

## COMMITTEE AGENDA TOPICS

- I. Subject: Amateur Sports Development at Bojangles Coliseum/Ovens Auditorium**  
Action: Staff will provide the Committee with an update on the Bojangles' Coliseum/Ovens Auditorium redevelopment effort. The Committee will hear a progress update on the potential partnership with GoodSports Enterprises as well as a brief discussion of the path forward.
- II. Subject: Eastland Mall Development**  
Action: On September 4, 2014, staff presented to the Committee an update on the progress in laying out a process for moving forward with the strategic repositioning of the site. During that meeting, staff discussed engaging a consultant to develop a conceptual plan showing a master street/block defining logical connectivity for the site, identify and explore potential partnerships for phased redevelopment, and explore potential temporary uses. Today staff will report preliminary findings of the consultant's work effort and discuss next steps to continue moving forward with redeveloping the site in a strategic and market-based manner.
- III. FY2015 ED Strategic Focus Area Plan Discussion**  
**Action:** Staff will provide the Committee with a mid-year update on the FY2015 Economic Development & Global Competitiveness Focus Area Plan and begin the discussion of the FY2016 Economic Development & Global Competitiveness Focus Area Plan.
- IV. Meeting Schedule for April 2<sup>nd</sup>**

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## COMMITTEE INFORMATION

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Present: Michael Barnes, Vi Lyles, Al Austin, Claire Fallon and LaWana Mayfield  
Visitors: Ron Carlee, Mayor Clodfelter, Councilmembers Autry, Driggs and Phipps  
Time: 12:00 p.m. – 1:55 p.m.

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## ATTACHMENTS

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1. Letter from GoodSports Enterprises
2. Eastland Redevelopment Strategy Update Presentation
3. ED Strategic Focus Area Plan Presentation
4. FY2015 ED Strategic Focus Area Plan and Mid-Year Performance Summary

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## DISCUSSION HIGHLIGHTS

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Chairman Barnes welcomed everyone to the meeting and asked for introductions. We have three key items on our agenda today, the first of which is the Amateur Sports Development at Bojangles Coliseum/Ovens Auditorium. I will ask the Deputy City Manager to open it up.

**I. Amateur Sports Development at Bojangles Coliseum/Ovens Auditorium**

Kimble: Thank you Mr. Chairman, members and guests. We were anticipating today that we would give you an update on the Bojangles Amateur Sports project and we will do that, but it might be a little bit different update than you were expecting and we were expecting because this morning we received a letter from GoodSports that I have placed in front of each of you. It is a letter that has come in this morning to the office addressed to the City Manager, Ron Carlee. GoodSports has been a good faith partner over the last year with the City of Charlotte in trying to reach consensus on a public/private partnership for new amateur sports indoor sports arena at Ovens/Bojangles with a hotel and restaurant associated with it. The letter indicates that they still believe in Charlotte; they still believe in amateur sports in Charlotte, we do too. We believe it is a vision that is right for this community, it brings economic return here quite often in what we have already and we believe that we can advance that economic impact in the future.

It also indicates that they are working very hard to bring the Wichita, Kansas project to fruition. This Committee over the last year has always talked about where are we going with this, how do we know that GoodSports is the right entity. You had lots of questions about how come we only got one proposal, is this the right company and the right partner that we would want to do business with and we've worked very hard with GoodSports to try and get to a final bottom line. We have gotten most of the way there, but I don't think that we've gotten to a point where you or we are totally comfortable yet with bringing a proposal forward to you. They indicated that they are within days if not weeks of bringing that Wichita, Kansas facility to a point where they might be able to break ground in Wichita; they believe that an opening of that facility can be accomplished by late of 2015 and they are going to work very hard to bring forth an amateur sports facility in Wichita, Kansas that would be representative of the types of facilities that could be built around the country in the amateur sports market. They are going to spend that time getting that project going. I believe there are some deadlines in Wichita, Kansas in the coming days and weeks and I think we need to chart those and see where it goes, but their request, their suggestion today in the letter is that they postpone for one year further conversations about the amateur sports indoor arena in Charlotte. They want to continue to work with their new lender; it is a new lender that we brought forth knowledge of last month. That lender obviously, when you bring a new lender to the table in a complicated deal like this, may have questions about those things that have been negotiated to a point and that new lender would like obviously more information and more discussion about what has happened to this point with our complicated public/private venture.

Ours in the line-up with GoodSports over the last year has been the most complicated one; it is has been the highest investment on both the public and the private side. It's a very intricate plan because it involves leasing of City land to GoodSports and them building those facilities on leased land and you have raised a lot of excellent questions in our debating of this issue over the last year with the Economic Development and Global Competitiveness meetings. I think GoodSports recognizes that and they want to have a little bit more time over the next year to really dive down into the details that would make this the best proposal possible. Their suggestion in the letter this morning is that we back off, we call a time out, we postpone any further discussions about the amateur sports facility in Charlotte for a year until they can get the Wichita, Kansas project going and hopefully get it completed and then prove that these kinds of facilities can be the kinds of facilities that we can be proud of in our community as well as all across the country. That is the suggestion they made this

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morning. We haven't had a whole lot of time to absorb and process that to determine what our response might be to that. We feel that we would want to have some opportunity over the coming days and weeks to synthesize this, to figure out what we might bring back to you as our recommended next steps and then have some dialogue with you in between, maybe offline to figure out what is the best process forward because you as the ED and Global Competitiveness Committee are the Committee that the Council will look to for the type of recommendation that will go to the full Council.

Barnes: Let's talk about where we are in that area in general, going back in time a little bit but across Highway 74 we have purchased and raised a couple of properties so we've cleared some land across Highway 74 to eliminate blight. Next to Ovens we have purchased a hotel property, raised that property to create a surface parking opportunity. The Council recently invested money in Bojangles in conjunction with the Checkers to make that facility suitable for the Checkers to begin playing there in the fall of this year. We have taken a look at some of the properties between Bojangles/Ovens and Monroe Road just to see what the opportunities may be in the future. We have had some activity and involvement in the area and while we don't have an active partner right now with GoodSports, it seems that we are putting ourselves in a position to take action as opportunities arise. Is that fair? So as you guys are thinking about what we may be doing over the next few weeks and things we may want to consider, think about if you would some of the things we have already put in place and how we can leverage those activities with future development at Bojangles and Ovens. I understand that they want us to wait a year and give a break but I don't think that should necessarily stop us from looking at the area and doing our jobs. If you would like to react to that, that would be great.

Kimble: I think those are excellent comments; I believe that staff would say that all of the investments that we as a City, you have directed that we make in this area, are wise investments whether or not we proceed with indoor amateur sports of this particular location. It is still our goal to try and develop an amateur sports indoor facility here, but the two hotels across the street are intended to help the entire area, not just the Ovens/Bojangles property, that the purchase of the Econo Lodge and the raising of it was an important consideration for the future growth and development of Ovens/Bojangles with Checkers even as the new tenant in the Bojangles Coliseum and that we need to be thinking about how we revitalize these areas in this particular area and the investments you have made are wise investments no matter if you were to proceed with GoodSports or not or with any other entity that might come to the table in the meantime. You are really looking at the way in which you have tried to look at a renovated Independence corridor as a revitalization corridor in the City and wise investments have been made no matter what. We will keep in consideration all of those investments as we try and figure out what the next steps that we would bring back to you would be with amateur sports in this corridor.

Barnes: Let's take some questions and comments from the Committee first.

Fallon: Wasn't there some businesses that were going to locate there, a restaurant or something that they talked about? Will they still continue to plan on being there without the GoodSports?

Kimble: The GoodSports proposal was for a hotel, a restaurant and a 100,000 square foot indoor sports arena. That will be put on hold but there are other interests now showing prospects in the area and I think those will continue to show in the area because you have taken down some dilapidated

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hotels, you have brought an area that was the former Econo Lodge under our control. I believe that one of the things that we may want to talk about coming up soon is what do we do with the parking area that is there right now; that will be something we come to you I think real quickly because we had thought all along that we need to improve that for additional parking for this area anyway. Other businesses are still looking to locate in the Independence corridor.

Fallon: They are, good.

Austin: Mr. Kimble one of the things I thought we said at our last meeting was data on why we thought amateur sports would be a good idea for the area. Are we going to get that presentation at some point? I know that was a desire of previous Councils; Council's change.

Kimble: We have a previous study that was done many years ago; that study was speculative, I think if we really want to go to that extent we would need to do some sort of economic impact analysis. I do have some data that I have obtained from the CRVA; I'll be glad to send that out to you. It indicates what we have achieved in amateur sports events and the number of teams that have come since 2007, so I have some basic good data on the history of amateur sports in Charlotte and what kind of economic impact that might have made with hotel room nights, but we haven't converted that data to economic impact at this point in time, but I think that is something we are taking to heart from your comments the last time around.

Austin: Thank you.

Lyles: When I read the letter, I'm very appreciative that they have been forthright and said let's stop, pause, we will come back to you, but I don't see that as stopping with us or obligating us to a commitment with them so I think the Chair has said that really well. We need to look at this as what is going to happen for us and for our objectives and our goals more than just looking at the GoodSports idea. I really look at this as an opportunity if there is a market, if the private sector has something to bring forward, we are going to look very seriously at it and if it is consistent with what our plans and the investment that we've made in terms of our arena and our auditorium or even if it requires us to rethink some of that, we ought to look at any opportunity that comes along. I appreciate that they have come forward and they've been candid about where they stand and I hope that as you do the assessment that it is very inclusive of whatever change in market place is going on in that corridor which we've got a new school coming, I've seen residential development along Monroe Road. There are changes because of what we've done and I appreciate that.

Kimble: We will do so; thank you.

Clodfelter: Does this delay have any implications for scope, cost or declining of renovations of Ovens Auditorium?

Kimble: Ovens or Bojangles?

Clodfelter: Ovens, not Bojangles.

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Kimble: I think there is currently a study underway by the Charlotte Regional Visitors Authority on Ovens. That's a separate issue and is not affected one way or another by this particular development.

Clodfelter: There is nothing about the scope of what they are studying at Ovens that is affected by this?

Kimble: Correct.

Clodfelter: Thank you.

Driggs: I just wanted to clarify; I'm kind of interested in this notion of curtailing for a year or suspending. I'm not sure legally what that actually means so can you clarify whether we have any expressed or implied understandings in place, rights of first refusal, are we bound anyway by conversations that have taken place to this point if we do resume with them? Is this really an end to one process that could potentially be a new one in the year?

Kimble: We do not believe that we have any obligations by what we've done to this point in time and I think that we are open to any other proposals or projects that might come forward to us, but they certainly want to still be considered in the future if we would consider them and still want to understand that amateur sports in Charlotte is important to them and they believe it is important to us, but there are no obligations by us to them.

Driggs: Therefore they are completely free to use any product that came from our exploration of this idea with them to the extent that it seems different.

Kimble: Everything that we have in our hands that is public record is available to our use in moving forward.

Autry: I'm just a little disappointed that it has to come to this, but certainly understand the process. I appreciate the comments from the Chair that this should not deter the City from continuing to move forward with the revitalization on the Independence corridor and Bojangles and Ovens specifically so I support that. I just wish we had a little more definitive direction around that, but I think that will come as the improvements are made and changes start taking shape.

Phipps: Do you foresee any chance of sending out to re-solicit any other potential companies that might be interested in the project during this interim period or have we pretty much exhausted that?

Kimble: I think is too early to judge that; I think we need some time to go back and evaluate our path forward and bring that back to you for consideration. Certainly there are various options that would be available to you and us as we move forward.

Clodfelter: Would it be your intent in your recommendation to put in writing back to GoodSports exactly what you just said to Councilmember Driggs?

Kimble: I think we will put back in writing to them something soon. I think there are some things awaiting action in Wichita that I kind of want to see what happens in the next coming days or weeks

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with Wichita right now because that's part of their letter right now and saying that they want to wait because they want to make sure that they can move forward with Wichita. I believe that we will put forth in writing something that captures the words that have been expressed here in the Committee meeting today. That decision is pretty imminent in Wichita in the coming week.

Lyles: I'm not sure that I understood that Ron.

Kimble: Their point in asking for the one-year delay from their perspective is the fact that they believe that Wichita is going to go forward and we'll have to wait and see if Wichita moves forward. In any event, we will respond to the letter in a way that I think is the right way based on the comments that have been made today.

Barnes: Could you clarify your answers to the Mayor and Ms. Lyles please Mr. Kimble?

Kimble: They would like to be considered in the future as they move forward in Wichita; I think what we need to find out is are they moving forward with Wichita, would we even consider working with them in the future because if they are not able to move forward with Wichita then I think probably hit a point in their development cycle and their scenarios that they may not be able to move forward with us at all, but I think we will respond to the letter by making it clear that we are free to proceed as we desire to proceed with the Independence corridor with Ovens and Bojangles from an amateur sports perspective. I think it is going to be interesting to see what happen with Wichita.

Lyles: I agree that it is interesting to see what happens, but let's just say that they do move forward with Wichita, what does that mean?

Kimble: I would think we would have a willingness then to have further dialogue with them with their new lender about their ability to move forward in Charlotte.

Lyles: I am very reluctant to receive a letter like this and then say because something didn't happen some place we ought to come back and have it happen here.

Kimble: I think it is just the opposite.

Lyles: I think what I'm hearing and maybe the Committee is saying we've gotten this letter, we understand this letter to mean that they have asked for a year but, what I have been thinking that we were saying is thank you for this letter and we are going to proceed to do the best that we can for what we can do right now and it doesn't necessarily involve GoodSports. I'm just going to be clear from my perspective that's what I'm saying.

Fallon: I'm going to ask a question that's the elephant in the room. Are they are going to leverage our money to do Wichita?

Kimble: No, the two projects are separate.

Fallon: When I asked him how much of their money they were really leveraging it was \$4 million. How much are they asking Wichita?

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Kimble: Their project in Wichita is a \$23 million project; it is \$14 million for the hotel and \$9 million for the amateur sports facility. Here it is a \$64 million project; \$39 million by the private sector and \$20 by the City.

Fallon: How much is Wichita putting in?

Kimble: They had state sales tax bonds that they were issuing in the State of Kansas for the \$9 million amateur sports facility and GoodSports was doing the hotel and being the operator of the facility that was being built as the amateur sports.

Fallon: After they got the \$9 million?

Kimble: The \$9 million would go towards the construction of the facility. It is a different model than the model here. Ours is more complicated, ours is more involved, ours is more integrated from a public/private partnership perspective.

Driggs: I just wanted to say this is actually the second time with Eastland that we have embarked on something like this with the best intentions and I'm wondering if we have learned anything. To me personally in both these senses, the financial assumptions were aggressive, ambitious, call it what you like. Is there a way that we can avoid spending this much time and possibly giving exclusives and getting people's hopes up and identify ruling on a situation that doesn't desire this much attention?

Barnes: Let me say something about that; going back another Council, I believe when we began this effort at Bojangles and Ovens, we knew that there would be risks potentially in getting involved with a private partner or a public partner. I think the lesson learned has been that before we get too far down the road where we are sending good money after bad that we know that we can put the brakes on so that before, for example, got into a situation where these guys got this thing half built and stopped, we recognize there may be issues early on and say okay, let's pause and make sure that there is something to move forward into as opposed to moving forward with it and then discovering half way through the project that they can't deliver. While some people may view this as a negative episode for the City, I think in many respects it is the result of a learning experience after Eastland and some other projects. We've learned a lot from a number of recent economic deals in Charlotte so I don't think it's a bad thing that we are wise enough to put the brakes on it right now. I think we are going to learn from it and be able to move forward in a more positive way. I know that the Deputy Manager has a response and I think the Mayor has a follow-up from earlier.

Clodfelter: No, I finally got the answer.

Kimble: We have been very deliberative as a staff and you have been very deliberative as a Committee of elected officials to guide this effort and make sure that we never went too far where we could not find that we were going to achieve a good deal for the City of Charlotte, at the same trying to achieve a good deal for a private partner. We have not crossed that point of no return; we are a point where we said we don't know if we can go forward under the basis that we have right now and therefore they sent the letter and said given where we are today our suggestion is that we put this on pause and we not go forward any further until we can prove to you that we are worthy and we can do

so by proving it to you in Wichita, Kansas. That is what is going on, but we have been very deliberative as a staff and you have been very deliberative as a Council and we thank you for that because your questions have been very good.

Driggs: I just wanted to say maybe the red flag is you've got only one party that is interested on the private side, they're financially constrained and they are trying to pull together and construct involves a lot of debt and a significant investment by the City based on a small commitment of their own. That's a situation I believe we should look at because what troubles me is in the Eastland situation a lot of people got their hopes up when they saw development opportunity that might take shape and here it does too and I'm not criticizing anybody's work; I recognize what you did, what we all did together but I'm just saying if we could take away from this at least a tougher test on when we give exclusives or invest a great deal of time that for future projects we would be better off. We have to move off this public/private model.

Barnes: That is a point well taken. Thank everybody for that and we will be getting an update I'm sure on where things may be going in the next probably 90 days or so.

Kimble: Sooner than that I would say.

Barnes: Excellent.

## **II. Eastland Mall Redevelopment**

Barnes: Our next item is the Eastland Mall Redevelopment proposal and Mr. Deputy Manager; I will let you open this one up as well.

Kimble: We are going to give you a fairly lengthy update at this point in time; there has been a lot of great work done. Remember that this was assigned to this Committee many months ago with some help from the outside private sector to work with our City staff. Mr. Mumford and his team have led this effort by engaging the community itself, by engaging other private partners, by engaging other public partners, non-profit partners and Mr. Mumford is going to lead the update to you right now as where we stand with the Eastland Mall process.

Mumford: Thanks for that setup for the previous conversation. The comments were well positioned for this project; we have learned a lot on this property. A lot of us have been involved for a long time with the Eastland property. I want to tell you that today I feel much more confident about where we are, the approach we are taking, the certainty, if you can have certainty in the real estate environment, but the certainty with how we are addressing this incremental project in a way that really tests current market conditions, tests needs that are real, looks at adjacencies and proximities and how things can work together, looks not only at this 80-acres of property the City owns but how that 80-acres will influence outside of that. The process has been really good and I appreciate the Committee allowing us to take the time to do it this way. We have in the past had some very aspirational plans brought forward; ULI did one, very aspirational. To Mr. Driggs' point, a lot of these projects propose established expectations in the community prematurely I would say because those projects weren't really fully vetted to see if they were viable and the pretty picture came out first and

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then the details that followed showed that that couldn't work. We have done this a little bit reversed; we are not going to present it to you a completed layout of the site with all of the finances. This is the appropriate time to come back to you all, get your input as we work through this process.

Let me get started with the first slide that we use in really all of our conversations with the general public, with the market and this goes back to the fundamental principles that were developed by Charlotte E.A.S.T., probably two years ago around this site. These are broad goals, they are not extremely prescriptive and that's a good thing. It allows us to work around some of these broader elements that they have identified as important to the community. I would like to add to that, I mentioned it earlier, that for us on the staff side we want to look at how all of these things impact a broader area. We have failed at this as this is just a project about Eastland's 82-acres. This needs to be more and that is spoken to in the notion of creating connectivity, taking advantage of the current features, opportunities for civic engagement, this is a broad project. One other point I would add too is that we are focusing on how this project can be unique; unique in a way to bring back a sense of center for that part of town. Unique can be described a couple different ways; it can be architecturally unique, physically unique and also operationally unique, how do we engage with the community and how can whatever is developed there have a broader impact so uniqueness is driving this as well.

Some of the site considerations we've talked about this a bit in our earlier conversations; there are some large storm drains that currently run underground on the site. This area has a drainage basin of 160 acres so our site is half of the total drainage basin. That drainage basin today is covered by – so there is a large pipe here, a large pipe here and here, terminating in this part of the site down at Central and Albemarle. That comes into play because we need to have some water quality measures put in place so a storm retention pond will be a part of the solution here. We are toying with how big does that need to be, should it cover the entire onsite and offsite or just cover onsite so I'm going to bring up some points along the way today but we don't have an exact answer. We are bringing down the scope of all the issues to something manageable and that is one of our issues. We talked about a preliminary master street block planner; this doesn't suggest and we will show you some graphics, this doesn't suggest that we identify exactly a block size or what we could use there, but the 80-acres is frustrating because it is just too much space. We need to breakdown how we can help show the market where we might position certain uses in manageable sizes for redevelopment. We have looked at partnerships, talked to an awful lot of people, private sector, public sector partners; Charlotte E.A.S.T. has been involved all along the way. We can't get enough input in this process because we want to manage expectations along the way. The last piece is we've talked to you all about temporary uses; we are having some good conversations with people in the community around temporary uses once it gets a little warmer. We are studying that as well. That's for a different conversation but wanted to let you know we are still working on that.

The consultant engagement is with Land Design and Peter is here with Land Design and we appreciate all of his effort. Land Design has been involved for years on this site and knows it well. I just wanted to read through what's the basis of this study, what we are expecting out of it. As I mentioned Land Design has worked on the site before and we wanted to leverage those past findings, as we have done before, what have we learned. We want to make sure that we look at the development opportunities public and private. As I mentioned, I will show you some potential layouts for how this site might work and we want to make sure that at some point we understand the timeframe, the phasing and the

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costing. That is for a future meeting; we don't have those details because we are not to that point yet but that is part of what the study will incorporate.

Our approach today, we started with conversations with our public sector partners, predominantly that's schools, the County and Park and Rec within the County. This wasn't to suggest oh, my gosh, we have a lot of acreage let's fill it up with a bunch of public stuff. The idea was to determine where there is a need; there is a clear need for a school in that immediate area. Albemarle Road Elementary School right now has almost as many children in trailers as they do in the actual building so an expansion to that elementary school is required. It is within the bond parameters of the school, some bonds were passed to support a new school so they are looking and we said well since there is a need what if we engage in conversation with the schools to see how that might help or facilitate broader development on this site. The school system is extremely intrigued about being a part of the development here. This would be a K-8 school and so it is not high school with all the issues of people driving back and forth to school from a student standpoint. It will be a magnet school and right now they have it set up as a language emersion, Spanish school to address the issue in that surrounding area. We've talked to them because again there is a defined need for that. We've also taken a look at the park component as we realize we have a four to eight acre retention pond. Just having a pond out in the middle of a parking lot is not what we want. A park around that probably makes sense; how can a park affect development on this site and how can it influence adjacent properties off site. We've tested this in the market with real estate development companies, with residential developers, infill residential developers; not asking will you develop here, asking them for their professional opinion, how would a school, how would a park, how would also a rec center connected to the school, how would that influence your desire to build in. We've gotten very good feedback that a well-run school, a well-designed school and a rec center that is about interior activity, not ball fields and basketball courts, but interior and park space can be a positive amenity that attracts residential development, single family residential development but not big multifamily developments. We've heard that loud and clear.

Taking a look at the site analysis, I mentioned the water quality issues, there is some grade issues being the height of Central Avenue is 20 to 30 feet higher than the proper part of the site. That's a big issue, a really big issue. You might think in a plan that's too dimensional, why we don't put a lot of great retail along Central Avenue and we enliven Central Avenue, but then you realize that building is going to be on a 20 to 30 foot, one or two story podium, what does that look like on the back side. So that is a real issue we wanted to address. I talked a little bit about the street block framework, the potential uses and we are testing this not only with real estate community. As I mentioned, we've had several conversations with E.A.S.T. We started the process with our public sector partners, developed a general idea of what could be done and then tested that with E.A.S.T., their Board back in November. We had subsequent conversations with the private sector, included representatives from E.A.S.T. at those meetings so they cannot only hear but also respond to and give good input from the neighborhood standpoint. Most recently, two weeks ago we had a presentation to the Charlotte E.A.S.T. group at their Board Retreat so they have been engaged all along the way; we've learned a lot from them and it's been important to get that feedback.

There was a mention during the last conversation about leveraging what's happening in the market and this is a slide to show there is a lot happening here in this area. This yellow boomerang is the Neighborhood Improvement Program geography, loosely defined today. The red is the Independence

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Corridor geography where all the capital improvements on Independence Boulevard, this blue is what we are calling the influence area of the Eastland Mall redevelopment. This is the Eastland Mall site, but we hope that positively that will influence that broader blue area. You will see we are really the nexus of all of this and we are not just doing this alone, we are integrating activities from the Neighborhood Improvement Program, we are taking a look at how the Independence piece will influence what's happening and interestingly too the Central Avenue development, what is happening right here the market forces are already taking on so Plaza/Midwood is now moving out, not quite to Eastway, but getting close. What happens between Eastway and this site is extremely important; how can this development begin to set the stage for closing that gap of natural market forces coming from the center of the City out to the Eastland site. We are taking all of that into consideration.

This is a list of our stakeholders, just to give you a broader idea of who is included. We have reached out at this point to as many people as we felt would have an interest and could have impact on the design in the early phases. This list will grow as we continue to build on this design, but I wanted to make sure that you saw it's been a pretty exhaustive list today. Got great feedback from all of these folks. We also, as I mentioned, tested some of our early designs with folks that can speak to it from a financing and market standpoint. We wanted to know really does this make sense; it doesn't make sense then we don't want to continue that just because it looks really good. We've had tremendous feedback and support from folks, even to the point of very frank comments from some national development folks that came in and said there is no institutional money or investors that are going to invest right there from outside the Charlotte area. Your best play is to have regional developer that understands the dynamics in the market; there is just not enough there and especially when you look at the ability to deploy their capital somewhere else around the country with the economy thriving this site just doesn't rise to that level. That was good to know, it stung a little bit, but it is good to know so we've talked with local development folks as well that echoed that same thing but bring to the table their experience with Charlotte and really their civic mindedness around it.

The last one, Charlotte Mecklenburg Housing Partnership as you all know for the past year and a half, they have been active in broader economic development initiatives as the Charlotte Mecklenburg Development Corporation rolled into their organization so we have them at the table as well helping us think through more on the commercial side of things.

Next I want to get into the site and speak more about the storm water as an amenity and we thought it was important to show not this is what we are talking about having at Eastland, but to show how storm water amenities are really an asset to a development if designed correctly. You can see here how some development has responded around those water features. The top picture there is Freedom Park and to put this in context, Freedom Park is a little over 100-acres in size and that pond or water feature is about five-acres so if you've been to Freedom Park think of that scale. We are talking about a water element that is about the same size for Eastland and the overall site at Eastland is a little bit less than at Freedom Park. These other graphics show how people have responded from a development standpoint to the water.

Mayfield: Mr. Mumford, do you have an estimate of the cost for maintaining these types of water treatments? Freedom Park is a great example that when it is not maintained, it causes a lot of concerns for those who utilize and visit the park. Once the allergies build up during certain times of the year, the number of insects unfortunately our insects are becoming immune to the current

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products that are on the market so wanting to create another type of water quality product, though beautiful when kept up, are we also looking at what the ongoing costs are to maintain it will be?

Mumford: We will; we do not have those costs today and one thing you didn't mention are our friends the geese so all of that has definitely there, but I want to go back to the water. We are not proposing a water feature as a design element; this is a practical water quality control requirement, how do maximize the benefit of it. You are absolutely right, all of those issues we have on a list to address when we get further into the process.

Mayfield: Thank you.

Mumford: So as you see with these water features around them is park space so we through about that, how can we enhance the water feature with the park and there are a couple of examples here; this is some retail, obviously a street, on-street parking and this is a linear green that addresses sort of a pedestrian scale approach to development and this is going to be relevant when we show some of the site plans. This is a park here in town called The Green, those pavers; there were going to be pavers anyway in that park so this is just enhanced and interestingly this is also from The Green, this is a sculpture of books and there are bronze pages throughout that park and on those pages are written some submittals that came from Piedmont Open Middle School students so that particular park was themed around education and the functionality there was enhanced in an artistic way, didn't add a lot of expense. There were going to be pavers and these pavers have fun word games in them so that's a notion to think about how we don't just have grass seed thrown out, trees planted, this can engage the community in a way to really own the park and there are examples throughout the country where 501-3C's have been created to support parks and communities begin to really see them as theirs.

The last slide here gives an idea to us of how residential and park proximity really has value; so that just begins to help us with how we might lay out uses on this particular site. A couple other issues that I want to show you in site plan form relate to the block links and then adjacencies. So before I push the button let me set up the expectation; I'm sure our friends in the media will want to take one of these site plans and say this is what the City is going to do with Eastland Mall. That is not the case, this is the nature of design, this is how the process has to work so what I will show you is not a definitive site plan, we have two different scenarios to show that integrate what I've already discussed and begin to show how the adjacencies of onsite properties work and how they might work externally to the site. Lots more work has to be done.

In all seriousness, this is a complicated site and I think we all understand that. There is an established neighborhood here; we have a retirement center here, Mosque here, two commercial corridors on Albemarle Road, Central Avenue, we have an intersection design here that was put in place to accommodate a 1.2 million square foot mall so lots of capacity of cars, how does that relate to more of a pedestrian design, ultimately we have to think through that. What this shows you is an iteration that is maybe the tenth one in a long line of this wasn't just something that was created in the beginning. I had mentioned to you that there is the pond down in this corner, the green space around it, a school, a rec center, some private development opportunity. We have the transit station that remains and of course this is under development today, QuikTrip, this is not in the City's control, it is the old Harris Teeter. This is not in the City's control, the old Hannaford site and these are

privately held properties. This begins to break up a really large site into developable components. I had mentioned this gray differential from Central Avenue down to the site itself so I think this is a really fantastic idea that Land Design developed to really step down from the street to the site with this green area. Potentially it could have water in that as well, it could be a part of the water retention. I do want to say there was a question asked about could we uncap the old creek that used to be there that fed the pond that used to be there. Unfortunately the creek is not an active vibrant creek like you might see up in the mountains of North Carolina. It is about four feet wide with a slow trickle; now when it rains it acts as storm water so it gets really active there. We are not proposing to open up the creek as an element because it is just not enough of an element to be able to respond to that, so that is why you see the pond the way it is today.

If you think about the graphic I showed of the retail, the street and the Green, this could play that similar role. This interior street could have retail on this side, that street could be blocked off, events could occur so you would have the activities filling up from the retail potentially to this green space to the street and ends up in a large park. It speaks to the community engagement component. As we look at traffic and connectivity, it's always interesting early on in the design process to discuss connectivity to other roads, sounds great until all of a sudden someone thinks about you mean you are going to connect to my neighborhood; we don't want to do that and we understand that sensitivity. If you look at this dead-end street right here, connecting into this area we would only propose that if it were positive for both sides. That's a really obvious opportunity to connect this neighborhood to hopefully really great uses and to allow for more opportunity for vehicular traffic and pedestrian traffic. There is a connection potentially up here off of Wilora Lake Road as well that makes some sense on paper. We have to work through the details of traffic counts and impacts. If we did not have those connections, this becomes 80-acres of its own development and we don't feel that maximizes the opportunity. So moving along here with the school, this is the school and this is the rec center, but we've had great conversations with the Schools and Park and Rec. The sizing of this school is like one of newer one, McClintock Middle School and so they are not huge suburban layouts, much smaller. The rec center, this one actually shows 100,000 square foot rec center so there are 100,000 foot rec centers that are built around the country; they work well. Is that the right size for this? We are just showing that element to determine placement and proximity. We also in this scenario show rec fields, not required by the school or the rec center. It could be an interesting element for the neighborhood; don't know if that is or is not a good thing. The relationship to that is important for us to test at this point.

If you see here in this one, all of park frontage is on a rec center or you could swap that and have it be the school. We are asking ourselves which takes precedent the visible connection from Central to this amenity or the marketability of park frontage property so the next slide I want to show you flips this a little bit and what this one shows is an opportunity to put potentially residential on the park, enhancing we think the values of those interior lots, puts the school back here and the rec center combined, not as visible from Central Avenue but still as functional from a building standpoint. Obviously, in this scenario the school and the rec center are closer to the neighborhoods; that could be good, it could be met with some opposition, we don't know yet. What this one does for us this scenario, see all of this park frontage here now and that is intriguing to us because this property, all of this multiple owners, we are not proposing the City buy it and we haven't met with these owners yet but now all of a sudden they are looking at their property and saying, gosh, you know what, we have this amenity right on one of our edges, how could we maybe redevelop or look at how this might now

respond to a park. If you look at that scenario, the park then isn't on the edge of the property; the park becomes the central of all of this. Also these properties begin to be able to relate to the park that is here and it opens up this influence of our parcel to those around. We haven't tested all of that yet, but that's why you see two different scenarios there. These don't really change from a private development; we have learned from these infill single family developers that about 100 units is the critical mass that makes some sense. This shows in this area here 26-acres so do quick math that is about four units per acre, not real high density. This parcel would remain for maybe more commercial type development that would relate to these other opportunities here. What we feel is this makes good sense of use, need, responding to need, responding to uses that are attractive to private sector development. We feel that that park can be a unique feature; parks in and of themselves are not unique, but the way the park is designed, developed and maintained, to your point Ms. Mayfield, the school can be unique, it can be a unique setting connected to the rec center and opened in the evenings for community use. It can be a vibrant building that supports a lot of activities so uniqueness certainly is in the physical nature of the development, but also how it is operationalized.

I'm going to go to a next steps slide which will be it. The next step is feedback from the Committee and then we are asking to be able to further develop the viability and feasibility of these two scenarios so that we can bring back to you the numbers, we can bring back to you phasing, we can bring to you how we have tested this notion of impact off site, more detail around the pond and how that might be designed. I feel the best I've felt in 15 years in dealing with this site with the process we've undertaken. It is real; it is not completely aspirational, it is not designed by just looking at certain features that look good, this really is being tested along the way and I think it can be a very unique development that really does begin to turn that whole area, in conjunction with our Capital Plan and Independence Boulevard activity. That is generally the request, to allow us to keep moving forward.

Barnes: I've got some thoughts and feedback; are there any thoughts or feedback from the Committee? Let me ask you a question Mr. Mumford, there are some off site areas that are labeled potential off site redevelopment and I understand the lighter green areas are contiguous to the site or somewhat contiguous to the site separated by Albemarle Road or Central Avenue and there are some older apartment projects properties and others in that area; you guys highlighted those parcels. What were your thoughts with regards to those parcels?

Mumford: It was just analysis of hey, we could do all of this work so what would it mean outside the borders so we looked at the current state of where properties were and through you know what, those properties on the surface look like they could be repositioned at some point, how might we be able to influence that repositioning. That was the essence of that.

Barnes: Again, I know you all are very early in this process but the Council has invested about \$15 million I believe in the Eastland site. Would we be thinking about a ledger transfer with the County if we were to enter into the Park and Rec and CMS developments? Have you thought that far?

Mumford: We have thought about that and there are several different ways we could do it. The School System actually has bond money for land and the school. We would like to be able to have some actual dollars flow our way so we could do some storm water work or maybe some very basic infrastructure, meaning maybe a road here and a road here allowing for all this to happen in the private market. There are still some dollars, to your point, not in a budget any more, it has been

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used, that we will need to facilitate some of this so some money changing hands is what we are looking for.

Barnes: That is encouraging; and so regarding what you all heard from the private partners you met with developers, what sort of appetite did they think existed for market rate single family housing, what did they consider to be market rate value?

Mumford: The first question I can answer, the second we don't have, but the first was in relation to a park and a school was thought of as positive developments that would attract development. We don't know the price points of the housing but a single family market rate housing. We've seen some infill development like Bright Walk for instance is a development similar in context to some degree to this area so that type of development is what we were interested to test to see if that would work here.

Barnes: Do you think that if we are able to – as a first response to this it seems we are moving in a good direction. I do want to hear from the district representative in a second about what he is hearing on the ground in that area as well, but do you think there would be that interest in, for example, the commercial piece that you talked about over near the old Harris Teeter, maybe office and commercial? Was there appetite or was it just theoretical?

Mumford: We really didn't get into that kind of conversation; the office piece, that is in the future if there is any office. It is interesting we heard sort of conflicting messages, one was this idea of some potential retail here, one comment was well you will need to have the residential in place before the commercial and somebody else said well the commercial needs to be in place before the residential is going to come. We are going to have to continue to test this which comes first; however, something on the ground, a park, a school under construction is certainty. The market loves nothing more than certainty.

Barnes: You mentioned something regarding a magnet school and you said it would be a language emersion Spanish. Is that teaching kids who speak Spanish to speak English or teaching kids who want to learn Spanish to speak Spanish?

Mumford: I don't know the specifics of how the school would run, but we will bring back somebody from the school to talk about how their magnet school works.

Carlee: The emersion program is typically teaching the language that is the focus of the school.

Fallon: Did you speak to the adjacent apartment owners there?

Mumford: No mame, we have not reached out to the adjacent owners; we don't think it would be appropriate to go talk to the owners and then they end up calling you and say how come you guys are talking about this property next to mine so we wanted to test this with you all first and then we would like to go out and meet with the adjacent owners.

Fallon: If it comes to fruition of gentrification that is what will happen. They will do tear downs like they do in other areas and that will bring the area up hopefully.

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Mumford: Potentially, obviously gentrification has its up sides and down sides, but the idea is to stabilize and to enhance the economic viability of this area.

Fallon: That is why I asked if you had spoken to them because we are doing so many tear downs in other places. Would that be a consideration for them?

Mumford: My opinion, the charge we were given if people begin to redevelop around what is done by the City here that is an indication that we did something correct; right now there is nothing happening there.

Fallon: And won't until you get something in place.

Austin: I appreciate what staff has done and I guess I was looking for a wow kind of thing but I get it this is what the market would generate but I guess I was just looking for a wow to come off of what we had kind of hoped for in the community which didn't pan out. I think having a water element is good; that is always positive, the park is good, the school is good.

Mumford: I'm still holding out that this could end up as a wow element.

Autry: I appreciate the work that staff has done; we've given you some hoops to jump through and then moved the hoops a couple times. I'm encouraged by what I see; I think we have some opportunities here to help have a positive influence on the area that goes as you stated much more than just the boundaries of this piece of property. I know that from visiting neighborhoods that a lot of people made their decision about where they were going to build or purchase their homes because of their proximities to that K-8 school and how easily it was for them to access that. I certainly also understand that parks in their nature of interest can have just as much of a positive influence in the area around them as anything else that would make someone say wow and having that impact. I think the discussions in the community are encouraging patience that the big wow is very unlikely, that this will take time and it will take focus and concerted effort. A couple of things, the Transit Center, was there much thought or consideration around transit-oriented development because when the Gold Line terminates there at some time in the future what kind of influence might that have and some of the decisions that would be made when this property opened up and then about infrastructure, would the City then be the person, the entity that would say okay this street is going to be here, the block is going to be this wide and this long and what does that cost and what is the appetite amongst my colleagues to continue to have investments sought from the City to encourage this kind of development?

Mumford: I will take all those questions except the very last one about the appetite of your colleagues. The transit-oriented development; absolutely we've talked about that. I do want to emphasize that all of these issues don't have to be resolved on this site. Our hope is that in the transition period between when this gets redeveloped and when the Gold Line extends out to this site; we've positioned this area as being very attractive. Transit-oriented development could occur over here in this area. It could potentially occur here, not our property and I know that is bold to speak about somebody else's property but Mr. Austin mentioned redevelopment there. Maybe that is the transit-oriented development. It is too soon for the market to build transit-oriented development without the certainty of that fixed line in the road, but we have thought about it is the short answer,

absolutely. I think that we can solidify this area as an attractive place first and foremost and more of lower density single family and allow the rest of that to take place around it, and up and down the line, obviously Central Avenue and we've talked about that area between Eastway and this site, potential opportunity along that corridor. The second item was infrastructure; the simple answer is no the City would not be looking to build out every road on this site. If we were to build it, it would be built maybe a main road here that then breaks this site up instead of one big one into three. A residential developer could come in and take all of that and be responsible for building the roads and the infrastructure, however they would not have to build any storm detention so there is a money savings component to that. We would hope to sell that land to a developer; this is about recouping some of the dollars that the City has already expended. More broadly, we are looking to recoup those dollars with the enhancement economically around the whole site. It's harder to capture that definitively; the short answer no, we are not going to build out every road is our intent and that is the way development occur now. You had a Zoning meeting last night and I'm sure in there someone is building their own roads and that is what we propose here.

Autry: You mentioned Eastway to Albemarle and Central Avenue and that is a very vibrant part of our City thankfully to the immigrant community that has gone in there and taken advantage of those lower property values and really just makes a blustering, eclectic, vibrant area of our city. As we look at that the rail lines moving down Central Avenue toward Eastland, I think it's part of our responsibility to ensure that some of those pioneers we find ways to allow them to continue to flourish there and be that little center of the world for most sakes along there, but they've done a great service to the City to keep that area of the city vibrant and I would hate to see them pushed aside at some point in the future because of encouragement of more dense development. It's pretty dense there as it is; I'd like to be able to preserve a lot of that character that's already there.

Driggs: I think the community is very aware of the fact that if we make any investment to address the property you have to have crawl spaces in there still. Obviously the situation improves if you go to arm's length transaction work with the County on the school site and you maximize the commercial potential on the private site.

### **III. FY2015 ED Strategic Focus Area Plan Discussion**

Barnes: Our next item is the Economic Development Strategic Focus Area Plan that we've visited a time before but we want to further refine if possible.

Kimble: This is a more than one meeting discussion; this is to talk to you about the achievements so far to date in the FY15 and it will lead in the coming meetings to the tweaking that you will want to do for the fiscal year 2016 goals and initiatives as a Committee you want to recommend. Mr. Cronin is going to start the conversation today and will continue it to more meetings beyond today.

Cronin: Thank you Mr. Chair. I've been asked to give you an update on where we are at with the fiscal year 2015 Focus Area Plan as it relates to Economic Development and Global Competitiveness Committee. Just to review the charge and vision of the plan, was to strengthen our position as a city of prominence in the global marketplace by building upon its competitive advantages. Back in the early fall, super measures were created as a means to be able to look at each of these items to show where we could make the most impact with a larger measure rather than getting into all of the

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granular data that makes up what's part of our Balanced Scorecard. Today we are going to review where we are currently with those initiatives as it relates to the super measures; most of these will be as of November of 2014.

The first item was to facilitate the growth of small business and high growth entrepreneurs in our community. The super measure that was created was to promote diversity and inclusion of Minority, Women Small Business Enterprises or MWSBE's in the City's contracting and procurement through the Charlotte Business INClusion policy. The target for that particular item was to have 10% of MWSBE City-wide direct spending on contracts that we work with the City. The mid-year results for that, we will actually have in March. This is a process that is very labor intensive; each one of the departments has to report their spending to the CBI group and that is tallied on an annual basis so we will have that to you the first week in March.

Barnes: Aren't we also going to be getting the updates from Ms. Rosado in March?

Cronin: Yes, that will be the second meeting in March. The second item was to promote a holistic development of targeted business districts in neighborhoods. The super measure that was created for that was to leverage public community investment plan investments with the private sector spending. The target for that was a 10 to 1 private investment to public investment; \$10 for every \$1 spent. As you know the Community Investment Improvement Plan was just approved in November; we have not invested in any areas yet, but there is advanced planning that has taken place on several of those areas. There are four main areas of the CIP and five on the CNIP's. Those teams have been meeting independently and also coming up with their advanced plans for each of them; however, you may see some initial work like sidewalks, streetscapes, some basic road improvements that are done before some of their advanced planning is complete. One of the other things that came about with this particular measure is we will know what we spend in that area because we have set aside money until 2020 for those projects. The more difficult task at hand is going to be capture what the private sector investment is as a result of those public invested dollars. We've created a tactical team which is Economic Development, Planning, Engineering and Budget that will work together and one of the first items that we have is to develop a system to try to track them so that ten years down the road somebody can look at maybe a bridge that we've done work on and realize that the private sector investment down the street actually came as a result of that investment, so more to come on that.

Driggs: Given the projects you were just talking about the ten to one private to public investment development ratio looks very optimistic. Is that actually attainable? We are not talking about induced private investment; we are actually talking about a partnership in which the private side puts up 90%.

Cronin: No we are talking about induced and being able to really leverage larger areas so I think based on the last presentation, we talked about the activity that happened across the street is just as important and sometimes if not more important what we are doing directly to those projects. This does put us in the situation where our mind set now starts to look much more holistically if we are going to do something here what it is going to do across the street for the neighborhoods nearby. It is induced and that ten to one then becomes much more realistic.

Driggs: So this doesn't actually talk at all about the structure of the public/private deal?

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Cronin: No because there is going to be a variety of several different kinds that hit that whether it is infrastructure or whether it is one of those types of highly visible deals.

Driggs: Thank you.

Cronin: The next item was to work with our partners the universities, the local industry leaders, other economic development partners to drive global competitiveness in energy, finance, information technology, logistics, and advanced manufacturing sectors. The goal or super measure was to participate with our local partners in those areas and the target was really to create jobs and recruit new business and grow business so jobs and investment is the main take away that when you see that big long descriptor of that initiative, what we are really talking about is how we work with our partners to not just recruit new businesses but also to work on expansions too, so the measure itself with the metric, the target was for 5,355 new jobs to be created over the fiscal year and \$436 million of private investment into Charlotte. So far just on the new jobs and the new companies coming to town over the last six months, and this would have been until January, note this one is December 31, that point in time that we measured the outcome for the mid-year. We have over 3,053 new jobs that have been committed to be created over the next three years and \$162.3 million of new capital investment. Those are the projects that you think of when you hear about a recruitment project or working with our partners like the Chamber, the State and Center City Partners.

Barnes: So the year would end in July?

Cronin: Yes.

Lyles: This is probably for a continued discussion but I may forget the next time we continue, but I was wondering in this measure if we should really be looking at net new jobs going forward because I think you want new jobs, you want expansions, you want to bring in new people, you want to expand people that are here, but it is also about that retention factor so as we go forward net jobs, new expansion.

Cronin: That's an important point; these are the net new jobs. If you look at the footnote in addition to new jobs and capital investment we did have 190 expansions of existing firms creating yet another additional 3,277 jobs and that is not a typo, it is \$120,120,000 of additional private investment. That is even better news because that is how we take care of our existing industry, it is not just about how we are recruiting other people but we are actually taking care of business here and helping them grow too.

Barnes: I could ask you a couple questions, so the net new jobs for FY15 are 3,053?

Cronin: That's correct.

Barnes: In addition to those new jobs we've seen existing businesses create an additional 3,277 jobs?

Cronin: That's correct.

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Barnes: Excellent. We had \$162 million in new capital investment in Charlotte and an additional \$120 million in capital investment from those existing firms growing in Charlotte?

Cronin: Yes.

Barnes: That is excellent news.

Lyles: As a follow-up to that; that is great news and I know that we haven't written participate with other local partners and I'm not quite sure who; Is that regional, is it just Mecklenburg County? I would love to hear more about who our partners are and I would also like to have a good sense of what as a city do we really see as bringing to the table, what does the City bring to the table for this kind of – especially on the retention and expansion. I think sometimes we are not as vocal about our participation in this effort and I would like to have a better understanding of what we actually can claim and own. It's not the utility rates but there might be some connection or whatever those factors are and I wonder if we could think through that and you could give us a little more information because this is really great news. I think one it is commendable because you very seldom hear about net jobs, people always talk about what is coming in and I think the idea of retention and expansion is one of things that can distinguish us as a region or a city.

Barnes: Now Mr. Cronin let me see if there is anything Ms. English can provide that would make us feel even better about this. Any new information from the Chamber? If not, that is fine I put you on the spot.

English: That is okay, we do just count new jobs. The ESC keeps up with net jobs so we do review those numbers and we feel like if we focus on the increasing number and we do have a business retention program at the Chamber where we try to meet face to face with 300 business owners each year to make sure that we are helping them access the resources that they need and they also share with us trends and things that we need to be working with.

Barnes: I assume Ms. English you guys share information.

English: We do.

Driggs: Do we have a breakdown on how many of the new jobs and investments are related to incentives as opposed to other activities?

Cronin: Yes we can do that. As you know, we didn't have than many that were presented to Council this past year so the good news is there is a lot of organic growth that is coming here for reasons that may have to do with just the cost of doing business and how we treat our existing businesses.

Driggs: A great place this is.

Fallon: Bill, I saw a State study about a week ago about incentives that they really don't do anything in the end or bring jobs that stay in the end. Did you see that study?

Barnes: Was that by the people in the Legislature that don't want to fund the incentives?

Fallon: I wondered if you had seen that and somebody could flush it out for us.

Cronin: We could take a look at it. The next item, the initiative was to introduce youth to employment opportunities with potential for long-term growth and development. The super measure that was created on that was work with community partners and improve an appropriately sized Resource pre-apprenticeship program. One thing to note is that we probably as we look to 2016 and tweak this item probably want to change that to young adult in terms of apprenticeship programs rather than youth, but the good news is, more good news, working with CATS, the Transit Maintenance pre-apprenticeship program was developed in collaboration with Mecklenburg Education, Charlotte Works, Central Piedmont Community College, Charlotte-Mecklenburg School Systems, the Department of Labor and the Transit Management Authority to develop a pre-apprenticeship program through CATS and that was the first pilot that was attempted and actually was so far successful. They had 40 students that came; the first step was to do some job shadowing back in November. Out of that 40, 11 proceeded on to aptitude testing to become potentially apprentice in that program and in January participant selection was made and I think there was around five that were selected for that program. That particular measure has been completed; we have gotten that up and going. We are looking now at how do we do similar things in other areas; we are working with CPCC also the North Carolina Workforce Solutions and we will be talking to Charlotte Works about a more comprehensive apprenticeship program that will be in aligned with perhaps a State program.

Lyles: I just want to say that this is an area that I think that we have so much more potential to work through and I am appreciative that the staff has taken this to begin an apprenticeship program. Many of you know that the Denver program is deep and rich and they use not only the internal businesses of the city, but they work with contractors on the outside that are contracting to build these lines and that is the kind of job that we talk about, that \$50,000 per year, \$60,000 per year that really if you can get that apprenticeship training and you can make that work. I'm really excited about the pilot program and beginning to build that into something that works for us, not only in an apprenticeship program within our existing businesses, but opportunities as we have contractors that work with us. Thank you again; this is a great thing that we don't talk enough about, but this is the greatest need that we have in terms of where our unemployment rates are 20% instead of 5% on the average. This is where we've got to go to make a difference. I also don't want to take away from Ms. Mayfield's comments around our Business Investment Grants. I think we really have the opportunity now to start talking about how that can be done, using people that live in our community and how we can begin to deal with that. She has been saying that for as long as I have been on Council and I think we need to be responsive to that, either say we are going to be able to do it or can do or if we can't what can we do.

Cronin: The last item for the FY15 initiatives was to grow Charlotte's tourism industry through amateur sports development and programming. The super measure was to grow facilities and participants for amateur sporting events in Charlotte and the target was to grow the economic impact for amateur sports by 50% by the calendar year of 2016 so we are just 25% through that measure. I think it is important to say that even in light of today's news regarding GoodSports, this is still a very important metric for us as it relates to the indoor sports, soccer, swimming, tennis, baseball and other things so there is more going on than just the one project.

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Meeting Summary for February 19, 2015  
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Mayfield: With speaking and getting a little more attention to that, haven't we had some more recent announcements Mr. Kimble as far as amateur sports coming into the Charlotte area?

Kimble: Are you talking about soccer camps?

Mayfield: Yes.

Kimble: There has been a lot of conversation about certain soccer camps coming from across Europe into the United States and Charlotte being the base of one of those great soccer camps for the United States so we really are hitting on some good marks here. There is always conversations about new baseball facilities, additional swimming facilities and all of these could bring additional heads in beds using our restaurants at nonpeak times during the year, finding our venues being more full then; Carowinds, U.S. National Whitewater Center, movie theatres, go on down the line, outlet malls, shopping, entertainment venues. Amateur Sports brings new economic activity at some down periods of time in the cycle of economic life in the city. We are really still very much for Charlotte and amateur sports as part of it.

Mayfield: The other thing I was speaking of Mr. Chair is the fact that even though we had conversation started out today with one particular company moving forward, there has still been a lot around amateur sports, great conversations, NCAA's, so many other things that are happening where we are winning where Charlotte is the location for the final. I'm not a big sports person so I don't know all the sports analogy but where you have a lot of the playoffs happening here so those conversations are happening. I think it is a great opportunity to start highlighting; we get the little blur whenever a new announcement is made. I think that is one of those things we need to be highlighting when we are looking at our strategic focus because while we are having this one conversation about particular amateur sports, Charlotte is still on the map for amateur sports already and we just need to highlight that a little bit more in conversation.

Kimble: There is a cross over between amateur sports and pro sports and the venue that can be used for both purposes as they could use for pro sports teams, but they can also be used for college baseball tournaments in BB&T Ballpark. You can use Time Warner Cable Arena for NCAA Division II, first round, second round, third round games in Time Warner Cable Arena for the NCAA tournament, ACC basketball tournaments, and other basketball tournaments like CIAA. All of those can relate to amateur sports in pro sports venues that double for that purpose.

Barnes: Which means that we could technically start using Bank of America Stadium for the Final Four since they now want to host that in football stadiums instead of arenas.

Fallon: We get four a year free?

Kimble: That is correct.

Fallon: So we could use them.

Kimble: Yes and we are using them.

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Economic Development & Global Competitiveness Committee  
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Cronin: In conclusion, the next meeting we will be talking about fiscal year 2016. I understand that every other year is a tweak year to the Focus Area Plan. In your packet, you have a copy of this year's plan; some of the things that we might consider though for potential additions this next year. There has been a lot that has happened over the last 12 months; things like Google Fiber, some of the Code for Americas, international protocol we've discussed. We will have the recommendations for the Immigrant Integration Task Force so several things to consider for this next meeting that we may want to consider adding tweaks and that will be the first meeting in March.

Fallon: It would be nice getting some kind of a thing in the summer.

Barnes: The college baseball tournament?

Fallon: Is that what it is?

Kimble: It is the All Star game for the minor leagues in July.

Fallon: So that is another economic development that will bring money in.

Barnes: Anything else for the Committee members?

**V. Next Meeting: Thursday, March 5, 2015 at Noon, Room CH-14**

Kimble: At the next meeting, you will have more work on this and we may be bringing some Business Investment Grant ideas to you in concept.

Barnes: It will get back to some of the things we talked about and the next meeting is March 5<sup>th</sup>.

The meeting was adjourned at 1:55 p.m.

**City Council**  
**Economic Development & Global Competitiveness Committee**

Thursday, February 19, 2015  
12:00pm

**Charlotte-Mecklenburg Government Center**  
Room CH-14

Committee Members: Michael Barnes, Chair  
Vi Lyles, Vice Chair  
Al Austin  
Claire Fallon  
LaWana Mayfield

Staff Resource: Ron Kimble, Deputy City Manager

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**AGENDA**

**I. AMATEUR SPORTS DEVELOPMENT at BOJANGLES COLISEUM/OVENS AUDITORIUM – 15 minutes**

*Staff: Todd DeLong, Neighborhood & Business Services*

Action: Staff will provide the Committee with an update on the Bojangles' Coliseum/Ovens Auditorium redevelopment effort. The Committee will hear a progress update on the potential partnership with GoodSports Enterprises as well as a brief discussion of the path forward.

**II. EASTLAND MALL REDEVELOPMENT – 30 minutes**

*Staff: Todd DeLong, Neighborhood & Business Services*

Action: On September 4, 2014, staff presented to the Committee an update on the progress in laying out a process for moving forward with the strategic repositioning of the site. During that meeting, staff discussed engaging a consultant to develop a conceptual plan showing a master street/block defining logical connectivity for the site, identify and explore potential partnerships for phased redevelopment, and explore potential temporary uses. Today staff will report preliminary findings of the consultant's work effort and discuss next steps to continue moving forward with redeveloping the site in a strategic and market-based manner.

**III. FY2015 ED STRATEGIC FOCUS AREA PLAN DISCUSSION - 20 minutes**

*Staff: Bill Cronin, Neighborhood & Business Services*

Action: Staff will provide the Committee with a mid-year update on the FY2015 Economic Development & Global Competitiveness Focus Area Plan and begin the discussion of the FY2016 Economic Development & Global Competitiveness Focus Area Plan.

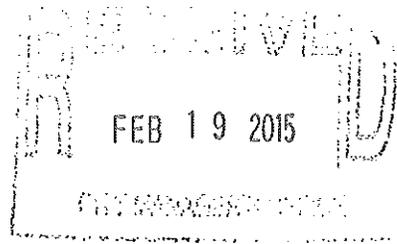
**Attachment:** FY2015 Focus Area Plan and Mid-Year Performance Summary

**IV. MEETING SCHEDULE for April 2<sup>nd</sup> – 5 minutes**

**V. NEXT DATE: Thursday, March 5, 2015 at Noon, Room CH-14**

*Potential Topics:*

- FY2016 Economic Development & Global Competitiveness Focus Area Plan
-



The Honorable Ron Carlee, City Manager  
Office of the City Manager  
Charlotte-Mecklenburg Government Center  
600 East 4<sup>th</sup> Street  
Charlotte, NC 28202

RE: RFP for Public-Private Partnership – GoodSports Facility/Bojangles Coliseum

Dear Mr. Carlee:

We at GoodSports Enterprises Global, LLC have been and continue to be very excited about working with the City of Charlotte to fill a void in the youth sports industry. Our research tells us the Bojangles Coliseum is the perfect location to create a multi-use development plan which not only puts indoor amateur sports on the map in Charlotte; it also offers travelling sports teams and the families who travel, a unique venue to explore other sporting events, restaurants and points of interest in the City of Charlotte.

We are currently working diligently to break ground on the construction of a Fieldhouse and Fieldhouse Hotel in Wichita, Kansas this spring with a planned opening of the Fieldhouse portion in November, 2015. Building of the Fieldhouse will help answer the question "where is there a GoodSports facility we can visit and see in person?"

Therefore, I am suggesting that we curtail, for a period of one (1) year, any future talks or discussions with regard to the RFP proposal to bring youth sports to Charlotte. We remain very serious and dedicated to this opportunity in Charlotte and have asked our senior lender to work with us during this period. However, it appears it might be prudent to revisit the proposal down the road.

Finally, we do sincerely appreciate the opportunity we have been afforded and look forward to a potential future partnership with the City of Charlotte.

Very truly yours,

GoodSports Enterprises Global, LLC

Gerald J. Good, CEO/President



## Eastland Redevelopment Strategy Update

Economic Development &  
Global Competitiveness Committee

February 19, 2015



### Foundational Community Principles

- Eastland Area Strategies Team (EAST) Qualitative Principles in Support of Eastland Redevelopment:
  1. Enhance the Perceptions of the Eastland Area & East Charlotte
  2. Unify Local Communities
  3. Create Connectivity & Walkability for Surrounding Neighborhoods
  4. Take Advantage of Natural Features
  5. Create Opportunity for Civic Development



## Site Considerations



- Develop conceptual redevelopment plan including:
  - Preliminary storm water analysis and design
  - Preliminary “master street/block” plan that defines the logical connectivity for the site
- Identify and explore partnerships (both public and private) for a phased redevelopment of the site
- Explore potential temporary uses with community partners



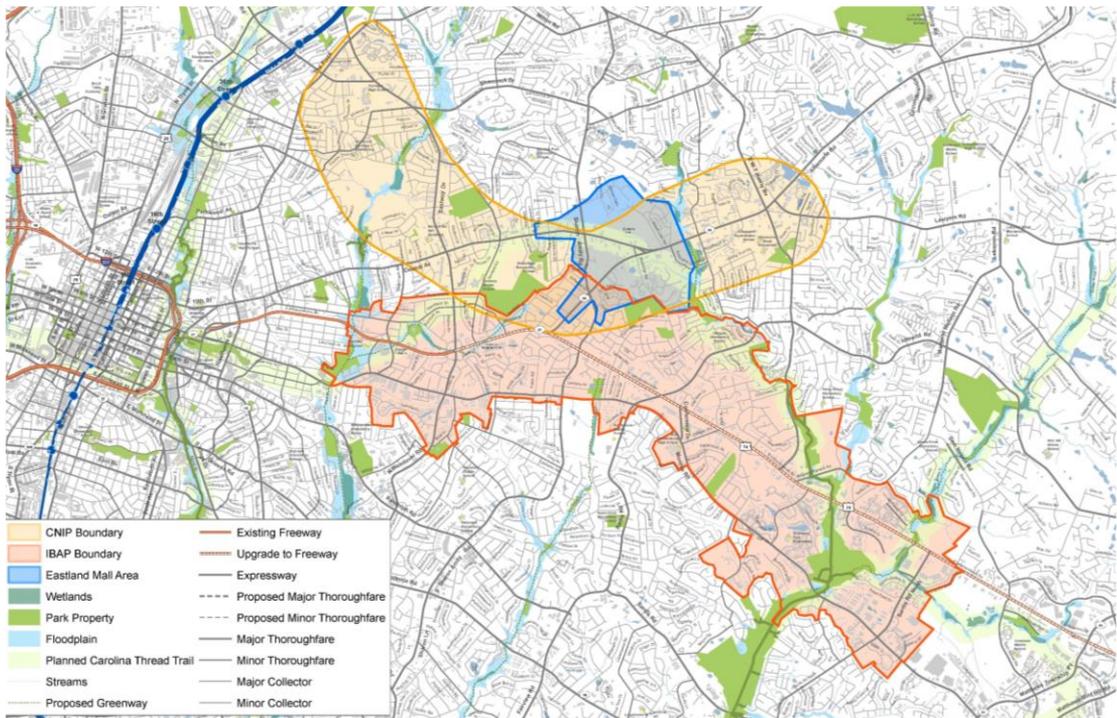
## Consultant Engagement

- Purpose of Consultant Study
  - Leverage previous planning efforts
  - Outline public and private development opportunities
  - Develop a conceptual plan for site redevelopment
  - Quantify public and private investments
  - Determine overall development timeframe/phasing strategies



## Consultant Approach

- Public investment partner interviews
- Conduct site analysis
- Identify areas for specific opportunities (public vs. private)
- Determine potential site uses
- Develop street/block framework
- Conceptual redevelopment plan
- Test conceptual plan with development community
- Phasing strategy & cost estimates





## Public Stakeholder Engagement

- Stakeholder Interviews
  - Charlotte E.A.S.T
  - Charlotte-Mecklenburg Planning
  - Mecklenburg County
  - Charlotte Mecklenburg School System
  - Mecklenburg County Parks & Recreation
  - CDOT
  - CATS
  - CNIP Team
  - Charlotte Stormwater
  - Library
  - Arts & Science Council
  - YMCA



## Community / Private Stakeholders

- Engaged development community to test strategies
  - National commercial & residential developers
  - Local/regional commercial & residential developers
  - Architects
  - Commercial brokers
  - Market strategists
  - CMHP



## Stormwater Facility as an Amenity



## Stormwater Facility as an Amenity



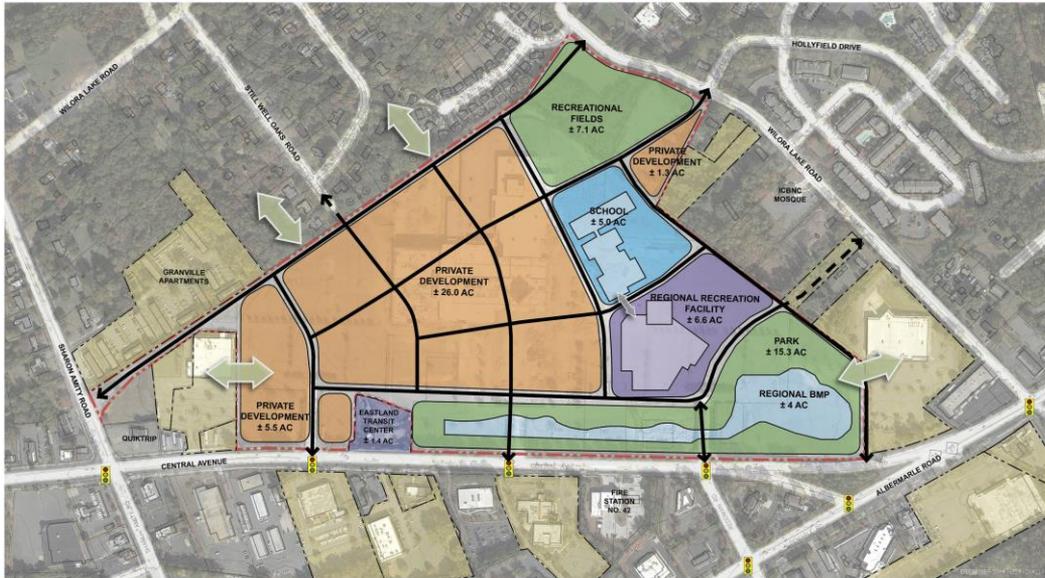


### Park as Development Catalyst



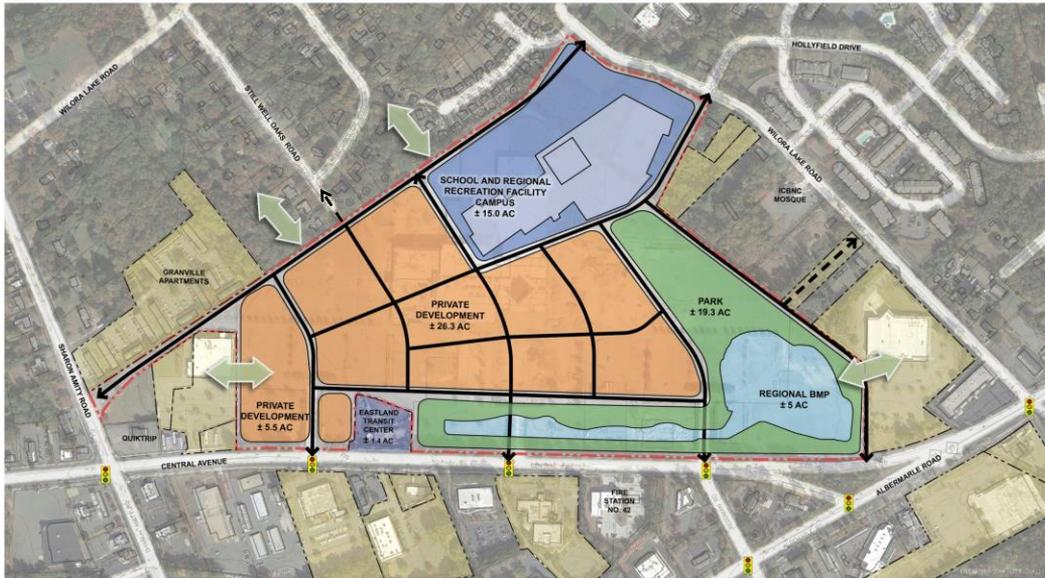
### Park as Development Catalyst





**Concept A**  
Functional Plan

	PARK AND REC. OPEN AREA	22.4 AC		POTENTIAL OFFSITE REDEVELOPMENT	32.8 AC
	PRIVATE DEVELOPMENT	32.7 AC		IMPROVED INFRASTRUCTURE CONNECTION	17.5 AC
	SCHOOL DEVELOPMENT	5.0 AC			
	RECREATION CENTER DEVELOPMENT	6.6 AC			
	STORM WATER POND	4 AC			



**Concept B**  
Functional Plan

	PARK AND REC. OPEN AREA	19.3 AC		POTENTIAL OFFSITE REDEVELOPMENT	32.8 AC
	PRIVATE DEVELOPMENT	31.8 AC		IMPROVED INFRASTRUCTURE CONNECTION	16.9 AC
	SCHOOL / RECREATION CAMPUS	15.0 AC			
	STORMWATER POND	5 AC			



## Next Steps

- Incremental redevelopment
- Continue discussion with CMS and Parks & Recreation
  - Determine building specs/requirements
- Estimate budget and timing for alternative concepts
- Continue revising conceptual plans
- Provide committee with progress updates
- Continue working on temporary uses for site



## Economic Development & Global Competitiveness FY2015 Strategic Focus Area Plan

“Charlotte will strengthen its position as a city of prominence in the global marketplace by building upon its competitive advantages.”

To achieve its vision, the City must leverage partnerships to seize new opportunities in a global marketplace. The City’s economic development strategy will focus on:

- Developing a global logistics center at Charlotte Douglas International Airport,
- Enhancing relationships with our universities and education system to support and commercialize research and technology,
- Targeting industry growth in high-potential sectors, capitalizing on Charlotte’s unique profile,
- Developing neighborhoods and business districts to create places attractive for people to live and businesses to invest,
- Encouraging business expansion by streamlining the regulatory environment, and
- Preparing youth for employment success.

FY2015 Initiatives	Key Indicators
Facilitate the growth of small businesses and high growth entrepreneurs in our community.	<ul style="list-style-type: none"> <li>• Increased utilization of the City’s web portal (CharlotteBusinessResources.com) to meet the needs of emerging and growing small businesses</li> <li>• Source solutions to the City’s needs from local start-ups and small businesses</li> <li>• Increased contracting opportunities for small businesses and local minority and women-owned firms through the Charlotte Business INCLUSION Program</li> </ul>
Promote the holistic development of targeted business districts and neighborhoods.	<ul style="list-style-type: none"> <li>• Private investment stimulated in targeted areas of opportunity. Examples include the Applied Innovation Corridor, the Eastland area, and the Freedom Drive area</li> </ul>
Work with universities and the education system, local industry leaders, and other economic development partners to drive global competitiveness in the energy, finance, information technology, logistics, and advanced manufacturing sectors.	<ul style="list-style-type: none"> <li>• Creation of a Global Logistics Center Strategy for the area surrounding the airport</li> <li>• Increased foreign direct investment through the new International Relations Office</li> <li>• Collaborative partnership with E4 Carolinas in support of Charlotte’s emergence as the center of a two-state energy hub</li> </ul>
Introduce youth to employment opportunities with potential for long-term growth and development.	<ul style="list-style-type: none"> <li>• Increased number of work experiences and summer internships</li> <li>• Community partnerships leveraged to increase the number of apprenticeships in the community</li> </ul>
Grow Charlotte’s tourism industry through amateur sports development and programming.	<ul style="list-style-type: none"> <li>• Implementation of the Bojangles/Ovens Redevelopment Plan</li> <li>• Identified solutions for amateur sports needs such as swimming, tennis, and baseball.</li> <li>• Maximized utilization of community-use days at Bank of America Stadium and BB&amp;T Ballpark.</li> </ul>



## Economic Development & Global Competitiveness FY2015 Strategic Focus Area Plan

“Charlotte will strengthen its position as a city of prominence in the global marketplace by building upon its competitive advantages.”

Goals	Mid-Year Results as of November 30, 2014	FY2015 Outlook
Promote diversity and inclusion of Minority Women Small Business Enterprises (MWSBEs) in the City’s contracting and procurement through the Charlotte Business INCLUSION Policy	Mid-year results will be available in early March 2015 (Target: 10% MWSBE Citywide Direct Spending) <sup>1</sup>	TBD
Leverage public community investment plan investments with the private sector	Potential P3 projects have been identified, but no funds have been committed to specific projects <sup>2</sup> (Target: 10:1 Private to Public Investment)	✓
Participate with other local partners to grow jobs and investments in the energy, finance, information technology, logistics, and advanced manufacturing sectors	3,053 New Jobs Created; \$162.3 million in New Capital Investment <sup>3</sup> (Target: 5,355 New Jobs Created; \$436 million in incremental private investment in Charlotte)	TBD
Work with community partners and approve an appropriately sized/resourced pre-apprenticeship program	Developed a Pilot Youth Pre-apprenticeship Program for Transit Maintenance <sup>4</sup> (Target: Implement pilot apprenticeships programs with key public and private partners at 100% by June 2015)	✓
Grow facilities and participants for amateur sporting events in Charlotte	Continuing to work through the expansion of amateur sports (indoor amateur sports, soccer, swimming, tennis, and baseball) (Target: Grow the economic impact of amateur sports by 50% by the end of calendar year 2016)	TBD

<sup>1</sup>The 10% MWSBE goal will be based on spend opportunities defined as those purchases/contracts where there is MWSBE availability and capacity.

<sup>2</sup> Advanced planning is currently underway, which will guide and prioritize Community Investment Plan investment opportunities to projects that best leverage private investments.

<sup>3</sup> In addition to new jobs and capital investments, the City also had 190 expansions of existing firms, creating an additional 3,277 new jobs and leveraged \$120,120,000 of additional private investment. Mid-year results are as of January 27, 2015.

<sup>4</sup> The Transit Maintenance Pre-apprenticeship Program was developed in collaboration with Meck Ed, Charlotte Works, Central Piedmont Community College, Charlotte-Mecklenburg School Systems, the North Carolina Department of Labor, and Transit Management Associations. To date, 40 students participated in the November 2014 job shadowing event held at the CATS facility; and 11 students proceeded to aptitude testing in December. Participant selection will occur in January 2015.



## ED Strategic Focus Area Plan

Economic Development & Global  
Competitiveness Committee

February 19, 2015



## ED Strategic Focus Area Plan

**“Charlotte will strengthen its position as a city of prominence in the global marketplace by building upon its competitive advantages.”**

To achieve its vision, the City must leverage partnerships to seize new opportunities in a global marketplace. The City’s economic development strategy will focus on:

- Developing a global logistics center at Charlotte/Douglas International Airport,
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- Encouraging business expansion by streamlining the regulatory environment, and
- Preparing youth for employment success



## ED Strategic Focus Area Plan

FY-2015 Initiatives	Key Indicators	Goals (Measures)	Mid-Year Results	FY2015 Outlook
Facilitate the growth of small businesses and high growth entrepreneurs in our community	<ul style="list-style-type: none"> <li>Increased utilization of the City's web portal (CharlotteBusinessResources.com) to meet the needs of emerging and growing small businesses</li> <li>Source solutions to the City's needs from local start-ups and small businesses</li> <li>Increased contracting opportunities for small businesses and local minority and women-owned firms through the Charlotte Business INclusion Program</li> </ul>	<ul style="list-style-type: none"> <li>Promote diversity and inclusion of Minority Women Small Business Enterprises (MWSBEs) in the City's contracting and procurement through the Charlotte Business INclusion Policy</li> </ul>	<ul style="list-style-type: none"> <li>Mid-year results will be available in early March 2015 <b>(Target: 10% MWSBE Citywide Direct Spending)<sup>1</sup></b></li> </ul>	TBD
Promote the holistic development of targeted business districts and neighborhoods	<ul style="list-style-type: none"> <li>Private investment stimulated in targeted areas of opportunity. Examples include the Applied Innovation Corridor, the Eastland area, and the Freedom Drive area</li> </ul>	<ul style="list-style-type: none"> <li>Leverage public community investment plan investments with the private sector</li> </ul>	<ul style="list-style-type: none"> <li>Potential P3 projects have been identified, but no funds have been committed to specific projects<sup>2</sup> <b>(Target: 10:1 Private to Public Investment)</b></li> </ul>	✓

<sup>1</sup> The 10% MWSBE goal will be based on spend opportunities defined as those purchases/contracts where there is MWSBE availability and capacity.

<sup>2</sup> Advanced planning is currently underway, which will guide and prioritize Community Investment Plan investment opportunities to projects that best leverage private investments.

2



## ED Strategic Focus Area Plan

FY-2015 Initiatives	Key Indicators	Goals (Measures)	Mid-Year Results	FY2015 Outlook
Work with universities and the education system, local industry leaders, and other economic development partners to drive global competitiveness in the energy, finance, information technology, logistics, and advanced manufacturing sectors	<ul style="list-style-type: none"> <li>Creation of a Global Logistics Center Strategy for the area surrounding the airport</li> <li>Increased foreign direct investment through the new International Relations Office</li> <li>Collaborative partnership with E4 Carolinas in support of Charlotte's emergence as the center of a two-state energy hub</li> </ul>	<ul style="list-style-type: none"> <li>Participate with other local partners to grow jobs and investments in the energy, finance, information technology, logistics, and advanced manufacturing sectors</li> </ul>	<ul style="list-style-type: none"> <li>3,053 New Jobs Created; \$162.3 million in New Capital Investment<sup>3</sup> <b>(Target: 5,355 New Jobs Created; \$436 million in incremental private investment in Charlotte)</b></li> </ul>	TBD
Introduce youth to employment opportunities with potential for long-term growth and development	<ul style="list-style-type: none"> <li>Increased number of work experiences and summer internships</li> <li>Community partnerships leveraged to increase the number of apprenticeships in the community</li> </ul>	<ul style="list-style-type: none"> <li>Work with community partners and approve an appropriately sized/resourced pre-apprenticeship program</li> </ul>	<ul style="list-style-type: none"> <li>Developed a Pilot Youth Pre-apprenticeship Program for Transit Maintenance<sup>4</sup> <b>(Target: Implement pilot apprenticeship programs with key public and private partners at 100% by June 2015)</b></li> </ul>	✓

<sup>3</sup> In addition to new jobs and capital investments, the City also had 190 expansions of existing firms, creating an additional 3,277 new jobs and leveraged \$120,120,000 of additional private investment. Mid-year results are as of January 27, 2015.

<sup>4</sup> The Transit Maintenance Pre-apprenticeship Program was developed in collaboration with Meck Ed, Charlotte Works, Central Piedmont Community College, Charlotte-Mecklenburg School Systems, the North Carolina Department of Labor, and Transit Management Associations. To date, 40 students participated in the November 2014 job shadowing event held at the CATS facility; and 11 students proceeded to aptitude testing in December. Participant selection will occur in January 2015.

3





## ED Strategic Focus Area Plan

FY-2015 Initiatives	Key Indicators	Goals (Measures)	Mid-Year Results	FY2015 Outlook
Grow Charlotte's tourism industry through amateur sports development and programming	<ul style="list-style-type: none"> <li>Implementation of the Bojangles/Ovens Redevelopment Plan</li> <li>Identified solutions for amateur sports needs such as swimming, tennis, and baseball.</li> <li>Maximized utilization of community-use days at Bank of America Stadium and BB&amp;T Ballpark.</li> </ul>	<ul style="list-style-type: none"> <li>Grow facilities and participants for amateur sporting events in Charlotte</li> </ul>	<ul style="list-style-type: none"> <li>Continuing to work through the expansion of amateur sports (indoor amateur sports, soccer, swimming, tennis, and baseball)</li> </ul> <p><b>(Target: Grow the economic impact of amateur sports by 50% by the end of calendar year 2016)</b></p>	TBD

4



## NEXT STEPS

**March 5<sup>th</sup> – Review Input from February 19th ED&GC Committee Meeting**

**March 19<sup>th</sup> - ED&GC Committee Recommendation to City Council to adopt ED Focus Area Plan**

5

