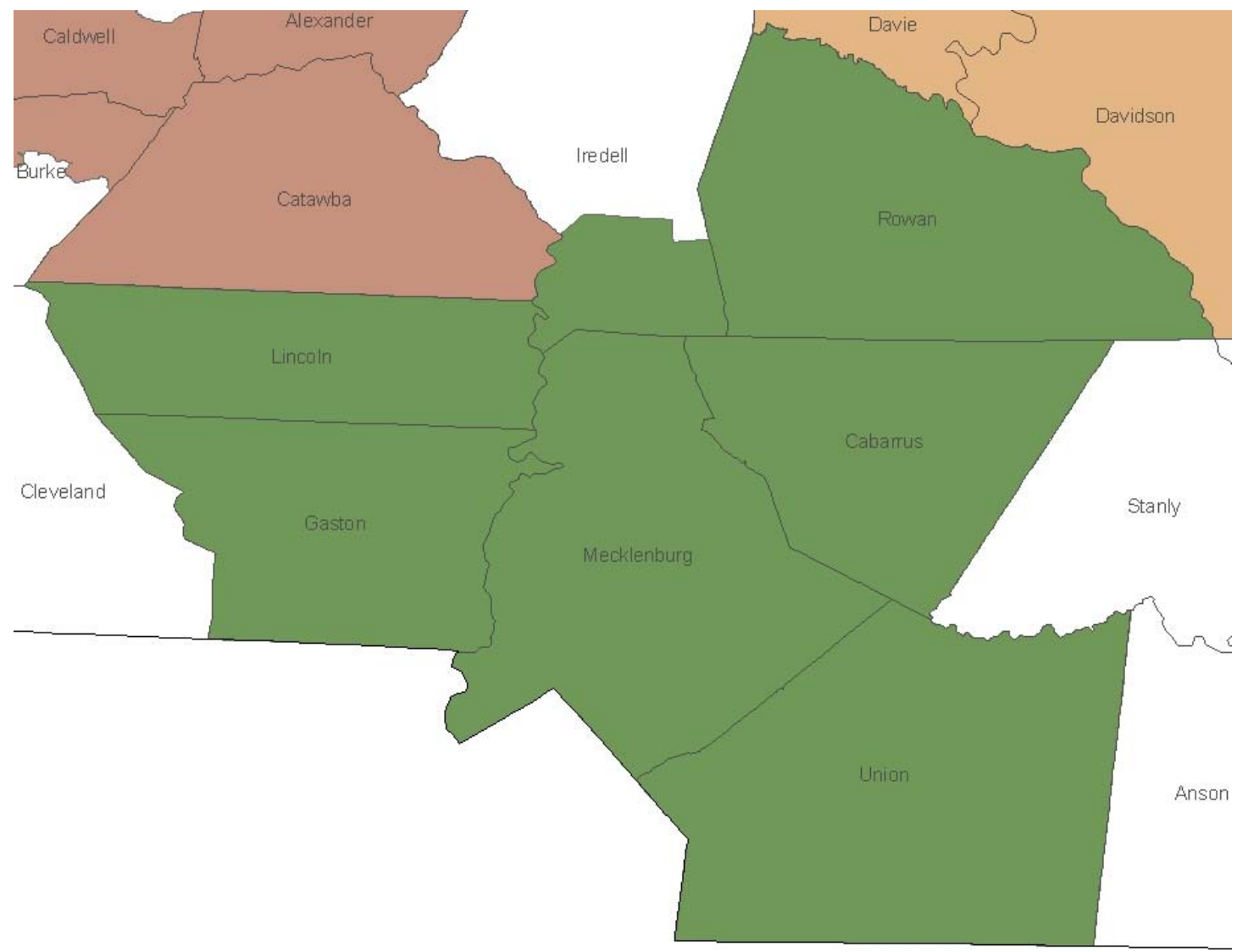


## EPA's Presumptive Boundary

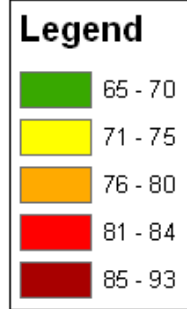
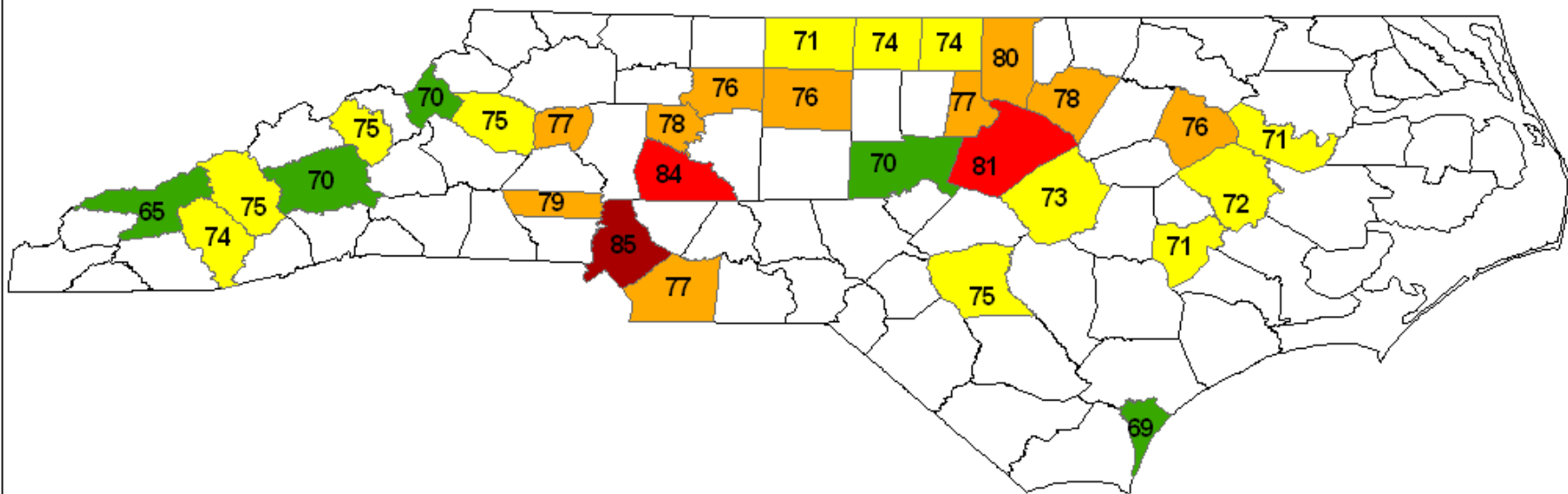




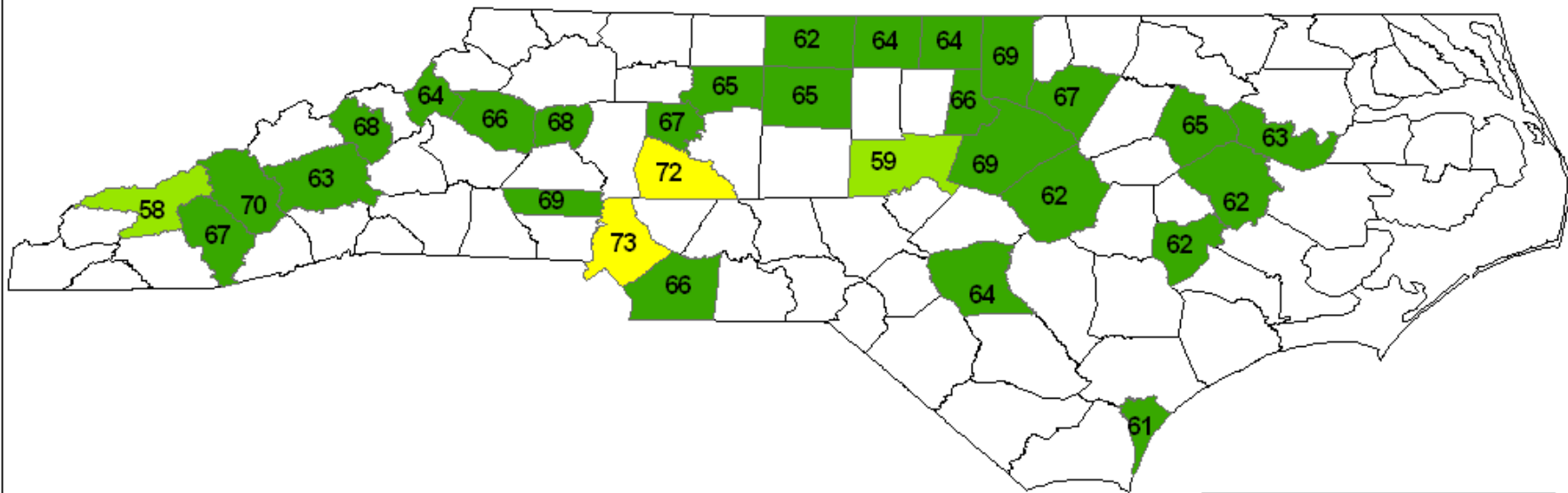
## North Carolina's Proposed Boundary



## 2009 Ozone Projections from VISTAS/ASIP Modeling.

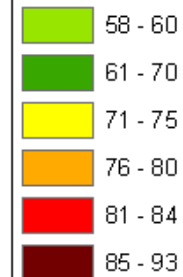


## 2018 Ozone Projections from VISTAS/ASIP Modeling.



### Legend

#### VISTAS 2018 Projections







## So we're good to go, right? ... Not exactly

- **Concern over Metrolina**
  - Not certain we'll attain old standard in time
  - Uncertainty over new standard deadlines
- **“Big ticket” controls have already been required**
- **May take local NOx measures**
  - Diesel retrofits
  - Offroad equipment (construction, generators)
  - Better transit or carpooling
  - Anti-idling
  - Episodic controls



# **Contact Information**

**Donnie Redmond**

**Planning Section Chief**

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**[www.ncair.org](http://www.ncair.org)**

# ***COUNCIL WORKSHOP AGENDA ITEM SUMMARY***

**TOPIC:** CONNECT Regional Vision and Action Initiative

**COUNCIL FOCUS AREA:** All

**RESOURCES:** Al Sharp, Executive Director, Centralina COG  
Harold Shapiro, Executive Director, Catawba COG  
Gina Howard, Charlotte Regional Partnership

**KEY POINTS:**

- The greater Charlotte bi-state region includes 17 counties, including 12 in North Carolina and 5 in South Carolina, with a population of 2.4 million which is expected to expand by 1.5 million by 2030.
- To proactively address growth and quality of life, the Centralina and Catawba Regional Councils of Government and the Charlotte Regional Partnership initiated the CONNECT regional vision process.
- The process to develop the regional vision included a review of current adopted plans and policies; selection of common themes and six core values; and development of a prioritized action agenda. Broad-based public input and comment were part of the one-year process.
- The six core values and components for the regional vision are:
  - Sustainable, Well-Managed Growth
  - Safe and Healthy Environment
  - Strong, Diverse Economy
  - High-Quality Educational Opportunities
  - Enhanced Social Equity and Engagement
  - Increased Collaboration Among Jurisdictions
- To implement the Regional Vision, a CONNECT Council composed of elected representatives from the various jurisdictions throughout the bi-state area has been established. Cabinets comprised of key staff from the jurisdictions have been formed around two of the six components of the vision; others will be formed as additional resources become available.

- As part of the implementation, local governments are asked to adopt a Resolution of support for the CONNECT vision and action agenda. A copy of the proposed resolution is attached.
- Each local government is asked to also consider CONNECT values in policy review, appoint a liaison person, request leadership and staff to participate in CONNECT cabinets and workshops, participate in information-sharing, policy discussion and implementation, share successes and lessons learned.
- At the workshop, representatives from the COGs and Regional Partnership will make a brief presentation and be available to answer questions.

**COUNCIL DECISION OR DIRECTION REQUESTED:**

Council will be asked to adopt the CONNECT Resolution of Support at the April 27, 2009 Council meeting.

**ATTACHMENTS:**

Letter to Mayor and Council  
Proposed Resolution  
Vision and Action Agenda  
Foundation and Tools  
Governance for Action Agenda Implementation  
Charlotte CONNECT Participants  
Jurisdictional Adoptions

April 1, 2009

TO: The Honorable Pat McCrory, Mayor  
Members of the Charlotte City Council



The Greater Charlotte Bi-State Region encompasses a 17 County area that stretches into both North Carolina and South Carolina and is approximately the size of Connecticut. This area has a population of 2.4 million that is expected to double by 2030. With such rapid growth comes great benefits such as a robust economy, job creation and increased competitive advantage which is good for the entire region. But such growth also produces significant challenges in terms of the environment, transportation, infrastructure, and sustainable land use practices.

Because the benefits and challenges of growth affect the entire bi-state region, Centralina and Catawba Regional Councils of Government and the Charlotte Regional Partnership decided to address these issues in a proactive, collaborative fashion. They began the CONNECT regional vision process and created its prioritized Action Agenda, based on regional collaboration and policy-driven consensus on regional interests and issues.

To foster continued success around the CONNECT values, vision and Action Agenda, local governments across the entire bi-state region need to participate, collaborate and engage on implementation. The attached resolution outlines how local governments can show their support for this process. For effective participation, they should designate a liaison as the main contact between themselves and the CONNECT team. Active participation is essential to advancing the CONNECT vision! For effective collaboration, the local government should communicate clearly with its neighbors on relevant issues and share their plans, ideas and experiences for transparent collaboration across borders. For full engagement in this vision, the local government needs to see how its policies and programs align with CONNECT values and vision and determine how its unique local strengths intersect with CONNECT Action Agenda items. The next step is for the local government and community to identify shared goals, and to collaborate with the CONNECT team on securing grants and funding sources for implementation.

We look forward to working with you and we appreciate your commitment to CONNECT!

A handwritten signature in black ink, appearing to read "Al Sharp". The signature is written in a cursive, slightly slanted style.



**RESOLUTION**  
**To ADOPT/ENDORSE/SUPPORT**  
**The CONNECT Regional Vision and Action Agenda**

**WHEREAS**, the Greater Charlotte Bi-State Region includes 17 counties, 12 in North Carolina and 5 in South Carolina, with a population of 2.4 million which is expected to double by 2030; and

**WHEREAS**, such major growth benefits economic development and job creation, the management of which is best conducted collaboratively in order to position the region for global competitiveness; and

**WHEREAS**, such major growth also challenges air quality, water resources, transportation, utility infrastructure and land consumption, all of which are matters of regional concern; and

**WHEREAS**, the Region has articulated an explicit desire to collaborate on issues of area wide impact; and

**WHEREAS**, to proactively address growth and quality of life, Centralina and Catawba Regional Councils of Government and the Charlotte Regional Partnership have successfully initiated the CONNECT regional vision process for the Greater Charlotte Bi-state Region; and

**WHEREAS**, the CONNECT Regional Vision and its prioritized Action Agenda represent the first consensus broad-based policy direction for this bi-State area, enabling future collaboration, widespread policy coordination and a stronger voice for consensus on regional interests; and

**WHEREAS**, the City of Charlotte agrees that it is both within its desire and in its best interest to support collaborative approaches to sustainable growth, healthy environment, strong economy, high-quality education, and enhanced social engagement;

**NOW THEREFORE, BE IT RESOLVED**, that the City of Charlotte hereby adopts (endorses/supports) the CONNECT Values, Vision, and Action Agenda as a guide for

the future growth of the region, and agrees to consider the Values/Vision and associated policy options as a guide in their own decision-making about community growth;

**AND BE IT FURTHER RESOLVED** that the City of Charlotte pledges to undertake the following actions in support of CONNECT:

**1. Participation:**

- a. Appoint a CONNECT Liaison to be the primary point of contact between the jurisdiction and the CONNECT team;
- b. Participate actively in appropriate cabinets, work groups, and other decision-making bodies as requested, and in the update of CONNECT action plans;
- c. Participate actively in CONNECT workshops and educational offerings about growth and best practices, to enhance the level of public discussion;

**2. Communication/Collaboration:**

- a. Share copies of plans, policies, initiatives, and successes with the Regional Clearinghouse (to be created);
- b. Notify its neighbors of upcoming plan changes, border matters, major developments, or other issues which may impact them, in a timely manner, through [www.cogsconnect.org](http://www.cogsconnect.org);

**3. Engagement**

- a. Consider the CONNECT Vision and Values in its current policies, programs, and decisions to provide a regional perspective;
- b. Consider adoption and implementation of those aspects of the CONNECT Action Agenda that are locally appropriate;
- c. Provide letters of support for grant applications and other fund-raising efforts by the Councils of Government to implement CONNECT
- d. Support development of stable funding sources, including both public and private commitments, to provide for CONNECT Action Agenda implementation and leveraging of grant funds;
- e. Engage local media and citizens in discussions of how multiple community goals can be best achieved through regional collaboration.

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2009

\_\_\_\_\_  
Chairman/Mayor

\_\_\_\_\_  
Clerk

# CONNECT Vision and Action Agenda



## What is CONNECT?

CONNECT is the vision for the Greater Charlotte Bi-State Region, encompassing 17 counties in North and South Carolina. It is the culmination of a two-year process that builds on the good work done in each of the region's communities. CONNECT uses regional collaboration to create regional action around six "core values" already imbedded in public policy. What does this mean? It means that CONNECT is built from the ground up (around the values this region already shares) to make our beliefs shape our common future. And CONNECT is not just a vision...it's also an Action Agenda. The pull-outs on the facing section summarize the vision and action agenda for each of the core values. It's a way that our region can Live the Vision!

## Why CONNECT?

- The region will double in population by 2030.
- The region's natural resources are at risk.
- Global economic competition focuses on strong regions with healthy cities.
- The region KNOWS what kind of future we want...and that we must work together to achieve it. We can shape our future to provide the choices we want...or our future can dictate or limit those options.

## CONNECT Leadership

The CONNECT project has been developed and led by:

- Centralina Council of Governments
- Catawba Regional Council of Governments
- The Charlotte Regional Partnership

This leadership links elected officials with the public and private sectors, working together for the sustainable, well-managed growth of the region that produces both a strong economy and healthy environment. Other regional organizations are being invited to share the leadership and collaborate on the CONNECT vision.

(Include our little map here so that people can see the coverage areas. Also include the logos of all three organizations.)

## CONNECT Partners

The Greater Charlotte Bi-State Region is blessed with strong leadership with a regional orientation. CONNECT is about pulling that leadership together to plan and act collaboratively to live the vision. CONNECT's regional partners include:

- Centralina Economic Development Commission
- Centralina Workforce Development Board and Regional Workforce Alliance
- Charlotte-Mecklenburg Planning Commission
- The Lee Institute
- University of North Carolina Charlotte Urban Institute
- Urban Land Institute—Charlotte Council



## VALUES

### **Value: Enhanced Social Equity**

...through community leadership and cooperative volunteerism.

**Key Vision Elements:** community caring and trust...engagement and leadership across all levels of society...collaborative and inclusive problem-solving...open communication...outstanding volunteerism...the inclusion and empowerment of all persons to reach their full potential, preparing our region for the future.

**Priority Policy:** Support the civic education, inclusion and full engagement of ALL citizens in voting, community participation and leadership, and volunteerism.

**Action Agenda:** Use Meck-Connect and other civic engagement processes as models to develop strong regional civic and community education and involvement, in an environment of changing culture, demographics and opportunity. Use the creation of the CONNECT Council and Cabinets as opportunities to model inclusion and development of additional regional leaders for the future.

### **Value: High-Quality Educational Opportunities**

...that are available to all residents.

**Key Vision Elements:** extensive, widely-available educational opportunities...extensive sharing of best practices across the region...collaborative approaches to meeting regional needs...strong linkages among educational levels (primary, secondary, and post-secondary)...opportunities for life-long learning, ensuring solid basic education and strong workforce preparation for the global economy.

**Priority Policy 1:** Adopt a cohesive regional message, engaging all stakeholders, to seek additional funding for priority educational needs and practices

**Action Agenda:** Convene educational professionals and stakeholders to recommend message content and funding priorities, based on an inventory of what is currently in place/being tested, and national best practices.

**Priority Policy 2:** Provide strong skills for workforce preparedness for a variety of career tracks emerging or being developed in the region.

**Action Agenda:** Disseminate information on current programs in the Greater Charlotte Region and work with educators and stakeholders at all levels to expand the coverage of successful models. Include not only strong core competencies but also students' early exposure to a variety of career choices and appropriate preparatory (college or technical) training.

### **Value: A Safe and Healthy Environment**

...with good air and water quality.

**Key Vision Elements:** individual, community, and regional actions...improving air and water quality...preserving wildlife...protecting open space and environmentally-sensitive areas...maintaining our rural areas, views, and trees...conserving our natural resources...in an atmosphere of safety for all residents.

**Priority Policy 1: Support the preservation of environmentally-sensitive or ecologically-valuable open space, with fair compensation for property owners of preserved lands.**

**Action Agenda:** After reaching consensus on a set of criteria for different types of open space to be preserved and in collaboration with land trusts and other partners, work with each county to identify the areas most in need of preservation and the tools for land preservation that are most appropriate for that area. Ensure that recommendations support existing regional initiatives such as the Carolina Thread Trail, the Regional Stormwater Partnership, etc. and seek to achieve multiple wins for the landowner, the economy, the community, and the environment. Launch a serious regional initiative for land conservation using the identified tools.

**Priority Policy 2: While maintaining a “menu” of local actions to improve the environment, develop and implement region-wide initiatives to promote air and water quality and conservation of natural resources.**

**Action Agenda:** Develop and implement a region-wide project aimed at conservation/improvement of the environment in each of four areas: Air, Water, Land/Biodiversity, and Energy.

### **Value: A Strong, Diverse Economy**

...that supports a wide variety of businesses and enterprises

**Key Vision Elements:** recruit new industries...expand existing industry clusters through recruitment as well as new local start-ups...diversify enough to weather economic downturns in a single industry cluster...foster a creative economy as well as technology...balance job opportunities and housing throughout the region...promote an economy that has jobs for the full spectrum of the region’s workers.

**Priority Policy 1: Provide for safe and reliable transportation infrastructure to move workers and freight to support both local and regional economic development.**

**Action Agenda:** Bring more federal and state transportation funding to the region, while developing and implementing additional local funding tools and local authority for transportation decision-making. Expand both bus and rail transit options throughout the region and make bicycle and pedestrian means a viable form of commuting. Manage congestion through a variety of tools including transit, managed-lane strategies, better connectivity, carpooling/vanpooling, and additional highway lane-miles.

**Priority Policy 2: Support collaborative regional and local approaches to business recruitment and economic development.**

**Action Agenda:** Increase collaboration and interaction among all economic development partners to forge a stronger, more regionally complementary approach. Create additional certified industrial sites located in centers throughout the region, and develop and implement additional strategies to enhance business recruitment and local entrepreneurship. Seek strategies to maximize multiple jurisdictions working together to recruit a core business, its suppliers, and spin-offs.

## **Value: Increased Collaboration Among Jurisdictions**

...on issues that transcend boundaries, including growth management, transportation, and environmental concerns, in a manner that recognizes both regional and local needs

**Key Vision Elements:** regular and systematic cross-jurisdiction and cross-organization communication...increased consensus on how issues should be addressed...elected and appointed leadership who understand the regional context of decisions...knowledge and appropriate use of national best practices...recognition of the importance of supporting ALL communities' growth and prosperity

**Priority Policy 1: Support regular regional issue-based discussion, collaboration, and planning before topics become "problems."**

**Action Agenda:** Develop and implement a regional governance structure and communications plan that ensures collaboration around CONNECT value areas and policy priorities, and that provides the framework for future issue identification and action through consensus-building. The CONNECT governance outlined below ensures engagement of all regional partners, promotes the engagement of citizens in shaping policy, extends linkages to all local governments and other regional groups, and reduces the risk of issues becoming "silo-ed" either by geography or discipline.

## **Value: Sustainable, Well-Managed Growth**

...that maintains quality of life, protects open space and environmental quality, retains the natural character of the region, and maximizes the efficiency of infrastructure investments

**Key Vision Elements:** a compatible mix of rural, small town, suburban and urban development...towns are not "wide spots" in sprawling development ... town centers are "alive" ...community character maintained...suburban and rural growth patterns support future "new towns" ...transportation and utility infrastructure planning is linked with land use planning for maximum efficiency and cost-effectiveness

**Priority Policy 1: Engage in cross-discipline and cross-jurisdictional planning, including land use, transportation, utility infrastructure, and the environment.**

**Action Agenda:** Develop a composite regional future land use map that incorporates transportation and utility infrastructure as a basis for increased collaboration on land use planning especially at jurisdictional borders. Plan and implement additional multi-jurisdictional corridor studies to ensure compatible transportation/land use development. Ensure that all appointed and elected officials are knowledgeable about how PLANNING DECISIONS SHAPE COMMUNITIES. Begin "neighbor-to-neighbor" notification of major development projects that have multi-jurisdictional impact.

**Priority Policy 2: Maintain/restore the vitality and health of existing cities, towns, and villages—focusing on how to develop and redevelop within existing municipal limits rather than solely through greenfields development.**

**Action Agenda:** Adopt a regional agreement stressing widespread support for this type of development/redevelopment. Assemble and provide toolboxes, education, and technical assistance to support in-town development/redevelopment. Push for greater funding and funding flexibility in programs that support town center revitalization, and foster brownfields redevelopment and adaptive reuse.

# CONNECT

## Foundation and Tools

CONNECT was undertaken because the Greater Charlotte Bi-State Region did not have an articulated framework of shared values or common policies to provide a basis for regional action—or even local action informed by a regional perspective—on issues of growth, the environment, and quality of life.

CONNECT's six core values emerged from a thorough evaluation of virtually all the adopted public policies of local governments and state agencies, as well as significant reports by major not-for-profit groups. This evaluation uncovered over 40 common themes, programs, policy directions across the over 100 jurisdictions in the region, which were then developed into six "CORE VALUES" by a broad-based Regional Vision Task Force. These core values are at the heart of the CONNECT Vision.

This exercise produced a broad range of policies and programs which can be put into place to implement the vision regardless of a community's size or location. The core values, vision, policies, and sampling of practices which follows was vetted through a round of regional meetings in January and February 2008. The participants at those meetings also selected priority policy directions and suggested implementation approaches for the vision. These became the basis of the CONNECT Action Agenda.

This material provides both a broader perspective on CONNECT's overall direction, and important tools that YOUR jurisdiction may want to implement to move toward sustainable growth, a health environment, enhanced social equity, and so on.



**CONNECT is a vision focused on implementation.**



For additional information go to [www.cogsconnect.org](http://www.cogsconnect.org).

## Value: Sustainable, Well-Managed Growth

... that maintains quality of life, protects open space and environmental quality, retains the natural character of the region and maximizes the efficiency of infrastructure investments.

### Vision:

The region includes a compatible mix of rural, suburban and urban development. Our cities and towns are vibrant, vital, attractive places to live. Our residents see metro and mid-sized cities and smaller towns and villages, each with its own identifiable personality, but each with a clear, recognizable "edge" that distinguishes it from the surrounding geography. Each of these population centers would include an "alive" downtown, and a mix of housing choices appropriate to the character of the community.

Suburban development supports mixed-use patterns, provides accessible open space, provide for an efficient, connective transportation system, and includes "town centers" where appropriate. At the same time, rural areas would be clearly rural, or would transition into villages, with important environmental features preserved. Infrastructure and other public investments are wisely made for orderly expansion and maximum cost-effectiveness.

### Policies:

- Support the vitality of existing cities and towns, retaining and growing healthy town and neighborhood centers that provide jobs, civic life and economic opportunity.
- Promote compact, mixed-use and walkable development, and that allows for reduced single-occupant vehicle utilization without detriment to public convenience or economy.
- For more exurban development, support the creation of new town centers, or development designed with an efficient infrastructure network to support current and future needs within the area and possible infill.
- Direct growth to areas already served by water and sewer, or to which water and sewer are to be provided in the near future.
- Encourage development where transportation facilities exist or are planned, mandating development patterns that clearly provide for a fully-functional hierarchical transportation network.
- Support coordinated planning across technical and policy disciplines of land use, transportation, utilities (including service expansions), school and other public facility locations, etc., to ensure that projects support the communities' visions and values.
- Support the preservation of environmentally-sensitive or ecologically-valuable open space, such as riparian buffers, especially-valued viewsheds, and support land conservation, and fairly compensate property owners for land left undeveloped.
- Support both tree planting and preservation in the development process.

### A Sampling of Practices:

- Limit water/sewer extensions
- Provide incentives for infill development
- Promote brownfields redevelopment and reuse of older buildings
- Zone for mixed commercial/residential areas
- Encourage (in urban areas) density supportive of walking, biking, or transit (rail and bus)
- Encourage (in suburban areas) design supportive of walking, biking or bus usage
- Limit block lengths and require connectivity except where it is not topographically feasible
- Require clustered commercial development
- Adopt a tree ordinance that includes preservation and supports canopy restoration
- Create a countywide and/or municipal; planning roundtable to ensure that development is coordinated with public works, transportation, facilities, etc.
- Promote voluntary land conservation through conservation easements and farmland districts
- Provide adequate funding for transit
- Work to maintain the viability of rural lifestyles
- Require meaningful open space set-asides in new development (clustering) or allow fees-in-lieu for the purchase of off-site open space
- Create a connected network of pocket parks
- Adopt appropriate stream buffers and use their borders for trails/greenways/bike paths
- Lobby for Transfer of Development Rights (TDR) authorization in NC and promote their effective use in SC
- Require environmental and traffic review of any new development in any greenfields area
- For developing rural areas, encourage the development of new towns or villages rather than strip-generated rural sprawl, through land use planning and zoning

- Adopt land use plans and transportation plans jointly by city/county so that urban service boundaries are respected, and so that development will not leapfrog into areas intended for more rural character.
- Adopt storm water management practices
- Ensure that solid waste and recycling programs operate efficiently, effectively, and work to reduce waste to the maximum extent possible.

## **Value: Increased Collaboration Among Jurisdictions**

**... on issues that transcend boundaries, including growth management, transportation, and environmental concerns, in a manner that recognizes both regional and local needs.**

### **Vision:**

The region and its communities communicate regularly and systematically on issues that transcend boundaries. This includes communities and organizations whose participation and active engagement is important to reach consensus on how those issues should be addressed, and those involved in implementation. The level of civic education and engagement of large segments of the public has been elevated.

New and current elected officials are oriented to the regional context of their decisions, as well as to local issues. Political and business leadership relate to an electorate/ consumer population who are aware of the issues and the ways other communities have dealt with them, and who will support decisions that take the longer view. Reciprocity—that the region is only as strong as its least prosperous communities, and that long-term sustainability depends on a balance of jobs and housing in each of the region's counties—is an important and broadly-endorsed concept in this collaborative region.

### **Policies:**

- Support regular regional issue-based discussion, collaboration, and planning before the topics become "ISSUES."
- Support the norm of notification of adjacent communities regarding matters which might impact them.
- Support the increased use of multi-jurisdictional land use policies, overlays, etc. to ensure that development matters are mutually-agreed upon among potentially affected parties.
- Ensure the orientation of new elected officials (as well as current officials) to the regional context of their decision-making and their role as regional as well as local leaders.
- Support and encourage civic education.
- Support the balanced growth of employment and housing in counties, cities and towns throughout the region, so that no county unintentionally becomes a "bedroom community."
- Respect the value of land NOT undergoing development, so that those communities that provide significant portions of regional open space are not placed in financial strain because of it.

### **A Sampling of Practices:**

- Create a Regional Roundtable to promote discussion of regional issues and solutions among elected officials
- Ensure that the frequency and topics of existing Regional Planners' Meetings are sufficient to address regional needs in the entire CONNECT area
- Host an annual "How Do We Grow?" workshops dealing with a range of issues and open to all stakeholders in regional growth and sustainability
- When possible, adopt and promote a regional position on growth and sustainability matters at the local, state, and federal levels
- Provide regional orientation to newly-elected and seasoned elected officials, to provide a regional context and to inform them of best practices for addressing regional issues
- Create and through a multijurisdictional interlocal agreement ensure the use of a regional "Development Notification" list serve
- Hold integrated planning roundtables such as Gaston County's G-CAMP in each county
- Expand the number of corridor studies and planning to promote the adoption of corridor overlays across multiple jurisdictions
- Adopt Long-Range Transportation Plans at not only the MPO/RPO but also the jurisdictional level
- Work with current civic education organizations and the media to encourage civic dialogue about regional and local "good government" and sustainability
- In cooperation with regional partners and economic developers, work with communities to determine an appropriate employment/ housing and work toward it with business development and recruitment
- Promote with legislative bodies the ability to do TDRs

- Promote voluntary conservation through easements through collaboration with land trusts
- Investigate collaborative, multi-jurisdictional land purchases to ensure regional open space
- Promote sustainable and profitable agriculture

## **Value: A Safe and Healthy Environment** **... with good air quality and water resources.**

### **Vision:**

Individual, community, and regional actions improve air and water quality, preserve biodiversity, and preserve habitat, wildlife corridors, and ecologically-sensitive landscapes. Residents of the region love and support protecting open space, rural character, views of the surrounding foothills, and the trees for which the area is noted. These characteristics contribute to a healthy environment and are conserved as well as valued. Residents can enjoy the region, whether in their own homes and yards, their workplaces, their towns, or the countryside, free from fear of violence or other crime.

### **Policies:**

- Foster effective long-term comprehensive planning based on sound growth principles at local, regional, and state levels.
- Support compact, mixed use, walkable development in areas already served by public infrastructure for water, sewer, and transportation, or where such facilities are already planned.
- Promote a multi-modal, fully-functional hierarchical transportation network.
- Promote increased regional collaboration on environmental and growth issues.
- Promote innovative measures and techniques to address current or potential air quality, water quantity and quality, and safety impacts of growth.
- Support natural resource conservation in addition to measures designed to mitigate natural resource use.
- Support the preservation of environmentally-sensitive or ecologically-valuable open space, with fair compensation for private property owners for land left undeveloped.
- Ensure clean and adequate water resources to support public, economic, and environmental needs.
- Adopt a watershed perspective on water resource planning.
- Support locally-based and regional, voluntary AND mandatory initiatives to conserve water, energy and other resources.
- Use design practices that effectively utilize energy
- Improve social welfare and enable public employees to live in or close to communities they serve.
- Conserve, rehabilitate, and/or redevelop existing urban areas to ensure neighborhood stability and prevent disinvestment.
- Support cross-discipline collaboration among agencies to address the safety needs of communities.

### **A Sampling of Practices:**

- Zone for more compact and mixed-use development and support transportation improvements that decrease reliance on single-occupant vehicles
- Include consideration of environmental components in the small area planning process (e.g., soils, topography, tree cover, perennial and intermittent streams and other waterbodies, biodiversity and endangered species, etc.)
- Retrofit construction and other diesel vehicles with devices that decrease emissions (ozone precursors, fine particle, greenhouse gas and other)
- Promote green building practices and waste reduction (solid, water, energy)
- Consider water reuse strategies and initiatives in other areas of the country for use in this region
- Engage in active natural resource conservation and decreasing our environmental "footprint" as well as mitigating natural resource use
- Promote brownfields redevelopment, adaptive reuse, and infill development
- Engage in active public education regarding environmental issues the additional fiscal and health benefits of sound environmental practices
- With land conservation groups and state agencies, identify and preserve strategic open spaces and habitats
- Reduce single-occupant vehicle use and engine idling
- Implement best management practices such as low impact development, stream buffers, and landscaped and shared parking strategies to protect water quality and provide multiple environmental benefits
- Increase public education regarding environment/health/safety linkages
- Participate in programs such as "problem-oriented policing" and "Crime Prevention through Environmental Design"
- Work with economic development partners to promote re-investment in deteriorating neighborhoods

- Include workforce/affordable housing in new and redevelopment areas to ensure that persons in the public safety and health care professions can afford to live there and thus strengthen the community
- Provide adequate emergency services, including mental health and drug prevention programs
- Support collaborative regional emergency planning
- Use practices from Value1 and 2 to support integrated planning

## **Value: High-Quality Education Opportunities ... that are available to all residents.**

### **Vision:**

High quality, affordable, and extensive educational opportunities for all residents are an essential part of a vibrant, flourishing region. In today's complex and global world, education provides the necessary tools for economic and civic health. Elected leaders understand the need for a collaborative public policy approach to education and actively seek opportunities to leverage their common interests at local, regional, and state levels.

Citizens and education professionals work across traditional local boundaries because our collective success is dependent on the quality of education throughout the entire region. Best practices are extensively shared across all levels.

The region includes an extensive network of public, private, and post-secondary education offerings, along with numerous opportunities for lifelong learners, who have completed their formal education. Solid PreK-12 public education is offered in all the region's school districts, and parents and teachers communicate effectively to promote regular attendance and learning. Secondary education in our region connects residents with their interests and aspirations, by offering a wide range of degrees, certifications and trainings. Information about offerings can be found easily and are affordable to all. Lifelong learning with exciting, rewarding and plentiful choices available including ongoing professional/vocational education, is valued and encouraged in non-educational institutions.

This unwavering commitment to educational opportunity and achievement is a hallmark of our region.

### **Policies:**

- Advocate for additional local, state and federal funding in order to provide resources, facilities, etc— to meet the increasing demand.
- Explore creative funding solutions to address school capacity needs.
- Create unified political and civic leadership across the region that advocates for early childhood education funding.
- Promote and enforce good student attendance through parental involvement and other appropriate means.
- Collaborate with local government to offer incentives for teacher recruitment, retention and satisfaction, such as affordable housing near schools, tax breaks, park and recreation passes.
- Increase active and ongoing involvement from community stakeholders, such as business, institutional, community leaders and parents in lobbying at the local, state, and federal levels for educational funding needs.
- Develop policies that allow dual enrollment to occur—*i.e.*, being able to gain credits at high school and college simultaneously.
- Consider the creative uses of distance learning.
- Create easy access for adult learners to audit courses at institutions of higher learning.
- Advocate for equitable funding policies within North and South Carolina which will enable academic institutions to fairly compete for in-state students and advocate for tuition policies that may be applied across state lines.
- Use regional resources and connections to leverage global learning connections—international education, exchange programs, etc.
- Encourage more need-based financial aid programs that will enable residents from all backgrounds to afford high quality educational opportunities.
- Ensure that students from diverse language backgrounds receive thorough grounding in the English language regardless of their age/level in school.
- Promote strong reading, math, and problem-solving skills for all students whether college- or trade-bound.
- Promote high-quality skilled workforce training beginning with interest/skills exploration in middle school for those students who seek it.
- Provide adequate support for programs and institutions that provide skilled workforce training (for new, displaced and incumbent workers).
- Consider school site options/school construction options that support the region's environmental sustainability goals and/or provide ready access to civic/business locations.



## A Sampling of Practices:

- Create a networking/sharing collaborative of education institutions in the region including PreK-12 schools, private and charter schools, universities, colleges, vocational schools and other institutions of continuing education.
- Expand regional professional development opportunities to teachers.
- Expand current resource sharing programs among teachers so that they cross county and state lines and use master teachers to mentor new teachers.
- Support programs that improve teacher recruitment, retention and professional development, and that reduce reliance on substitute teachers to cover core classes.
- Convene a regional task force charged to create an action plan to improve high school dropout rates (*sample action item: identify best practices in curriculum and instruction*)
- Create community partnerships with individual schools, particularly low-performing schools, to assist with motivating, mentoring, supplies, tutoring, etc.
- Link the region's PTAs (being sure to include all socio-economic groups) in order to encourage sharing of ideas for strong parental involvement and fund-raising.
- Create opportunities for school board members from throughout the region to meet and discuss common issues and solutions.
- Provide training to school board members about state and federal issues that impact education, and add a regional orientation module to provide a regional context to their deliberations.
- Create a public awareness initiative, focusing on elementary through secondary school parents and students, reinforcing the value of a higher education in today's global economy and promoting regular attendance.
- Create a unified message from all school districts concerning the importance of a high school diploma as a minimum.
- Develop a comprehensive website that contains information about all regional higher education options, including degree, certification, and in-service programs.
- Foster public and political awareness of current and future job opportunities within the region (such as motor sports, biotech, logistics), and what educational preparation is needed for these jobs.
- Utilize current regional business networks, partnerships and associations to encourage the creation of targeted programs at PreK-12 districts and secondary education institutions that prepare students for occupations that support the regional economy.
- Build on the success of the current Southwest Alliance (a collaborative of school districts, agencies, government institutions and other organizations) and create additional regional networks tailored for each group—teachers, central office staff and school house leaders.
- Support and expand the variety of re-training opportunities for currently employed workers whose skills are still "20<sup>th</sup> century."

## Value: A Strong, Diverse Economy ... that supports a wide variety of businesses.

### Vision:

The region's economic growth strategy includes not only growing industry clusters through recruitment, expansion and local entrepreneurship. It also encourages the growth of other small businesses. Regional industry is not so dependent on a single industry cluster that a downturn in that industry impacts the entire regional economy. The region is known for a creative economy as well as for excellence in technology and other disciplines. As with Value 2, reciprocity is an important component of the economy, in that employment opportunities should be available at multiple centers throughout the region, putting jobs and housing in closer proximity. Finally, employment opportunities are available for the full spectrum of the region's workers.

### Policies:

- Support the development of both regional and local approaches towards job creation, expansion and retention, including regional promotion and recruitment of both industries and workers of all ages.
- Provide for safe and reliable transportation infrastructure to move workers and freight in support of both local and regional economic development
- Ensure adequate water resources for both industrial/commercial use and for the needs of the growing workforce
- Support approaches that value collaboration over competition in business/industry recruitment, so that every part of the region has the opportunity for economic prosperity
- Support advanced manufacturing applications to regional industries
- Foster entrepreneurship and "growing" support or spin-off industries from an area's existing industry base, or from natural assets.
- Provide for the appropriate location of business and industry within communities throughout the region, which serve to attract those businesses and industries most compatible with the community.

- Support the vitality of the central business districts, and provide for the appropriate integration of jobs and housing in sustainable mixed-use settings.
- Promote workforce/affordable housing and housing choice across the region to create decent housing for a diverse workforce, in proximity to job locations.
- Support improvements in basic skills in K-12 to build an educated workforce for a knowledge-based economy, as well as to prepare for the diverse jobs needed to serve the region's population.
- Support workforce preparation with life skills training, as well as job skills.
- Balance natural resource use for economic growth with resource preservation and conservation.

### **A Sampling of Practices:**

- Support early literacy/numeracy programs to ensure that future generations have adequate skills as building blocks for later job readiness
- Study and target development of amenities desired by the emerging intellectual/creative/entrepreneurial workforce to attract and retain that talent
- Expand worker training programs appropriate to current/emerging industry clusters to meet the region's needs now and in the future
- Create a regionwide network for workforce training broadly accessible to workers and businesses
- Develop and support specific transportation policies and projects designed to move workers and freight efficiently and effectively
- Provide adequate water resources and support commercial water conservation practices to ensure sufficient water supplies for economic growth
- Adopt collaborative practices regarding business/industrial recruitment and exercise self-discipline in intra-regional business recruitment
- Incorporate "on demand" economic development opportunities
- Work with local and regional chambers and economic development commissions to identify opportunities for synergy within and across jurisdictional boundaries (e.g., shared "green" industrial parks, proximate location of industries in a cluster, etc.)
- Support local economic development strategies based on local visions and assets through regional promotion and investment. Consider a matrix approach to assist communities in identifying businesses that are a good fit.
- Promote downtown redevelopment and work with communities and state and federal agencies to attract businesses (and residents) to downtowns and town-center type developments
- Sponsor natural resource and energy conservation programs in industrial and business support activities for both environmental and fiscal reasons
- Promote successful business support models and provide technical assistance through universities and colleges, community colleges and peer- to-peer mentoring
- Assist each community with defining its desired and necessary balance of jobs/housing for sustainability and with strategies to reach that balance
- Support housing in proximity to jobs and vice-versa, including creating multiple regional employment/housing centers in outlying communities
- Create plans for economic reversals as well as growth
- Measure income generation and distribution to gauge success

**Value: Enhanced Social Equity**  
**... through community leadership and cooperative volunteerism.**

### **Vision:**

The region is marked by a culture of community caring and trust, and programs develop attitudes and practices of community engagement and leadership across all levels of society. Problem-solving is marked by inclusion, open communication and collaboration. The region continues its reputation for outstanding volunteerism, whether in fund-raising or for corporate, group or individual outreach. The goal of social equity is the inclusion and empowerment of all persons to reach their full potential and in doing so, to help prepare our region for the future.

### **Policies:**

- Support the development of community leadership at all social and economic levels, involving both local governments and the civic/private sectors.
- Engage in deliberate communication with and involvement of the public
- Promote full integration of newcomers to the region into the region's civic life, community structure, and culture/heritage
- Encourage and facilitate volunteerism by a wide range of persons at all socio-economic levels, ethnic/racial backgrounds, and ages.

- Foster civic education and engagement (including voting) across racial, ethnic, age, economic, and other lines.
- Promote the education of citizens regarding their rights in dealing with “the systems” of government and business, and promote respect for those rights by those who work within those systems.
- Foster values of community and engagement through design of the built environment.
- Increase meaningful commitment, as local government leadership, to transparency in government operations and decision-making, so that citizens throughout the community may have a sense that their input counts in matters of public discourse.
- Plan for increases in the median age of the region’s population.
- Support the development of amenities for all age groups and persons of diverse cultural and ethnic backgrounds
- Promote equitable access to public resources by all segments of the community.
- Develop programs to effectively address dropout prevention

## A Sampling of Practices:

- Publicize the existing opportunities for civic education more broadly and ensure the inclusion of a diverse population, recognizing that this may require using different approaches with different segments of the population
- Provide public information in formats and translations needed to ensure that Latino, Asian, and other immigrant groups are reached with information that allows them to become part of the community, while increasing the number of ESL programs for adults and children
- Routinely engage populations viewed as “service recipients” in identification of service design and evaluation
- Routinely hold public meetings, information sessions, etc. in communities impacted by issues
- Provide adequate transportation and internet-access resources to ensure that access is not an obstacle to civic participation and engagement
- Continue or increase support for programs such as Cities in Schools, mentoring programs, etc.
- Engage children and youth in opportunities for outreach and volunteerism
- Encourage programs such as corporate gift matching
- “Grow” the giving/volunteering community through incentive and example
- Allow employees professional development credit or “time off” for community engagement or outreach work
- Include plans for public gathering places in new development and areas being redeveloped: pocket parks, dog-walking areas, “village greens,” etc.
- Include senior-, child-, and disabled-friendly design in public buildings and spaces (wider sidewalks, benches, trees, etc.)
- Plan for, incentivize, and/or consider mandating transitional and workforce/affordable housing in new and redeveloped areas
- Reinforce civic participation and values of social equity through regular conversations among the public, private, not-for-profit, and faith communities
- Use “plain language” or the vernacular of the community in information and explanations to the public
- Promote customer service as an orientation for all employees, public and private
- Use customer-friendly websites with critical and/or controversial information readily accessible
- Expand customer-access programs such as 311 to the region





## CONNECT

CONNECT is the Vision for the Greater Charlotte Bi-State Region. CONNECT is an initiative of Centralina COG, Catawba Regional COG and the Charlotte Regional Partnership with partners throughout the region.

### Why CONNECT?

- Our region is adding over 1.5 million people, continuing the trend of growth and increased opportunity by 2030.
- Strong growth like this brings benefits and challenges (traffic, schools, balancing jobs and housing, loss of green space, how to keep downtowns vital) to us all.
- We need to work together creatively to address these challenges—meaning we must know our common interests and direction. We need common ground as a point of departure.
- This is especially true when growing together makes jurisdictional boundaries less visible to the region's businesses and residents.
- CONNECT is a process for establishing our common ground and building a shared vision that can provide the basis for action, mutual support and realization of community and regional goals.
- CONNECT will be the first time our region has had an inclusive, multi-faceted, common vision (most other major metro areas already have one).

### What makes CONNECT different?

- CONNECT's content is relevant, consensus-based and rooted in locally-adopted public policy and visions.
- CONNECT is designed to be actionable and has strong implementation components.
- CONNECT is bi-state—public, private, not-for-profit, and grass-roots sectors working together.

- CONNECT expresses six CORE VALUES—what we value as communities and a region—Sustainable Growth that protects quality of life, Strong and Diverse Economy across the region, Healthy Environment, High Quality Education, Enhanced Social Equity and Increased Collaboration among jurisdictions.

### What will CONNECT help us do?

- Work together effectively to achieve our shared values and vision.
- Learn from each other what works and what doesn't.
- Meet our local objectives with the help of the region.
- Leverage our population to make our voices heard in Washington, Raleigh and Columbia on issues that matter to the region and its communities.

### How can I CONNECT?

- Visit the CONNECT website to review the vision as it unfolds.
- Sign up to receive CONNECT e-news.
- Engage your organization in discussing how you can be part of living the regional vision
- Participate actively on one or more of the Regional Cabinets or working groups
- Let us know how CONNECT can support your efforts and interests for quality of life.
- Explore the shared nature of our future using the CONNECT framework.
- Ask for a CONNECT presentation to your organization.

***Our Goal — a regional vision  
which can be implemented on  
both local and regional levels  
in the Greater Charlotte  
Bi-State Region.***

**For more information:  
[www.cogsconnect.org](http://www.cogsconnect.org)  
704-348-2730**

# CONNECT Governance for Action Agenda Implementation

## Background:

The CONNECT core values and the priority policies generated a number of potential action items during the “Implementation Discussions” at CONNECT meetings in January. In defining the action items for the priority policies, participants in the January meetings included a number of common elements or “homework” to move virtually every priority policy forward:

- **Shared Knowledge:** Local governments and key stakeholders in each policy area need to know what the “current status” is, which means someone needs to collect, catalogue, and maintain adopted plans and policies, initiatives, anticipated developments, successes and the impacts of actions.
- **Best Practices:** Anyone engaged in policy implementation needs to know what works, which means someone needs to gather and report on how to achieve the desired policy directions, on national, state, regional and local best practices, and which actions deliver the most “bang for the buck.”
- **Communication:** There must be regular mechanisms for information exchange, collaborative planning and problem-solving, which means there must be website development and regular meetings of relevant parties.
- **Regional Framework:** While menu-driven approaches are good, there should be some elements of every policy that we do as a region, which means there must be decision-making and implementing bodies.
- **Accountability:** Plans, goals etc. must be explicit enough to permit evaluation. There must be built-in evaluation, regular follow-up and reporting, to make focused peer pressure a viable tool for enforcement in a voluntary environment.

Our local governments and stakeholders have requested that CONNECT have some type of “governance structure” for implementation of its Action Agenda. Furthermore, the value of “Increased Regional Collaboration” can best be realized through the manner in which CONNECT is implemented. The following description ensures that CONNECT is organized to be implemented collaboratively, with accountability, engagement, results, and value added, both for the region as a whole and for individual communities.

## A. Centralina and Catawba Regional COGs and the Charlotte Regional Partnership

### 1. Role and Charge

Centralina and Catawba Regional COG, through an Interlocal Agreement, formalize collaboration to establish CONNECT as their major regional initiative and to establish CONNECT governance and implementation. The COGs through a Memorandum of Understanding with Charlotte Regional Partnership establish CONNECT as the means through which the Partnership embraces its requirement to

establish a vision for economic development and factors which affect it. Centralina COG will provide management direction and fiscal services for CONNECT.

*Status: Approved and signed in April, 2008*

2. Development of collaborative, inclusive governance structure designed to reduce "silo-ing and increase accountability.

*Status: Approved in April/May, 2008, appointments being made in June/July, 2008*

3. Recruitment of Partnering Organizations

*Status: Partnering organizations recruited to date include: a number of Chambers of Commerce throughout the region, the Urban Institute at UNC Charlotte, the Lee Institute, and the Urban Land Institute. Additional partners will be recruited through Summer 2008.*

## **B. CONNECT Council**

1. Role and Charge

The CONNECT Council appointed by the COG Boards will be the primary policy body and guide operational and implementation activities of the CONNECT Implementation Team and values-based Cabinets. Its charge is to:

- a. Ensure that CONNECT is implemented in accordance with the consensus Action Agenda developed January-March, 2008.
- b. Identify policy recommendations that should be made to the public, private, and not-for-profit sectors in order to achieve CONNECT's core values and implement the adopted Action Agenda. Only CONNECT Council recommendations regarding public policy will be referred to the COG Boards for discussion/action, so that the COG Boards rather than the CONNECT Council serve as advocates for any public policy.
- c. Provide visible public support to regional initiatives in keeping with the CONNECT vision, such as the Carolina Thread Trail, Clean Air Works! etc.
- d. Upon recommendation of the Implementation Team and CONNECT Cabinets, or as generated by the Council, identify emerging regional issues or trends that warrant collaborative regional discussion and potential Action Agenda development.

2. Composition/Membership

The CONNECT Council will be made up of representatives from specific organizations rather than individuals. Membership on the CONNECT Council will be limited to institutions that actively contribute to the development and implementation of the shared regional vision and Action Agenda. Changes to the Membership (including the limit on the number of organizations) will be determined by consensus. The CONNECT Council includes:

- 7 – Centralina COG Board Representatives\*
- 3 – Catawba Regional COG Board Representatives\*
- 2 – Charlotte Regional Partnership Board Representatives appointed by the Partnership
- 2 – Chambers of Commerce ((1 SC; 1 NC) (rotating))
- 1 – Foundation for the Carolinas (invited)
- 1 – Urban Institute (invited)
- 1 – Lee Institute
- 1 – Environmental Organization (rotating)

#### Ex-Officio

- 1 – Centralina COG Executive Director
- 1 – Catawba Regional COG Executive Director
- 1 – Charlotte Regional Partnership President and CEO

\*Appointed by the respective COG.

Members are being requested to serve a two-year initial term with possibility of one term reappointment.

#### 4. Meetings

The CONNECT Council will meet five times in FY 2008-2009, including one time for orientation, and will meet quarterly in FY 2009-2010. Meetings will be held in the Charlotte area in a mutually convenient location and time.

### C. CONNECT Implementation Team

#### 1. Role and Charge

The CONNECT Implementation Team has operational and implementation responsibility for CONNECT. Its charge is:

- a. To ensure active CONNECT implementation.
- b. To ensure that values/policies/action plans are being addressed.
- c. To provide linkage to Cabinets to ensure that the Cabinets are functioning and to review Cabinet recommendations for cross-discipline effect prior to their going forward to the CONNECT Council. [Note: This is its “no silos” function.]
- d. The CONNECT Implementation Team is NOT a filter or censor between the Cabinets and the CONNECT Council, but rather serves an enabling and mentoring function.

#### 2. Composition/Membership

Unlike the policy-level CONNECT Council, the Implementation Team is composed of senior-level staff from throughout the region. Membership includes:

- 6 –North Carolina county/municipal managers (or chief assistants)\*
- 2 – South Carolina county/municipal managers (or chief assistants)\*
- 1 – Centralina COG Executive Director (or designee)\*
- 1 – Catawba Regional COG Executive Director (or designee)\*

- 1 – Charlotte Regional Partnership President and CEO (or designee)
- 1 – CONNECT Initiative Manager
- 3to 5 – CONNECT Cabinet representatives (additions to be added as each Cabinets forms)

\* Members are appointed by the respective COG Chairman.

Members are requested to serve a two-year term, and may be reappointed for one additional term.

### 3. Meetings

The CONNECT Implementation Team will meet five times in FY 2008-2009, including one time for orientation, and will meet quarterly in FY 2009-2010. Meetings will be held in the Charlotte area in a mutually convenient location and time.

## D. CONNECT Cabinets

### 1. Role and Charge

Each CONNECT Cabinet is the lead entity charged with the collaborative implementation of the consensus Action Agenda for a particular value. Implementation may occur either directly by the Cabinet or through agreements and collaborations with other implementers (including local governments). Furthermore, each Cabinet is expected to take ownership of its particular value and to consider and recommend next steps for future Action Agenda items, to determine the extent to which policy changes may be needed, to seek funding for its initiatives, etc. Each CONNECT Cabinet will be provided staff through the COGs unless otherwise noted. One of the Co-Chairs of each Cabinet will be expected to participate in the CONNECT Implementation Team to ensure that actions are consistent with other CONNECT initiatives, and to prevent silo-ing. Cabinets recommend Action Agenda items and proposed changes in policy to the CONNECT Council. Cabinet Chairmen are appointed by the Chairmen of the respective COG, with one Co-Chairman of each cabinet from each state.

Cabinets to be Appointed Initially:

- Regional Environmental Cabinet
- Regional Sustainable Growth Cabinet
- Regional Economic Development Cabinet

Cabinets to be formed in Fall/Winter 2008:

- Regional Social Equity and Engagement Cabinet
- Regional Education Cabinet



# Greater Charlotte Bi-State Region "Charlotte USA"

Local Governments

Centralina COG  
Catawba Regional COG  
Charlotte Regional Partnership

Regional Organizations

Contributing Partners

Regional Leadership Forum

## CONNECT Council

Regional Growth Cabinet

Regional Environmental Cabinet

Regional Economic Development Cabinet

Education Forum

Enhanced Social Equity & Engagement

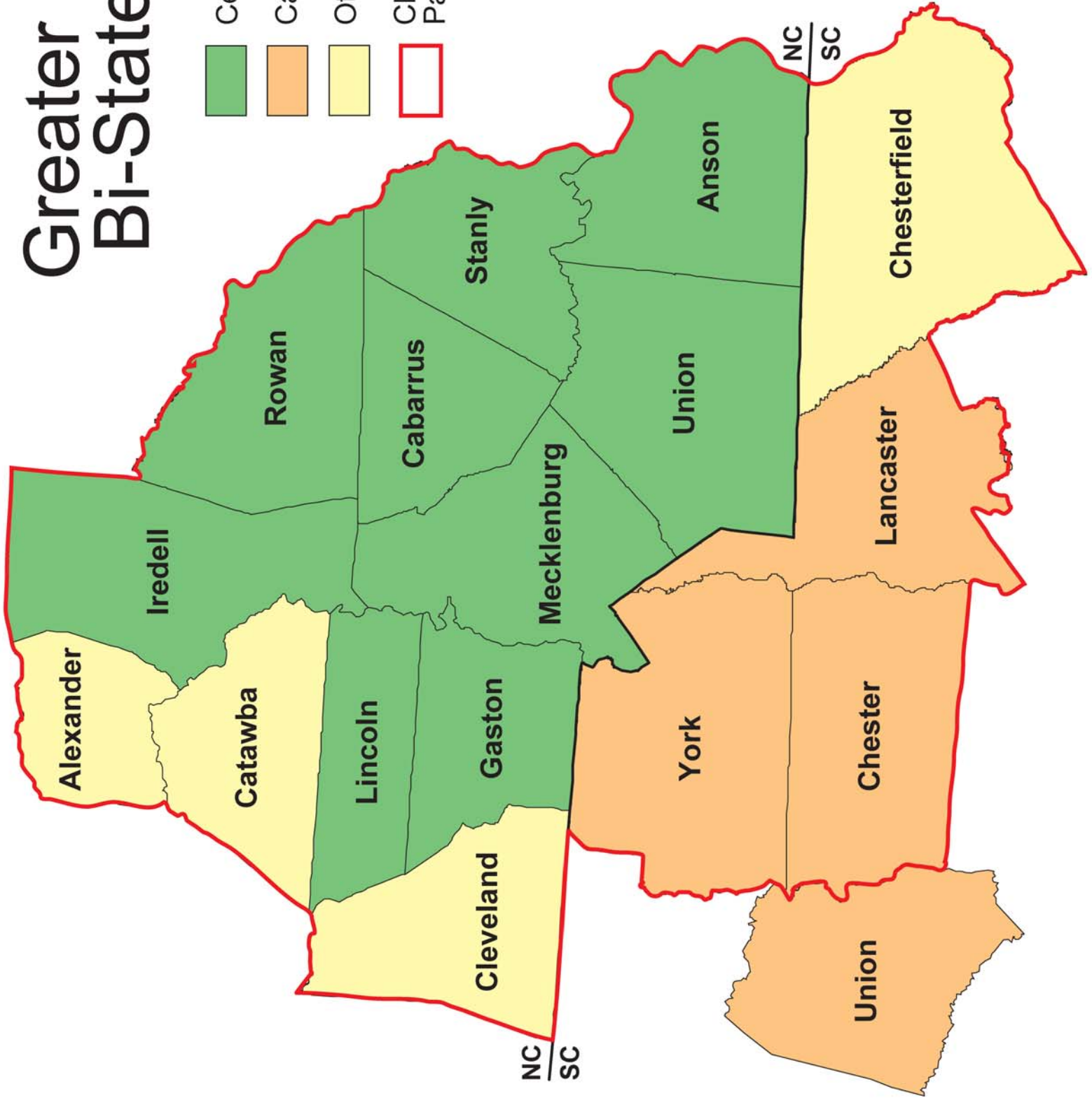
CONNECT—Framework for the future

1/7/2009



# Greater Charlotte Bi-State Region

- Centralina COG
- Catawba Regional COG
- Other Regional Counties
- Charlotte Regional Partnership



## Charlotte Elected Officials, Citizens and Staff Who Are/Have Been CONNECT Participants



### Elected Officials:

Mayor Pat McCrory (multiple events)

Mayor Pro Tem Susan Burgess (as COG Delegate)

Councilperson Nancy Carter (CONNECT Council member and multiple events)

Councilperson Patsy Kinsey

Councilperson Warren Cooksey

### Engaged Citizens:

Kelly Alexander

Diane Carter

Lucia Zapata Griffith

Yolanda Johnson

Nina Lipton

Eric Locher

Mark Loflin

Joel Randolph

Stephen Rosenburgh

Wesley Simmons

Cyndee Patterson (Regional Visioning Task Force and CONNECT Council)

Bob Morgan (CONNECT Council)

David Howard (Co-Chairman of Regional Sustainable Growth Cabinet)

Nora Black (Regional Sustainable Growth Cabinet)

Brandon Brown (Regional Sustainable Growth Cabinet)

Tom Low (Regional Sustainable Growth Cabinet)

George Shield (Regional Sustainable Growth Cabinet)

Jenny Vallimont (Regional Sustainable Growth Cabinet)

Tim Morgan (Regional Sustainable Growth Cabinet)

Andy Munn (Regional Sustainable Growth Cabinet)

Aaron Sanders (Regional Sustainable Growth Cabinet)

Rick Gaskins (Regional Environmental Cabinet)

Lisa Lee Morgan (Regional Environmental Cabinet)

David Walters (Regional Environmental Cabinet)

Dave Franchina (Regional Air Quality Work Group)  
Gina Howard (Regional Air Quality Work Group)  
June Blotnick (Regional Air Quality Work Group-Messaging)

Rosalyn Allison-Jacobs (Regional Visioning Task Force)  
Saxby Chaplin (Regional Visioning Task Force)  
Judy Kerns (Regional Visioning Task Force)  
Frank Martin (Regional Visioning Task Force)  
Jeff Michael (Regional Visioning Task Force)  
Mary Newsom (Regional Visioning Task Force)  
Dennis Rash (Regional Visioning Task Force)

### **City Staff:**

Julie Burch (Regional Visioning Task Force and Regional Environmental Cabinet)  
Debra Campbell  
Bill Carstarphen  
Boyd Cauble  
Bob Cook (Regional Air Quality Work Group)  
Tim Gibbs (Regional Environmental Cabinet and Regional Air Quality Work Group)  
Eldewins Haynes (Regional Environmental Cabinet and Regional Air Quality Work Group)  
Garet Johnson (Regional Sustainable Growth Cabinet)  
Ron Kimble  
Dennis Marstall  
David McDonald (Regional Sustainable Growth Cabinet)  
Sandy Montgomery  
Danny Pleasant  
Brad Richardson (Regional Air Quality Work Group)

## Jurisdictional Adoptions

### Counties

Anson  
Gaston  
Mecklenburg  
Chester  
Lancaster  
York

### Municipalities

Albemarle  
Belmont  
Bessemer City  
Cherryville  
Chester  
China Grove  
Clover  
Concord  
Cornelius  
Cramerton  
Davidson  
Fort Mill  
Gastonia  
Harrisburg  
Indian Trail  
Kings Mountain  
Landis  
Lincolnton  
Lowell  
Marshville  
Marvin  
Matthews  
Mint Hill  
Monroe  
 Mooresville  
Mount Holly  
Norwood  
Rock Hill  
Salisbury  
Statesville  
Troutman  
Unionville  
Wadesboro



Presentations are being scheduled with additional jurisdictions in the CONNECT region. At this time, resolutions are pending in 9 additional jurisdictions.

# ***COUNCIL WORKSHOP AGENDA ITEM SUMMARY***

**TOPIC:** Additional Legislative Items

**RESOURCES:** Boyd Cauble, City Manager's Office  
Ron Kimble, Deputy City Manager  
Mac McCarley, City Attorney  
Bob Hagemann, City Attorney's Office

**KEY POINTS:**

Since the Council approved the City's legislative package, several opportunities for additional local legislation have developed. These are:

**1. Infrastructure Reimbursement Authority Amendment**

In 2001, the legislature authorized the City to enter into infrastructure reimbursement agreements with developers. As written, the legislation contemplates payment by the City immediately upon completion of the improvements. The current proposal would permit the City to delay its payment for a negotiated period of time and makes it clear that such agreements would not have to be approved by the Local Government Commission.

This opportunity arose when Mecklenburg County decided to seek infrastructure reimbursement authority for parks to facilitate its participation in the First Ward/Levine project. For cash flow reasons, the County included language in its bill that would allow delayed payments to the developer. City staff believes that this would be a valuable tool for the City to have as well and the best way to achieve it is by inclusion in the County's bill.

**2. Extra Territorial Jurisdiction (ETJ) Street Standards**

Senator Clodfelter has indicated a willingness to introduce a Statewide legislative bill that would allow the NCDOT Division Engineer to approve either State or City standards for streets built in a municipality's ETJ. In either case, maintenance of those streets in the ETJ would remain with NCDOT.

There has been considerable confusion in the last several years regarding the application and effect of City street standards in the ETJ. City staff has suggested several options to NCDOT to resolve this confusion, but we have been unable to reach an acceptable solution. Staff believes this proposed bill presents an opportunity to eliminate this confusion legislatively.

### **3. Local Tort Claims Act**

Tort claims against the State of North Carolina are subject to a "Tort Claims Act" that waives sovereign immunity but caps the State's liability exposure. The current cap is \$1,000,000. The proposal would put the City under a similar arrangement. The trade-off would be the elimination of an unpredictable and sometimes unfair legal doctrine that, when applicable, completely insulates the City from liability and the establishment of a cap that protects the City from runaway verdicts.

#### **COUNCIL DECISION OR DIRECTION REQUESTED:**

Given the legislative calendar, Council will be asked to approve these legislative items at this workshop meeting.

#### **ATTACHMENTS:**

Mecklenburg County Proposed 2009 Infrastructure Legislation  
City of Charlotte Existing 2001 Infrastructure Legislation  
Tort Claims Act Proposed 2009 Legislation

GENERAL ASSEMBLY OF NORTH CAROLINA  
SESSION 2009

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HOUSE DRH10662-LM-127 (03/18)

Short Title: Mecklenburg County/Reimbursement Agreements. (Local)

Sponsors: Representative Carney.

Referred to:

1 A BILL TO BE ENTITLED  
2 AN ACT CONCERNING PUBLIC-PRIVATE REIMBURSEMENT AGREEMENTS FOR  
3 PARK INFRASTRUCTURE DEVELOPMENT BY MECKLENBURG COUNTY.

4 The General Assembly of North Carolina enacts:

5 SECTION 1. A county may enter into reimbursement agreements with private  
6 property owners for the design and construction of park infrastructure or parks that: (i) are  
7 included in the county's Parks Master Plan; (ii) are located on property that is adjacent to or in  
8 close proximity to other property owned by the private property owner or its affiliates; and (iii)  
9 are located on the property owned by the private property owner that is to be leased or  
10 transferred to the county.

11 SECTION 2. A county may provide for the reimbursements to be paid from any  
12 lawful source over any period of time, including making payments that include a premium for  
13 delayed reimbursement. A county may also exchange real property owned by the county under  
14 the provisions of G.S. 160A-271 as part of the reimbursement, or in full or partial payment for  
15 a lease, or in connection with the exchange for the real property owned by the private property  
16 owner that is developed or to be developed for park purposes.

17 SECTION 3. No construction performed by a private property owner as part of a  
18 reimbursement agreement authorized by this act shall be deemed to be construction subject to  
19 the provisions of Article 8 of Chapter 143 of the General Statutes, and no reimbursement  
20 agreement authorized by this act shall be deemed to be subject to the provisions of Article 8 of  
21 Chapter 159 of the General Statutes, and neither shall be deemed to be a violation or evasion of  
22 any provision of either of these Articles. Notwithstanding the foregoing provisions of this  
23 section, a construction contract subject to a reimbursement agreement authorized by this act  
24 shall not be awarded by a private property owner who is a party to the reimbursement  
25 agreement without complying with the requirements of G.S. 143-129 relating specifically to  
26 public advertising and bid opening requirements that would be applicable if the construction  
27 contract had been awarded by the county.

28 SECTION 4. This act applies to Mecklenburg County only.

29 SECTION 5. This act is effective when it becomes law.



\*DRH10662-LM-127\*



**GENERAL ASSEMBLY OF NORTH CAROLINA  
SESSION 2001**

**SESSION LAW 2001-329  
SENATE BILL 405**

**AN ACT CONCERNING PUBLIC-PRIVATE REIMBURSEMENT AGREEMENTS  
FOR INFRASTRUCTURE DEVELOPMENT BY THE CITY OF CHARLOTTE.**

The General Assembly of North Carolina enacts:

**SECTION 1.** A city may enter into reimbursement agreements with private developers and property owners for the design and construction of municipal infrastructure that is included on the city's Capital Improvement Plan and serves the developer or property owner. For the purpose of this act, municipal infrastructure includes, without limitation, water mains, sanitary sewer lines, lift stations, stormwater lines, streets, curb and gutter, sidewalks, traffic control devices, and other associated facilities.

**SECTION 2.** A city shall enact ordinances setting forth procedures and terms under which such agreements may be approved.

**SECTION 3.** A city may provide for such reimbursements to be paid from any lawful source.

**SECTION 4.** No reimbursement pursuant to an agreement authorized by this act shall be deemed to be construction subject to Article 8 of Chapter 143 of the General Statutes or to be deemed to be a violation or evasion of any provision of said Article. Notwithstanding the foregoing provisions of this section, a construction contract subject to a reimbursement agreement authorized by this act shall not be awarded by a developer or property owner who is a party to such reimbursement agreement without complying with the requirements of G.S. 143-129 and G.S. 143-128(f) relating to public advertising and bid opening requirements which would be applicable if the construction contract had been awarded by the city.

**SECTION 5.** This act applies only to the City of Charlotte.

**SECTION 6.** This act is effective when it becomes law.

In the General Assembly read three times and ratified this the 2<sup>nd</sup> day of August, 2001.

s/ Beverly E. Perdue  
President of the Senate

s/ James B. Black  
Speaker of the House of Representatives

**Section 3 of Session Law 2001-329 is amended as follows:**

**SECTION 3.** A city may provide for such reimbursements to be paid from any lawful source over any period of time, including making payments that include a premium for delayed reimbursement.

**Section 4 of Session Law 2001-329 is amended as follows:**

**SECTION 4.** ~~No reimbursement pursuant to an agreement authorized by this act shall be deemed to be construction subject to Article 8 of Chapter 143 of the General Statutes or to be deemed to be a violation or evasion of any provision of said Article.~~ No construction performed by a private developer or property owner as part of a reimbursement agreement authorized by this act shall be deemed to be construction subject to the provisions of Article 8 of Chapter 143 of the General Statutes, and no reimbursement agreement authorized by this act shall be deemed to be subject to the provisions of Article 8 of Chapter 159 of the General Statutes, and neither shall be deemed to be a violation or evasion of any provision of either of these Articles. Notwithstanding the foregoing provisions of this section, a construction contract subject to a reimbursement agreement authorized by this act shall not be awarded by a developer or property owner who is a party to such reimbursement agreement without complying with the requirements of G.S. 143-129 and ~~G.S. 143-128(f)~~ relating to public advertising and bid opening requirements which would be applicable if the construction contract had been awarded by the city.

GENERAL ASSEMBLY OF NORTH CAROLINA  
SESSION 2009

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SENATE BILL 859

Short Title: Tort Claims Act/Local Gov. Opt-in.

(Public)

Sponsors: Senators Clodfelter; and Hartsell.

Referred to: Judiciary I.

March 26, 2009

A BILL TO BE ENTITLED

AN ACT TO ALLOW CITIES WITH POPULATION GREATER THAN FIVE HUNDRED THOUSAND TO BE SUBJECT TO THE STATE TORT CLAIMS ACT WITH CERTAIN MODIFICATIONS.

The General Assembly of North Carolina enacts:

**SECTION 1.** Article 21 of Chapter 160A of the General Statutes is amended by adding a new section to read:

**"§ 160A-485.5. Waiver of immunity for large cities through State Tort Claims Act.**

(a) Any city with a population of 500,000 or more is authorized to waive its immunity from civil liability in tort by passage of a resolution expressing the intent of the city to waive its sovereign immunity pursuant to Article 31 of Chapter 143 of the General Statutes, as modified by subsection (b) of this section, and subject to the limitations set forth by subsection (c) of this section.

(b) The following modifications of Article 31 of Chapter 143 of the General Statutes shall apply to the waiver of sovereign immunity described by subsection (a) of this section:

(1) Jurisdiction for tort claims against the city shall be vested in the Superior Court Division of the General Court of Justice of the county where the city is principally located, and, except as otherwise provided in this section, tort claims against a city shall be governed by the North Carolina Rules of Civil Procedure. The city shall be solely responsible for the expenses of its legal representation in connection with claims asserted against it, and for payment of the amount for which it is found liable under this section. Therefore, G.S. 143-291, 143-291.1, 143-291.2, 143-291.3, 143-292, 143-293, 143-295, 143-295.1, 143-296, 143-297, 143-298, 143-299.4, and 143-300 shall not apply to claims under this section.

(2) Appeals to the Court of Appeals from a decision of the Superior Court Division shall be treated in the same manner as an appeal from a decision of the Industrial Commission under G.S. 143-294.

(3) The limitation on claims set forth in G.S. 143-299, the burden of proof and defense set forth in G.S. 143-299.1, and the limitation on payments set forth in G.S. 143-299.2 shall apply to claims filed with the Superior Court Division under this section.

(c) Should a city waive its immunity from civil liability pursuant to subsection (a) of this section, it may purchase liability insurance without the purchase being deemed a waiver of sovereign immunity as set forth by G.S. 160A-485. No document or exhibit that relates to or alleges facts as to the city's insurance against liability shall be read, exhibited, or mentioned in the presence of the trial jury in the trial of any claim brought pursuant to this section, nor shall



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1 the plaintiff, his counsel, or anyone testifying in his behalf directly or indirectly convey to the  
2 jury any inference that the city's potential liability is covered by insurance. No judgment may  
3 be entered against the city unless the plaintiff waives his right to a jury trial on all issues of law  
4 or fact relating to insurance coverage. All issues relating to insurance coverage shall be heard  
5 and determined by the judge without resort to a jury. The jury shall be absent during all  
6 motions, arguments, testimony, or announcement of findings of fact or conclusions of law with  
7 respect to insurance coverage. The city may waive its right to have issues concerning insurance  
8 coverage determined by the judge without a jury and may request a jury trial on these issues."

9           **SECTION 2.** This act is effective when it becomes law.

# ***COUNCIL WORKSHOP AGENDA ITEM SUMMARY***

**TOPIC:** Recommendation to ABC Commission

**COUNCIL FOCUS AREA:** Economic Development and Community Safety

**RESOURCES:** Ron Kimble, Deputy City Manager  
Major Eddie Levins, CMPD  
Mark Newbold, Police Attorney

## **KEY POINTS:**

- Local business owners have expressed concern over the current ABC regulation that requires a three-day waiting period for a patron to become a member of a private club.
- This rule restricts opportunities for visitors to our city to go to private clubs.
- Other cities across the state have expressed similar concerns and have approached the State ABC Commission to change this rule.
- The issue now is whether the City of Charlotte should support the rule change. The presentation will include discussion of the following key points:
  - Current regulations regarding the three-day waiting period for membership in private clubs
  - The purpose of the proposed changes to this regulation
  - The local issues regarding the proposed change
  - Recommendations on changes we seek

## **COUNCIL DECISION OR DIRECTION REQUESTED:**

City Council endorsement of the suggested resolution is requested at this meeting.

## **ATTACHMENTS:**

Copy of New Hanover County Resolution to the NC ABC Commission



**NEW HANOVER COUNTY BOARD OF COMMISSIONERS**  
230 GOVERNMENT CENTER DRIVE, SUITE 175 • WILMINGTON, NC 28403  
(910) 798-7149 • (910) 798-7145 FAX • WWW.NHC.GOV.COM

Ted Davis, Jr., Chairman • Jason R. Thompson, Vice-Chairman  
Robert G. Greer, Commissioner • William A. Cester, Commissioner • Jonathan Bertfield, Jr., Commissioner

Sheila L. Schult, Clerk to the Board

**NEW HANOVER COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION**

**SUPPORTING WILMINGTON DOWNTOWN, INC.'S REQUEST TO THE  
NORTH CAROLINA ALCOHOL BEVERAGE CONTROL (ABC) COMMISSION  
TO ELIMINATE THE PRESENT THREE-DAY WAITING RULE FOR  
MEMBERSHIP TO PRIVATE CLUBS**

**WHEREAS**, New Hanover County, like many tourist communities is in the enviable position of having people from all over visit our county to relax and have a good time; and

**WHEREAS**, because of this natural attraction, the area has an abundance of restaurants and bars to satisfy the desires of the patrons; and

**WHEREAS**, the Alcohol Beverage Control (ABC) Commission currently imposes a three-day wait period on any individual requesting to join a private bar that serves liquor by the drink; and

**WHEREAS**, the requirement prohibits some visitors to the area from entering private clubs; and


**WHEREAS**, the requirement results in potential loss of revenue.

**NOW, THEREFORE, BE IT RESOLVED**, that the New Hanover County Board of Commissioners supports the request of Wilmington Downtown, Inc. to the North Carolina ABC Commission to eliminate the three-day wait rule for private bar memberships.

**ADOPTED** this the 20<sup>th</sup> day of January, 2009.



NEW HANOVER COUNTY

  
Ted Davis, Jr., Chairman

ATTEST:

  
Sheila L. Schult, Clerk to the Board



**NEW HANOVER COUNTY BOARD OF COMMISSIONERS**  
230 GOVERNMENT CENTER DRIVE, SUITE 175 · WILMINGTON, NC 28403  
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Ted Davis, Jr., *Chairman* · Jason R. Thompson, *Vice-Chairman*  
Robert G. Greer, *Commissioner* · William A. Caster, *Commissioner* · Jonathan Barfield, Jr., *Commissioner*

Sheila L. Schult, *Clerk to the Board*

January 21, 2009

North Carolina Alcohol Beverage Control Commission  
Attention: Chief Counsel Fred Gregory  
4307 Mail Service Center  
Raleigh, NC 28799-4307

Dear Mr. Gregory,

On January 20, 2009, the New Hanover County Board of Commissioners adopted a resolution supporting the request of Wilmington Downtown, Inc. to eliminate the three-day wait rule for private bar memberships.

Enclosed you will find the adopted resolution for your consideration.

Sincerely,

Sheila L. Schult  
Clerk to the Board

C: John Hinnant, Wilmington Downtown, Inc.

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JAN 28 2009

NCABCC  
LEGAL DIVISION

# ***COUNCIL WORKSHOP AGENDA ITEM SUMMARY***

**TOPIC:** Queens Table Monuments

**COUNCIL FOCUS AREA:** Economic Development

**RESOURCES:** Jim Kimbler, CDOT; Jamie McLawhorn and Claudia Heath, Queens Table; Dan Dodd, Land Design

**KEY POINTS:**

- Queens Table is donating four monuments to the City. Two monuments would be erected in 2009, and two additional monuments would be erected at a future date. Queens Table is asking the City to accept maintenance responsibility for the four monument sites Uptown and to accept the monuments as City property. A 3-dimensional concept of the monuments will be presented at the workshop.
- Queens Table is a small group of anonymous donors that established the Queen's Table Fund in 1991 to celebrate Charlotte by quietly finding and filling needs that are not otherwise being met to enhance the quality of life in the City.
- Prior Gifts in the City of Charlotte:
  - Sculptures on the Square
  - Hezekiah Alexander House, Charlotte Museum of History
  - Queen Charlotte at Douglas International Airport
  - Aspire, bronze sculpture on the CPCC central campus
  - Wind Sculpture on West Trade Street
- The monuments are planned for property adjacent to I-277 owned by NCDOT. Approval for use of the property has been tentatively granted by NCDOT pending approval of structural engineering plans and execution of an encroachment agreement between the City and NCDOT.
- Annual maintenance costs by the City = \$8,450

**COUNCIL DECISION OR DIRECTION REQUESTED:**

At the April 27 Council meeting, Council will be asked to approve a resolution to accept the monument sites for maintenance and accept the monuments as City property.

**ATTACHMENTS:**

Site Plan



