

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

Thursday, September 8, 2016 at Noon
Room CH-14

Committee Members: James Mitchell, Chair
Vi Lyles, Vice Chair
Ed Driggs
Julie Eiselt
LaWana Mayfield

Staff Resource: Randy Harrington, Management & Financial Services

AGENDA

- I. **Business Advisory Committee Update – 10 minutes**
Staff: Kevin Dick & Jerrienne Jackson, Neighborhood & Business Services
Guest: David Phillips, Chair, Business Advisory Committee
 Action: Business Advisory Committee Chair will provide an update on the Committee's efforts to better serve as ambassadors for the Economic Development & Global Competitiveness Committee, City staff and the business community.

- II. **Workforce Development Pilot – 30 minutes**
Staff: Kevin Dick & Veronica Mosley, Neighborhood & Business Services
 Action: Staff will provide the Committee with an update on the revised outline of the workforce development initiative.

- III. **FY18-FY20 ED & Global Competitiveness Strategic Focus Area Plan – 20 minutes**
Staff: Randy Harrington, Management & Financial Services & Kevin Dick, Neighborhood & Business Services
 Action: Staff will engage the Committee in an initial discussion related to the FY18-FY20 ED & Global Competitiveness Strategic Focus Area Plan. **Attachments**

- IV. **Future Meeting Topics – 5 minutes**
Staff: Randy Harrington, Management & Financial Services

Topics	Meeting Date	Lead Department
Amateur Sports Development	Future discussions (TBD)	Neighborhood & Business Services
Applied Innovation Corridor Strategy & Planning	Discussions (TBD)	Neighborhood & Business Services
Business Advisory Committee Outreach Efforts	On-going as needed	Neighborhood & Business Services
Business Investment Grant Revisions	On-going as needed	Neighborhood & Business Services
Charlotte Business INclusion Update	On-going as needed	Management & Financial Services
Eastland Mall Redevelopment	On-going as needed	Neighborhood & Business Services
High Growth Entrepreneur Strategy	On-going as needed	Neighborhood & Business Services
Memorial Stadium	Discussions (TBD)	City Manager's Office
Pearle Park	Discussions (TBD)	Neighborhood & Business Services
Workforce Development (previously referred to as apprenticeship and pre-apprenticeship)	On-going as needed	Neighborhood & Business Services

- V. **NEXT DATE: Thursday, September 22, 2016 at 12:00pm, Room CH-14**



Business Advisory Committee Update

Economic Development &
Global Competitiveness Committee
September 8, 2016



Business Advisory Committee Update

How might we better serve as Ambassadors for the City and for business owners?

1. Have a BAC representative attend bi-weekly ED&GC meetings; report back to BAC
2. Launch coordinated effort to increase awareness of BAC mission
3. Organize "surveying efforts" to actively elicit input from business owners
4. Advocate for Charlotte Business Resources functionality that would provide additional value to business owners

Neighborhood & Business Services – Economic Development Division Workforce Development Pilot Proposal

Staff Resource (s): Kevin Dick & Veronica Mosley

The City of Charlotte, Goodwill Industries of the Southern Piedmont and the Urban League of Central Carolinas have partnered to propose a pilot program to address the unemployment and underemployment of residents with multiple employment barriers. The unemployment rate in Mecklenburg County through June 2016 was 4.5%¹. However, the unemployment rate among many individuals with multiple barriers to employment may be as high as 20%.² Barriers may include limited educational, social, soft skills and previous involvement with the criminal justice system.

The program developed by the partnership seeks to address the unemployment needs of residents by offering a variety of training classes that will include commercial and residential construction, highway-related construction, and internet technology. The goal of the program is to enroll a minimum of 40 participants for up to an 18-month period. The program objectives are for participants to complete training, be placed into training-related career paths and to provide opportunities for more positive outcomes, such as job retention, promotion(s), pre-apprenticeships, and apprenticeships. Program participants will be identified through recruitment efforts with community partners, as well as Goodwill and Urban League pools of customers. Participants will have linkages to supportive services throughout enrollment in the program. Supportive services will be coordinated utilizing a case management approach by the training providers and partner agencies. Supportive services may include transportation assistance, uniform allowances and/or vouchers to purchase tools required for classroom training. The budget for this pilot initiative is \$250,000 in CDBG funds. The average cost per participant is estimated to be \$6,250. Such a cost is within the range of programs solicited by the United States of Labor for serving those with criminal backgrounds or others with multiple barriers.³

Neighborhood & Business Services staff will coordinate the development of business advisory councils with Goodwill and the Urban League for the training industries identified. Business advisory councils will consist of agency representatives who advise on curriculum and client pre-screening during the course of the program and who represent companies that will be potential employers of graduates. Other potential community partners include:

- Charlotte Works – NC Works Career Centers- they will refer applicants to training programs and assist with job placement;
- Charlotte Housing Authority – they will refer applicants to training from pool of residents that may be eligible;
- Central Piedmont Community College – they will offer basic skills training through Way2Work and Pathways program;
- The Center for Community Transitions – they will assist participants with criminal records towards healthy and productive lives.

Potential corporate partners may include Barton Malow, R.J. Leeper Construction, Sugar Creek Construction, PowerWorks Electric, Rogers Builders, City departments and their contractors, as well as Business Investment Program grant recipients and their contractors. Many of these entities have indicated an interest in being employers and may have representatives that serve on business advisory councils.

¹ Bureau of Labor Statistics 8-16

² Quality of Life Explorer

³ <https://www.dol.gov/grants/SGA-DFA-PY-12-06.pdf>



Workforce Development Training Pilot

Economic Development &
Global Competitiveness Committee

September 8, 2016



Presentation Overview

- Purpose of the *Workforce Development Training Pilot*
- Partner Training Agencies
- Targeted Participants
- Training Outline
- Expected Program Outcomes



Workforce Development Training Pilot Purpose

- To address the unemployment and underemployment of residents facing multiple employment barriers.
- The unemployment rate among people with multiple barriers to employment may often be as high as 20%. (Quality of Life Indicator Report)
- Individuals with multiple barriers to employment often have limited education, social, soft skills and previous involvement with the criminal justice system.



Training Providers

- Goodwill Industries of the Southern Piedmont will provide commercial & residential construction related training.
- The Urban League of Central Carolinas will provide highway related construction and internet technology training.



Possible Public, Not-For-Profit and Corporate Partners

- Charlotte Works-NC Works Career Centers
- Charlotte Housing Authority
- Central Piedmont Community College
- The Center for Community Transitions
- R.J. Leeper Construction
- Barton Malow Construction
- Rogers Builders
- PowerWorks Electric
- Sugar Creek Construction
- City Departments and their contractors
- Business Investment Grant recipients and their contractors



Training Program Outline

- Enroll 40 participants
- Up to 18 months of training, placement and retention activities
 - Training 3 – 6 months
 - Placement 0 – 6 months
 - Retention – 6 months
- Life and soft skills training
- Intensive case management
- Job placement & retention assistance



Curricula and Program Design

- Industry specific occupational skills training programs (curriculum developed and monitored by business advisory councils and other industry experts).
- Intensive case management
- Time management
- Stress management
- Conflict resolution
- Computer and employability skill classes will be offered.



Expected Program Outcomes

- 80% of program participants will complete program training.
- 70% of program participants will obtain employment within six (6) months of training completion.
- 75% employment retention rate of those employed after six (6) months.
- 75% of participants will complete computer skills competency.
- Increase the number of participants with bank accounts by 50%.



Program Cost

- The approved FY17 Budget includes \$250,000 in CDBG funds to implement this pilot workforce development initiative.
- Significant levels of leverage being brought to the program by providers and community partners



Why Is This Initiative Strategic and Meaningful for Charlotte Residents?

Directly connects to 4 of 6 Mayor-Council Strategic Objectives

- Ensures residents and visitors are safe
- Builds and preserves vibrant neighborhoods
- Provides economic opportunity to increase mobility
- Helps connect people and places by foot, car, bike and transit
- Also – increases the tax base and increases employment among those with multiple barriers



What's Next?

Proposed Next Steps Include:

- Goal would be for October 10 Council Meeting
- Fine tune details among providers and staff
- Start Program by Mid-October



Economic Development & Global Competitiveness FY2016 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 and young adults for employment success.

FY2016 Initiatives	Key Indicators
Facilitate the growth of small businesses and high growth entrepreneurs in our community.	<ul style="list-style-type: none"> • Increased utilization of the City’s web portal (CharlotteBusinessResources.com) to meet the needs of emerging and growing small businesses • Source solutions to the City’s needs from local start-ups and small businesses by using the Small Business Services program and Code for America Charlotte Brigade • Increased contracting opportunities for small businesses and local minority and women-owned firms through the Charlotte Business INCLUSION Program • Participation in Community Collaborative(s) to advance technology and promote digital inclusion to startup companies in light of Google Fiber’s planned investment
Promote the holistic development of targeted business districts and neighborhoods.	<ul style="list-style-type: none"> • Private investment stimulated in targeted areas of opportunity and within areas identified by the Community Investment Plan and the Business Corridor Revitalization Plan. Examples include the Applied Innovation Corridor, the Northwest Corridor, the Eastland area, the West Boulevard area, and the Freedom Drive area
Work with universities and the education system, local industry leaders, and other economic development partners to drive global competitiveness, job creation, and job retention in the energy, finance, information technology, logistics, and advanced manufacturing sectors.	<ul style="list-style-type: none"> • Creation of a Global Logistics Center Strategy for the area surrounding the airport • Increased leads for foreign direct investment through the International Relations Office • Support of Charlotte’s emergence as the center of a two-state energy hub by collaborating with partners, such as E4 Carolinas and CLT Joules • Re-tooling of the Business Investment Grant program to better align with business needs • Incorporate Smart City attributes as part of economic growth in Charlotte
Introduce youth and young adults to employment opportunities with potential for long-term growth and development.	<ul style="list-style-type: none"> • Increased number of work experiences and summer internships through Mayor’s Youth Employment Program • Creation of an apprenticeship strategy
Grow Charlotte’s tourism industry through amateur sports development and programming.	<ul style="list-style-type: none"> • Continue to pursue a plan for the redevelopment of the Bojangles/Ovens area • Identified solutions for needs associated with amateur sports, such as swimming, tennis, baseball, rugby, lacrosse, and soccer • Maximized utilization of community-use days at Bank of America Stadium and BB&T Ballpark

Mayor-Council Strategic Policy Objectives

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MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

1. Ensure all residents and visitors are safe				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
II. Action: Add Engine Company 65 at Station 42 to improve response times in the areas surrounding the former site of Eastland Mall		Engine 65: \$2.4M total request <ul style="list-style-type: none"> • 18 additional sworn positions • \$1.8M annual operating expenses • \$0.6M in one-time capital 		
III. Action: Funding for an infill fire station in the Clanton Road/I-77 corridor to improve response times in high-growth areas		Clanton/I-77 Infill Station: \$6.5M CIP request <i>(Upon station completion, operating and capital equipment funding will be programmed in the budget for a future fiscal year. Operating and capital equipment funding will be similar to the requests for the engine companies listed above will be submitted)</i>		
IV. Action: Funding for an infill fire station in the Selwyn Avenue/Colony Road corridor to improve response times in high-growth areas		Selwyn/Colony Infill Station: \$10.6M CIP request <i>(Upon station completion, operating and capital equipment funding will be programmed in the budget for a future fiscal year. Operating and capital equipment funding will be similar to the requests for the engine companies listed above will be submitted)</i>		
C. Collaborate with effective youth crime diversion programs especially for first time, non-violent offenders to avoid a criminal record and increase their opportunity for success.	Approximately \$253,000 in annual grant funding for youth crime diversion programs	Additional civilian positions to support the Juvenile Diversion Program <ul style="list-style-type: none"> • One civilian position added in FY2017 • Two civilian positions added in FY2018 	Ensure youth who complete the Juvenile Diversion program: <ul style="list-style-type: none"> • 75% demonstrate a decrease in unexcused school absences and disciplinary sanctions • 80% not recidivate within 12 months 	
I. Action: Add three community relations staff to support the Juvenile Diversion Program			Increased number of youth completing the Juvenile Diversion Programming	

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

1. Ensure all residents and visitors are safe				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
D. Support CMPD efforts in addressing the broader root causes of crime in targeted areas.	\$8M is programmed in the current Community Investment Plan for the Hickory Grove Patrol Division Office	Funding request in item A would assist in supporting this Priority	10% reduction in aggravated assaults	Improve Quality of Life at the neighborhood level within the 5 Corridors
I. Action: Implement CMPD Corridor Plans to address the social, crime, physical, economic, and environmental conditions in targeted areas	\$10.8M is programmed in the current Community Investment Plan for the South Division Office	Additional capital funding request of \$550,000 to cover higher land purchase costs for the South Division Office	Obtain court orders for electronic monitoring for 90% of robbery offenders in Mecklenburg County	
II. Action: Enhance CMPD's visibility in the community by replacing leased division stations with highly visible, permanent stations			Reduce Crime by 10% in the 5 Corridors	

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

2. Build and preserve vibrant and diverse neighborhoods				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
A. Expand the supply of affordable and workforce housing through new construction and the preservation of the existing housing stock.				1. Create additional homeownership opportunities 2. Create diverse housing types through the creation of mixed-income neighborhoods
I. Action: Fund the development of 250 new affordable housing units per year through the allocation of Housing Trust Fund dollars	\$60M budgeted in four Community Investment Plan bond cycles for Housing Diversity, which produces approximately 4,776 units		250 additional affordable housing units funded annually using Housing Trust Fund dollars	3. Increased income diversity in neighborhoods 4. Enhanced preservation and quality of the City's existing affordable housing stock
II. Action: Develop a comprehensive housing strategy that assists in creating and expanding diverse housing options throughout the City		No additional funding requested		
III. Action: Implement pilot of the Targeted Neighborhood Rehabilitation Program to preserve housing stock in areas identified as non-thriving			One Pilot Neighborhood Project completed within each determined area under the Targeted Neighborhood Rehabilitation Program	
IV. Action: Implement and fund the HouseCharlotte Workforce Expansion Program to provide additional funding for down payment assistance to families earning 80%-110% of area median income		HouseCharlotte: \$84,825 for one additional FTE position to support the HouseCharlotte Workforce Expansion program; and \$375,000 to fund program expansion	50 additional families purchasing homes using the HouseCharlotte Loan Program (e.g. entry-level teachers and first responders, and returning veterans)	
V. Action: Expand the Emergency Repair Program to respond to emergency housing conditions that would cause family displacement		\$250,000 funded annually to support the Emergency Repair Program; and \$209,933 to reduce 18 month backlog of residents waiting for emergency repairs and home rehabilitation o Two FTE positions - \$165,933 annual operating expenses - \$44,000 in one-time capital expenses	25 additional emergency home repairs completed per year through the Emergency Repair Program	

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

2. Build and preserve vibrant and diverse neighborhoods				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
VI. Action: Develop, implement, and fund the Home Retrofit Loan Program to provide an affordable source of funding for families that do not qualify for the City's rehabilitation program		\$500,000 funded annually to support the Home Retrofit Loan Program; \$130,538 from federal funds annually for two FTE positions to support rehabilitation activities for the Home Retrofit Loan Program	25 rehabilitation loans granted through the new Home Retrofit Loan Program	
B. At the Eastland Mall site, create a new community through private and appropriate public investment that integrates into and enhances the surrounding areas.			Redevelopment plan approved by Council and area business stakeholders	
I. Action: Implement recommendations from the Eastland Area Plan and the Eastland Redevelopment Concept Plan to promote economic development of the 80.4 acre Eastland Mall site			Assess requirements to prepare site for private development and continue the appropriate process leading to redevelopment of the property.	
II. Action: Finalize the sale of 11.4 acres of the Eastland Mall site to the Charlotte-Mecklenburg Board of Education				

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

2. Build and preserve vibrant and diverse neighborhoods				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
C. Continue strong investments in neighborhood infrastructure, appearance and overall community health				
I. Action: Add code enforcement staff to reduce response time for housing complaints		\$474,079 requested to fund five additional Code Enforcement positions	1. Reduction in recidivism of open housing cases for specific neighborhoods and/or communities 2. Reduce response time for housing complaints from three days to two days in key corridors 3. Reduction in recidivism of open zoning cases for specific business corridors 4. Decrease in targeted corridors associated with larceny and robberies because of stronger partnership between code enforcement and the police department	
II. Action: Continue to program capital funding into the next three bond referenda for neighborhood infrastructure	\$120M budgeted in four Community Investment Plan bond cycles for Comprehensive Neighborhood Improvement Program			
III. Action: Complete design and construction for various projects funded with the \$20 million in 2014 neighborhood bonds		\$10M requested to fund an additional CNIP area in South Charlotte	Completion of 100% of projects in the capital neighborhood development program	
IV. Action: Partner with neighborhoods to increase leadership capacity through the provision of continued training and development opportunities, as well as neighborhood matching grant opportunities			Increase in Neighborhood Board Association participation	

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

2. Build and preserve vibrant and diverse neighborhoods				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
V. Action: Complete the Farmer's Market Study and implement recommendations that are immediately actionable in providing access to healthy foods			Increased access to healthy food options for surrounding neighborhoods	
D. Develop a strategy to address infill and redevelopment needs				
I. Action: Determine infrastructure needs to meet service delivery demands associated with new, higher density development			Community stakeholder group engaged at identifying and leading projects associated with infill and redevelopment initiatives	
II. Action: Develop a strategy to manage infill growth in a sustainable manner				

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

3. Provide economic opportunity to increase upward mobility				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
A. Create more opportunities for people with employment challenges by leveraging City workforce contracts and Business Investment Grants.	Current staff resources in multiple departments		Increased number of jobs available to Charlotte residents directly or indirectly resulting from Business Investment Grants	Employment and median wage growth by industry
I. Action: Develop a strategy to connect potential employees with companies with City contracts as well as new and/or expanding businesses receiving incentive grants from the City				Reduced income disparity
B. Facilitate with our partners the availability of internships and apprenticeships, as well as the awareness of employment opportunities, job fairs, job training, and job assistance.	Current staff resources in multiple departments		Increased number of internships and pre-apprenticeships available to Charlotte residents	Increased employment levels across demographic groups
I. Action: Develop a coordinated Citywide approach to consistently implement internship and pre-apprenticeship programs across the organization				Increased percentage of households that are economically self-sufficient
II. Action: Finalize current efforts with partner organizations to develop and implement the pre-apprenticeship pilot program				\$255,000 in CDBG funds for a two-year contract with Goodwill Industries
				Increased youth employment rate

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

3. Provide economic opportunity to increase upward mobility				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
C. Support and grow small, entrepreneurial businesses, especially businesses owned by women and minorities through City contracts, Business Investment Grants, and access to information and resources.	Current Charlotte Business Inclusion staff resources \$27,000 operating funds for CharlotteBusinessResources.com, in addition to staff time for Charlotte Business Inclusion initiatives and outreach		Increased number of small, entrepreneurial businesses supported through City contracts and Business Investment Grants	
I. Action: Enhance CharlotteBusinessResources.com to include online forums for small businesses to use as well as enhance relationships within the entrepreneurial small business community		\$77,000 requested to assist with website development		
II. Action: Conduct a new Disparity Study to determine if disparity exists between the number of Minority and Women Business Enterprise (MWBE) firms available to perform on City contracts and the City's utilization of these firms		\$350,000 requested to cover the cost to conduct the Disparity Study		
D. Ensure that young people have work opportunities through the Mayor's Youth Employment Program as one part of a public-private system of youth employment and mentoring.	\$188,000 Mayor's Youth Employment Program in addition to staff resources. In FY2015, the program placed 320 interns, and 4,239 students participated in work experiences through Charlotte Career Discovery Day, Career Readiness Training Certification, and job shadowing opportunities		Increased number of City departments and private sector partners participating in the Mayor's Youth Employment Program	
I. Action: Expand opportunities within City departments to utilize Mayor's Youth Employment Program interns as well as increase opportunities in private sector partner organizations				

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

3. Provide economic opportunity to increase upward mobility				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
E. Ensure that children get the right start in life by working with public and private sector partners to make quality after-school time programs available.	Approximately \$1.0M is budgeted for Out-of-School Time Partners from general fund and non-General Fund sources		Continued support of out-of-school time programming throughout the community	
I. Action: Continue current operational support provided to middle and high school youth programs				

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

4. Facilitate and invest in innovation and intentional growth of the city and sustainable infrastructure				
Description	Baseline	Funding Request Under Review	Output	Intended Outcome
<p>A. Establish policy guidelines for evaluating rezoning requests.</p> <p>I. Action: Continue to prepare and review the comprehensive analysis for each rezoning case that includes an overview of the request, adopted area plan consistency, potential impact statements from City departments, and staff recommendation</p>	<p>Redirect staff resources in multiple departments</p>	<p>Currently in process to automate the rezoning process by including it into Accela Automation, the City's enterprise solution for managing development services data</p>	<p>New rezoning criteria for rezoning petitions created</p>	<p>Automated rezoning process Increased trust in and understanding of the rezoning process Reducing the number of conditional rezonings, simplifying development services reviews and inspections Effective implementation of the City's land use, design, and transportation policies</p> <p>Completed development of the Applied Innovation Corridor, including new high-tech companies that add jobs and serve as an economic catalyst for the surrounding areas</p>
<p>B. Rewrite the City's development code to reflect the diverse neighborhoods consistent with City vision and plans.</p> <p>I. Action: Develop a Place Type/Community Character Manual as a foundational piece of the update of the City's Development Ordinances</p>	<p>\$1.1M currently allocated for the Development Ordinance Study</p>		<p>City development code rewritten to reflect diversity of neighborhoods and consistent with the City's vision; Develop the Place Type/Community Character Policy Manual and Map</p>	<p>Enhance collaboration between City and County providing more seamless development and building services to its customers Increased private sector investment</p>
<p>C. Work with the private sector, nonprofits, and colleges and universities to develop the "Innovation Corridor" using creative "smart city" technologies.</p> <p>I. Action: Develop a strategy to maximize the use of "smart city" technologies to further development of the Applied Innovation Corridor</p>	<p>\$29M budgeted in the FY2016-2020 Community Investment Plan for the Applied Innovation Corridor</p>	<p>Current Community Investment Plan</p>	<p>Strategy for Applied Innovation Corridor established</p> <p>Support implementation of NorthEnd Smart District</p>	<p>Increased revenue from tourism, including tourism for amateur and professional sports, cultural activities, entertainment and business travel</p> <p>Increased revitalization efforts in business corridors</p>

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

4. Facilitate and invest in innovation and intentional growth of the city and sustainable infrastructure				
Description	Baseline	Funding Request Under Review	Output	Intended Outcome
II. Action: Implement the Applied Innovation Corridor capital program to establish the infrastructure necessary to link academic and research assets with private and public investment				
D. Enhance land development customer service and promote economic development in collaboration with stakeholders and the County	Current staff resources in multiple departments	Engineering Land Development has requested \$589,000 in one-time funds and \$50,000 annual costs to implement recommendations from the Gartner Study; \$162,000 requested in E&PM Land Development for an Urban Forestry Specialist and Erosion Control Specialist to assist with increased permitting and development workload \$143,800 requested in Planning for two associate planner positions to assist with rezoning and subdivision reviews	Gartner Study recommendations implemented to improve customer service and make the land development process more seamless for developers and residents	
I. Action: Implement recommendations from the Gartner Study (Phase I and Phase II of the report)				
E. Prepare recommendations for the FY2017 update of the CIP, including recommendations for the FY2016 Bond Referendum; assess changes related to the timing and priority of projects and the financial capacity of the City.	\$816M budgeted in four Community Investment Plan bond cycles	Additional funds have been requested in multiple categories	Present FY2017 CIP update to the Mayor and City Council that effectively times projects to positively address the growth of the City	
I. Action: Support continued sustainable growth in Charlotte by investing in critical infrastructure that will position the community for the 21st century				
II. Action: Continue to examine the City's capital needs and invest resources in high impact areas				

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

4. Facilitate and invest in innovation and intentional growth of the city and sustainable infrastructure				
Description	Baseline	Funding Request Under Review	Output	Intended Outcome
F. Support growth of tourism and professional/amateur sports	\$25M in capital funding for Bojangles'/Ovens Area Redevelopment Plan		Increased sports events, cultural activities and entertainment in Charlotte	
I. Action: Continue to assess opportunities to expand sports facility and entertainment options at Bojangles' Coliseum/Ovens Auditorium as well as in other areas of the City	(\$18M balance)			
G. Revitalize business corridors in priority areas (examples corridor include: Applied Innovation, Central Avenue, North West, West Boulevard, Freedom Drive, and North Tryon)	<p>\$150M in the General Community Investment Plan to fund the Gold Line Phase II Project (\$75M City funding, \$75M Federal funding)</p> <p>\$149M in four Community Investment Plan bond cycles for the Comprehensive Neighborhood Improvement Program and Applied Innovation Corridor</p> <p>\$12.9M to fund North Tryon redevelopment</p> <p>\$2.1M to fund Business Investment Grants</p> <p>\$100,000 to fund facade and security grants annually</p>	<p>\$83,015 to fund one additional position to focus on business corridor revitalization and an additional \$725,000 requested in capital funding for façade, security, and business development organization grants and economic development feasibility studies.</p> <p>Over five years, \$2.725M in Community Investment Plan funding for economic development in business corridors (Includes \$725,000 requested in FY17 capital funding for façade, security, and business development organization grants and economic development feasibility studies.)</p>	<p>Increased economic development activity on targeted corridors</p> <p>Increased loans provided in targeted corridors to improve aesthetics and safety</p>	
H. Identify opportunities to partner with private investment in high growth areas	\$20M in two Community Investment Plan bond cycles for Public/Private Redevelopment Opportunities		Additional public/private economic development partnerships identified	
I. Identify areas of high growth, and prioritize adequate resources to support Strategic Area Plans	Multiple projects in the \$816M four Community Investment Plan bond cycles provide funding in support of Strategic Area Plans	Additional funds have been requested for projects that support Strategic Area Plans	Resources to support Strategic Area Plans identified	

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

5. Connect people and places by foot, bike, transit, and car, safely and effectively for people of all ages				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
A. Through operational changes, capital funding, and redevelopment, build safe streets, sidewalks, trails, rails, and bikeway connections.	\$464M budgeted in four Community Investment Plan bond cycles and Pay-As-You-Go Community Investment Plan for Transportation related projects	\$3M requested for the Cross-Charlotte Trail extension to Ballantyne \$2M for South End Pedestrian/Bicycle Connector \$5M for Neighborhood Transportation Program (bikeways)	Build 15 or more pedestrian safety and crossing projects in FY2017	Keep pace with the mobility and accessibility levels associated with accommodating, over the next 25 years, the population, employment, and travel levels equivalent to those of the City of Raleigh Reduced traffic congestion Increased use of multimodal transportation across the City including sidewalks, bikeways and public transit Reduced commute times between areas of affordable housing and employment centers
I. Action: Assess opportunities for operational (traffic signal and sign) changes to improve transportation connections			Build 10 additional miles of sidewalks and bikeways in FY2017	
II. Action: Continue to invest in critical transportation infrastructure and continue to examine innovative ideas to move people and goods safely and efficiently throughout the community			Conduct pedestrian safety awareness campaign in FY2017 Improve Charlotte’s citywide pavement conditions ranking	
B. More efficiently connect employment centers with residential areas that have low employment opportunities through better transit options.	Staff is working to connect people to their employment centers through current capital projects that include the Cross Charlotte Trail, CNIP areas, the Blue Line Extension, the Real Time Bus Application that is currently being developed by CATS, as well as closely adhering to approved Area Plans and following the approved Centers, Corridors and Wedges philosophy		Increased availability of transportation choices between housing and employment centers	Effective regional transportation planning Increased transit ridership rate Enhanced freight mobility
I. Action: Develop a comprehensive strategy with community partners to improve connections and transportation choices between residential areas and employment centers			Complete the following major planning and policy initiatives: -Community Character Manual, Development Ordinance Update, CLT Walks, CLT Bikes, Transportation Action Plan and Comprehensive Transportation Plan	

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

5. Connect people and places by foot, bike, transit, and car, safely and effectively for people of all ages				
Description	Baseline	Funding Request Under Review	Output	Intended Outcome
C. Working through regional partners, update the MTC 2030 Transit Plan and CRTPO Metropolitan Transportation Plan to provide mobility options.	Current staff resources	\$30M in additional Community Investment plan funding requested for the design and construction of the Charlotte Gateway Station; \$77,800 requested by Planning for an Administrative Support position to be funded by CRTPO grant	Update the 2030 Transit Plan in FY2017 Update CRTPO Metropolitan Transportation Plan in FY2017 Invest public capital funding to support the design and construction of the Gateway Station	
D. Update the Transportation Action Plan including new Pedestrian and Biking Elements	\$464M budgeted in four Community Investment Plan bond cycles and Pay-As-You-Go Community Investment Plan for Transportation related projects. Within the \$464M budgeted, \$130M is budgeted for sidewalks, pedestrian safety, Cross-Charlotte Trail, transportation signalization, crosswalks and street crossings	\$3M requested for the Cross-Charlotte Trail extension to Ballantyne \$2M for South End Pedestrian/Bicycle Connector \$5M for Neighborhood Transportation Program (bikeways)	Update the Transportation Action Plan in FY2017 Discuss and implement the City's first pedestrian plan, Charlotte Walks Discuss and implement the City's first bicycle plan, Charlotte Bikes Build 15 or more pedestrian safety and crossing projects in FY2017 Build 10 miles of new sidewalks and bikeways in FY2017 Conduct pedestrian safety awareness campaign in FY2017	
I. Action: Continue to support innovative transportation planning that not only expands current road networks, but also finds ways to safely and efficiently move people with expanded pedestrian and bicycle opportunities				
II. Action: Adopting Charlotte's pedestrian (Charlotte Walks) and bicycle plans (Charlotte Bikes) to improve connectivity between residential and employment centers				

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

5. Connect people and places by foot, bike, transit, and car, safely and effectively for people of all ages				
Description	Baseline	Funding Request Under Review	Output	Intended Outcome
E. Improve transportation and infrastructure connections to and from the Airport in order to improve freight mobility, foster greater connections to a major logistical and employment center, and continue to make Charlotte-Douglas one of the leading airports in the world.	\$45M budgeted in two Community Investment Plan bond cycles for Airport/West Corridor Roads		Invest the City's limited capital funds to support the FY2017-2021 CIP to include public transportation infrastructure improvements around the Airport Lead an Airport Community Stakeholder Team to complete the Airport Area Development Strategy completed by June 30, 2016 Creation of a Global Logistics Center Strategy completed for the area surrounding the airport	Integration of freight mobility component into the Metropolitan Transportation Plan and into other applicable plans and policies, including those of other MPO's in the region
I. Action: Continue working with the Centralina Council of Governments (CCOG) to assess the state of freight mobility in the region	Freight mobility study's goal is to integrate the effort into application local and regional plans, including the Metropolitan Transportation Plans (MTPs) throughout the region	The Charlotte Regional Transportation Planning Organization (CRTPO) Metropolitan Transportation Plan is scheduled to be completed Spring 2018	Assessment of the region's freight mobility study completed	
II. Action: Support CCOG's efforts with the freight mobility study for the region				
III. Action: Support CCOG's project start-up efforts by developing timelines, identifying stakeholder groups, and conducting an inventory of existing conditions by developing baseline data				

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

6. Advance a clean and healthy environment				
Description	Baseline	Funding Request Under Review	Output	Intended Outcome
A. Sustain Storm Water Services' policies that improve surface water quality.	FY2016-2017 Budget includes revised stormwater policies including the Post Construction Stormwater Ordinance		<p>Reduced pollution in rivers and streams as redevelopment occurs</p> <p>Increased number of paved (impervious) acres of surface water that flow into/through a watershed improvement project.</p>	Improved surface water quality
I. Action: Continue to support the Federal Clean Water Act permit requirements				Improved condition of area rivers and streams through effective implementation of stormwater policies - take this out and tweak "Reduced stream pollution" in the output column
II. Action: Implement the recently revised Post Construction Stormwater Ordinance				Increased percentage of solid waste diverted from landfills
III. Action: Evaluate opportunities to streamline the federal permitting process				Reduced greenhouse gas emissions
IV. Action: Track the amount of impervious area that drains to a known stormwater control measure throughout the City				<p>Reduce water consumption from residents and businesses</p> <p>Reduced energy consumption</p> <p>Increased density of the City's tree canopy</p> <p>Increased participation in recycling program</p>
B. Adopt a multi-year plan to reduce energy and fuel use by the City government.	Motor Pool launched in FY2016	<p>Staff is currently evaluating alternative fuel vehicles in Solid Waste Services & Transit</p> <p>\$156,124 requested to fund two additional positions requested for the Sustainability Office</p>	<p>Reduced fuel consumption across the organization</p> <p>Increased number of heavy equipment vehicles replaced with alternative fuel vehicles</p> <p>Increased number of alternative fuel vehicles in the City's fleet</p>	
	Current staff resources (the Sustainability Office has two positions)			
I. Action: Develop multi-year plans to reduce energy and fuel use, and increase the use of renewable energy by City government				
II. Action: Implement the Sustainable Facilities policy				
III. Action: Further evaluate opportunities to enhance the efficiency of City operations and building maintenance				

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

6. Advance a clean and healthy environment				
Description	Baseline	Funding Request Under Review	Output	Intended Outcome
IV. Action: Implement marketing campaigns for reducing energy consumption by employees conducting City business				
V. Action: Continue to evaluate the use of alternative fuel vehicles in City Fleet				
VI. Action: Develop a strategy to replace aging heavy equipment with alternative fuel vehicles where feasible				
VII. Action: Study the Motor Pool Program and identify opportunities for growth in efficient fleet				
VIII. Action: Implement a pilot compressed natural gas fueling station for Solid Waste Services collection trucks				
IX. Action: Support the investment in alternative fueling technology				
C. Work with the business community in Charlotte to adopt sustainability and smart city goals in the city as a whole.	Current staff resources (the Sustainability Office has two positions)		Increased number of businesses adopting energy reduction goals Increased number of energy reduction strategies implemented by the business community	
I. Action: Continue partnership with Envision Charlotte to further advance energy, water, waste, and air quality reduction goals inside the I-277 loop				
II. Action: Identify energy reduction goals that support efforts to reduce energy consumption in the commercial sector				

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

6. Advance a clean and healthy environment				
Description	Baseline	Funding Request Under Review	Output	Intended Outcome
III. Action: Foster the development and implementation of the North End Smart District				
IV. Action: Work with Envision Charlotte to develop and implement a international smart city collaboration				
V. Action: Develop and implement new, smart mobility options in certain geographies of the City (e.g. North End Smart District, University Area, and Westinghouse Boulevard Corridor)				
D. Continue evaluating solid waste collection and disposal to support recycling and waste reduction policies.	\$52M FY2016 Budget 302 Positions	Evaluating delivery of multi-family collection services which may result in potential savings	Increased percentage of solid waste diverted from landfills	
I. Action: Continue to research and develop policy on efficient and effective service delivery to multi-family complexes				
II. Action: Monitor Small Business Garbage collection and cost recovery model				
III. Action: Develop targeted marketing campaigns to increase awareness of recycling and waste reduction impacts				
IV. Action: Propose alternative purposes to items commonly thrown away that can provide a benefit to the consumer				

MAYOR-COUNCIL STRATEGIC POLICY OBJECTIVES

6. Advance a clean and healthy environment				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
E. Implement Urban Forestry Management Plan	\$10.5M in FY2016-2020 Pay-As-You-Go Community Investment Program	Additional \$3.1M requested in FY2017-2021 Pay-As-You-Go Community Investment Program Additional \$1M requested from Trees Charlotte as a one-time contribution to the Trees Charlotte Endowment Fund	Increased number of trees planted Increased number of trees saved	
I. Action: Complete and implement the Urban Forestry Management Plan				
II. Action: Address urban canopy threats posed by aging trees				
III. Action: Work with partners to meet tree planting goals				
IV. Action: Evaluate feasibility of City projects becoming canopy-neutral				