

CONCORD CITY COUNCIL
ANNUAL PLANNING SESSION
JANUARY 20, 2023

A special meeting of the City Council for the City of Concord, North Carolina, was held in the 3rd floor City Hall Council Chambers located at 35 Cabarrus Ave, West, on January 20, 2023 beginning at 8:00 a.m. with Mayor William C. Dusch presiding.

Council members were present as follows:

Members Present:

- Mayor Pro-Tem JC McKenzie
- Council Member Andy Langford
- Council Member W. Brian King
- Council Member Betty M. Stocks
- Council Member Terry L. Crawford
- Council Member Jennifer Parsley-Hubbard
- Council Member John A. Sweat, Jr.

Others Present:

- City Manager, Lloyd Wm. Payne, Jr.
- Assistant City Manager, Joshua Smith
- Assistant City Manager, LeDerick Blackburn
- Assistant City Manager, Pam Hinson
- City Attorney, Valerie Kolczynski
- City Clerk, Kim J. Deason
- Department Directors

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Mayor Dusch called the meeting to order and welcomed everyone. The following was discussed:

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Financial Analysis - Comprehensive Financial update for FY 22-23 and FY 23-24 projections

The Finance Director, Jessica Jones, summarized the local economic conditions including unemployment rate, new construction of single family homes, residential home sales, and average home sales price. The top ten taxpayers represent 9.06% of the City's revenues.

General Fund

Operating revenues will continue to outpace operating expenditures in 2022.

FY23 operating expenses are estimated to be an increase of 3% over FY22 operating expenses. This increase is due mainly to an increase in personnel in public safety (19 new positions in fire). Public Safety makes up 56% of general fund expenses. The next largest function is Public Works with 18% of total general fund operating expenditures.

Total general fund operating revenues for FY23 are estimated to increase 4% when compared to FY22 operating revenues. Ad Valorem, or property tax, makes up 60% of total operating revenues and sales tax makes up 23%.

Local option sales tax increased 19.07% in FY ending 2022. A 5% growth is estimated for FYE 2023 and a 5% growth also for 2024. The Finance Director stated assessed values increased 3.5% in FY2022. Based on

estimates from Cabarrus County, 2023 reflects a 2.9% increase. Staff is projecting an estimated growth of 2% in 2024 since it is a non reval year. The next reval will be in 2024 and the revenue would be received in FY2025 with staff estimating a 10% increase.

Utility Sales Tax collection in FY2 is estimated at \$4.8 million. In 2022, there was no growth in the beer and wine distribution. FY23 collections are estimated at \$420,000.

The Powell Bill collection had a 1% increase in FY2022. Development fees collected in FY22 was \$294,000. FY23 estimates are lower at \$250,000.

Fund Balance

The Finance Director stated as of June 20, 2022, unassigned fund balance was at 38% for all governmental fund types and 54% for the general fund. Current projections for FY23, are for unassigned fund balance in all governmental funds to remain at 38% and general fund to decrease to 47%. This estimated decrease in unassigned fund balance in the general fund is a result of transfers for projects.

Debt Administration

The Finance Director stated the total debt service for FY23 is \$9.8 million which includes principal and interest payments. Of that total, 30% is in the general fund and 52.5% is in the utility funds. She stated debt service represents about 3.2% of the total budget.

Debt planned for FY2024 include:

- Water System Improvements
- GO Bond - \$19.95M – Hillgrove settling basin upgrades (\$6.5M) and Hillgrove GAC installation (\$13.45M)
- Fire Station 6/David District Police Substation - \$9.8M

Future Considerations include:

- Fire Station 13 construction - \$6.2M
- Renovation of Fire Station 3

Upcoming Budget Issues

The Finance Director stated there are many factors to consider as each budget is being prepared. The impact of funding and/or regulations from the federal and state government are always a big factor and important to monitor. As a City, we also want to continue to maintain competitive compensation plans for our employees, deal with future growth and personnel request. Capital improvement needs and related potential issuance of debt to meet these needs are also important issues to consider during the budget process.

Some upcoming budget issues could include:

- Federal Government – HUD, FAA, FTA, etc.
- State Government – Powell Bill, Sales Tax, continued erosion of local control
- Maintaining competitive compensation plans
- Growth
- Personnel Requests
- Capital Improvement Needs
- Revenue and GO bond issuance

Transportation Fund

The Finance Director stated currently 2.5 cents of the tax rate is allocated to Transportation (\$3,605,745 for FY23).

Current future projects balance (not including amount allocated for sidewalks or concrete streets) is \$5,068,479 which includes the required reserve amount of

\$400,000. Reserves will be needed for Derita Rd and Concord Mills Flyover overages which are estimated at approximately \$3M between the two projects. No debt is projected as of 2022 and all existing debt has been paid off.

Aviation – FY2021

Operations (takeoffs and landings) increased 18%. Allegiant Enplanements increased 41% and Allegiant passengers increased 41%. Parking revenue increased 52%.

Utility Funds

- Water – revenue increased 4.9%; projecting 2023 to be 3% increase due to consumption increasing over prior year.
- Wastewater – 2023 revenues are projected to be a 2% increase over prior year. Rates and charges are at 41% through first 5 months and consumption is up about 2%.
- System Development Fees – Water has collected \$4.7M in system development fees with \$1.9M allocated to projects. Sewer has collected \$5.1M with \$3.7M allocated to projects. These funds must be spent as described in the General Statutes. The Study must be redone every 5 years – due July 1, 2023. Raffelis is currently in the process of doing a study to update the system development fees. More details will be presented to Council at a later date once the study is completed
- Stormwater – Revenues are projected to increase 2% for FY23.
- Electric – Rate revenue is up 32.4% thru first 5 months of FY23 when compared with the same period in the prior year. This increase is due to the purchase power adjustments that were implemented. Purchase power is 51% spent (4 months of bills).

Other Funds

- Transit – Fixed route ridership decreased 15.71% for calendar year 2022. ADA Paratransit ridership increased 24% for calendar year 2022. The total budget is \$6.2 million.

Revenue Bond Issuance Overview

The Finance Director explained City's GO Bonds can be issued in one or more bond offerings over the next seven years. The full financing process generally takes approximately 3 months. One Council meeting is required to approve bond resolution and LGC approval is not required, since the bonds were approved during the referendum process. LGC will prepare the offering documents (with some City staff assistance). The LGC requirements for GO Bonds issuance are 1) sold through a competitive bid public sale and 2) structured with 20-year final maturity, level principal payments. On the sale date, underwriters bid competitively on internet platform (Parity/IPREO). The LGC typically only permits sale dates on Tuesdays. The bonds are awarded to the underwriter proposing the lowest true interest cost ("TIC"). Typically, close on the financing approximately 3 weeks after the sale date.

She presented the GO Bond scenarios (assuming 5% interest rate):

- Issue \$42M November/December 2023 – first payment due July 2024
- Issue \$18M in FY28 – first payment due FY29

Parks and Recreation – General Obligation Bond Strategy

The Parks and Recreation Deputy Director, Sheila Lowry, stated in the recently approved bond package, Council identified 9 park priorities for \$60,000,000 dollars. The City of Concord will have 7 years to issue the bonds and a goal of 10 years to complete the projects.

The following are each bond project and estimated costs:

- Caldwell Park
 - Design – May 2023
 - Bid – June 2023
 - Estimated cost - \$7,289,118
 - Utilizing LWCF and PARTF grant funds

- Jim Ramseur
 - Design – April 2023
 - Bid – May 2023
 - Estimated cost - \$19,300,000

- Dorton Park
 - Design – June 2023
 - Bid – July 2023
 - Estimated cost – Phase I – \$4,628,787
 - Estimated cost – Phase II – \$2,424,090

- Poplar Tent Trailhead Park
 - Design – March 2024
 - Bid – June 2024
 - Estimated cost – \$1,840,000

- Academy Gibson Complex
 - Design to be completed
 - Bid by 2026 – Phases 1, 2 & 3
 - Estimated cost - Phase 1 - \$3,246,400
 - Estimated cost - Phase 2 - \$1,841,280
 - Estimated cost - Phase 3 - \$880,000
 - Estimated cost - Phase 4 - \$4,315,720

- Dave Phillips Activity Center Park
 - Design to be completed
 - Bid by 2026
 - Estimated cost – \$2,820,000

- Hartsell Park Complex
 - Design underway
 - Bid by 2028
 - Estimated cost - \$7,220,000

- WW Flowe Park
 - Master Plan – March 2023
 - Design to be completed
 - Bid by 2028
 - Estimated cost – \$2,757,000

- Wilson Street Park
 - Design to be completed
 - Bid by 2028
 - Estimated costs – \$1,050,000

Total of all is \$59,612,395.

She presented the recommended priority list; priority list (1) \$42,000,000 and priority list (2) \$18,000,000.

Following the presentation, the City Manager stated staff is attempting to do what they can in-house.

Following the presentation, it was the consensus of the Council to move forward with the

recommended priority list and timeline.

Parks and Recreation – Public/Private Funding Partnerships

The Parks and Recreation Senior Planner, George Berger, stated staff is seeking authorization to develop amendments to the existing Public Facilities Naming Policy to provide additional guidance for naming significant Park & Recreation facilities and capital assets. He stated as current (and future) facilities & amenities age and need replacement, there will be opportunities for naming & re-naming existing facilities.

He stated the current Naming Policy has not been amended since 2008. Staff would like Council to have an updated 'tighter' mechanism available that provides a more clear and objective process for the Council and general public and for individuals, companies and organizations interested in partnering with the City.

Council Member Langford asked that public art be added to the amended Policy.

Council Member King stated he didn't agree with the formal application process; he would rather have Council's discretion and final approval of naming requests.

It was the consensus of the Council to move forward with establishing consistent guidelines for naming recreation facilities or amenities owned by the City; to establish the responsibility for approving all names for these facilities, including naming and/or renaming timeline; and to provide for review and approval by Council the criteria and/or financial contribution thresholds subject to periodic revision.

Concord-Padgett Regional Airport – Land Acquisition for General Aviation Complex

The Aviation Director, Dirk Vanderleest, stated the Aviation Department has a waiting list of approximately 120 aircraft for tie-down and t-hangars. Many on the list have been on the list for more than two years and some as long as four years.

In 2017, the City of Concord and the Federal Aviation Administration (FAA) participated in a FAA Airport Master Plan update for CPRA. This update was required under FAA guidelines. During the 18-month process, the Aviation Department identified a number of parcels of land for a future General Aviation (GA) Complex. The GA complex will allow for future growth by capital investments in the following infrastructure: GA apron, public access, utility upgrades, T-hangars, Tie-downs, self-fueling pumps and a Flight Training Center. FAA accepted the recommendations by the City in the summer of 2019.

In early 2020, an effort was made to begin a conversation with land owners that were identified in the Master plan update. A total of 6 parcels in the Mistywood Subdivision was suggested for a possible purchase as outlined in the plan. One additional parcel was located outside the subdivision. The Aviation Department was working closely with FAA in obtaining additional discretionary funding for the project. By April of 2020, the project was suspended indefinitely due to the pandemic and until new funding sources become available.

The Bipartisan Infrastructure Law (BIL) signed into law in 2021. The BIL provides \$15 billion for airport-related projects under the Airport Improvement Grant criteria. The money can be invested in runways, taxiways, safety and land acquisitions. Under the Airport Infrastructure Grants (AIG), CPRA is to receive \$1.8M for the next five years. The FAA Airport District Office has tentatively approved the FY22-23 allocation of \$3.6M for Phase I of the land acquisition.

It was the consensus of the Council to move forward with Phase I for the GA complex which will include the following tasks: appraisal, review appraisal, relocation assistance, property plat survey, and a phase I Environmental Site Audit on all parcels. The funding for these services will be paid out of the BIL, AIG grant.

Fire – Affordable Housing for Firefighters

Deputy Fire Chief, Steve McClendon, introduced Captain James York and Firefighter Tim Emig to introduce this program to the Council.

Captain York stated the program is to help Concord firefighters' transition from renter to homeowner. Captain York and Firefighter Emig explained who would be eligible, the guidelines for participation in the program, and desired outcome of the program.

This program will be a partnership with Concord Fire and the Housing Department. The Fire Department would select a tenant through a confidential scoring process of applications and the Housing Department would manage the property like normal rental property and would manage an escrow account. The applicant would sign a 12-month lease to rent and complete financial literacy and home buying counseling

Fire personnel is requesting to permit the home at 524 Allison Street, funded by the affordable housing revolving fund with an initial intent to sell and recover those funds, to be converted to a rental house for the Fire Department / Joe Cannon affordable housing program and to authorize the City Manager to execute and sign an MOU between the Housing and Fire Departments for this use if required.

It was the consensus of the Council to take all steps necessary and required to move forward with this program.

Building and Grounds – Enhanced Landscaping at NCDOT Roads/Interchanges

The Buildings and Grounds Director stated the City currently maintains four exits on I-85 (42.94 acres) per the current agreement with NCDOT. These exits are: Exit 49/Concord Mills; Exit 52/Poplar Tent; Exit 54/George Liles; and Exit 55/Hwy 73. It costs \$3,679 per acre for mowing, bed maintenance, and trash removal.

NCDOT has approached the City requesting the City mow and maintain two additional exits (Exit 58/I-85 at US 29 & Hwy 601 and Exit 60/I-85 at Dale Earnhardt Blvd) for an additional estimated cost of \$120,000. NCDOT is also requesting the City enter into a landscape improvements agreement for George Liles – from Poplar Tent Rd to Roberta Rd. This would result in an annual cost to the City of \$27,000.

Building and Grounds – Cemetery Expansion(s)

The Buildings and Grounds Director, Susan Sessler, presented the following information:

Rutherford Cemetery

- 10.6 acres undeveloped
- 240 full burial lots available
- 210 cremains lots available
- Phase I – completion 2024 - development of one acre to create 400 graves. Estimated cost is \$250,000
- Phase II – completion 2030 – development of one acre to create 400 graves. Estimated cost is \$850,000

West Concord Cemetery

- 6 acres undeveloped
- 93 full burial lots available
- 143 cremains lots available
- Phase I – in progress – development of ¼ acre to create 94 grave. Cost is \$2,000
- Phase II – completion in 2030 – development of ½ acre to create 200 graves. Estimated cost is \$230,000.
- Phase III – completion in 2036 – development of 2.3 acres to create 700 graves. Estimated cost is \$700,000

Oakwood Cemetery Columbarium

- 17 niches available – possible development to create 60 niches. Estimated cost is \$150,000 (funding available from a liquidated trust)

It was the consensus of the Council to proceed with the expansion of the Oakwood Cemetery Columbarium using the liquidated trust funds available; to support Phase I of the Rutherford Cemetery expansion; and to support Phase I of the West Concord Cemetery expansion.

Planning and Neighborhood Development Services – Concord Mills Blvd/Bruton Smith Blvd Small Area Plan

The Planning and Neighborhood Development Services Director, Steve Osborne, stated the goal of the plan is to address land use changes necessary for retail and other uses to remain viable; multimodal connectivity along the corridor and other challenges. He reviewed plans outlined in the Implementation Work Program, the boundaries of the Concord Mills Blvd/Bruton Smith Blvd Small Area Plan and the following timeframe for hiring and working with a consultant to assist in completing this Plan.

RFQ Selection Process for Consultant:

RFQ Posted	Jan 9, 2023
RFQ Response Deadline	Feb 10, 2023
RFQ Review & Evaluation	Feb 13-24, 2023
Interview(s) of Finalists	Feb 27-Mar 3, 2023
Anticipated Consultant Selection	Mar 6, 2023
Scope of Work/Contract Negotiations	Mar 6-17, 2023
City Council Agenda Item	April 2023
Project Kick-Off	ETA Late Spring
Project Timeline	12-18 Months

It was the consensus of the Council to move forward with this process.

Planning and Neighborhood Development Services – McGill Corridor Reuse

The Planning and Neighborhood Development Services Director stated the section of McGill Avenue NW from Allison Street NW to Harris Street NW has many vacant, dilapidated structures. A number of these units have not been utilized for many years. As a main connector from Downtown to Concord Parkway and Poplar Tent Road, this portion has not seen the redevelopment which has occurred in and around Gibson Mill. The railroad tracks have become the demarcation point of where reuse begins and ends.

Staff was approached by the owner of three parcels, two on McGill Avenue NW with structures and one vacant parcel located on Allison Street NW. Addresses of the structures are 240, 236, 234, and 228 McGill Avenue NW. These buildings have been mostly vacant for multiple years. The only occupied unit is 234 McGill Avenue NW. This lease for this unit has reverted to month to month several years ago as there is no active lease in place. Code Enforcement has been working with the owner for a number of years to correct violations with all the units. Staff has thoroughly assessed the structures and determined their physical condition does not lend for a renovation. Additionally, their size consumes most of the lots leaving no room for parking.

Staff has reviewed different uses for this area such as an urban outdoor food hall, small business hub, and community gathering space comprised of shipping containers. The area would be an incubator for local, small businesses. Potential partnerships with Flywheel and RCCC to fill space and seek grant opportunities has been discussed with Peter March and Megan Smit.

The Planning and Neighborhood Development Services Director outlined the potential acquisition and upfit costs. He also outlined possible revenue and/or funding sources.

It was the consensus of the Council to direct staff to continue reviewing possible uses for this area.

Administrative, Financial and General Policy Issues

State Legislative Agenda Presentation from Erin Wynia, NC League of Municipalities

Ms. Wynia discussed the State legislative goals that are proposed by the NCLM. She stated there are 16 proposed goals. Each City and Town was asked to appoint one elected official to vote on 10 of the 16 goals by January 13th.

Federal Legislative Agenda Presentation from Jennifer Imo, The Ferguson Group

Ms. Imo discussed the following 2021 Federal priorities:

- Concord Regional Airport – Ensure projects that are included on FAA’s Work Plan maintain priority and funding; secure discretionary funding for development projects on the north and south ends of the airport; support full funding for the contract tower program in FY 2024 budget and appropriations; support contract tower staffing/annuity bill to address growing shortage in qualified air traffic controllers at federal contract towers; ensure FAA’s AIP funds can be used for remote tower operations; support increased funding for AIP and FCT; explore discretionary funding opportunities for fire station 6 security center at the airport.
- Rider Transit – Support efforts to secure discretionary funding for system needs; assess and support transit options to serve The Grounds at Concord, CMS, Concord Mills/Exit 49, and Concord-Padgett Regional Airport; pursue change to federal policy that does not allow FTA funds to be used to purchase buses from the General Services Administration.
- Transportation – Support continued funding for DOT’s Congestion Mitigation and Air Quality (CMAQ) Program; explore opportunities to address sidewalk gaps using federal transportation funds; secure federal assistance for the Lincoln Street bridge replacement through the off-system bridge program.
- Water Infrastructure – Monitor federal funding opportunities for improvements at Hillgrove and Coddlecreek WTP’s.
- Brownfields – Review potential brownfield locations and monitor EPA funding opportunities.
- Concord Police Department – Monitor funding opportunities for law enforcement technology; skytower, mobile field force equipment, mobile vehicle barriers; training for de-escalation, simunition, co-responders; monitor and report on police reform initiatives.
- Concord Fire Department – Pursue federal assistance for department needs, including the FEMA Assistance to Firefighters Grant program and FEMA SAFER Grant; support firefighter cancer registry and other health and wellness legislation monitor funding opportunities for HazMat equipment.
- Concord Police and Fire Departments – monitor funding opportunities to help support the Joint Public Safety Complex.
- Housing – Pursue federal assistance for department needs; HUD FSS Services Coordinator Grant, Resident Opportunity and Self Sufficiency Program, Emergency Safety and Security Grant, Lead-Based Paint Capital Fund Program, Mainstream Voucher Program, Family Unification Program through the Housing Choice Voucher Program, Project Safe Neighborhood, and Good Neighbor Next Door; support HUD VASH Program and continued efforts to secure VASH vouchers working with the VA hospital in Salisbury.
- Future Park Sites – Pursue federal assistance to secure land for future park site.
- Open Space and Connectivity Plan – Pursue federal assistance to implement parts of the City’s Open Space and Connectivity Plan.
- FY2024 Budget and Appropriations – Support continued funding for the

Department of Energy's Energy Efficiency and Conservation Block Grant program to allow communities to fully develop and implement impactful programs.

- Financing – Support tax-exempt municipal bonds and advance refunding bonds.

Electric – Cost of Service Study and Rate Plan

The Electric Systems Director, Alex Burris, explained fixed charges include capacity charges which are based on Concord's monthly demand multiplied by contractually set rates; and variable O&M Charges which are based on Concord's monthly energy multiplied by contractually set rates. The Market Based Charges include fuel costs which are based on Concord's monthly energy multiplied by an energy rate set from the cost of natural gas.

He stated historical and projected purchased power costs are impacted by the cost of natural gas. In FY 2023, natural gas prices are projected to be 37% higher than FY 2022 levels and purchased power costs are projected to be \$86.6 million.

He stated there are two components to gas prices; the cost of gas and the cost for transporting the gas. Concord is in the Transco Z5S zone. This zone is the most volatile in the winter months due to pipeline capacity constraints. Staff will continue to monitor gas prices for FY2024 budgeting purposes and explore options to mitigate the volatility.

Chris Lund and Dawn Lund, Utility Financial Solutions, LLC, presented the following:

- Financial Projection & Targets
 - Debt Coverage Ratios
 - Minimum Cash Reserves
 - Target Operating Income
- Review Cost of Service Results
 - Cost of Service Summary by Class
 - Monthly Customer Charges by Class
 - Projected Customer Impacts – Residential (RS), Commercial (5-G) & Industrial (7-I)
- PPA - Purchased Power Adjustment or Power Cost Adjustment (PPA / PCA)
 - Projections assumed current PPA will be held through 06/30/2023
 - Next Steps: Suggest moving to monthly or at least quarterly adjustments

They presented a five-year financial projection without rate adjustments and projected annual billing impacts with recommended base rate adjustments.

In summary, the following are recommendations to be taken into consideration:

- Contingent upon current forward gas curve continue with current PPA of .027382/kWh through end of fiscal year 2023 (06/30/2023)
- Adjust PPA as needed starting fiscal year 2024 (07/01/2023)
 - Suggest PPA being updated more frequently – every month or every 3 months at the longest
- Hold current base retail rates through FY2023 and suggest new base rates effective 07/01/2023 using existing rate structures
- Move to cost of service monthly customer charges over time (3 to 5 years)
- Consider new rate structures if time allows prior to 07/01/2023 or as soon as studies are completed
- All projections above will be adjusted prior to final recommendation

The Electric Systems Director stated July 1 would be the date to implement the rate change. The City Manager stated more information will be presented during the Budget Workshop in April.

Information Technology – Transitioning from Contract Service to In-House

Assistant City Manager, Pam Hinson, stated in 2011, staff inquired with peer cities about their IT services. At the time, Concord was the only one that contracted IT services. In 2022, staff initiated a contract with VC3 to evaluate the City's current IT needs. In tandem with this study, staff reached out to peers we had benchmarked against in 2011 and others to have a more accurate picture of how our services compare against others.

The current IT costs is approximately \$2.2M per year

- Tech Edge Support Contract \$1,881,588/Yr.
- Additional hourly rates (\$80/Hr.) ~ \$187,360/Yr.
- Agio Cyber Security contracts \$135,372/Yr.
- 14 employees serving the City plus, contracted GIS DBA

Staff has benchmarked against peers, completed VC3 assessment, written IT job descriptions, completed IT pay structure, and developed a recommended organizational chart.

She stated the City's IT budget is about 1.5% of the entire budget (on the lower end of the localities surveyed). Concord has 86 FTE/IT staff; the average is 49

VC3 observations were:

- Departmental staff try to handle IT issues themselves due to cost concerns/fear of being charged hourly rate.
- Public Safety and other City departments need quick response/resolution to IT issues 24x7x365; a formal scheduling and documentation of tickets and resolutions.
- Signs point to IT staff being reactive, leaving little time for proactive support.
- IT Governance and Steering functions are limited or missing.

She presented the new recommended job grades, recommended organizational chart and cost comparison estimates. The following is the projected timeline:

- January – February 2023 - begin Recruitment Process for IT Director
- March – June 2023 - work with IT Director to Hire Staff
- July 2023 – transition to fully inhouse IT

Strategic Plan update and discussion

The City Manager provided updates on the ongoing 2020-2023 Strategic Plan Goals & Objectives.

The following Goals & Objectives are ongoing:

General Government

- Continue to adhere to approved financial management policies that maintain the City's financial strength and integrity including continuation of conservative revenue estimates that reflect economic conditions.
- Invest in coworker compensation and benefits to ensure the recruitment and retention of talent to deliver community services.
- Continue to enhance partnership among management, directors, and Customer Service Advancement Team to serve our employees and citizens, apply best practices to enhance satisfaction levels, and focus on continuous improvement.
- Implement recommendations from employee survey to ensure employee voice is a priority throughout our organization.
- Support the recognized neighborhood program and seek opportunities to enhance the quality of relationships, strengthen communications, and build capacity of neighborhood leaders.
- Explore additional resources to provide enhanced communications and outreach in the form of more original content and improved social media engagement.
- Continue to establish and cultivate relationships at the local, State, and Federal

levels to facilitate collaborative projects for Concord.

Public Safety

- Support the projected Public Safety facility, equipment, and personnel needs to meet service demands.
- Actively look for property to construct a Fire/Police training facility.

Public Works

- Fund recommendations to fully implement Water, Sewer, and Storm Water master plans.
- Continue emphasis on improving community appearance through regular street sweeping, litter pick-up and removal of signs that violate City ordinance. Focus on litter through enforcement, communication, and City-led roadside activities.
- Strengthen the City's fiber infrastructure and ensure all City facilities have fiber capability.
- Continue to pursue strategies to promote water conservation, water re-use, and investigate alternatives to reducing individual water use.
- Examine ways to better educate the public on importance of recycling.

Recreation and Culture

- Support the connectivity of City parks, neighborhoods, and community centers through the enhancement of greenways, sidewalks, and multi-use paths.
- Continue to explore options to acquire property in the northwest area of Concord for the development of passive and active recreation.
- Work with internal City departments to identify projects that offer opportunities for greenway, park, and connectivity development.
- Consider enhancing the City's support of public art installations with process and funding models recommended by the Public Art Advisory Committee.
- Address the deteriorating health of downtown street trees and communicate with stakeholders and the community in general about how street trees and lighting relate to the Downtown Master Plan's streetscape and beautification goals.
- Actively look for opportunities to open space/greenspace in Downtown Concord.
- Work with Planning Department with a goal of having ordinances in place by 2020 to require dedication and potential construction of greenways and connectivity. Supporting language exists in the Parks and Recreation section of the draft 2030 Land Use Plan.
- Pursue funding for acquisition and construction consistent with the Parks & Recreation Open Space Connectivity Analysis and Comprehensive Master Plan.

Economic Development

- Evaluate ways to enhance the City's role in maintaining and building affordable housing, including exploring the pros and cons of investing in a General Fund allocation, creation of an affordable housing non-profit entity, and/or establishing formal designation as a Housing Authority.
- Implement the 2030 Land Use Plan, including prioritization of follow-up corridor and area plans.
- Continue strategic implementation of the Downtown Master Plan, according to the plan's existing implementation matrix.
- Continue to regulate the design criteria for commercial development in accordance with the Concord Development Ordinance (CDO), with emphasis on low impact development.
- Continue to work closely with economic development partners in Cabarrus County to present a complete coordinated recruitment and retention effort.
- Work with public and private partners to redevelop and revitalize abandoned and blighted properties.

Transportation

- Continue, at a minimum, appropriating existing revenue amounts using 2-cents of the Ad Valorem tax and \$5.00 of the Vehicle tax for the Transportation Fund.
- Continue to routinely monitor projects and consider participation in additional

projects to assure Transportation Fund revenues are being used to fund highest priorities and funds are available for local matches to leverage additional projects with a focus on City infrastructure.

- Continue efforts to secure funding for Congestion Mitigation Air Quality (CMAQ), Federal Transportation, Community, and System Preservation Program (TCSP), Economic Enhancement, Highway Safety Improvement (HSIP), and small construction projects from the federal government and/or the NCDOT and continue to coordinate associated local activities with NCDOT Division 10.
- Develop a viability analysis process to support privately and/or publicly-owned corporate/general aviation hangars at Concord Regional Airport.
- Work with CATS, Cabarrus County, and the City of Kannapolis on the extension of the light rail into Concord/Cabarrus County.
- Work with Cabarrus County and the City of Kannapolis to implement recommendations from the Public Transit Master Plan.

The following Goals & Objectives were complete or almost complete:

General Government

- Redesign City website to make it more user and mobile friendly.

Public Safety

- Secure property for Fire Station #12 and budget for construction.
- Complete the Weddington Road communication tower relocation.

Public Works

- Explore options for implementing a solid waste fee
- Secure property for Electric Delivery #4 and budget for construction

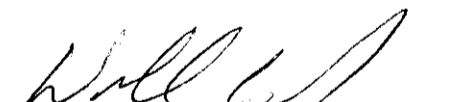
Discussion for updating the Strategic Plan

The City Manager stated the Council should think about the process they would want to use to update the Strategic Plan.

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With there being no further business to discuss, a motion was made by Council Member Stocks, seconded by Council Member Langford, and duly carried, to adjourn the meeting—the vote: all aye.


Kim J. Deason, City Clerk


William C. Dusch, Mayor