

City of Fayetteville

433 Hay Street
Fayetteville, NC
28301-5537
(910) 433-1FAY (1329)

Meeting Agenda - Final City Council Work Session

Monday, May 6, 2019

5:00 PM

Lafayette Conference Room

1.0 CALL TO ORDER

2.0 INVOCATION

3.0 APPROVAL OF AGENDA

4.0 OTHER ITEMS OF BUSINESS

4.01 [19-779](#) TA 19-042 to TA 19-050 - Proposed Text Amendments to the Unified Development Ordinance (UDO) as requested by the UDO Task Force.

Attachments: [TA19-042 Text Amendments Summary](#)

4.02 [19-782](#) Review Public Safety Needs Assessment - 5 Year Capital Improvement Planning

Attachments: [Police & Fire Needs Assessment and Feasibility Study Agreement - Schrade...](#)

4.03 [19-772](#) TA19-01: An amendment to the Design Guidelines for Fayetteville's Historic District and Local Landmarks to add language regulating murals in the City's Historic/Landmark Overlay (HLO) Districts.

Attachments: [Revised ART Addendum to Section 3 Design Guidelines Manual with City Attor...](#)

4.04 [19-781](#) Discussion regarding the current Historic Districts and Standards.

Attachments: [Conservation and Historic Preservation Agreements Act](#)
[Historic Districts Map](#)

4.05 [19-770](#) Review the Draft City of Fayetteville FY 2030 Strategic Plan and the FY 2020 Targets For Action

Attachments: [May TFA CC briefing-FINAL](#)
[Draft City of Fayetteville FY 2030 Strategic Plan](#)

4.06 [18-721](#) City Council Agenda Item Request - Re-Entry Program Council Presentation - Mayor Colvin

Attachments: [Council Member Request - ReEntry Council - Mayor Colvin](#)

- 4.07 [19-737](#) City Council Agenda Item Request - UDO Change - Placement of Vapor Stores - Council Members Crisp and Wright

Attachments: [Vapor Stores 050619](#)

- 4.08 [19-766](#) City Council Agenda Item Request - Eliminate Agenda Briefing Meetings and Replace with Second Work Session - Mayor Colvin

- 4.09 [19-767](#) City Council Agenda Item Request - Stormwater Policy for Repairs of City-Owned Pipes - Council Member Dawkins

Attachments: [CM Dawkins - Agenda Item Request 050619](#)

5.0 ADJOURNMENT

CLOSING REMARKS

The City of Fayetteville will not discriminate against qualified individuals with disabilities on the basis of disability in the City's services, programs, or activities. The City will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in the City's programs, services, and activities. The City will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all City programs, services, and activities. Any person who requires an auxiliary aid or service for effective communications, or a modification of policies or procedures to participate in any City program, service, or activity, should contact the office of Human Relations, ADA Coordinator, e-mail: YNazar@ci.fay.nc.us, 910-433-1696, or the Office of the City Clerk at cityclerk@ci.fay.nc.us, 910-433-1989, as soon as possible but no later than 72 hours before the scheduled event.

City of Fayetteville

433 Hay Street
Fayetteville, NC 28301-5537
(910) 433-1FAY (1329)

City Council Action Memo

File Number: 19-779

Agenda Date: 5/6/2019

Version: 1

Status: Agenda Ready

In Control: City Council Work Session

File Type: Other Items of
Business

Agenda Number: 4.01

TO: Mayor and Members of City Council

THRU: Kristoff Bauer, ICMA-CM - Deputy City Manager
Gerald Newton, AICP - Development Services Director

FROM: Taurus Freeman, Planning & Zoning Divisional Manager

DATE: May 6, 2019

RE:

TA 19-042 to TA 19-050 - Proposed Text Amendments to the Unified Development Ordinance (UDO) as requested by the UDO Task Force.

COUNCIL DISTRICT(S):

All

Relationship To Strategic Plan:

Goal III: High Quality Built Environment: Objective A - Manage the City's future growth and support strategic land use policy by supporting quality development.

Executive Summary:

The following nine amendments to the Unified Development Ordinance (UDO) are recommendation by the UDO Task Force, an ad-hoc Mayoral appointed citizen committee. The advisory group was established to review and recommend amendments to the UDO.

The UDO Task Force began meeting in May 2018. The first group of 18 amendments proposed by the task force were approved by City Council on April 23, 2019; this is the second group of nine proposed text amendments, which includes the following:

42. 30-5.F.4.d.1 - Cul-de-Sac and Street Stubs
43. 30-5.F.8.a.1 - Maximum Driveway
44. 30-5.F.9.a.4 - Sidewalks
45. 30-5.F.9.d - Sidewalks; Performance Guarantees
46. 30-5.G.3.b.2.a - Design Standards; Fronting Open Space

47. 30-5.I.3.b.4 and 5 - Design Standards
48. 30-5.I.3.e.2 - Design Standards
49. 30-5.I.3.g - Auto-Oriented Uses
50. 30-5.I.3.h.4 and 5 - Display Windows for Vacant Commercial Establishments in DT Downtown

If City Council directs staff to move these items forward, a public hearing before the Planning Commission shall be held in accordance with the standards of the Code for their review and recommendation to Council. A public hearing before City Council in accordance with the standards of the Code shall be held for Council to review the Planning Commission's recommendation and other relevant factors prior to the rendering of the final determination.

Background:

The nine amendments included in this report are the second bundle of proposals by the UDO Task Force. The first bundle (18 amendments) were uncontested by the Planning Division of Development Services and were unanimously approved by City Council. This second bundle of nine proposed amendments are not contested by staff.

Issues/Analysis:

Proposed Amendments:

(See Attached for Current Code and Proposed Amendments)

42. 30-5.F.4.d.1 - Cul-de-Sac and Street Stubs: add "Other requirements exists; refer to Section 30-6.A.4.a.3 for those requirements."
43. 30-5.F.8.a.1 - Maximum Driveway: maximum driveway width for the first from 18 to 12 feet of driveway; single-family attached, detached, and two- to four-family residential from 20 feet to 24 feet for a two or more car garage.
44. 30-5.F.9.a.4 - Sidewalks: add "Other requirements exists; refer to Section 30-5.F.3.d. for those requirements" to end of phrase that references cul-de-sacs.
45. 30-5.F.9.d - Sidewalks; Performance Guarantees: add new section d. Performance Guarantees
46. 30-5.G.3.b.2.a - Design Standards; Fronting Open Space: remove the words "front upon" and replace with "abut" so the statement reads: at least ten percent of all single-family dwellings shall abut an open space dedicated area when part of a single-family detached or attached development.
47. 30-5.I.3.b.4 and 5 - Design Standards: to delete number four from 30-5.I.3.b.4 and changing subparagraph 30-5.I.3.b.5 to be subparagraph 30-5.I.3.b.4.
48. 30-5.I.3.e.2 - Design Standards: a single-story commercial, office, and mixed-use development in the NC district shall be configured to locate a minimum of 70 percent of required surface off-street parking to the side or rear of the building.
49. 30-5.I.3.g - Auto-Oriented Uses: add the words "unless approved by the city manager" at the very end of the sentence under Auto-Oriented Uses.
50. 30-5.I.3.h.4 and 5 - Display Windows for Vacant Commercial Establishments in DT Downtown: remove Planning and Code Enforcement Director and replace with

city manager in two subsections; add “and approve” to the review;

Budget Impact:

None

Options:

- 1) City Council may direct Staff to move all or some of the proposed amendments through the process of required public hearings.
- 2) City Council may direct Staff to further consider and research all or some of the proposed amendments and bring back additional information.
- 3) City Council may direct Staff to do no further consideration and research on all or some of the proposed amendments.

Recommended Action:

Option 1:

Staff recommends that City Council direct staff to move all of the proposed amendments through the process of required public hearings. The Planning Commission could consider the items at a public hearing in June and City Council could consider the items at a public hearing in August.

Option 2:

City Council determines to not take all proposed amendments through the process and requests additional information about any particular item before proceeding through the formal review process..

Attachments:

UDO Task Force Text Amendments Summary:

- Current Code
- Action by Task Force
- Proposed Amendment as Recommended by the UDO Task Force

UDO Task Force Text Amendments Summary

42. 30-5.F.4.d.1 – Cul-de-Sac and Street Stubs

CURRENT

1. Street Stubs shall be allowed only on a temporary basis to serve a phase or portion of a subdivision. Street stubs longer than 150 linear feet shall include a paved hammerhead turnaround or cul-de-sac that meets the city's minimum standards and shall be located within the dedicated right-of-way or easement. In the event that a final plat (See Section 30-2.C.6.e, Final Plat) for the phase or portion of a subdivision served by a temporary street stub is submitted for approval or recording, the Final Plan shall include a notation that the street is temporary, and that additional modifications to the street will occur when the adjacent area is developed.

ACTION

Lori Epler moved to add "Other requirements exists; refer to Section 30-6.A.4.a.3 for those requirements."

AMENDMENT

1. Street Stubs shall be allowed only on a temporary basis to serve a phase or portion of a subdivision. Street stubs longer than 150 linear feet shall include a paved hammerhead turnaround or cul-de-sac that meets the city's minimum standards and shall be located within the dedicated right-of-way or easement. In the event that a final plat (See Section 30-2.C.6.e, Final Plat) for the phase or portion of a subdivision served by a temporary street stub is submitted for approval or recording, the Final Plan shall include a notation that the street is temporary, and that additional modifications to the street will occur when the adjacent area is developed. Other requirements exists; refer to Section 30-6.A.4.a.3 for those requirements.

43. 30-5.F.8.a.&1 – Maximum Driveway

CURRENT

- a. Maximum driveway width for the first 18 feet of driveway, as measured from the street pavement edge, shall be limited in accordance with the following maximum driveway width standards, unless the city manager determines a greater width is required because of projected traffic volumes:
 1. Single-family attached, detached, and two- to four-family residential: 16 feet for a single car garage, and 20 feet for a two car garage;

ACTION

Lori Epler moved to make the following changes to 30-5.F.8 Maximum Driveway Width. a. Maximum driveway width for the first 12 feet of driveway, as measured from the street pavement edge, shall be limited in accordance with the following maximum driveway width standards, unless the city manager determines a greater width is required because of projected traffic volumes: 1. Single-family attached, detached, and two- to four-family residential: 16 feet for single car garage, and 24 feet for a two or more car garage;

ACTION

- a. Maximum driveway width for the first 12 feet of driveway, as measured from the street pavement edge, shall be limited in accordance with the following maximum driveway width

standards, unless the city manager determines a greater width is required because of projected traffic volumes:

1. Single-family attached, detached, and two- to four-family residential: 16 feet for a single car garage, and 24 feet for a two or more car garage;

44. 30-5.F.9.a.4 – Sidewalks

CURRENT

5. On cul-de-sacs less than 500 feet in length (in these instances, sidewalks are required only on one side of the street);

ACTION

Lori Epler moved to add "Other requirements exists; refer to Section ___ for those requirements." (City Staff will provide the section number at next meeting.)

AMENDMENT

5. On cul-de-sacs less than 500 feet in length (in these instances, sidewalks are required only on one side of the street). Other requirements exists; refer to Section 30-5.F.3.d. for those requirements;

45. 30-5.F.9.d – Sidewalks; Performance Guarantees

CURRENT

NA

ACTION

John McCauley moved to add the following verbiage below

AMENDMENT

d. Performance Guarantees

1. To insure the completion of sidewalks that are required as part of an approved subdivision plan, but are not approved by the City Manager as complete before application for a final plat, the following requirements must be met:
 - a. Sidewalks required pursuant to this section in accordance with the Ordinance must be constructed on buildable residential lots, prior to the issuance of a certificate of occupancy.
 - b. Sidewalks required pursuant to this section in accordance with the Ordinance on common areas, detention lots or other non-buildable lots/parcels shall be constructed or bonded by the developer, prior to application for approval of final plat.

46. 30-5.G.3.b.2.a – Design Standards; Fronting Open Space

CURRENT

2. Fronting Open Space

- a. Except for single-family detached or attached development in a subdivision approved prior to July 1, 2011, or proposed as part of a zero lot line development of three acres or less, at least ten percent of all single-family dwellings shall front upon an open space dedicated area when part of a single-family detached or attached development.

ACTION

John McCauley moved to remove the words “front upon” and replace with “abut” so the statement reads: at least ten percent of all single-family dwellings shall abut an open space dedicated area when part of a single-family detached or attached development.

AMENDMENT

2. Fronting Open Space
 - a. Except for single-family detached or attached development in a subdivision approved prior to July 1, 2011, or proposed as part of a zero lot line development of three acres or less, at least ten percent of all single-family dwellings shall abut an open space dedicated area when part of a single-family detached or attached development.

47. 30-5.1.3.b.4 & 5 – Design Standards

CURRENT

4. Parking areas between buildings on outparcels shall provide at least 25 percent more landscaping material than is required for other off-street surface parking areas in Section 30-5.B.4.c, Vehicular Use Area Landscaping.
5. Auto-oriented businesses with drive-through facilities should be located on the edge of a given cluster of multiple buildings.

ACTION

Lori Epler moved to delete number four from 30-5.1.3.b.4 and changing subparagraph 30-5.1.3.b.5 to be subparagraph 30-5.1.3.b.4.

AMENDMENT

4. Auto-oriented businesses with drive-through facilities should be located on the edge of a given cluster of multiple buildings.

48. 30-5.1.3.e.2 – Design Standards

CURRENT

2. Neighborhood Commercial District

Single-story commercial, office, and mixed-use development in the NC district shall be configured to locate all required surface off-street parking to the side or rear of the building. Buildings of two or more stories may locate up to two rows of off-street surface parking between the primary building entrance and the street it faces, when a vegetated buffer in accordance with Table 30-5.B.4.c.5, Street Yard Buffer Requirements, is provided.

ACTION

Lori Epler moved for #2 to read as follows: Neighborhood Commercial District – Single-story commercial, office, and mixed-use development in the NC district shall be configured to locate a minimum of 70 percent of required surface off-street parking to the side or rear of the building. Buildings of two or more stories may locate up to two rows of off-street surface parking between the primary building entrance and the street it faces, when a vegetated buffer in accordance with Table 30-5.B.4.c.5, Street Yard Buffer Requirements, is provided.

AMENDMENT

2. Neighborhood Commercial District

Single-story commercial, office, and mixed-use development in the NC district shall be configured to locate a minimum of 70 percent of required surface off-street parking to the side

or rear of the building. Buildings of two or more stories may locate up to two rows of off-street surface parking between the primary building entrance and the street it faces, when a vegetated buffer in accordance with Table 30-5.B.4.c.5, Street Yard Buffer Requirements, is provided.

49. 30-5.I.3.g – Auto-Oriented Uses

CURRENT

g. Auto-Oriented Uses

Automobile-oriented uses or facilities include but are not limited to gas pumps, drive-throughs, pick-up windows, or other accessory uses intended for access while inside a vehicle. In no instance shall an auto-oriented feature be located between a building and the principal street it fronts.

ACTION

Lori Epler moved to have the words “unless approved by the city manager” at the very end of the sentence under Auto-Oriented Uses.

AMENDMENT

g. Auto-Oriented Uses

Automobile-oriented uses or facilities include but are not limited to gas pumps, drive-throughs, pick-up windows, or other accessory uses intended for access while inside a vehicle. In no instance shall an auto-oriented feature be located between a building and the principal street it fronts unless approved by the city manager.

50. 30-5.I.3.h., 4&5 – Display Windows for Vacant Commercial Establishments in DT Downtown

CURRENT

h. Display Windows for Vacant Commercial Establishments in DT Downtown

Prior to installation, the Planning and Code Enforcement Director or his or her designee shall review a plan prepared by the applicant to assure that the plan will adequately comply with one or more of the following:

4. Artwork or other materials provided by the Downtown Alliance specifically for this purpose.
5. Other measures consistent with these examples, if approved in writing by the Planning and Code Enforcement Director or his or her designee, in his/her discretion. Displays should cover 50% of the window. If the display does not cover the entire window, the unoccupied (or vacant) space should be screened to obscure it.

ACTION

Christine Michaels moved to have #4 read as follows: Artwork or other materials provided by the Downtown Alliance, or other agencies approved, specifically for this purpose.

*Also, in the Paragraph directly above #1 in this section it will read as follows: Prior to installation, the city manager or his or her designee shall review and approve a plan prepared by the applicant to assure that the plan will adequately comply with one or more of the following:

*5. Other measures consistent with these examples, if approved in writing by the city manager or his or her designee, in his/her discretion. Displays should cover 50% of the window. If the display does not cover the entire window, the unoccupied (or vacant) space should be screened to obscure it.

AMENDMENT

h. Display Windows for Vacant Commercial Establishments in DT Downtown

Prior to installation, city manager or his or her designee shall review and approve a plan prepared by the applicant to assure that the plan will adequately comply with one or more of the following:

4. Artwork or other materials provided by the Downtown Alliance or other agencies approved, specifically, for this purpose.
5. Other measures consistent with these examples, if approved in writing by the city manager or his or her designee, in his/her discretion. Displays should cover 50% of the window. If the display does not cover the entire window, the unoccupied (or vacant) space should be screened to obscure it.

City of Fayetteville

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City Council Action Memo

File Number: 19-782

Agenda Date: 5/6/2019

Version: 2

Status: Agenda Ready

In Control: City Council Work Session

File Type: Other Items of
Business

Agenda Number: 4.02

TO: Mayor and Members of City Council

THRU: Douglas J. Hewett, City Manager, ICMA-CM

FROM: Kristoff Bauer, Deputy City Manager, ICMA-CM

DATE: May 6, 2019

RE:

Review Public Safety Needs Assessment - 5 Year Capital Improvement Planning

COUNCIL DISTRICT(S):

All

Relationship To Strategic Plan:

Goal I: Safe and Secure Community

Goal V: Sustainable Organizational Capacity

Objective A: To ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities.

Executive Summary:

The FY 19 adopted budget included funding to complete a public safety needs assessment in preparation for a public safety bond referendum to be considered by voters in November 2019. The adopted FY19 Capital Improvement Program ("CIP") included funding from a public safety bond referendum to support several public safety projects. Council has recently decided not to pursue a referendum. The needs assessment, however, was initiated prior to that decision. The contract team will present their findings at this point and next steps. Direction from Council regarding the timing and priority of future capital investments to support public safety operations will be needed to support the consultant team's completion of their analysis and support public safety capital planning.

Background:

The number and diversity of public safety related capital project requests has grown as the City has continued to develop and existing facilities have aged. Many of the City's current fire stations were constructed in the distant past for a smaller city or inherited from County fire district volunteer operations. These facilities in many cases no longer support modern equipment or operations, or they may be poorly located to adequately respond to current and future development, or they may simply suffer from the ravages of age, or all of the above. Similarly police operations have grown and evolved along with the community they serve, but supporting facilities have not always kept pace with changing operational needs and standards for emergency operations.

Council funded a study to review the capital needs for both police and fire operations. The initial results of that work will be presented.

Issues/Analysis:

The next phase of the study is to assist in the development of a five year CIP responding to the needs identified. Council direction on how or whether that effort should proceed is sought.

Budget Impact:

NA

Options:

This is for discussion purposes

Recommended Action:

This is for discussion purposes

Attachments:

Contract and scope of work for Public Safety Needs Assessment

Professional Service Agreement

Scope of Work and Terms Document

City of Fayetteville, NC

PROFESSIONAL SERVICES AGREEMENT

This Professional Services Agreement ("Agreement") is made as of February 1, 2019 by and between the City of Fayetteville, a North Carolina City and Municipal Corporation ("City"), and SchraderGroup.

In consideration of mutual promises and covenants in this Agreement, the parties agree as follows:

ARTICLE 1. Services

1.1 Background. The City desires to engage SchraderGroup to provide certain professional services as fully described and outlined in the Fee Proposal (Exhibit 1) which is attached hereto and fully incorporated into this Agreement by reference. SchraderGroup is willing to provide such services as outlined in the Fee Proposal on the terms and conditions stated in this Agreement.

1.2 Scope of Work. SchraderGroup will furnish the services as set forth in the Fee Proposal which is incorporated by reference herein.

1.3 Time of Performance. SchraderGroup will perform the services promptly and according to the project schedule noted in the Fee Proposal. The City will cooperate with SchraderGroup as reasonably required to complete the services outlined in the Fee Proposal. Both parties acknowledge that changes from or delays in the timeline may extend the date(s) for delivery of the service(s).

1.4 Term. The term of this Agreement shall begin on the date expressed in the introductory paragraph of this Agreement and shall continue until terminated based upon the completion of services by SchraderGroup as outlined in the Fee Proposal.

ARTICLE 2. Payment

2.1 Basis of Compensation: The City shall pay SchraderGroup for services rendered under this Agreement in amounts tied to the various project milestones as set forth in the Fee Proposal. Each payment shall be invoiced upon completion of each successive milestone and the City shall pay within thirty (30) days. In no event shall the payment for all work performed pursuant to this Agreement exceed the amount of \$146,245.50 without prior written authorization of the City. Such payment shall be full compensation for all work performed and for all labor, materials, supplies, equipment and incidentals necessary to complete the work.

2.2. Records. SchraderGroup shall keep records and accounts pertaining to this Agreement available for inspection by the City for a period of three (3) years after final payment. Copies of records and accounts pertaining to this Agreement shall be made available to the City upon request.

ARTICLE 3. Termination

3.1 Breach: If either party materially breaches a material provision of this Agreement, the other party may terminate this Agreement upon 30 days' notice unless the breach is cured within the notice period. Upon termination of this Agreement by either party for any reason prior to completion of the work:

- a) SchraderGroup shall deliver to City a copy of all work product completed through the date of the termination together with a written summary of the work.
- b) City shall pay SchraderGroup all sums due under this Agreement for the work completed through the date of termination in accordance with the Fee Proposal.

ARTICLE 4. Indemnification

4.1 Indemnification. To the extent allowed by North Carolina law, in the event that the City, its elected officials, officers, directors, employees or agents are made parties to any judicial or administrative proceeding arising in whole or in part out of the negligent performance, nonperformance, or omission by SchraderGroup and/or its agents of any of its obligations under this Agreement, then SchraderGroup shall indemnify and hold City harmless for any and all judgments, settlements, and costs (including reasonable attorneys' fees) which City incurs or pays in connection therewith except that SchraderGroup shall not be required to reimburse for such amounts if the court rendering the judgment or the agency making the award determines that the liability underlying the judgment or award (or attorneys' fees) was caused by the gross negligence, fraud or criminal conduct of the City, its elected officials, agents, employees, officers or directors.

ARTICLE 5. Other

5.1 Assignment. It is the intent of this Agreement to secure the services of SchraderGroup and failure of SchraderGroup for any reason to make the personal services available to the City for the purposes described in this Agreement and Fee Proposal shall be cause for termination of this Agreement. SchraderGroup shall not assign this Agreement without prior written consent of the City. Should SchraderGroup find it necessary to hire other employees or independent contractors to assist with the duties under this Agreement, SchraderGroup shall use its best efforts and all due

diligence to ensure that said employee or independent contractor is of high moral character and has not engaged in any misconduct involving children.

5.2 Non-Appropriation. Notwithstanding any other provisions of this Agreement, the parties agree that payments due hereunder from the City are from appropriations and monies from the City Council and other governmental entities. In the event sufficient appropriations or monies are not made available to the City to pay the terms of this Agreement for any fiscal year, this Agreement shall terminate immediately without further obligation of the City.

5.3. Default. In the event of substantial failure by SchraderGroup to perform in accordance with the terms of this contract, the City shall have the right to terminate SchraderGroup upon ten (10) days written notice in which event SchraderGroup shall have neither the obligation nor the right to perform further services under this contract nor shall the City be obligated to make any further payment for work that has not been performed.

5.4. Governing Law. The validity, interpretation, and execution of this Agreement and the performance of and rights accruing under this Agreement are all to be governed by the laws of the State of North Carolina.

5.5 Venue. Exclusive venue for litigation arising from this Agreement shall be a court of competent jurisdiction in Cumberland County, North Carolina.

5.6 Non Discrimination. SchraderGroup agrees not to discriminate by reason of age, race, religion, color, sex, national origin, disability or other applicable law while performing the services required herein.

5.7 Compliance with Laws. SchraderGroup agrees to comply with all applicable statutes, ordinances, and regulations of the United States, the State of North Carolina, the City and units of local government.

5.8 Severability. The parties agree that if any provision of this Agreement shall be held invalid for any reason, the remaining provisions shall not be affected if they may continue to conform to the purposes of this Agreement and the requirements of applicable law.

5.9 Amendment. The City and SchraderGroup may, from time to time, request changes in services to be performed by SchraderGroup. Any such changes that are mutually agreed upon by the City and SchraderGroup shall be incorporated herein by written amendment to this Agreement. It is mutually agreed and understood that no alteration or validation of the terms of this Agreement shall be valid unless made in writing and signed by the parties hereto, and that any oral

understanding or agreements not incorporated herein, unless made in writing and signed by the parties hereto, shall not be binding.

5.10 Entire Agreement. This Agreement constitutes the entire agreement between the parties. Any proposed change to this Agreement shall be submitted to the City for its prior approval. No modification, addition, deletion, etc., to this Agreement shall be effective unless and until such changes are reduced to writing and executed by the authorized officers of each party.

5.11 E-Verify. SchraderGroup hereby acknowledges that "E-Verify" is the federal E-Verify program operated by the US Department of Homeland Security and other federal agencies which is used to verify the work authorization of newly hired employees pursuant to federal law and in accordance with Article 2, Chapter 64 of the North Carolina General Statutes. SchraderGroup further acknowledges that all employers, as defined by Article 2, Chapter 64 of the North Carolina General Statutes, must use E-Verify and after hiring an employee to work in the United States, shall verify the work authorization of the employee through E-Verify in accordance with NCGS §64-26(a). SchraderGroup hereby pledges, attests and warrants through execution of this Agreement that SchraderGroup complies with the requirements of Article 2 of Chapter 64 of North Carolina General Statutes and further pledges, attests and warrants that any subcontractors currently employed by or subsequently hired by SchraderGroup shall comply with any and all E-Verify requirements. Failure to comply with the above requirements shall be considered a breach of this Agreement.

5.12 Iran Divestment Act. As mandated by N.C.G.S. 147-86.59(a), SchraderGroup hereby certifies that it is not listed on the Final Divestment List created by the North Carolina State Treasurer pursuant to N.C.G.S. 147-86.58. SchraderGroup further certifies that in accordance with N.C.G.S. 147-86.59(b) that it shall not utilize any subcontractor found on the State Treasurer's Final Divestment List. SchraderGroup certifies that the signatory to this Agreement is authorized by SchraderGroup to make the foregoing statement.

ATTEST:



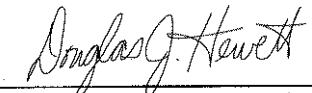
By:


(Name) **DAVID SUPRADET**
(Title) **MANAGING PARTNER**

ATTEST:

 **2/11/2019**
PAMELA MEGILL, City Clerk

By:


DOUGLAS J. HEWETT, ICMA-CM,
City Manager

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

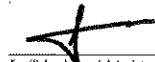
Jay Toland

JAY TOLAND, INTERIM CFO
City of Fayetteville



CITY OF FAYETTEVILLE

This instrument has been pre-audited in the manner Required by the Local Government Budget and Fiscal Control Act.



Jay Toland, Special Assistant to CFO

EXHIBIT 1

FEE PROPOSAL

CLIENT:
PROJECT:
DATE:

Fayetteville County
Assessment/Feasibility Study for Police & Fire Dept's Facilities
28-Jan-19

PROJECT START (est):
PROJECT COMPLETE (est):

1-Feb-19
30-Apr-19

Task		Anticipated Hours	Total
Task #1			
* Intro., Goals, Space Needs Workshop	Schradergroup	114	\$ 19,338.00
* Site/Building Facility Assessment	ADW	76	\$ 9,384.00
* Threat & Vulnerability Assessment	Stanford White	144	\$ 10,800.00
	Gordon Johnson	16	\$ 2,800.00
* Analysis of community growth & development patterns	Timmons	28	\$ 3,560.00
* Deliverable-Needs Report			
	Subtotal	378	\$ 45,882.00
Task #2			
* Project Identification	Schradergroup	160	\$ 29,280.00
* Option Development	ADW	148	\$ 15,720.00
* Concept/Schematic Design	Stanford White	48	\$ 3,600.00
* Analysis comparing remodel vs new facility	Gordon Johnson	16	\$ 2,800.00
* Preliminary budgeting for construction and operational costs	Timmons	21.5	\$ 2,520.00
* Analysis contrasting the developed alternatives			
* Timing recommendations over the 15 year period			
* Deliverable-Project Alternatives Report			
	Subtotal	393.5	\$ 53,920.00
Task #3			
* Completion of a financial forecast	Schradergroup	32	\$ 5,560.00
* Land acquisition and preparation costs	ADW	32	\$ 3,904.00
* Construction estimates	Stanford White	32	\$ 2,400.00
* Equipment and operational costs	Gordon Johnson	16	\$ 2,800.00
* Sources to meet initial and ongoing costs	Timmons	6	\$ 807.50
* Deliverable - Funding Plan			
	Subtotal	118	\$ 15,471.50
Task #4			
* Assemble Final Study	Schradergroup	40	\$ 5,876.00
* Deliverable - Final Report	ADW	4	\$ 544.00
* Presentation	Stanford White	8	\$ 1,400.00
	Gordon Johnson	10	\$ 1,750.00
	Timmons	2	\$ 270.00
	Subtotal	64	\$ 9,840.00
Other			
* Expenses	Travel Time (PIC)	32	\$ 6,944.00
	Travel Time (PM)	32	\$ 5,440.00
	Travel Expenses (4 trips)	0	\$ 6,698.00
	Misc. Reimbursable Expenses	0	\$ 2,050.00
	Subtotal	64	\$ 21,132.00
	TOTAL HOURS	1,018	
	TOTAL FEES		\$ 146,245.50

City of Fayetteville

433 Hay Street
Fayetteville, NC 28301-5537
(910) 433-1FAY (1329)

City Council Action Memo

File Number: 19-772

Agenda Date: 5/6/2019

Version: 1

Status: Agenda Ready

In Control: City Council Work Session

File Type: Other Items of
Business

Agenda Number: 4.03

TO: Mayor and Members of City Council

THRU: Kristoff T. Bauer, ICMA-CM - Deputy City Manager
Gerald A. Newton, AICP - Development Services Director
Taurus Freeman - Planning & Zoning Divisional Manager

FROM: Sharon D. Williams, AICP - Senior Planner

DATE: May 6, 2019

RE:

TA19-01: An amendment to the Design Guidelines for Fayetteville's Historic District and Local Landmarks to add language regulating murals in the City's Historic/Landmark Overlay (HLO) Districts.

COUNCIL DISTRICT(S):

All

Relationship To Strategic Plan:

2024 Goals, Goal IV: Desirable Place to Live, Work and Recreate

Executive Summary:

Currently, the City of Fayetteville does not have a process for reviewing murals in the City's Historic District, nor on Local Landmarks in the *Design Guidelines for Fayetteville's Historic District and Local Landmarks* (2000). Staff has received several inquiries regarding whether murals are permitted and if so, what is the approval process. Staff is recommending that Council consider options to amend the *Design Guidelines for Fayetteville's Historic Districts and Local Landmarks* to establish a review and approval process.

Background:

On September 25, 2018, the Historic Resources Commission (HRC) heard a request to paint a mural on the rear wall of 126 Hay Street (COA# 18-030). A discussion held between the applicant, staff and the HRC revealed that no process existed for regulating murals in the City of Fayetteville.

At the request of the Commission, members of the planning staff researched the process used by other localities in North Carolina to regulate murals in historic districts. The findings were presented to the HRC and discussions were held over the course of several months.

At its February 26, 2019 meeting, the Historic Resources Commission recommended a request be forwarded to City Council so a public hearing would be set to receive citizen comments on a proposed amendment to the *Design Guidelines for Fayetteville's Historic District and Local Landmarks* that would regulate murals in the HLO.

Issues/Analysis:

Numerous cities and towns in North Carolina allow murals, including in historic districts. They include Raleigh, Greensboro, Hillsboro, Matthews, Greensboro, Winston-Salem and Durham, to name a few. While the review and approval process for each varies, most require an administrative review for the repainting of formerly painted walls or noncontributing walls in historic district. The painting of previously unpainted contributing surfaces requires the approval of the local Historic Board/Commission.

The commonality amongst the local government ordinances and processes reviewed was that they specifically define artwork. Most exempt murals from being defined as signage, since they contain no graphics nor text, which advertises businesses, products or services offered on the premises. Murals are solely artistic in nature.

The City of Fayetteville does not prohibit, permit or regulate "art" in the *Design Guidelines for Fayetteville's Historic Districts and Local Landmarks* manual. As it is silent, this ambiguity could call into question the City's authority to review murals in Historic/Landmark Overlay (HLO) Districts. Adding additional language would provide clarity.

Budget Impact:

There is no immediate budget impact for this amendment.

Options:

- 1) Direct staff to move forward through the process of text amendments to the UDO;
- 2) Delay any action on the potential text amendment defining art and murals until a review of the current *Design Guidelines for Fayetteville's Historic Districts and Local Landmarks* manual has occurred.
- 3) Delay any action on the potential text amendment defining art and murals until a reconciliation of other current plans and the presented March 4, 2019 Fayetteville Downtown Urban Design Plan (but not yet formally acted on in any manner) and the current *Design Guidelines for Fayetteville's Historic Districts and Local*

Landmarks manual has occurred.

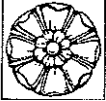
- 4) Allow murals to be installed in Historic Districts without the HRC review, through a text amendment.
- 5) Any combination of the above.

Recommended Action:

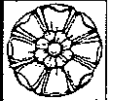
Request staff to (1) initiate the UDO text amendment process to establish a process for the review and approval of murals in the City's Historic Districts of the proposed Addendum to the Design Guidelines. (2) Then hold any final action or consideration to the City Council until the City Council determines a position on the update of the current (year 2000) *Design Guidelines for Fayetteville's Historic Districts and Local Landmarks* manual at which time the City Council would decide to hold the public hearing for the text amendment or defer action to coordinate with a potential updated or modified Historic District design guideline.

Attachments:

Draft Addendum to Design Guidelines Manual



ART – Murals on Private Property

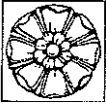


Mural projects are an investment in cultural capital that goes far beyond tourism, improved aesthetics, increased business traffic and building occupancy and eradication of blight. Murals are an investment in a City's unique identity and its cultural cohesiveness and contribute to its public art. They build a sense of community. They make it welcoming and walkable and they make you want to go there.

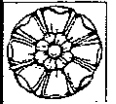


Mural art should provide a visual aesthetic of the historic district while allowing for creative expression in appropriate locations and designs. Mural size shall be determined by the wall surface to be covered. Smaller walls may be completely covered. On larger walls, murals should be large enough to dominate the wall surface, but not so large as to overwhelm the streetscape. The building's architecture should not be altered to accommodate the mural.

Murals cannot be interpreted as signage as defined in the City's Unified Development Ordinance and may not include trademarks, service marks, or other markings, colors, or patterns identifying or associated with a business, profession, trade, occupation, or calling. When an official interpretation is necessary, the Chief Zoning Administrator will determine if a proposal is a mural or a sign. Mural art that constitutes a sign shall conform to the signage regulations of the Unified Development Ordinance (UDO) and applicable design guidelines.



ART – Mural Guidelines



1. Murals painted directly on exterior walls of contributing structures are prohibited. Contributing refers to any building, object, or structure which adds to the historical integrity or architectural qualities that make the historic district significant, unless the wall has been previously painted.
2. Murals may be allowed on contributing structures provided they are mounted on panels that protect the building's masonry. Recommended materials for panels include marine plywood, sign painter's board (also known as Crezon), and aluminum skinned panels. The edges and joints of panels must be sealed and flashed to ensure water does not infiltrate. An armature or mounting system with rust and corrosion proof metal fasteners must be used to attach the mural panels to the wall. This sets the panels away from the building to allow air to circulate behind so that moisture issues are not created. Drilling into masonry can allow moisture to seep into the brick, and cause the brick, or even the wall, to fail, so fasteners should be installed only through the mortar joints of a masonry building.
3. A Certificate of Appropriateness is required prior to the installation of a mural. Upon receipt of an application, staff shall schedule the Applicant to present the request to the Historic Resources Commission (HRC). Upon consultation with the HRC, staff will act on the minor COA within 60 days.
4. The location, size, nature, or type of mural shall not create a hazard to the safe and efficient operation of vehicles, or create a condition that endangers the safety of persons or property thereon. Murals may not extend beyond the eaves, parapet, or sides of a building, nor project from the surface.
5. Murals shall not have electrical or mechanical components.
6. Murals shall be maintained at all times in a state of good repair by the owner of the building on which they are painted. Good repair includes no defacement, and no excessive fading.
7. The mural may not depict a commercial product, brand name or a symbolic logo that is currently available.
8. A development plan that includes a schematic design of the mural and its relationship with the building and surrounding properties is required. This plan must include mural location, dimensions, colors, materials, type of surface to be used for the mural, and techniques used to create the mural.
9. A maintenance plan that outlines the proper preservation, routine care, and restoration methods and techniques is required. The plan should list the parties responsible for the care of the mural and any maintenance contract between the agent, developer, and owner. The plan shall include methods of removal.

City of Fayetteville

433 Hay Street
Fayetteville, NC 28301-5537
(910) 433-1FAY (1329)

City Council Action Memo

File Number: 19-781

Agenda Date: 5/6/2019

Version: 2

Status: Agenda Ready

In Control: City Council Work Session

File Type: Other Items of
Business

Agenda Number: 4.04

TO: Mayor and Members of City Council

THRU: Kristoff Bauer, ICMA-CM - Deputy City Manager
Gerald Newton, AICP - Development Services Director

FROM: Taurus Freeman - Planning & Zoning Divisional Manager
Jennifer C Baptiste - Senior Planner

DATE: May 6, 2019

RE:

Discussion regarding the current Historic Districts and Standards.

COUNCIL DISTRICT(S):

Implications for all of city

Relationship To Strategic Plan:

2024 Goals, Goal II: Diverse and Viable Economy is achieved through the expansion of an existing local business and the redevelopment of a vacant commercial property.

2024 Goals, Goal III: High Quality Build Environment is achieved through managing the City's future growth, providing timely reviews, and revitalization.

Executive Summary:

A discussion of several updates to the Historic Resource Commission is being requested by the City Council. First, the City's current *Design Guidelines for Fayetteville's Historic Districts and Local Landmarks* is eighteen (18) years-old and was approved by City Council in December 2000. A review and update is highly recommended to ensure that the document is current and meets the needs of the community and its future. Secondly, a review and potential update to the City's current Downtown Locally Approved Historic District Map is presented. Lastly, the planners will apprise the City Council on information of what a Certified Local Government (CLG) means for City Council authorities.

Background:

With the present changes unfolding within the City, the proper protection of historically significant properties should be balanced with new development. Not all old buildings are considered as historically significant as later explained. With limited conversations happening over the past several years over this balance of old and new, this CCAM is designed to reinvigorate the conversation so the city is intentional in its design. It is also important to realize that the existing HRC is involved in more than the downtown and reaches to other parts of the City through an overlay district. The title, *Design Guidelines for Fayetteville's Historic Districts and Local Landmarks* is not fully accurate as portions of the "guidelines" serve as a city ordinance through reference from Chapter 30 of the City Code of Ordinances. Other parts of the City likely have important and historically significant structures but are not presently covered by the city ordinances. The structure of the ordinance requires certain activities to be reviewed and approved by the Historic Resources Commission with any appeals moving to the Zoning Commission and then to the court system. All actions of the HRC do not come back the City Council under present organizational designs. Other items of changes to structures are staff reviewed and approved. These actions and approvals are covered with issued Major and Minor Certificates of Appropriateness.

Issues/Analysis:

The current system requires all properties under the historic district to have some review and action. Other communities require the review of the significant and contributing structures and features. Any adjustments to the review and approval, procedural organizational structure, and modifications to the various authorities are within the Fayetteville City Council's authority as city ordinances. Any action should be measured with impact on the City's designation as a Certified Local Government, the community's long-term values, and the individual property owners affected. The following covers these areas in some detail.

Historic Resources Commission

The Fayetteville Historic Resources Commission (HRC) is responsible for reviewing and approving all exterior changes within the designated historic districts. Items of maintenance are not under any approval and are exempt from HRC review. HRC is also responsible for conducting public awareness and education programs concerning historic properties and districts within the City of Fayetteville.

Design Guidelines for Fayetteville's Historic Districts and Local Landmarks

The *Design Guidelines for the Fayetteville Historic Districts and Local Landmarks* is designed to assist all those involved with historic properties within the City of Fayetteville. It provides guidance for property owners, contractors, and tenants wishing to restore or make changes to landmark properties or properties in a historic district. For planning staff, city code enforcement, and inspectors, and commission members it serves as a guide for evaluating proposed changes. It serves as a handbook for those who wish to preserve, protect, and educate the community regarding historic resources. Significantly, these design guidelines are incorporated in the City's ordinances, Chapter 30, also known as the Unified Development Ordinance.

In 2017, the City was awarded the Historic Preservation Fund (HPF) Pass-Through Grant to update the *Design Guidelines for Fayetteville's Historic Districts and Local*

Landmarks. The grant total was \$25,000. No consultant was willing to work on the update for that amount of funding. Therefore, the City was unable to utilize the funding, and returned the grant back to the North Carolina State Historic Preservation Office (HPO) with no penalty but allowing a future request to occur.

The grant is a federal matching grant program that supports state and local preservation programs and project. The HPF funds are made available to the HPO through the National Park Service, United States Department of the Interior. Only Certified Local Governments (CLG) are eligible.

On March 20th, Planning Staff submitted an application for the 2019 grant to be applied for the same purpose. Awards should be announced by June 2019.

Certificate of Appropriateness (COA)

Currently, all structures within the two Historic Districts are required to go through a review by the HRC. The review is tied to having areas designated as a historic district.

Properties outside the overlay of the Historic District are not required to be reviewed by The Historic Resources Commission. The owner of a property within the district cannot demolish the property, move it, or change its exterior features without a certificate of appropriateness issued by the Historic Resources Commission.

Owners who wish to make exterior changes to properties in the historic districts must first have their plans reviewed and approved by the HRC. This requirement applies to contributing and noncontributing properties, vacant lots, and public rights-of-way.

Considerable discussion continues as to the various approvals and reviews within the downtown and the appropriateness of the reviews.

The HRC's primary responsibility is to prevent changes within the district that would not be in keeping with the special characteristics of the two districts. An owner proposing changes to a historic property in a historic district must apply to the HRC for a Certificate of Appropriateness. Proposed changes requiring a certificate of appropriateness include alteration, restoration, construction, reconstruction, relocation, or demolition of buildings, other structures, site work, landscaping, awnings, or outdoor advertising signs.

The provisions for a certificate of appropriateness only apply to exterior features of the property within the Historic district. Exterior features include the architectural style, general design, and general arrangement of the exterior of the building or other structure, including the kind and texture of the building material, the size and scale of the building, and the type and style of all windows, doors, lights, signs, and other appurtenant fixtures. In the case of outdoor advertising signs, "exterior features" include, style, material, size, and location of all signs. This also includes major landscaping and natural land features such as creeks or rivers, or creek banks.

The City started taking applications for Certificate of Appropriateness in 2002. Since that time, a total of 1,575 applications have been processed. Minor applications accounted for 1,137; whereas, major applications totaled 438. Prior to the current Chapter 30 regulations, many additional reviews were required. Only 18 applications have been denied by the Historic Resource Commission. Also, the applicants have withdrawn their request six times in the 18 year history of the HRC.

Minor Work

Rather than require a full formal commission review of proposals for relatively minor alterations, the ordinance establishing the commission allows certificates of appropriateness for minor works to be reviewed and approved by the Inspections Director, now the Director of Development Services, in conjunction with the Historic

Properties Manager. The director in conjunction with the Historic Properties Manager may issue Certificates of Appropriateness for minor works consistent with the design guidelines in the following instances:

- A. Where the historic character of the structure is not changed.
- B. Renewal of an expired Certificate of Appropriateness where no change to approved plans is being proposed and there has been no change to the circumstances under which the certificate was approved initially.
- C. Replacement of missing architectural details provided that one of the following conditions is met:
 1. At least one example of the detail to be replaced exists on the structure.
 2. Physical or documentary evidence exists which illustrates or describes the missing detail or details. Examples of documentary evidence include photographs, drawings, or physical examples on the structure.
 3. The proposed detail is very similar to original details found on at least one structure within a City of Fayetteville Historic District that is comparable in terms of style, size, and age.
- D. Minor alterations are at the rear of a structure which do not change the essential character and which are not in public view.

UDO Exemptions

The following activities are exempt from the requirements of needing a Certificate of Appropriateness, per Section 30-2.C.8.b.2:

- a. The ordinary maintenance or repair of any exterior architectural feature that does not involve a change in design, materials, or outer appearance;
- b. The ordinary maintenance or repair of streets, sidewalks, pavement markings, street signs, or traffic signs;
- c. The construction, reconstruction, alteration, restoration, or demolition of any of the above features where the City Manager certifies the activity is required for the public's safety because of an unsafe or dangerous condition; and
- d. The maintenance of any above ground utility structure or the immediate restoration of such a structure in the event of an emergency.

Certified Local Government (CLG)

The National Historic Preservation Act established a nationwide program of financial and technical assistance to preserve historic properties-- buildings, structures, sites, neighborhoods, and other places of importance in the historical and cultural life of the nation. A local government can participate directly in this program when the State Historic Preservation Officer (SHPO) certifies that the local government has established its own historic preservation commission and a program meeting federal and state standards. A local government that receives such certification is known as a "Certified Local Government" or "CLG".

Historic preservation review commission: in the federal CLG requirements, the board, council, commission or other similar collegial body which is established by state or local legislation as provided in the National Historic Preservation Act of 1966, as amended (16 USC 470 et seq.), and the members of which are appointed, unless otherwise provided by state or local legislation, by the chief local elected official of the jurisdiction concerned from among

- a) professionals in the disciplines of architecture, history, architectural history, planning, prehistoric and historic archaeology, folklore, cultural anthropology,

curation, conservation, landscape architecture, or related disciplines, to the extent such professionals are available in the community concerned, and

- b) such other persons as have demonstrated special interest, experience, or knowledge in history, architecture or related disciplines and as will provide for an adequate and qualified commission.

It is the local government that is certified, not the historic resources commission. The commission is the entity responsible for certain preservation activities as the representative of the CLG.

In North Carolina, a local historic preservation commission is established by a local historic preservation ordinance adopted by a local government. The ordinance may provide for locally designated historic districts or locally designated historic landmarks (individual properties), or both. If only districts are provided for, the commission is typically called "historic district commission" or "historic districts commission." If only landmarks are provided for, the commission is typically called "historic landmarks commission" or "historic properties commission." If both types of designation are provided for, the commission is typically called "historic preservation commission" or "historic resources commission." The term "preservation commission" is often used as a general term referring to any of the commission types. When a local government becomes a CLG, its preservation commission becomes known as a CLG commission.

As a CLG commission, the preservation commission must meet federal and state requirements concerning qualifications of members. It carries out duties specified in the local preservation ordinance and in the certification agreement with the SHPO. It has responsibilities beyond administering the local preservation ordinance; for example, it reviews National Register nominations for properties anywhere in the territorial jurisdiction of the local government.

1. Responsibilities. The responsibilities of the CLG commission must be complementary to and coordinated with those of the HPO. The HPO's tasks are enumerated in the National Historic Preservation Act of 1966, as amended (16 USC 470 et seq.), and in state and federal preservation standards, guidelines, and regulations.
2. Number and Qualifications. In North Carolina, the CLG commission shall have a minimum of five (5) members. The members must be appointed by the chief local elected official unless local legislation provides for a different method of appointment. In accordance with the state enabling statute, NCGS 160A-400.7, all the members shall reside within the territorial jurisdiction of the local government; except, where a joint commission is established, the county and municipalities involved shall determine the residency requirements of the commission members. All members shall have demonstrated special interest, experience or knowledge in history, architecture or related disciplines that is supported by resume information sufficient to allow the SHPO to confirm the qualifications of members, pursuant to 36 CFR Part 61.

Below are benefits of being a Certified Local Government:

- Special grants from the State Historic Preservation Officer
- Local historic preservation expertise recognized by state and federal agencies
- Technical assistance and training from the State Historic Preservation Office
- Participation in nominations to the National Register of Historic Places
- National historic preservation assistance network: publications, professional

assistance

- Information exchange with the State Historic Preservation Office
- Participation in statewide preservation programs and planning

Certified Local Governments are eligible to apply for specially earmarked grants from the SHPO. At least ten percent of the annual Historic Preservation Fund grant made to the State Historic Preservation Office--Washington's Office of Archaeology and Historic Preservation (OAHP) under the National Historic Preservation Act is distributed among CLGs.

Types of Economic Impacts

There are three main economic impacts associated with Historic Preservation and Rehabilitation. The first impact is the **direct economic benefit**. Direct economic benefit is associated with the money actually spent on the historic rehabilitation of a building or site. At the onset of a project, this benefit includes the funds spent on the labor and materials for a project. The degree of specialized work that goes into the restoration of a historic building can be quite extensive and so detailed that it may require various specialists in specific fields. Once a project is completed, the money spent by visitor to the site is also included in the direct benefit. Lastly, the tax income a municipality receives from the reuse of a renovated structure is also considered a direct benefit.

The second economic benefit is the **indirect economic benefits**. Indirect economic benefits consist of the purchasing of goods and services from vendors that are used during the rehabilitation project. Goods can range from the purchase of lumber or specialty tools. Services can include worker meals and waste disposal. Once the rehabilitation is complete, another indirect economic benefit seen is the money that a tourist spends as it relates to visiting the site. Tourist spend funds on food, drinks, transportation, lodging, etc. Tourism also indirectly impact a development because in this social media age, the amount of free publicity generated through social media is invaluable to any development or site.

The last type of economic impact is the financial impact that is generated when companies, employers, and workers **reinvest earned funds** back into the economy.

This benefit is known as an induced impact. Induced impacts include money spent on daily living items including purchasing groceries, paying rent or mortgages, etc.

In balance, the **proper community balance** of protection of historically significant and contributing structures and landmarks can create additional responsibilities and costs on the land and property structure owners. Ensuring the viability of the community and private interests remain creates the suggested need to review the nearly 20 year-old document and current review practices.

Funding Options

The Historic Tax Credit program provide tax incentives to owners of historic building to encourage the rehabilitation and re - use of historic buildings. The tax credit an owner is eligible to receive depends on several factors. The first consideration is the cost of the rehabilitation project. The project has to be of a "substantial" nature to qualify. A project is considered as "substantial" when the amount spent on the project is equal to or greater than the adjusted value of the building. Eligible projects may receive a 20% federal tax credit regardless of the cost of the project. However, the state tax credit percentage varies depending on the total cost of the project. State tax credits are awarded on a graduated scale ranging from 15% - 25%. An additional 5% credit is given to projects in a

Tier 1 or Tier 2 community. Tiers are established by a set economic formula established by the North Carolina Department of Commerce. Tier 1 communities are counties that are determined to be economically distressed, Tier 2 communities are economically border line while Tier 3 communities are recognized as being the least economically distressed. As of the November 2018, Cumberland County has been ranked as a Tier 1 community. Previously, the County was ranked as a Tier 2 community.

Secondly, in order to qualify for the tax credits, a building has to be listed on the National Register of Historic Places or be a contributing building in a National Register Historic District. Currently, Fayetteville has four National Register Historic Districts - Liberty Row, Market House Square, Haymount, and the Market House Square.

Lastly, all rehabilitation work must meet the Secretary of the Interior's *Standard for Rehabilitation*. The intent of the Standards are to ensure that materials used ensure that the features of the interior and exterior of building are consistent with prior building standards.

Fayetteville has several programs that assist businesses throughout the City. Although there are no longer any programs that specifically assist business in the downtown area, downtown businesses are eligible for four other funding options available through the City. The first is the **Business Assistance Loan Program**. This program provides the gap financing or down payment required for obtaining a primary loan from an approved financial institution. The City has loaned approximately \$343,000 through this program. Another program offered through the City is the **Commercial Exterior Improvement Grant Program**. This program is designed to promote the revitalization of small business properties through the rehabilitation of commercial building exteriors, parking lots, and landscapes. The City of Fayetteville provides a matching grant up to \$10,000 for each exterior renovated. The City has awarded approximately \$295,000 to businesses through this program.

Another City program that benefits the downtown area is the **Small Business Development Grant Program**. The Small Business Development Grant Program is designed to assist with the further development of existing small businesses within the limits of Fayetteville. The program offers a maximum of \$5,000 for eligible small business expenses. An estimated \$93,000 in development grants have been awarded to support businesses in the downtown area.

Finally, the **Small Business Retention Grant Program** is designed to assist with the expansion costs of existing small businesses. Expansion cost range from furniture, fixtures, inventory, to interior and exterior renovations. The City provides a matching grant up to \$5,000 through this program. An estimated \$328,000 has been provided through this grant program.

New Construction vs. Rehabilitation

As with any other development in a City, the decision to either rehabilitate an existing building or demolish the structure in order to accommodate a new use is an issue. This decision, however, is more critical within the City's historic district or involving historic structures. Historic buildings evoke a visceral response in many people. Hence, a tender balance between historic rehabilitation and new construction has to be found and maintained.

The disadvantage most developers see when looking at historic structures is that they are generally built to the standards of the time and, among other things, are not typically ADA

compliant and need extensive renovations. To make these buildings more attractive for development, the before mentioned grants are available to assist business rehab historic buildings. Rehabilitation of historic buildings not only preserve historic structures, it may also renew a blighted building and give it a new use and purpose.

However, as inspiring and beneficial as restoring historic structures and sites may be, sometimes it is necessary for new construction to be built in order to facilitate the growth of a city. With any city, it is inevitable that new construction to accommodate new uses are going to be done. In a historic district, how to blend new construction without losing or compromising valuable historic structures is a delicate process.

In the case of New Orleans, there are eighteen historic districts that are administered by two historic commissions - the New Orleans Historic District Landmarks Commission and the Central Business District Historic District Landmarks Commission. All districts combined, there are over 2,000 parcels that the commissions have governance. The key to success in New Orleans is that all buildings, although they are located in a historic district, are not all treated the same. Buildings are judged based on several factors to determine if they are required to be preserved or not and as to whether or not full commission review is required. If full commission review is not required, the project still has to go through staff and architectural review.

Budget Impact:

N/A

Options:

- (1) Receive the report.
- (2) Request the City management to explore options to modify, amend, incorporate, any city council policies to balance the development and preservation activities.
- (3) Establish a sub-committee of the City council to further review the issues and impacts with the city management and present findings and recommendations back to the city council.
- (4) Any combinations of the above.

Recommended Action:

Option 1 and 2

Attachments:

- Conservation and Historic Preservation Agreements Act
- Historic Districts Map

Article 4.

Conservation and Historic Preservation Agreements Act.

§ 121-34. Short title.

The title of this Article shall be known as the "Conservation and Historic Preservation Agreements Act." (1979, c. 747, s. 1; 2004-195, s. 1.3.)

§ 121-35. Definitions.

Subject to any additional definitions contained in this Article, or unless the context otherwise requires:

- (1) A "conservation agreement" means a right, whether or not stated in the form of a restriction, reservation, easement, covenant or condition, in any deed, will or other instrument executed by or on behalf of the owner of land or improvement thereon or in any order of taking, appropriate to retaining land or water areas predominantly in their natural, scenic or open condition or in agricultural, horticultural, farming or forest use, to forbid or limit any or all (i) construction or placing of buildings, roads, signs, billboards or other advertising, utilities or other structures on or above the ground, (ii) dumping or placing of soil or other substance or material as landfill, or dumping or placing of trash, waste or unsightly or offensive materials, (iii) removal or destruction of trees, shrubs or other vegetation, (iv) excavation, dredging or removal of loam, peat, gravel, soil, rock or other mineral substance in such manner as to affect the surface, (v) surface use except for agricultural, farming, forest or outdoor recreational purposes or purposes permitting the land or water area to remain predominantly in its natural condition, (vi) activities detrimental to drainage, flood control, water conservation, erosion control or soil conservation, or (vii) other acts or uses detrimental to such retention of land or water areas.
- (2) "Holder" means any public body of this State, including the State, any of its agencies, any city, county, district or other political subdivision or municipal or public corporation, or any instrumentality of any of the foregoing, any agency, department, or instrumentality of the United States, any nonprofit corporation or trust, or any private corporation or business entity whose purposes include any of those stated in (1) and (3), covering the purposes of preservation and conservation agreements.
- (3) A "preservation agreement" means a right, whether or not stated in the form of a restriction, reservation, easement, covenant, condition or otherwise, in any deed, will or other instrument executed by or on behalf of the owner of the land or any improvement thereon, or in any other [order] of taking, appropriate to preservation of a structure or site historically significant for its architecture, archaeology or historical associations, to forbid or limit any or all (i) alteration, (ii) alterations in exterior or interior features of the structure, (iii) changes in appearance or condition of the site, (iv) uses not historically appropriate, or (v) other acts or uses supportive of or detrimental to appropriate preservation of the structure or site. (1979, c. 747, s. 2; 1995, c. 443, s. 1.)

§ 121-36. Applicability.

(a) This Article shall apply to all conservation and preservation agreements falling within its terms and conditions.

(b) This Article shall not be construed to make unenforceable any restriction, easement, covenant or condition which does not comply with the requirements of this Article.

(c) This Article shall not be construed to diminish the powers of any public entity, agency, or instrumentality to acquire by purchase, gift, devise, inheritance, eminent domain or otherwise and to use property of any kind for public purposes. (1979, c. 747, s. 3.)

§ 121-37. Acquisition and approval of conservation and preservation agreements.

Subject to the conditions stated in this Article, any holder may, in any manner, acquire, receive or become a party of a conservation agreement or a preservation agreement. (1979, c. 747, s. 4.)

§ 121-38. Validity of agreements.

(a) No conservation or preservation agreement shall be unenforceable because of

(1) Lack of privity of estate or contract, or

(2) Lack of benefit to particular land or person, or

(3) The assignability of the benefit to another holder as defined in this Article.

(b) These agreements are interests in land and may be acquired by any holder in the same manner as it may acquire other interests in land.

(c) These agreements may be effective perpetually or for shorter stipulated periods of time.

(d) These agreements may impose present, future, or continuing obligations on either party to the agreement, or their successors, in furtherance of the purposes of the agreement.

(e) These agreements may contain provisions which require the payment of a fee upon a future conveyance of the property that is subject to the agreement. (1979, c. 747, s. 5; 2008-165, s. 1.)

§ 121-39. Enforceability of agreements.

(a) Conservation or preservation agreements may be enforced by the holder by injunction and other appropriate equitable relief administered or afforded by the courts of this State. Where appropriate under the agreement, damages, or other monetary relief may also be awarded either to the holder or creator of the agreement or either of their successors for breach of any obligations undertaken by either.

(b) Such agreements shall entitle representatives of the holder to enter the involved land or improvement in a reasonable manner and at reasonable times to assure compliance. (1979, c. 747, s. 6.)

§ 121-39.1. Termination or modification of agreements.

(a) Easements secured by the Agricultural Development and Farmland Preservation Trust Fund, including perpetual agricultural conservation easements and forest land easements, military base protection and flyway easements regardless of funding source, or any other agricultural conservation easement that has been secured, in whole or in part,

with federal funds and where at least one party to the agreement is a public body of this State, shall not be terminated or modified for the purpose of economic development.

(b) Prior to any modification or termination of a conservation agreement where at least one party to the agreement is a public body of this State, the agency requesting the conservation agreement modification or termination shall conduct a conservation benefit analysis. The criteria for the conservation benefit analysis shall be established by the agency requesting the conservation agreement modification or termination. Conservation agreements may only be modified or terminated if the conservation benefit analysis concludes that the modification or termination results in a greater benefit to conservation purposes consistent with this Article.

(c) The conservation benefit analysis conducted by the requesting agency shall be reported to the Council of State prior to the vote of the Council of State on the final decision to modify the agreement.

(d) Notwithstanding any authority given to a public body of this State, including the State, any of its agencies, any city, county, district or other political subdivision, municipal or public corporation, or any instrumentality of any of the foregoing, to release or terminate conservation easements under other law, this section shall apply to conservation agreements that are intended to be effective perpetually or that are terminated or modified prior to the period of time stipulated in the agreement, and where at least one party to the agreement is a public body of this State, including the State, any of its agencies, any city, county, district or other political subdivision, municipal or public corporation, or any instrumentality of any of the foregoing.

(e) Parties to a conservation agreement may include a provision at the time an agreement is executed requiring the consent of the grantor or the grantor's successors in interest to terminate or modify the agreement for any purpose.

(f) Any agency managing a conservation agreement program may adopt rules governing its procedure for termination or modification of a conservation agreement, provided that any such rules may be no less stringent than the requirements of this section.

(g) This section shall not apply to a condemnation action initiated by a condemnor governed by Article 6 of Chapter 40A of the General Statutes or to a voluntary termination or modification affecting no more than the lesser of two percent (2%) or one acre of the total easement area of the conservation agreement when requested by a public utility, the Department of Transportation, or a government entity having eminent domain authority under Article 3 of Chapter 40A of the General Statutes. (2015-263, s. 13(a); 2017-108, s. 14.)

§ 121-40. Assessment of land or improvements subject to agreement.

For purposes of taxation, land and improvements subject to a conservation or preservation agreement shall be assessed on the basis of the true value of the land and improvement less any reduction in value caused by the agreement. (1979, c. 747, s. 7.)

§ 121-41. Public recording of agreements.

(a) Except as provided in subsection (c) of this section, conservation agreements shall be recorded in the office of the Register of Deeds of the county or counties in which the subject land or improvement is located, in the same manner as deeds are now recorded.

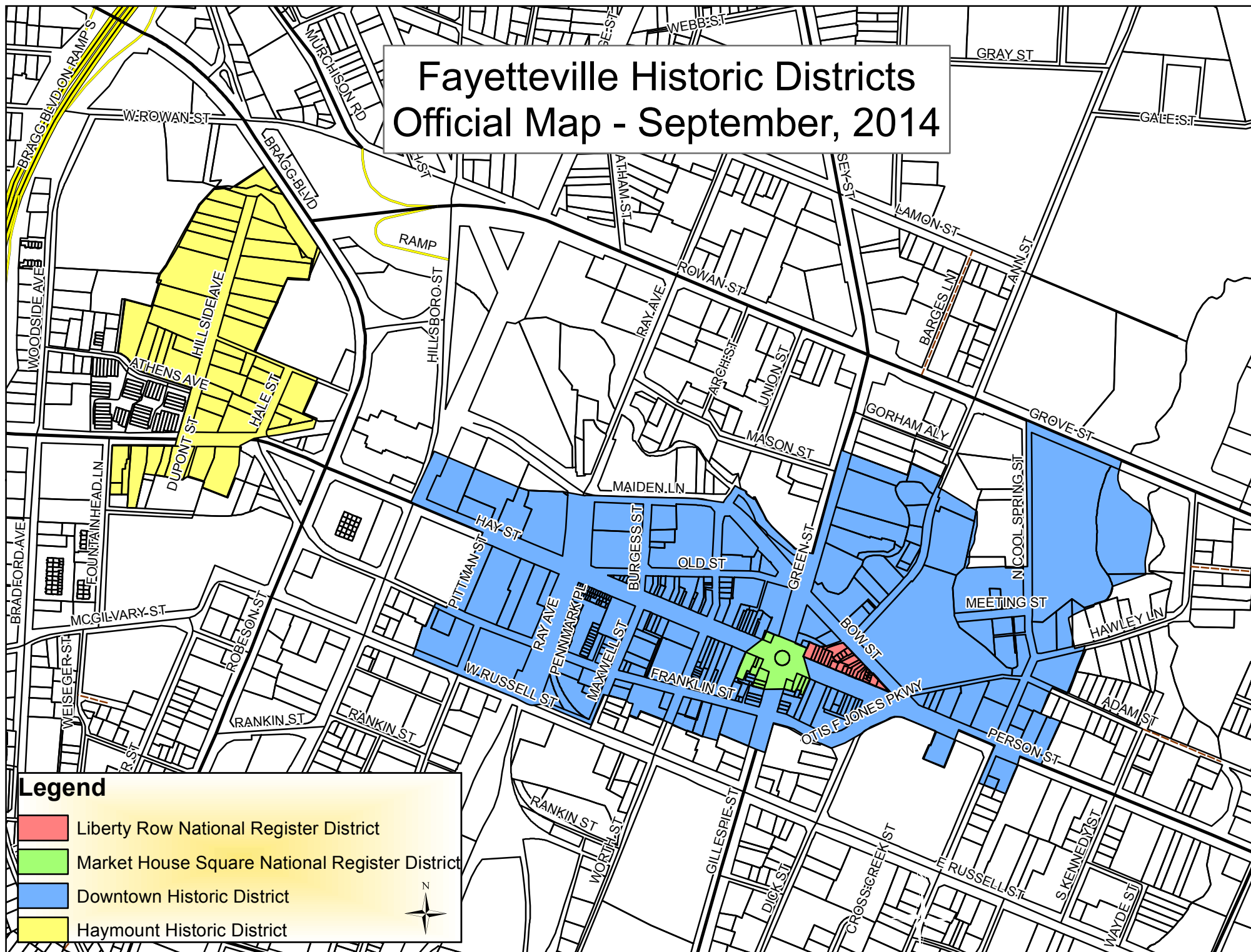
(b) Releases or terminations of such agreements shall be recorded in the same waiver. Releases or terminations, or the recording entry, shall appropriately identify by date, parties, and book and pages of recording, the agreement which is the subject of the release or termination.

(c) A conservation agreement entered into for the purpose of enrolling real property in a voluntary agricultural district pursuant to G.S. 106-737(4) is not required to be recorded unless such conservation agreement is irrevocable as provided pursuant to G.S. 106-743.2. (1979, c. 747, s. 8; 2011-219, s. 2.)

§ 121-42. Citation of Article.

This Article shall be known and may be cited as the "Conservation and Historic Preservation Agreements Act." (1979, c. 747, s. 9; 2004-195, s. 1.4.)

Fayetteville Historic Districts Official Map - September, 2014



City of Fayetteville

433 Hay Street
Fayetteville, NC 28301-5537
(910) 433-1FAY (1329)

City Council Action Memo

File Number: 19-770

Agenda Date: 5/6/2019

Version: 1

Status: Agenda Ready

In Control: City Council Work Session

File Type: Other Items of
Business

Agenda Number: 4.05

TO: Mayor and Members of City Council

THRU: Telly C. Whitfield, Ph.D., Assistant City Manager

FROM: Rebecca Jackson, Strategic Performance Analytics Director

DATE: May 6, 2019

RE: Review the Draft City of Fayetteville FY 2030 Strategic Plan and the FY 2020 Targets For Action

COUNCIL DISTRICT(S):

All

Relationship To Strategic Plan:

As the City of Fayetteville continues to grow and thrive, the City Council looks to chart a course with a strategic plan which articulates a vision for our community's future that will ensure vitality and sustainability.

The City is guided by a comprehensive strategic planning process. City Council meets annually to refine the items that comprise the City's strategic plan and to ensure that it is reflective of the changing needs of our growing community. Commitment to strategic planning and performance management strengthens the City of Fayetteville, ensuring excellent services and a high quality of life for residents.

Executive Summary:

This agenda item is a review of the draft FY 2030 Strategic Plan, developed by City Council to include the FY 2020 Targets For Action (TFA). Staff is seeking Council consideration of the draft City of Fayetteville FY 2030 Strategic Plan and consensus for the FY 2020 TFA.

Commitment to performance management and strategic planning strengthens the operations of the City of Fayetteville, ensuring excellent services and a high quality of life for residents. It allows for long range planning at the organizational level with alignment to departmental operations and performance expectations. With this system in place, the

City is able to allocate resources appropriately and build strategies for continuous improvement.

Over the last twelve months, the Fayetteville City Council has worked very diligently to commit this organization to high performance and to use data and stakeholder input to create a strategic plan for the city that is forward thinking, progressive, relevant and outcome based.

The Mayor, City Council, and staff share a duty to ensure that the actions of public officials, employees, contractors, and volunteers of the City are carried out in the most responsible manner possible and that city policy, budgets, goals, and objectives are fully implemented. The City Council's Strategic Plan Vision 2030 will be adopted in coordination with the annual budget ordinance in June. The City's Strategic Plan 2030 will include Targets for Action (TFA) for the upcoming fiscal year. TFA are projects or initiatives identified by Council to move the needle toward defined outcomes laid out in the Council's strategic plan. TFA are defined by a one year action plan with milestones to focus the work of Council and staff. The City Manager's Office has directed the Office of Strategy and Performance Analytics to meet regularly with teams to advance the Council's TFA and to report progress to City Council on a quarterly basis during a City Council Meeting.

FY 2020 Targets For Action:

1. Redevelopment and business growth of the Murchison Road corridor
2. Job creation and retention for the local workforce through an internship program
3. Developing Smart City capacity, specifically through pursuing the installation of broadband across the City
4. Collaboration and empowerment by developing a Young Adult Engagement Program
5. Working to develop a quality stormwater program
6. Managing the City's future growth through a comprehensive land use plan
7. Improving connectivity by assessing the feasibility of railroad crossing safety at at-grade crossings
8. Elevating the conversation about how to combat poverty across the City
9. Advancing community revitalization efforts, to include residential and commercial properties.

Background:

The City of Fayetteville desires to be data driven and results-focused with a robust strategic plan and performance framework. The City believes that better policy is developed through proactively encouraging resident, employee and business participation in government and by providing diverse engagement opportunities with easy and open access to public data and information. Council's progression of building a high performing organizational culture has been marked by several successful Council initiatives:

- In April 2018, Governing and Living Cities announced the City of Fayetteville was ranked as the top overall performer in a national assessment for high performing cities and named Fayetteville the most innovative city in the country.
- In June 2018, The City Council unanimously approved a resolution committing their

support for high performance and government innovation, with a foundation in open and transparent practices.

- On September 6, 2018, the Council participated in a focused work session entitled “Building a High Performing Organization Together”. The objectives were to define characteristics of high performance and to identify specific investments and actions needed.
- On November 27, 2018, Council met to review results of the FY 18 Strategic Performance Plan Report, celebrating accomplishments and discussing current TFA that have not made significant advances and new TFA that are emerging.
- On January 22, 2019, as a primer for the strategic plan retreat, Council participated in a brief TFA survey and discussion that led to a shared meaning and understanding among Council and staff about the intent of TFA.
- On February 1-2, 2019 during the City Council strategic planning retreat, Council was briefed on the most recent citizen engagement efforts. Council refined the strategic plan framework for FY 2030, set strategic priorities and identified 9 TFA for the next 12-18 months.

Issues/Analysis:

None

Budget Impact:

Action plans outlined in the attached draft TFA action plans have been integrated into departmental budget requests as indicated per TFA.

Options:

- 1) City Council review of the draft City of Fayetteville FY 2030 Strategic Plan with Council consensus for the FY 2020 TFA to move forward for adoption in June.
- 2) City Council provide clarity and direction to the City Manager to successfully implement FY 2020 TFA.

Recommended Action:

City Council review of the draft City of Fayetteville FY 2030 Strategic Plan with Council consensus for the FY 2020 TFA to move forward for adoption in June.

Attachments:

Draft City of Fayetteville FY 2030 Strategic Plan
Draft TFA action plans and milestones

The City of Fayetteville Strategic Plan 2030



Creating a High Performance Culture

Rebecca Jackson

Strategy and Performance Analytics Director



STRATEGIC PLAN



GOAL I: Safe and Secure Community

- **Objective A:** To reduce the incidence and severity of crime and to improve public perception of safety through community engagement and interagency collaboration in crime/safety initiatives
- **Objective B:** To ensure traffic safety by striving to reduce preventable vehicle accidents and traffic related fatalities and injuries
- **Objective C:** To ensure disaster readiness and to increase disaster recovery and resiliency through effective preparation and interagency collaboration
- **Objective D:** To ensure high survivability rate and improve dollar loss ratios for fire, medical, hazardous incidents and other emergencies

Focus on Results!

- ◇ Goals are organizational, high level statements of what we want to achieve.
- ◇ Objectives help define the goal and are focused on results. Areas of short term focus and priority are highlighted in green.
- ◇ Key Performance Indicators help us track our progress.
- ◇ Targets for Action are critical projects that move the needle on KPIs.



GOAL II: Diverse and Viable Economy

- **Objective A:** To sustain a favorable development climate through continual improvement of internal process and by providing redevelopment tools to encourage business growth
- **Objective B:** To implement strategies that diversify the city's tax base and increase the industrial and commercial tax bases
- **Objective C:** To leverage partnerships for job creation and retention, with focus on local and regional workforce and increasing per capita income
- **Objective D:** To invest in community places, revitalizing downtown as a focal point and building opportunities to leverage the Cape Fear River

FY 20 Targets for Action

- ⇒ Redevelopment and business growth of the Murchison Road corridor
- ⇒ Job creation and retention for the local workforce through an internship program



GOAL III: High Quality Built Environment

- **Objective A:** To manage the City's future growth and support strategic land use policy by supporting quality development and decreasing the oversupply of commercial land and under developed buildings and increasing occupancy of vacant retail and office space
- **Objective B:** To provide timely and accurate construction review and building inspection services in an effort to sustain a favorable development climate and support the business environment
- **Objective C:** To revitalize neighborhoods with effective zoning, code enforcement, and violations abatement
- **Objective D:** To develop and maintain city street and storm water systems to an established target level of effectiveness and quality improving connectivity
- **Objective E:** To develop and sustain access to connectivity that increases our smart city capacity

FY 20 Targets for Action

- ⇒ Developing Smart City capacity, specifically through pursuing the installation of broadband across the City
- ⇒ Working to develop a quality stormwater program
- ⇒ Managing the City's future growth through a comprehensive land use plan



GOAL IV: Desirable Place to Live, Work and Recreate

- **Objective A:** To enhance recreation, leisure and cultural opportunities for all to thrive that reflects diversity
- **Objective B:** To provide for a clean and beautiful community with increased green spaces
- **Objective C:** To improve mobility and connectivity by investing in traffic flow strategies, sidewalks, trails and bike lanes
- **Objective D:** To develop and maintain public transportation investments with high quality transit and airport services
- **Objective E:** To provide high quality affordable housing that revitalizes neighborhoods
- **Objective F:** To reduce poverty and homelessness

FY 20 Targets for Action

- ⇒ Improving connectivity by assessing the feasibility of railroad crossing safety at at-grade crossings
- ⇒ Advancing community revitalization efforts, to include residential and commercial properties
- ⇒ Elevating the conversation about how to combat poverty across the City



GOAL V: Sustainable Organizational Capacity

- **Objective A:** To ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities
- **Objective B:** To promote an organizational climate that fosters an exceptional, diverse, engaged and healthy workforce that delivers excellent services
- **Objective C:** To identify and achieve efficiencies through innovation and technology utilization, by increasing data-driven decisions and using business intelligence strategies, including performance management, process mapping, evaluation and improvement



Want to dive into data?

Results for Key Performance Indicators for each of the strategic objectives are reported publicly online through TRACStat

<http://tracstat.fayettevillenc.gov>

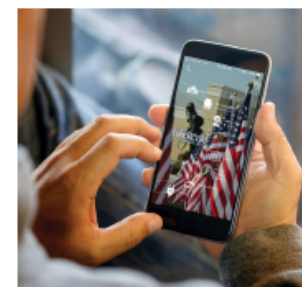


GOAL VI: Citizen Engagement & Partnerships

- **Objective A:** To inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment
- **Objective B:** To increase trust and confidence in City government through high quality customer service
- **Objective C:** To expand collaborative relationships between government units, the local military and stakeholders.

FY 20 Targets for Action

- ⇒ Collaboration and empowerment by developing a Young Adult Engagement Program





Target For Action: Name of TFA

Project Lead(s): Name of Lead

City Council
Goal



Current Status
Go!
(on schedule)

Project Description

- SCOPE:
- PROJECT RESOURCES:
- OUTCOME/KPI:

Current Update










- Bulleted format

TFA Action Plan

Step	Description/ Milestone	Target Date	Actual Date
1			
2			
3			
4			
5			

Key Talking Points and History

- Bulleted format

Goal	FY 2020 TFA Comprehensive Action Plan Overview	Policy	\$\$	Mng.
	Redevelopment and business growth of the Murchison Road Corridor	✓	✓	
	Job creation and retention for the local workforce through a internship program			✓
	Developing Smart City capacity, specifically through pursuing the installation of broadband access			✓
	Working to develop a quality stormwater program	✓	✓	
	Managing the City's future growth through a comprehensive land use plan	✓		
	Improving connectivity by assessing the feasibility of railroad crossing safety at at-grade crossings	✓	✓	
	Advancing community revitalization efforts, to include residential and commercial properties	✓	✓	
	Elevating the conversation about how to combat poverty across the City	✓		
	Collaboration and empowerment by developing a young adult engagement program			✓

Target For Action: Redevelopment and business growth of the Murchison Road Corridor

Project Lead(s): Gerald Newton



Stop

Slow

Go

Current Status

Go!
(on schedule)

Project Description

- **SCOPE:** The City of Fayetteville project team will review all prior and current planning efforts for the Murchison Road corridor with deliberate focus on specific locations and elements. The team will then develop and present a consolidated feasible phased (short term and long term) action plan to City Council by December 2019 which will address the following: Commercial and residential redevelopment options, corridor enhancement options, and stakeholder collaboration options.
- **PROJECT RESOURCES:** This project will be lead by Development Services with a cross-collaborative approach and a team of City staff from other departments such as Economic & Community Development, Parks & Recreation, Public Services, Police, Transit, and Budget.
- **OUTCOME/KPI:** Sustainable businesses; Attractive corridor; Safe place to live, work and recreate; Collaboration with Fayetteville State University.

Current Update

- The FY 2019 TFA was previously stopped.
- A cross collaborative team has been formed with a renewed focus.
- The team utilized a work breakdown structure to develop an approach and action plan for the coming year.

TFA Action Plan

Step	Description/ Milestone	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration	3/31/2019	3/31/19
2	Staff will review all previous studies and develop recommendations for City Council consideration	09/30/2019	
3	Present findings with consolidated, feasible and phased action plan with short and long term options addressing redevelopment, corridor enhancements and stakeholder collaboration	10/31/2019	
4	Implement Council approved actions as presented and resourced	06/30/2020	
5			

Key Talking Points and History

- Murchison Road corridor includes some of the City's most historic neighborhoods and Fayetteville State University, a historically black university sits in the heart of the corridor.
- Murchison Road corridor has lagged behind other parts of Fayetteville in terms of economic growth.
- There are multiple previously conducted planning studies that need to be vetted for relevancy and consolidated into a feasible action plan to increase vitality, sustainability and future growth for the area.
 - 2006 NCDOT Feasibility Study to widen Murchison Road.
 - 2008 Corridor study
 - 2010 -2015 Redevelopment plan implementation efforts for Catalyst Site I with land acquisition
 - 2017 Red Rock Global study and feasibility for Baseball Stadium.

Target For Action: Job creation and retention for the local workforce through a internship program

Project Lead(s): Barbara Hill



Stop

Slow

Go

Current Status

Go!
(on schedule)

Project Description

- **SCOPE:** The City of Fayetteville project team will support the Cumberland County ICON program for the upcoming summer internship cycle to the fullest extent funded by the City Council. The cycle will commence on June 3, 2019 and will end on July 12, 2019. The program will be marketed to the community in collaboration with the team members and partners. The City of Fayetteville team will also analyze all internships that currently are offered through the City, to include ICON, VA internship, higher learning institutions, and collaborative partnerships to more fully understand the holistic community impact this organization has produced via internship opportunities. The team will bring a consolidated citywide report on outcomes to City Council by Dec. 31, 2019.
- **PROJECT RESOURCES:** This project will be lead by the Human Resources Department and a team of City staff from other departments such as Fire, Police, City Manager's Office, and Finance.
- **OUTCOME/KPI:** Program creates a gateway to future jobs for young adults including jobs associated with the City of Fayetteville.

Current Update

- A cross collaborative team has been formed to support the TFA and effectively plan for placement of interns.
- The team utilized a work breakdown structure to develop an approach and action plan for the coming year.
- Private Sector and partners commitment has been established.
- Application submissions were received by March 29 deadline.
- Resume booklet completed and distributed to committed hiring organizations
- City staff supported participant workshop (April 6 and 13).

TFA Action Plan

Step	Description/ Milestone	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration	3/31/2019	3/31/19
2	Private Sector and partners commitment has been established.	3/31/19	3/31/19
3	Application submissions received by March 29 deadline. Resume booklet completed and distributed to committed hiring organizations City staff supported participant workshop (April 6 and 13)	4/13/2019	4/13/2019
4	Job fair and placement	5/31/19	
5	Internship ends	7/12/19	
6	Council briefing on comprehensive strategy and outcomes of City internship opportunities	12/31/19	

Key Talking Points and History

- Cumberland County Schools approached Council about sponsoring a youth internship program in May 2016.
- Partnership began between the City, PWC and CC Schools.
- Council approved \$25,000 in 2016 to fund 4 week summer program.
- Program, initially referred to as STEM is now ICON, Innovative Career Opportunities Now.
- Program has operated for 3 years and has grown from 14 students in 2016 to 23 students in 2017 to 38 students in 2018- almost tripling in size in 3 years. In FY 19 the City budgeted \$51,000 which includes \$25,000 in CDBG funds.
- Partners include the City, PWC, CC School System, Cumberland County, and NC Works. In addition to the ICON program many City departments work collaboratively with local agencies to place interns in meaningful positions to help develop professional growth within the City.

Target For Action: Developing Smart City capacity, specifically through pursuing the installation of broadband access

Project Lead(s): Dwayne Campbell



Current Status

Go!
(on schedule)

Project Description

- **SCOPE:** The City of Fayetteville project team will complete 4 focused Smart City initiatives in the next 18 months to include expanding Wi-Fi access to ball fields and splash pads, upgrading the GIS environment and redesigning the open data portal, redesigning the city website, and completing citywide surveillance camera installation. Completion is anticipated by June 2020. The City team will also continue collaboration with PWC, FCEDC, and Segra. The City team will meet with city departments to discuss TIP initiatives and consider Smart City options with a report to City Manager by Dec. 31, 2019.
- **PROJECT RESOURCES:** This project will be lead by the IT department with a cross-collaborative approach and a team of City staff from other departments such as Strategy and Performance Analytics, Corporate Communications, Parks and Recreation, and the City Manager's Office,
- **OUTCOME/KPI:** Sustainable businesses practices; Economic Development support, Fayetteville Goal of becoming a Top 50 Smart City in the Country; All citizens have free access to Wi-Fi on City property (Ballparks, Splash pads, Recreation centers and parks).

Current Update

- Team and plan have been developed.
- GIS upgrade and open data portal redesign in progress.
- Citywide camera installation in progress.
- Investigation in progress to develop ability to request parks and recreation rentals and sign up for classes online.

TFA Action Plan

Step	Description/ Milestone	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration	3/31/2019	3/31/19
2	Team review of TIP and collaboration with departments. Develop Smart City strategy and present to City Manager	12/31/2019	
3	Upgrade GIS environment and redesign open data portal	12/31/2019	
4	Complete citywide surveillance camera installation	6/30/2020	
5	Expand Wi-Fi access to ball fields and splash pads	6/30/2020	
6	Website redesign	6/30/2020	

Key Talking Points and History

- **Fiber-** A fiber assessment was conducted with PWC. PWC provided the City with a fiber ring layout. Shared with Fayetteville Cumberland Economic Development Corporation to compare broadband capabilities to proposed economic development opportunities.
- **Digital Environment-** FY 2016 TRACStat, open data portal, and FayFixIt It.
- **Wi-Fi-** City embarked on wireless initiative for free Wi-Fi for citizens at every City recreation facility and the Fayetteville Regional Airport. Cellular Wi-Fi now allows for greater efficiencies such as inspectors and code enforcement officers to complete status in field, Police transfers of video, FAST ridership data, and variety of vehicle tracking applications.
- **24/7 City Hall-** The City's website serves to meet the need for general information. City also launched Next Request for public records online.

Target For Action: Working to develop a quality stormwater program

Project Lead(s): Sheila Thomas-Ambat



Stop

Slow

Go

Current Status

Go!
(on schedule)

Project Description

- **SCOPE:** The City of Fayetteville will design a multi-year strategic plan for stormwater focused on four basic elements of a high quality stormwater program with specific deliverables in the next 12-18 months. The four basic elements of a high quality stormwater program are: maintenance of the existing system; mitigation of quantity and quality hazards; comprehensive development ordinance to attract economic development; preserve open spaces and natural floodplains and effective communication with the public on stormwater best management practices, flood warning and hazards. City staff will bring program enhancements to Council for consideration toward these basic elements by June 30, 2020.
- **PROJECT RESOURCES:** The Public Services department will be project manager for this effort, assisted by a citywide collaborative team that includes the City Manager's Office, Development Services, Finance, and Internal Audit staff. Budget is identified for the watershed efforts.
- **OUTCOME/KPI:** To be recognized nationally as having an exceptionally effective, efficient progressive, and sustainable municipal stormwater management program.

Current Update

- A cross collaborative team has been formed.
- The team utilized a work breakdown structure to develop an approach and action plan for the coming year to improve value of the current program to the community.
- Guidance from the new Council Stormwater Committee indicates that an important consideration is to identify ways to improve relations between the stormwater program and economic development within the City.

TFA Action Plan

Step	Description/ Milestone	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration	3/31/2019	3/31/19
2	Bring forward for Council consideration and feedback adjustments to the bonding requirements for new developments and the related ordinance	6/30/2020	
3	Bring forward for Council consideration and feedback recommendations for the City's infrastructure plans (CIP) and economic development projects and re-evaluate the stormwater fee credit program to improve incentives for development	6/30/2020	
4	Bring forward for Council consideration and feedback plans to accelerate stormwater capital program to complete more projects sooner with potential for bond to build momentum	6/30/2020	
5	City staff will bring to Council for consideration a design for the basic elements of stormwater strategic plan for the City of Fayetteville	6/30/2020	

Key Talking Points and History

- The City's stormwater program and utility was initiated in 1995 as a results of an unfunded Federal mandate from the Clean Water Act to manage pollution in stormwater runoff and improve the associated water quality.
- The program was tied directly to the permitted water quality requirements until 2007 when Council increased the stormwater fee recognizing the need for system repairs, new and retro fitted drainage infrastructure to resolve flooding issues.
- 2008 Council adopted a comprehensive stormwater management control ordinance.
- To manage adverse effects of increased stormwater quantity and runoff quality from newly developed and redeveloped properties, the City has made modest increases in infrastructure.
- 2018 Council approved a fee increase to develop a comprehensive watershed master plan that fosters informed decisions for capital.

Target For Action: Managing the City's future growth through a comprehensive land use plan

Project Lead(s): Gerald Newton



Stop

Slow

Go

Current Status

Go!
(on schedule)

Project Description

- **SCOPE:** The City of Fayetteville project team will present for approval of City Council a legally defensible and technically thorough NC defined and Fayetteville agreed upon Comprehensive Plan with a design year of 2040 containing all known public infrastructure (roads, utilities, parks) plans and preferred future land use map with a design year of 2040 for use in all City Council decisions of compatibility of land use and infrastructure improvements by June 30, 2020.
- **PROJECT RESOURCES:** This project will be lead Development Services with a cross collaborative team to include staff from Public Services, Economic & Community Development, Corporate Communications, and Parks and Recreation.
- **OUTCOME/KPI:** The outcomes for this project are milestones set in the action plan which include the City Council approval of all city plans for public services, preferred future land use map, amended zoning maps, and agreement with city targeted population for design. KPI is the consistency of zoning to future land use plans and Council adherence to land for future land development patterns.

Current Update

- A cross collaborative team has been formed with a staff project manager assigned.
- The team utilized a work breakdown structure to develop an approach and action plan for the coming year.
- Future Land Use Map underway.
- Updating City's zoning map is underway.
- Analyze prior City plans and bring them forward is complete.
- These actions are the minimum required for the City to have statutorily compliant comprehensive plan, but there is more that should be done, hence the FY 20 TFA.

TFA Action Plan

Step	Description/ Milestone	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration	3/31/2019	3/31/19
2	Present Future Land Use Map to Council for consideration of adoption	6/30/2019	
3	Seek direction from Council regarding process and desired outcomes for developing the Future Land Use Map into a Comprehensive Plan supportive of Council's objectives	8/31/2019	
4	Integrate demographic information and City capital and operational plans into the Comprehensive Plan	12/31/2019	
5	Prepare amendments to the City zoning map to align it with the approved Future Land Use Map for Council consideration. Develop community revitalization plans to be considered for inclusion in the Comprehensive Plan's housing and economic development elements	3/31/2020	
6	Complete citywide comprehensive plan containing all existing city-wide studies of publicly funded projects and NC conventional definition detailing a city	6/30/2020	

Key Talking Points and History

- Blending of various works should be done to develop a holistic, hence, comprehensive plan of all City plans dealing with future public improvements toward a determined target year of 2040.
- The value of the plan is dependent on the strength of the community support for the vision depicted in the plan and more work is necessary to ensure concepts, policies, priorities and limits established in the plan represent a durable community consensus capable of guiding future elected leaders.

Target For Action: Improving connectivity by assessing the feasibility of railroad crossing safety at at-grade crossings

Project Lead(s): Sheila Thomas-Ambat



Current Status

Go!
(on schedule)

Project Description

- **SCOPE:** The City of Fayetteville project team will assess at –grade railroad crossings to determine the effectiveness of safety and connectivity of these crossing within the City. The project will complete the assessment in the next 18-24 months.
- **PROJECT RESOURCES:** This project will be led by the Public Services Department with cross-collaborative approach and a team of City staff from other departments such as Corporate Communications and the Budget Office. Staff has submitted requests for funding from agencies that may partner with the City on the initial safety assessment study without affirmative response. Moving forward with the study may require City funding that may exceed \$150,000 for the initial safety assessment.
- **OUTCOME/KPI:** The assessment will identify factors for safety and connectivity as well as KPIs to evaluate improvements.

Current Update

- A cross collaborative team has been formed with a staff project manager assigned.
- The team utilized a work breakdown structure to develop an approach and action plan for the coming year.
- Stakeholders have been defined with identified opportunities for participation.

TFA Action Plan

Step	Description/ Milestone	Target Date	Actual Date
1	Stakeholders have been defined with identified opportunities for participation. City Council brief	5/30/2019	
2	Identify peer city for comparison and develop RFP	7/31/2019	
3	Identify funding, award RFP, and begin assessment	10/30/2019	
4	Provide milestones update to City Council	12/30/2019	
5	Complete assessment and communicate recommendations to City Council	4/30/2021	

Key Talking Points and History

- City Council recognizes the importance of safety and connectivity of at-grade railroad crossing in the City.
- The expected outcome of the assessment is to determine improvements that can be made at these at-grade crossing to improve safety and connectivity and the costs associated with these improvements.

Target For Action: Advancing community revitalization efforts, to include residential and commercial properties

Project Lead(s): Cynthia Blot



Stop

Slow

Go

Current Status

Go!
(on schedule)

Project Description

- **SCOPE:** The City of Fayetteville project team will present options for alternative housing and economic development programs to Council for approval by first quarter in an effort to increase and create more opportunities for individuals and businesses in targeted revitalization areas by developing and implementing programs that impact households up to 140% of median household income.
- **PROJECT RESOURCES:** This project will be lead by Economic & Business Development with a cross-collaborative approach and a team of City staff from other departments such as Parks and Recreation, Development Services, Human Relations, Police, and the City Manager's Office. Options will be brought to Council for funding. Currently, there is a \$500,000 allocation included in the recommended FY 20 budget.
- **OUTCOME/KPI:** Increase real property value, stabilization of older neighborhoods, beautification of gateways into city and downtown, aging neighborhoods and vacant and underperforming commercial centers, return of vibrant neighborhoods that are connected and safe; KPIs also include # of new home owners and # of businesses started.

Current Update

- A cross collaborative team has been formed with a renewed focus.
- The team utilized a work breakdown structure to develop an approach and action plan for the coming year.
- Council was presented a variety of options to fund for a comprehensive community revitalization plan.

TFA Action Plan

Key Talking Points and History

- Thriving neighborhoods are essential to the progress of Fayetteville.
- Every neighborhoods in the City can be transformed into a place of choice, where people want to live, work, and play.
- The City has multiple corridor and area studies.
- City completed 300 Block of Hay Street.
- City has Gateway Committee guiding beatification and signage efforts.
- Entitlement community efforts include Hope VI, CHDO partnerships and the 5 year consolidation plan
- The City invested in public-private partnerships for the completion of the Baseball Stadium and mixed use development downtown.
- Other revitalization efforts have included the RAMP, Facade, CDBG-HUD, and HOME-HUD programs.
- Current City programs that impact neighborhood blight include Code Enforcement and Demolition programs.

Step	Description/ Milestone	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration	3/31/2019	3/31/19
2	Present options to City Council	3/31/2019	3/31/2019
3	Seek direction from Council regarding key program elements and the allocation of the \$500,000 in funding	6/3/2019	
4	Implement Council approved actions as presented and resourced	6/30/2020	
5			

Target For Action: Elevating the conversation about how to combat poverty across the City

Project Lead(s): Cynthia Blot



Project Description

- **SCOPE:** The City of Fayetteville will visibly elevate community engagement and conversation about poverty and develop ways to parent collaboratively with stakeholders. A Council session will take place in the first quarter of FY 20. The deliverable for the session will be a Council approved action plan with resourced targeted outcomes for the City team to achieve by June 30, 2020.
- **PROJECT RESOURCES:** This project will be lead by the Economic & Community Development Department with a cross-collaborative approach and a team of City staff from other departments such as the City Manager's Office, the Strategy and Performance Analytics Office, Budget, Internal Audit, Fire, and Police.
- **OUTCOME/KPI:** Long term- Move 11 of the most concentrated poverty census tracks out of poverty. Short-term- Visible leadership in community collaboration and engagement. There will be statistical analysis performed by the team to identify impoverished census tracks with goals.

Current Update

- A cross collaborative team has been formed.
- The team utilized a work breakdown structure to develop an approach and action plan for the coming year.

Current Status

Go!
(on schedule)

TFA Action Plan

Step	Description/ Milestone	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration	3/31/2019	3/31/19
2	Staff will review existing City programs and services focusing on the effects of poverty on those programs and the programs' effects on poverty	7/31/2019	
3	Gap Analysis and Council work session prep complete- Review other community resources and ongoing poverty initiatives. Prepare for Council summit	8/31/2019	
4	Work with Council to develop a poverty action plan during a dedicated Work Session	9/30/2019	
5	TBD by Council approved action plan		

Key Talking Points and History

- Harvard University study ranked Fayetteville last among the country's largest economic centers in earnings potential for children growing up in poverty.
- A Poverty Summit was held November of 2017 and over 250 people from the community attended. The community identified five key areas to address the reduction of generations poverty. The five key areas are K-12 Education, Pre-K Education, Workforce and Industry Alignment, Affordable Housing, and Parent Life Skills and Mentoring.
- One out of four children in Cumberland County lives in poverty.
- Cumberland County received Tier 1 Status. There are 40 counties, many of them rural, in Tier 1. The state's formula considers the average unemployment rate, median household income, percentage growth in population and the adjusted property tax base per capita. Cumberland County ranked 21st worst in unemployment, 54th in median income, 31st in population growth and 12th in tax base.

Target For Action: Collaboration and empowerment by developing a young adult engagement program

Project Lead(s): Michael Gibson



Stop

Slow

Go

Current Status

Go!
(on schedule)

Project Description

- **SCOPE:** The City of Fayetteville project team will establish a 13-member commission tasked with increasing the number of millennial applicants for Boards and Commissions, elected positions, and other community leadership positions. The Millennial Commission will be established by April 30, 2019 and have visible engagement in the community and an adopted strategic plan by June 30, 2020.
- **PROJECT RESOURCES:** This project will be lead by the Parks and Recreation Department with a cross-collaborative approach and a team of City staff from other departments such as Human Relations, SPA, Corporate Communications and the City Manager's Office. Parks and Recreation staff will be assigned as a liaison. We anticipate minimum expenses until the Commission approves action plan, at which point staff will brief Council.
- **OUTCOME/KPI:** Growth in leadership positions held by the defined demographic (ages 19-39); Increased participation in networking opportunities; Identification of career, social and cultural opportunities.

Current Update

- The FY 2019 TFA was previously stopped.
- A cross collaborative team has been formed with a renewed focus.
- Bylaws were approved by City Council.
- Application were due April 17.

TFA Action Plan

Step	Description/ Milestone	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration	3/31/2019	3/31/19
2	Commission applications received and the appointments made to the Commission	4/30/2019	
3	Adopt Strategic Plan with goals and action plan	12/30/2019	
4	Implement Council approved actions as presented and resourced with an annual report to Council	06/30/2020	
5			

Key Talking Points and History

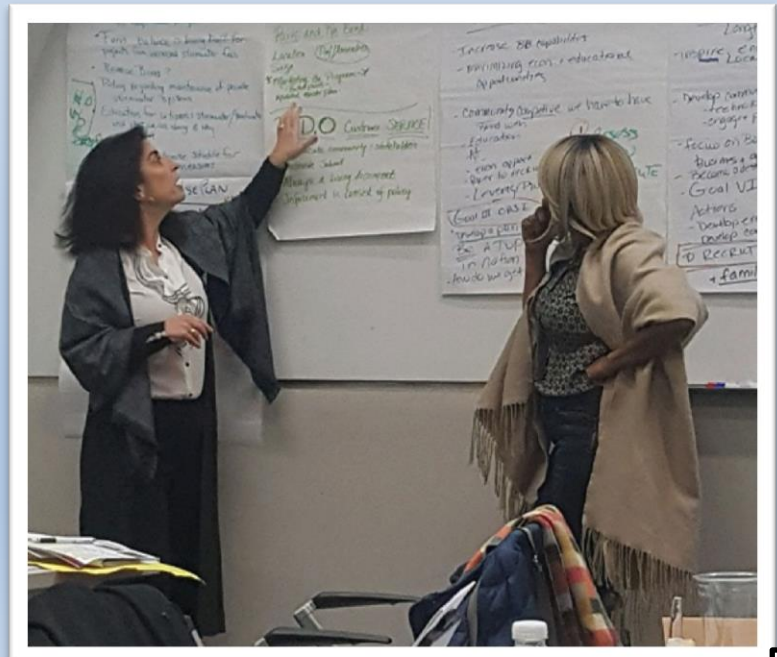
- City Council recognizes the importance of millennial contribution to municipal government and has created this Commission to provide an outlet and opportunity for their involvement.
- For many years leaders have heard from citizens and have experienced personally the concerns that too many native-born young adults leave Fayetteville for what they perceive as greener pastures in other locales.
- In 2017, the City partnered with Greater Fayetteville United and Cumberland Community Foundation to conduct a benchmark Social Capital Study. For the first time, the community has reliable data that points to critical gaps areas in engagement and involvement. Cumberland County and its municipalities was ranked dead last as a place to live for young adults entering the workforce. Only 36% believed it was excellent, very good or good. The newly created Commission will look for ways to close the gap.

IT STARTS AT THE TOP!



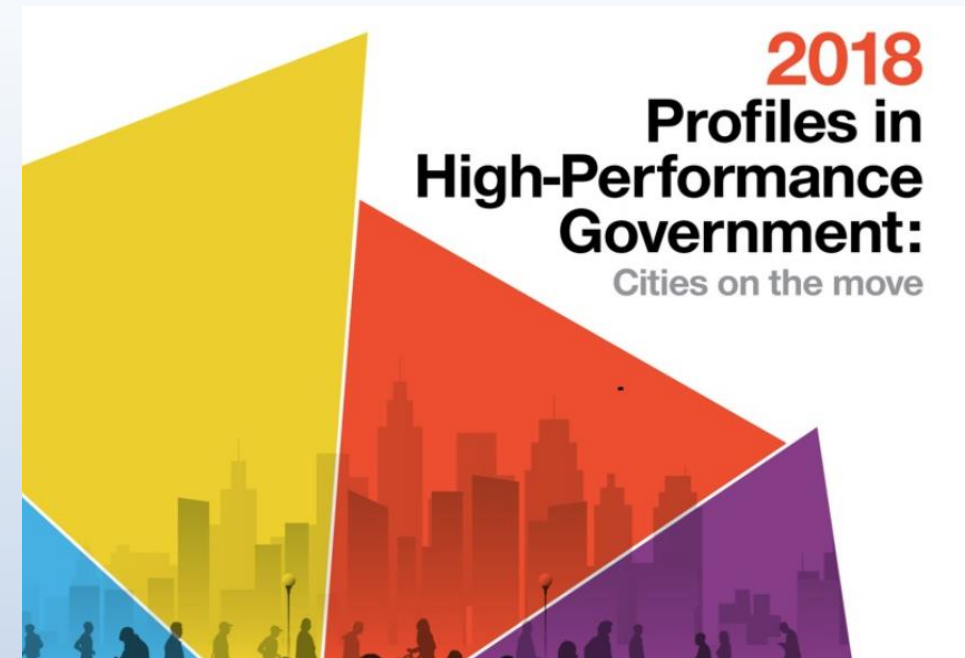
City Council Commitment- Leadership Makes it Happen!

- ✓ The City is guided by a comprehensive strategic plan.
- ✓ City Council meets annually to ensure that it is reflective of the changing needs of our growing community.
- ✓ Completion of City Council Strategic Targets For Action:
 - Implement Program Budgeting and Performance Program grounded in the Council's Strategic Plan: (FY 15)
 - Improve Performance Reporting (FY 18) ICMA
- ✓ City Council commitment to high performance (FY 19)



Resolved

- ✓ April, 2018- Fayetteville named top ranking in government high performance and most innovative city in the country by Governing and Living Cities.
- ✓ June, 2018- Council unanimously approved resolution committing to high performance and government innovation, with a foundation in open and transparent practices.
- ✓ E³ Summit_{TM} - Employee Engagement and Empowerment
- ✓ September, 2018- Council work session “Building a High Performing Organization Together” to define characteristics of high performance and identify specific investments and actions needed.
- ✓ November, 2018- Council received FY 18 Strategic Performance Plan Report, celebrated accomplishments, discussed TFA that have not made significant advances, and identified new TFA that are emerging.
- ✓ January, 2019- Council worked toward a shared meaning and identified outcomes of TFA. “The Why”.
- ✓ February, 2019- City Council strategic planning retreat: Hearing from Citizens. Refining the strategic plan framework, setting strategic priorities, and identifying FY 20 TFA.
- ✓ Council unanimously approved resolution committing the City to developing an open data program.



STRATEGIC ALIGNMENT

Feedback from Citizens,
Data Driven Decisions
and Continuous
Improvement



BETTER RESULTS FOR CITIZENS



Operational Planning

Delivering High
Quality Services



Tactical Planning

ORGANIZATIONAL PERFORMANCE MANAGEMENT

The **QuEST** program enables the City of Fayetteville to be an engaged leader in the community for innovation, effective change management, citizen empowerment and continuous improvement. To find out more, visit our website!

Quality
Employee Engagement
Sustainable Solutions
Training



4/2018



Transparent Reporting and Analytics for Citizens

TRACStat is your online resource for performance reporting. Find out how well the City is moving the needle on the City's Goals. TRACStat provides citizens the opportunity dive into performance metrics, compare budget dollars for departments and programs and receive updates on important City projects. **Visit now!**

<http://tracstat.fayettevillenc.gov>

For more information visit FayettevilleNC.gov/StrategicPlan



An attractive, culturally diverse and inclusive city that is safe, prosperous, innovative and unified.



MISSION

The City of Fayetteville provides quality and sustainable public services for our communities to thrive and businesses grow.



CORE VALUES

We, the Mayor, City Council, Managers, Supervisors and Employees **serve with**

Responsibility
Ethics
Stewardship
Professionalism
Entrepreneurial Spirit
Commitment
Teamwork



to safeguard and enhance the public trust in City Government.

STRATEGIC PLAN



GOAL I: Safe and Secure Community

- **Objective A:** To reduce the incidence and severity of crime and to improve public perception of safety through community engagement and interagency collaboration in crime/safety initiatives
- **Objective B:** To ensure traffic safety by striving to reduce preventable vehicle accidents and traffic related fatalities and injuries
- **Objective C:** To ensure disaster readiness and to increase disaster recovery and resiliency through effective preparation and interagency collaboration
- **Objective D:** To ensure high survivability rate and improve dollar loss ratios for fire, medical, hazardous incidents and other emergencies

Focus on Results!

- ◇ Goals are organizational, high level statements of what we want to achieve.
- ◇ Objectives help define the goal and are focused on results. Areas of short term focus and priority are highlighted in green.
- ◇ Key Performance Indicators help us track our progress.
- ◇ Targets for Action are critical projects or strategic initiatives that move the needle on KPIs.



GOAL II: Diverse and Viable Economy

- **Objective A:** To sustain a favorable development climate through continual improvement of internal process and by providing redevelopment tools to encourage business growth
- **Objective B:** To implement strategies that diversify the city's tax base and increase the industrial and commercial tax bases
- **Objective C:** To leverage partnerships for job creation and retention, with focus on local and regional workforce and increasing per capita income
- **Objective D:** To invest in community places, revitalizing downtown as a focal point and building opportunities to leverage the Cape Fear River

FY 20 Targets for Action

- ⇒ Redevelopment and business growth of the Murchison Road corridor
- ⇒ Job creation and retention for the local workforce through an internship program



GOAL III: High Quality Built Environment

- **Objective A:** To manage the City's future growth and support strategic land use policy by supporting quality development and decreasing the oversupply of commercial land and under developed buildings and increasing occupancy of vacant retail and office space
- **Objective B:** To provide timely and accurate construction review and building inspection services in an effort to sustain a favorable development climate and support the business environment
- **Objective C:** To revitalize neighborhoods with effective zoning, code enforcement, and violations abatement
- **Objective D:** To develop and maintain city street and storm water systems to an established target level of effectiveness and quality improving connectivity
- **Objective E:** To develop and sustain access to connectivity that increases our smart city capacity

FY 20 Targets for Action

- ⇒ Developing Smart City capacity, specifically through pursuing the installation of broadband across the City
- ⇒ Working to develop a quality stormwater program
- ⇒ Managing the City's future growth through a comprehensive land use plan

2025 GOALS, OBJECTIVES & FY 2020 TARGETS



GOAL IV: Desirable Place to Live, Work and Recreate

- **Objective A:** To enhance recreation, leisure and cultural opportunities for all to thrive that reflects diversity
- **Objective B:** To provide for a clean and beautiful community with increased green spaces
- **Objective C:** To improve mobility and connectivity by investing in traffic flow strategies, sidewalks, trails and bike lanes
- **Objective D:** To develop and maintain public transportation investments with high quality transit and airport services
- **Objective E:** To provide high quality affordable housing that revitalizes neighborhoods
- **Objective F:** To reduce poverty and homelessness

FY 20 Targets for Action

- ⇒ Improving connectivity by assessing the feasibility of railroad crossing safety at at-grade crossings
- ⇒ Advancing community revitalization efforts, to include residential and commercial properties
- ⇒ Elevating the conversation about how to combat poverty across the City



GOAL V: Sustainable Organizational Capacity

- **Objective A:** To ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities
- **Objective B:** To promote an organizational climate that fosters an exceptional, diverse, engaged and healthy workforce that delivers excellent services
- **Objective C:** To identify and achieve efficiencies through innovation and technology utilization, by increasing data-driven decisions and using business intelligence strategies, including performance management, process mapping, evaluation and improvement



Want to dive into data?

Results for
Key Performance Indicators
for each of the strategic
objectives are reported publicly
online through TRACStat

<http://tracstat.fayettevillenc.gov>



GOAL VI: Citizen Engagement & Partnerships

- **Objective A:** To inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment
- **Objective B:** To increase trust and confidence in City government through high quality customer service
- **Objective C:** To expand collaborative relationships between government units, the local military and stakeholders.

FY 20 Targets for Action

- ⇒ Collaboration and empowerment by developing a Young Adult Engagement Program



City of Fayetteville

433 Hay Street
Fayetteville, NC 28301-5537
(910) 433-1FAY (1329)

City Council Action Memo

File Number: 18-721

Agenda Date: 5/6/2019

Version: 1

Status: Agenda Ready

In Control: City Council Work Session

File Type: Other Items of
Business

Agenda Number: 4.06

TO: Mayor and Members of City Council

THRU:

FROM: Mayor Mitch Colvin

DATE: May 6, 2019

RE:

City Council Agenda Item Request - Re-Entry Program Council Presentation -
Mayor Colvin

COUNCIL DISTRICT(S):

All

Relationship To Strategic Plan:

Goal I and Goal IV

Executive Summary:

Council understanding of Re-Entry program.

Background:

Issues/Analysis:

Budget Impact:

Options:

Recommended Action:

Attachments:

Council Member Request Item - Re-Entry Council Presentation - Mayor Colvin

City Council Agenda
Item Request

3-24-19

Date of Request: 5-6-19 Requester: Mayor Colvin
Agenda Item Title: Re Entry Council Presentation
Estimated Cost: _____ Anticipated Funding Source: _____
City Department(s) Support Requested: _____
Estimated Staff Time Required: _____
Anticipated Date for Future Council Work Session Discussion: 5-6-19

Which City Council approved Goal(s) within the Strategic Plan does this request directly support?

GOAL IV, GOAL I

What do you envision accomplishing with this agenda item request?

Council understanding of Re-Entry
Council

Additional Comments:

[Signature]

City of Fayetteville

433 Hay Street
Fayetteville, NC 28301-5537
(910) 433-1FAY (1329)

City Council Action Memo

File Number: 19-737

Agenda Date: 5/6/2019

Version: 1

Status: Agenda Ready

In Control: City Council Work Session

File Type: Other Items of
Business

Agenda Number: 4.07

TO: Mayor and Members of City Council

THRU:

FROM: Council Member Crisp and Council Member Wright

DATE: May 6, 2019

RE:

City Council Agenda Item Request - UDO Change - Placement of Vapor Stores -
Council Members Crisp and Wright

COUNCIL DISTRICT(S):

ALL

Relationship To Strategic Plan:

Executive Summary:

Background:

Issues/Analysis:

Budget Impact:

Options:

Recommended Action:

Attachments:



City Council Agenda Item Request

Date of Request: April 2, 2019

Name of Requester: Bill Crisp and Larry Wright

Agenda Item Title: Request for Discussion on UDO Change--placement of Vape stores

What do you want to accomplish with this item?

We are requesting a discussion on placement of Vape stores in close proximity to schools and childcare centers. We have complaints from citizens.

How does this item connect to the City's Strategic Plan?

Goals IV: Desirable Place to Live, Work and Recreate

Goal VI: Citizen Engagement & Partnerships.

Comments:

City of Fayetteville

433 Hay Street
Fayetteville, NC 28301-5537
(910) 433-1FAY (1329)

City Council Action Memo

File Number: 19-766

Agenda Date: 5/6/2019

Version: 1

Status: Agenda Ready

In Control: City Council Work Session

File Type: Other Items of
Business

Agenda Number: 4.08

TO: Mayor and Members of City Council

THRU:

FROM: Mitch Colvin, Mayor

DATE: May 6, 2019

RE:

City Council Agenda Item Request - Eliminate Agenda Briefing Meetings and
Replace with Second Work Session - Mayor Colvin

COUNCIL DISTRICT(S):

ALL

Relationship To Strategic Plan:

Executive Summary:

Background:

Issues/Analysis:

Budget Impact:

Options:

Recommended Action:

Attachments:

City of Fayetteville

433 Hay Street
Fayetteville, NC 28301-5537
(910) 433-1FAY (1329)

City Council Action Memo

File Number: 19-767

Agenda Date: 5/6/2019

Version: 1

Status: Agenda Ready

In Control: City Council Work Session

File Type: Other Items of
Business

Agenda Number: 4.09

TO: Mayor and Members of City Council

THRU:

FROM: Johnny Dawkins, Council Member, District 5

DATE: May 6, 2019

RE:

City Council Agenda Item Request - Stormwater Policy for Repairs of City-Owned
Pipes - Council Member Dawkins

COUNCIL DISTRICT(S):

ALL

Relationship To Strategic Plan:

Executive Summary:

Background:

Issues/Analysis:

Budget Impact:

Options:

Recommended Action:

Attachments:

**City Council Agenda
Item Request**

Date of Request: 4-17-19

Name of Requester: Councilman Johnny Dawkins

Agenda Item Title: Stormwater policy for repairs of city-owned pipes

What do you want to accomplish with this item?

Clarification of existing city policy.

How does this item connect to the City's Strategic Plan?

Adds to the livability and safety of our city.

Comments:

I will be asking questions about rip rap (rocks to harden our creek banks), pipes in easements/private property, Watershed studies, and may have other questions. CM Dawkins