



WHAT'S INSIDE:	<u>Page</u>
Calendar Details	2
<u>Agenda Notes:</u>	
CANCELLED – March 16 4:00 PM Closed Session (Zoning Meeting to Start at 5 PM)	3
<u>Information:</u>	
March 18 – 2015 North Carolina League of Municipalities Town Hall Day	3
March 31 – Addressing America’s Silent Housing Crisis Presentation	3-4
2015 State Legislative Report #5	4
<u>Attachment:</u>	
February 5 Economic Development & Global Competitiveness Summary	4
February 19 Economic Development & Global Competitiveness Summary	4

WEEK IN REVIEW:

Mon (Mar 16)	Tues (Mar 17)	Wed (Mar 18)	Thurs (Mar 19)	Fri (Mar 20)	Sat (Mar 21)
12:00 PM Environment Committee, Room 280	12:00 PM Transportation & Planning Committee, Room 280	NCLM Town Hall Day, Raleigh, NC	12:00 PM ED & Global Competitiveness Committee, Room CH-14		9:00 AM CM Lyles Interactive bicycling forum, Dilworth Neighborhood Grill, 911 E. Morehead St.
2:00 PM Community Safety Committee, Room 280	2:00 PM Budget Workshop, Room 267	5:30 PM CM Howard presents An Evening with Bruce Katz, UNCC Center City	2:00 PM Budget Committee, Room 280		
5:00 PM Zoning Meeting, Room CH-14					

CALENDAR DETAILS:

Monday, March 16

- 12:00 PM Environment Committee, Room 280
AGENDA: Water system master plan; FY16 Focus Area Plan
- 2:00 PM Community Safety Committee, Room 280
AGENDA: Exclusionary zones; Digital dispatch services; FY16 Focus Area Plan; Future topics
- 5:00 PM Zoning Meeting, Room CH-14

Tuesday, March 17

- 12:00 PM Transportation & Planning Committee, Room 280
AGENDA: FY16 Focus Area Plan; University City area plan; Future topics
- 2:00 PM Budget Workshop, Room 267

Wednesday, March 18

- Town Hall Day, Raleigh NC
- 5:30 PM Council member Howard presents “An Evening with Bruce Katz”, UNCC Center City

Thursday, March 19

- 12:00 PM Economic Development & Global Competitiveness Committee, Room CH-14
AGENDA: Charlotte Business Inclusion update; FY16 Focus Area Plan
- 2:00 PM Budget Committee, Room 280

Saturday, March 21

- 9:00 AM Council member Lyles Interactive Bicycling Forum, Dilworth Neighborhood Grill

March and April calendars are attached.



March-April
2015.pdf

AGENDA NOTES:

CANCELLED – March 16 4:00 PM Closed Session (Zoning Meeting to Start at 5:00 PM)

Staff Resource: Carol Jennings, City Manager's Office, 704-336-7285, cljennings@charlottenc.gov

The economic development items that were scheduled to be heard at the March 16 closed session are not ready at this time, therefore staff is cancelling the 4:00 p.m. start time. The meeting will now begin at its normal time, 5:00 p.m.

INFORMATION:

March 18 – 2015 North Carolina League of Municipalities Town Hall Day

Staff Resource: Dana Fenton, City Manager's Office, 704-336-2009, dfenton@charlottenc.gov

The NC League of Municipalities Town Hall Day will be held on Wednesday, March 18 in Raleigh. At this time, Council members Autry, Driggs, Fallon, Mayfield, Phipps and Smith and staff members Ron Carlee, Robert Hagemann and Dana Fenton are registered. All council members and staff with the exception of Council members Autry and Smith are registered for the dinner that evening with the Mecklenburg Delegation.

As in past years, participants will have the choice of attending one of two issue briefings at the Quorum Center scheduled for 9:00 am and 10:15 a.m. Afterwards, League staff has scheduled various events to hear from the Legislative Leadership (1:00 p.m.) and the Governor & State Agencies (4:30 p.m.), followed by a Legislative Reception at 5:30 p.m. City staff is scheduling individual meetings with the Mecklenburg Delegation for the late morning and afternoon. A final schedule of meetings with Delegation Members will not be available until Tuesday. Staff will transmit the final schedule to council members at the Budget Workshop on Tuesday, March 17.

Parking is available at the Quorum Center from the morning until 7:30 p.m. For those members who are attending the Mecklenburg Delegation Dinner starting at 6:30 p.m, staff advises that you remove your vehicle from the Quorum Center and use State Visitor's Lot #1 at Jones and Wilmington Streets (see [attachment](#)). This lot is adjacent to the NC Museum of History and is close to the site of the dinner.



VisitorParking in
Raleigh.pdf

March 31 – Addressing America's Silent Housing Crisis Presentation

Staff Resource: Pamela Wideman, NBS, 704-336-3488, pwideman@charlottenc.gov

Local elected officials, affordable housing advocates and community leaders are invited to a special presentation, *Addressing America's Silent Housing Crisis*, hosted by the City of Charlotte and the Urban Land Institute (ULI) on Tuesday, March 31 at 8:00 a.m. at the Charlotte

Mecklenburg Government Center. The featured guest speaker will be J. Ronald Terwilliger, Chairman of Terwilliger Pappas Multifamily Properties. A continental breakfast will be served at 8 a.m. in the CMGC lobby, followed by Mr. Terwilliger's remarks at 8:30 a.m. in the Meeting Chamber.

Mr. Terwilliger is a current trustee and past chairman of ULI. He is Chairman Emeritus of Trammell Crow Residential Company and Chairman of the Board of Directors of the I Have a Dream Foundation. Philanthropically, Mr. Terwilliger has gifted \$5 million to establish the ULI Terwilliger Center for Workforce Housing. He also made a similar \$5 million gift to the Enterprise Foundation to establish the Enterprise Terwilliger Fund, which targets the creation of 2,000 affordable homes annually. A postcard for the event is attached.



NBS-Urban-Land-Pos
tcard-Electronic PDF.ı

2015 State Legislative Report #5

Staff Resource: Dana Fenton, City Manager's Office, 704-336-2009, dfenton@charlottenc.gov

Attached is the latest State Legislative Report. As the bill filing deadlines approach, more and more bills are being filed. The bill filing deadline for local bills in the House is set for April 1 while the deadline for Senate local bills has already passed. The House has an April 8 deadline for public bills not requiring appropriations or finance committee approvals and April 15 for those requiring approvals from those two committees. The Senate has a March 26 deadline for all public bills. Bills of note filed this week include two that impact the protest petition process (SB 285 and HB 201) and the expected legislation to prohibit discriminatory profiling (HB 193) advocated strongly by Representative Rodney Moore.



2015 week 5
report.pdf

ATTACHMENTS:

February 5 Economic Development & Global Competitiveness Summary



EDSummary2-5-15.p
df

February 19 Economic Development & Global Competitiveness Summary



EDSummary2-19-15.
pdf

March

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
1	2:00pm Retreat Planning Committee Mtg., 15 th Floor LCR 3:00pm Intergovernmental Relations Committee Mtg., Room 280 5:00pm Council Dinner Briefing, CH-14 6:00pm Council Business Meeting, Meeting Chamber	3	4	12:00pm ED & Global Competitiveness Committee Mtg., Room CH-14 2:00pm Budget Committee Meeting, Room 280	6	7 <div style="border: 1px solid black; padding: 5px; text-align: center;"> NLC Congressional City Conference Washington, DC </div>
8	9	10	11 5:30pm MTC Meeting, Room 280	12	13	14
<div style="border: 1px solid black; padding: 5px; background-color: #e0e0e0;"> NLC Congressional City Conference Washington, DC </div>						
15	12:00pm Environment Committee Mtg., Room 280 2:00pm Community Safety Committee Mtg., Room 280 5:00pm Zoning Meeting, Room CH-14	12:00pm Transportation & Planning Committee Mtg., Room 280 2:00pm Budget Workshop, Room 267	18 5:30pm Council member David Howard Presents – An Evening with Bruce Katz, UNC Charlotte Center City Campus (320 E. 9th St.) <div style="border: 1px solid black; padding: 5px; text-align: center;"> NCLM Town Hall Day Raleigh, NC </div>	19 12:00pm ED & Global Competitiveness Committee Mtg., Room CH-14 2:00pm Budget Committee Mtg., Room 280	20	21 9:00am Council member Lyles' Interactive Bicycling Forum, Dilworth Neighborhood Grille – 911 E. Morehead St.
22	12:00pm Governance & Accountability Committee Mtg., Room 280 5:00pm Citizens' Forum/Council Business Meeting, Room 267	24	25 12:00pm Housing & Neighborhood Dev. Committee Mtg., Room 280 5:30pm MTC Meeting, Room 267 5:30pm Knight Cities Challenge Reception, CMGC Lobby	26 12:00pm Transportation & Planning Committee Mtg., Room 280	27 6:00pm Knight Cities Challenge Neighborhood Event, Anita Stroud Park	28
29	30	31			<div style="border: 1px solid black; padding: 10px; background-color: #e0e0e0;"> 2015 </div>	

April

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
			1	2 2:30pm ED & Global Competitiveness Committee Mtg., Room CH-14	3 <div style="border: 1px solid black; background-color: #cccccc; padding: 5px; text-align: center;">Good Friday</div>	4
5	6 12:00pm Environment Committee Mtg., Room 280 2:00pm City Manager's Update Meeting, Room CH-14 3:00pm Intergovernmental Relations Committee Mtg., Room 280 5:00pm Focus Area Plan Retreat, TBD	7	8 12:00pm Housing & Neighborhood Dev. Committee Mtg., Room 280 2:00pm Budget Workshop, Room 267	9 12:00pm Community Safety Committee Mtg., Room 280	10	11
12	13 3:00pm Transportation & Planning Committee Mtg., Room 280 5:00pm Council Business Meeting, Room 267	14 <div style="border: 1px solid black; background-color: #cccccc; padding: 5px; text-align: center;">Optional Council trip to Raleigh</div>	15	16 12:00pm ED & Global Competitiveness Committee Mtg., Room CH-14	17	18
19	20 5:00pm Zoning Meeting, Room CH-14	21	22 12:00pm Housing & Neighborhood Dev. Committee Mtg., Room 280 5:30pm MTC Meeting, Room 267	23 12:00pm Transportation & Planning Committee Mtg., Room 280	24	25
26	27 12:00pm Governance & Accountability Committee Mtg., Room 280 5:00pm Citizens' Forum/Council Business Meeting, Room 267	28	29	30		
					<div style="border: 2px solid black; padding: 10px; display: inline-block;">2015</div>	

STATE GOVERNMENT VISITOR PARKING LOTS

\$2.00 per hour (\$16.00 Lost Ticket)

Rates applied 7 am to 5 pm, M-F • cash and credit cards only

Visitor Lot #1 (338 spaces)

City block bounded by Wilmington, Jones, Blount and Edenton Streets
Entrance from Jones and Edenton Street

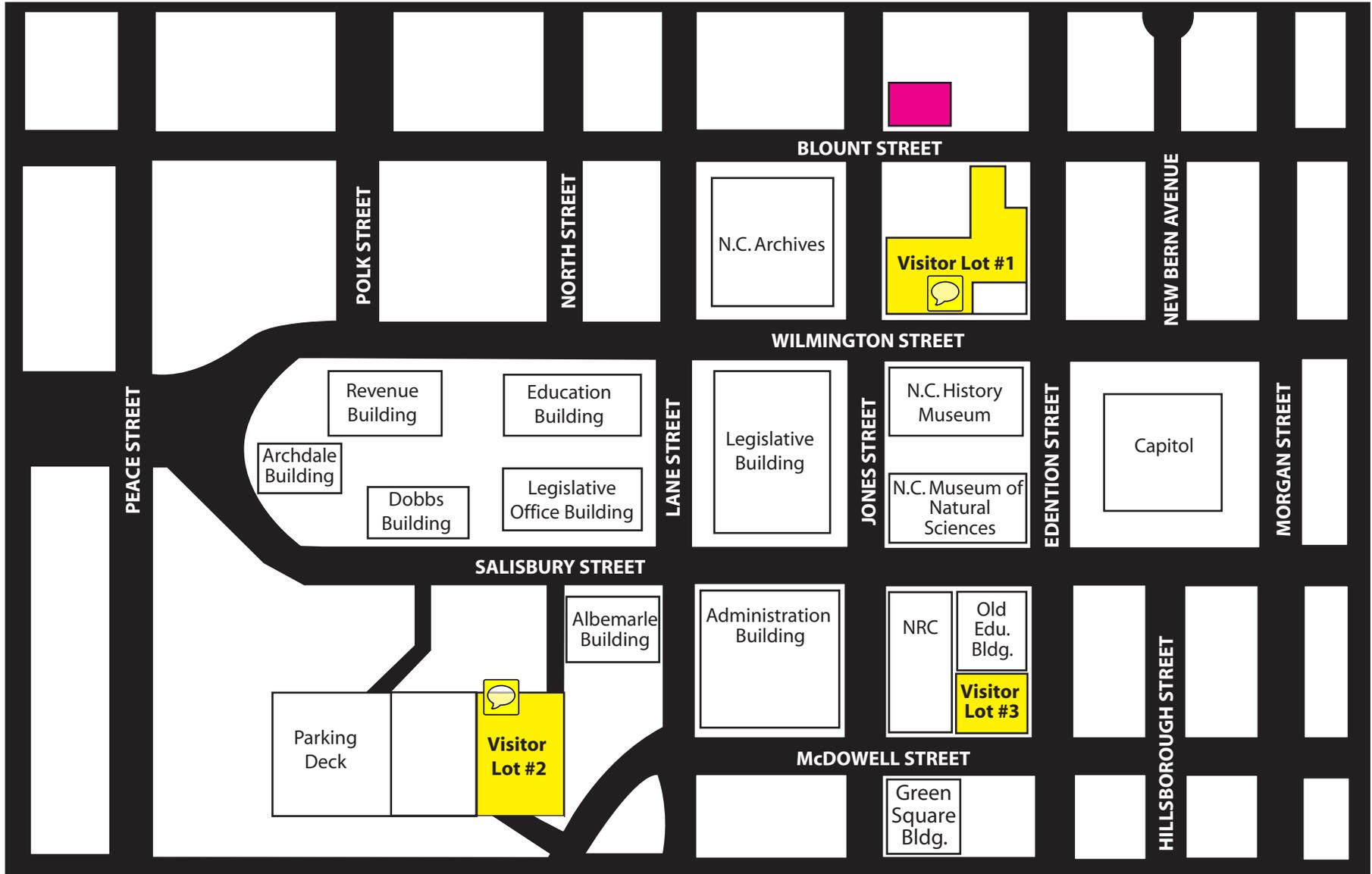
Visitor Lot #2 (216 spaces)

329 North Salisbury Street
Ground Level of Parking Lot 75
Entrance from Salisbury and McDowell Streets

Visitor Lot #3 (110 spaces)

120 West Edenton Street
Entrance from Edenton Street

 Indicates Bus Parking
 Visitor Parking



Parking Attendant on duty 8:30 a.m. - 6:30 p.m. Monday-Friday

All other parking areas reserved for employee parking M-F, 7 a.m. -5 p.m., towing enforced.



Featuring guest speaker

The Urban Land Institute and the City of Charlotte invite you to a presentation on:
Addressing America's Silent Housing Crisis

J. Ronald Terwilliger

Chairman of Terwilliger Pappas Multifamily Properties

8-10 am, Tuesday, March 31, 2015

City Council Chamber, Charlotte-Mecklenburg Government Center

600 East 4th Street, Charlotte, NC

A continental breakfast will be served at 8 am followed by remarks at 8:30 am. To confirm your RSVP for this event, please email nbsinfo@charlottenc.gov or call **Cathy Bailey, Neighborhood & Business Services**, at **704.336.3380**.

Parking is available at the CMGC Parking Deck located at the corner of Davidson and 4th Streets.

Invited guests also may view the event live at govchannel.charmeck.org or on the **GOV Channel Cable-16/Digital 97-2**.





**CITY MANAGER'S OFFICE
M E M O R A N D U M**

March 13, 2015

TO: Ron Carlee, City Manager
Ron Kimble, Deputy City Manager

FROM: Dana Fenton, Intergovernmental Relations Manager

SUBJECT: 2015 State Legislative Report #5

Protest Petitions: Two bills have been introduced that take protest petitions in opposite directions. Both bills amend the “Qualified Protests” statute (160A-385(a)), which specifies the thresholds for which protests to zoning map amendments attain qualified status thereby triggering the required three-fourths majority vote of council for such amendments to take effect.

The first bill, Zoning / Protest Petition Changes ([SB 285 – Woodard, Foushee and McKissick](#)), would raise the percentage of neighboring property owners necessary for a petition to reach qualified protest status from 5% to 15%, and lower the proportion of councilmembers required to pass a zoning map amendment with a qualified protest from three-fourths to two-thirds of members.

The second bill, Zoning Changes / Citizen Input ([HB 201 – Stam, Goodman, Jackson and Fraley](#)), would strike all references to protest petitions in the statutes and the requirement that qualified protests trigger the three-fourths majority vote of councils to approve zoning map amendments. Henceforth, all future zoning map amendments would require a simple majority vote of council to take effect. HB 201 would replace the stricken language with an affirmative requirement that if any citizen or property owner in the city submits a “written statement regarding a proposed amendment, modification, or repeal to a zoning ordinance to the clerk to the board at least two business days prior to the proposed vote” on the zoning ordinance changes, then the clerk to the board shall deliver such written statements to the city council. HB 201 would take effect on May 1, 2015.

Prohibit Discriminatory Profiling ([HB 193 – R. Moore, Brockman, Farmer-Butterfield and Meyer](#)) is legislation developed and advocated for by Democracy North Carolina. HB 193 defines discriminatory profiling and prohibits law enforcement officers from engaging in that practice. HB 193 authorizes all cities and counties to create citizen review boards to investigate or review allegations of misconduct by law enforcement officers.

State Budget: Governor's budget proposes a \$1.2 billion to \$1.4 billion bond to advance the next set of transportation projects in line, scored under the Mobility Formula that have their environmental documents in place to ensure projects can begin immediately. The [list of projects eligible](#) to be considered under such criteria was presented to the Joint Committee on House and Senate Appropriations on Transportation on Wednesday, March 11.

NC Competes Act ([HB 117 – S. Martin, Jeter, Collins and Steinburg](#)) is the House Republican economic development incentives bill that proposes to continue the existing fuel sales tax cap for passenger air carriers by extending the sunset date from the end of 2015 to January 1, 2020, and make modifications to the Job Development Incentives Grant (JDIG), One NC, and Site Infrastructure Fund programs. Passed House and sent to the Senate where it has been referred to the Rules Committee.

Internal Revenue Code Update / Motor Fuels Tax Changes ([SB 20 – Rabon, Rucho and Tillman](#)): The House passed its own version of SB 20 with several amendments that will surely require a committee of conference with the Senate to iron out differences. SB 20 would set the State motor fuels tax rate at 36 cents per gallon effective April 1, thereby preventing the NC Department of Transportation from having to substantially reduce statewide expenditures in the next biennium by anywhere from \$350 to \$500 million. SB 20 is in a committee of conference.

Among the programs that would be reduced substantially if SB 20 or similar legislation that maintains the motor fuels tax at or around 36 cents per gallon is not enacted include those NCDOT programs that direct funding to local communities such as Powell Bill and public transportation. If the state motor fuels tax rate is allowed to fall to around 30 cents per gallon on July 1, 2015, as is forecasted to occur, then the resulting transportation funding shortfall will lead to some very difficult service level decisions to be made by local governments including the City Council and Metropolitan Transit Commission.

Zoning/Design and Aesthetic Controls ([HB 36 – Dollar, Brawley, Jordan and Glazier](#) / [SB 25 – Gunn, Apodaca and Tarte](#)) is identical to legislation from last session that the Senate was ready to consider but never actually voted upon ([2013 HB 150 Edition 4](#)). HB 36/SB 25 would specify when local governments could apply design and aesthetic controls to structures subject to regulation under the NC Residential Code for One- and Two-Family Dwellings. The bills also specify six exemptions from the legislation for structures located in local historic districts, or historic districts on the National Register of Historic Places, local, State or national historic landmarks, and requirements to meet life safety codes, manufactured housing regulations, and conditions of participation in the national flood insurance program. HB 36 was referred to House Local Government and SB 25 to Senate Rules.

As has been discussed frequently over the last two legislative sessions, proposals to limit when local governing bodies can consider building design elements in conditional zoning cases tends to limit the ability of Councilmembers to secure neighborhood support for such projects. In addition, the effective date language states that the bill “applies to ordinances adopted before, on, and after the effective date”. Thus, these bills would appear to impact not only future conditional zoning decisions but those that have already been adopted by the City Council.

Planning Statute Update: The North Carolina Bar Association has proposed a rewrite of the statutory authority for municipal planning and zoning regulation. This statutory authority, currently codified under Article 19 of Chapter 160A, would be recodified as Chapter 160D. The purpose behind the new Chapter 160D is to modernize and update planning and zoning authority enacted during the early 20th century while remaining policy neutral. The proposed Chapter 160D would be submitted to the General Assembly for approval during the current legislative session.

City Requested Legislation

Charlotte Firefighters' Retirement System ([HB 70 – Bishop, Bradford, Alexander, Bryan, Jeter and R. Moore](#) / [SB 137 – Tarte, Ford, Jackson and Waddell](#)) amends the City's firefighters' retirement system legislation in accordance with the direction provided the System by the Internal Revenue Service. HB 70 referred to House Retirement and Pensions Committee and SB 137 to Senate Pensions & Retirement and Aging Committee.

Civil Service Board ([HB 143 – Bishop, Cunningham, Cotham, Bradford, Alexander, Carey, Earle, Jeter and R. Moore](#)) amends the City Charter provisions for the Civil Service Board consistent with the City's legislative request. Referred to House Local Government Committee.

Stormwater Management ([HB 141 – Jeter, Cotham, Cunningham, Bradford, Bryan, Carney, Earle and R. Moore](#)) adds statutory authority for Mecklenburg County municipalities to utilize the County's statutory authority to implement flood reduction techniques that result in improvements to private property. Referred to House Environment and if favorable to House Local Government.

NC Street Gang Nuisance Abatement Act ([HB 173 – Stam, Faircloth, Glazier and Turner](#)) would provide authority for the Courts to extend temporary injunctions for good cause shown against criminal street gang activity. Amendment is supported by the City of Charlotte and NC Metropolitan Police Chiefs Association and is contained in Part XIV of the Omnibus Crime Control Bill. HB 173 will be heard in House Judiciary II on Tuesday, March 17.

Metropolitan Transit Commission

Special Assessments for Critical Infrastructure Needs Act ([SB 284 – Hartsell](#)) repeals the sunset date of the Special Assessments for Critical Infrastructure Needs Act. SB 284 is supported by the Metropolitan Transit Commission and the Towns of Apex and Mooresville.

Other Bills

Fiscal & Administrative:

Eminent Domain ([HB 3 – McGrady](#) / [SB 74 – B. Jackson](#))
DOT Condemnation Changes ([HB 127 – Stam, Jackson and Bryan](#))
Referendum for Certain Local Debt ([HB 128 – Speciale](#))
Exempt Builders' Inventory ([HB 168 – Hager, Millis, Brody and Collins](#))
Revenue Laws Technical Changes ([SB 19 – Rabon, Rucho and Tillman](#) / [HB 41 – Howard, Brawley, Lewis and Setzer](#))
Increase Options for Local Option Sales Tax ([SB 246 – Smith](#))

Environmental & Planning:

Justice for Rural Citizens Act ([HB 51 – Pittman, Speciale and Ford](#))
Land Application of Biosolids ([HB 61 – Pittman, Ford and Speciale](#))

Infrastructure:

Phaseout of Fuel Tax ([HB 203 – Jeter, Dobson, B. Brown and Szoka](#))

Public Safety:

Automatic License Plate Readers ([SB 182 – McKissick, Barefoot and Daniel](#))

Economic Development:

Omnibus Economic Development Improvements ([HB 89 – Hamilton, R. Moore and Hanes](#))
New Historic Preservation Tax Credit ([HB 152 – Ross, Hardister, Lewis and Glazier](#) / [SB 287 – Hartsell](#))
Modify Film Grant Fund ([HB 171 – Davis, Lewis, Saine and Iler](#) / [SB 193 – Lee and Rabon](#))
Air Carrier Fuel Tax Exemption ([SB 187 – Rabon](#))
Reenact Film Credit ([SB 204 – Lowe](#))

COMMITTEE AGENDA TOPICS

I. Subject: Immigrant Integration Task Force Update

Action: On November 25, 2013, Council created an inter-agency task force to research, prioritize and recommend policies to maximize local immigrants' economic and civil contributions. Council asked the task force to provide periodic updates to the Committee. At today's meeting, staff will provide an update on final survey results and public response to the recommendations process. No action is required.

II. Subject: City Protocol Society

Action: This item was referred by City Council on January 12, 2015. The City Protocol Society is a global non-profit community of cities, corporations, academic and non-profit organizations taking collaborative action to help cities face their challenges together and enable the development of more sustainable, efficient and innovative solutions for city initiatives. Staff will provide the Committee with an update on becoming a member of the City Protocol Society, and if ready, make a recommendation to the full Council for approval at a future business meeting.

III. Next Meeting Date: Thursday, February 19, 2015, at Noon, Room CH-14

COMMITTEE INFORMATION

Present: Michael Barnes, Vi Lyles, Al Austin, Claire Fallon and LaWana Mayfield
Visitor: Mayor Clodfelter, Councilmembers Greg Phipps and David Howard
Time: 12:00 p.m. – 1:30 p.m.

ATTACHMENTS

1. Immigrant Integration Task Force Update Presentation
2. City Protocol Society Membership Presentation

DISCUSSION HIGHLIGHTS

Chairman Barnes said this is the February 5, 2015 meeting of the City Council's Economic Development and Global Competitiveness Committee. I want to welcome everybody to the meeting today and would like start with introductions.

Barnes: On today's agenda we have two items, the Immigrant Integration Task Force Update and City Protocol Society topic and will begin with item one. Mr. Deputy Manager, I will let you add anything that you would like to.

I. Immigrant Integration Task Force Update

Kimble: This group has been hard a work for almost a year; it was something that the Council brought forward in January of last year and gave this Committee a year's worth of work to handle and they did very strict with that and very diligent and very dedicated to the process. We are here today to share with you some of the recommendations that are coming out of their work. It is a great Task Force that you appointed; they are very serious about the task and are doing a great job. Alexis Gordon is here today from Neighborhood and Business Services; she has been the staff resource for this group and she is going to give you that report and you know that this will also come in its full report to you on your February 23rd City Council Dinner Briefing agenda.

Gordon: It is actually wonderful to bring this update because they are so far along and they are perfectly on time to meet the deadlines that Council gave them. Just as a reminder about the charges they are to review the 2007 study that was done on how immigration was changed in the face of Charlotte at that time compared to now, look at other cities, what they were doing, different gateway cities, new gateway cities in particular because cities like Charlotte are booming now have different immigration patterns than cities like New York or San Francisco so we wanted to look at those kinds of cities first. Also we have a report that we are putting together with the recommendations which I will tell you a little preview of today and then also seek opportunities to help everyone how to be more inclusive in Charlotte, be more welcoming as a city itself.

We finally finished our Immigration Survey so these are our final numbers for the survey. I also can give you whenever you would like a much longer report with all 36 questions in it but here is just a highlight; 87% agree or strongly agree that Charlotte is a welcoming city for people who were born in another country. We had quite a few different people from different countries; 104 different nations were represented in our 1,634 responses. You will see that the countries with the most were Mexico then Bhutan. Bhutan is actually an anomaly and the reason this group scored so high is that two organizations, the YMCA and CPCC did verbal surveys; it brought them to English classes, they brought them to family meetings so that upped the number of refugees mainly in the English classes at CPCC so we have a higher number than normal of Burmese and Bhutanese because they are more recent refugees. It skewed that number a little bit but the rest of the countries that are represented are pretty similar to what we see in our Census demographics, the latest numbers. The latest ASC says that we have about 15% foreign born population in the City of Charlotte. If you take the Metro region, it drops a little bit but within the City it is 15% foreign born which is relatively high for a city our size. Something else I thought would be of interest to you is a little bit of information on our entrepreneurs and international community. There is a new study out by America Society Council of Americas; they put out a study that said 36% of main street small businesses are actually foreign owned in Charlotte. So that is an interesting number so I pulled out some of the numbers from the survey that show that 8% of the people who took our survey are entrepreneurs, they own their own business; 40% of those asked friends to help with their business and another 24% sought help from the Internet. We are hoping that Internet, CBR but we hope to see that increase.

What I wanted to do today is give you guys some overview of the recommendations. We are not going to go into depth because we'd like to have the full Council get those all at the same time, all the details, but we wanted to give you a little bit of a preview of what is to come that you will see on the 23rd. To start with we kind of broke into sections; the first section is Entrepreneurship and Small

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 3

Business Support within the Immigrant Community. One recommendation is to support immigrant and refugee small businesses the growth by collaborating with existing programs and they immediately talked about CBR, the Charlotte International Cabinet, things that already exists but how do we expand those. To create a shop local list to help increase representation about who are our small businesses so that would help anyone who had a small business in Charlotte, but also to increase small business certification among immigration owned for City vendors. The other part is to create a prototype economic development strategy such as Start-up Row; this would take like an old strip mall in a disused part of town and put in something that would be like a Packard Place where you could help get start-up opportunities, particularly in neighborhoods that have a higher population of immigrants.

Public Safety was another section that we did and that included creating a voluntary community ID card, so this would be voluntary and would be for anyone in Charlotte much like the one in New York. They are looking at different ways to make it so that it would be more useful to anybody who is a resident of the City of Charlotte.

Barnes: I want to ask you about that; couple things, one the Observer, for example, has made a number of reports, the veracity of which I will not judge, but asking you the question, we know that the State issues ID's generally. What would Charlotte be able to do to make sure that the same standards that apply to a State issued ID would apply to any ID that we might issue? In other words, confirming that the person is who they say they are.

Gordon: What this would do is it would be a way to show that someone lives here in Charlotte and they would have to find a way to prove who they are. There might be different kinds of requirements such as to say a foreign passport could be used. These are examples; the Task Force does not go into the granular details within each one of these because they do feel that's best decided upon by the City, and how the policy will exactly work. A lot of other cities are taking comparable documents; they are taking for example, the Federally-issued documents that are given to DACA students and the different action for children that are born in America. Things for that are able to help prove who people are. Some places do a background check, others can be if you are the average Charlottean you can use your driver's license to get it. It will have other benefits is what they are hoping such as using a library card as well, using it to get into cultural institutions, that is what the work is doing. New York is also giving discounts for residents so that if you live in Charlotte you can get a discount going to a local restaurant.

Barnes: Then the question is to the Deputy Manager, I don't recall what this Committee's charge was on this particular topic, the Immigration Task Force topic, but what we just talked about earlier was making a general report to the Committee. Was the Committee charged with making any recommendations to the full Council?

Kimble: It was more coming back to the full Council, but the Committee would be the vehicle to get updates on what the Immigrant Immigration Task Force was doing along the way.

Barnes: But where there intended to be opportunities for the Committee to make recommendations to the full Council before the 23rd?

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 4

Kimble: I think it was more that it was coming back to the full Council with the Economic Development Committee being that check in occasionally on the process and the progress of the Immigrant Immigration Task Force. That is my recollection.

Barnes: Was that without framework input by the Committee?

Kimble: I think that what is anticipated is that this was the progress and process vehicle. The full report will go to the City Council and then the City Council will decide at that point based upon the recommendations that the Task Force has made, would there be referrals back to various committees to work on the recommendations that are included in the report. That is kind of a process that I think everybody envisioned a year ago.

Barnes: Did the Task Force make a recommendation regarding how we would fund the bureaucracy created by the card or would they just relying on us to think that through?

Gordon: They have done research on what other cities have done, for example, Oakland is no cost to the City of Oakland, California because of how they have partnered and the way that the card works. Other cities, New York for a very high costs because the City of New York wanted to get the cards for free for the first year. There is a wide variety of how the cities do it so they do have that research to provide but they didn't want to make a decision based on that so that the Council and staff could advise what would be the best fit for the City of Charlotte as most of these cities are strong mayor systems.

Austin: Mr. Howard did your question follow in line with that conversation? I will yield to you.

Barnes: I think we are all talking about the same thing.

Austin: My question actually is in terms of ID cards and community ID cards, how were they received by the immigrant communities in the other locations with the immigrants as well as the general population? How did that go over; what was the media stand; what was the PR stand, how did that go?

Gordon: The cities that had card that had many benefits were received well by the communities as a whole; San Francisco's is very well received. One of the things they did on their card; they allowed transgender people to select what gender they would like to put on there in which includes not leaving gender blank completely. Most immigrants like the card as long as they were something that was being used by the city as a whole. Cities where it really was seen as an immigrant card don't seem to as much high reception, but most of the cities that we looked at have put in efforts to make sure it is something that all residents would like to have. New York has done a substantial amount of work to make sure that anyone who wants to be identified a New Yorker will want this card and it is really helping unify people and they had thousands of people in lines on the first day that there were being issued.

Austin: So the card there is beyond just the immigrants?

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 5

Gordon: Yes, it's for anybody. The proposal from the Task Force is that this would be the same way, it is for anybody. That is why they have reached out to different cultural institutions and the library and they have had a couple meetings CATS as well. Some cities do use it for pay for parking on the street, some cities use it as a bus pass. Oakland uses as a prepaid cash card so Master Card has some play in that. The thing that was not well received is that if you were to use that card as a credit card using Master Card, you would have a higher fee. Just like if you were to use a prepaid Master Card as a general citizen, those carry a higher fee if they are not a bank card. They are just cash cards.

Austin: I just wonder how we are going to administer that.

Howard: Thank you for letting me sit in on this Committee meeting. As everyone here knows, this was one that I actually brought to Council; this whole idea of doing an Immigration Task Force. I will be honest with you, the reason why I thought it was appropriate to come here and not go to some other committee was because of the economic development nature of the immigrant population in our community. Alexis just told you it is 15%, which is a large percentage of our population when you think about it. Most metropolitan areas have the same so one of the things I'm doing is we can't keep a track in international investment if we are not being kind and welcoming to the people that are here already. That is where this came from, pure and simple. The whole idea you asked originally, the way it was written up in the resolution was to make sure that there was a committee that was giving input to the process all the way through. The Committee still will present what it presents but if each committee wanted to, when it came to presentation time give its own input into issues; it has every right to do that. That is what our committees do and just like Mr. Kimble said, after the recommendations are done then the idea of what we do with them or suggestions for what we do with them from the Committee would be the next thing. I have met with the Committee Chairs three times, twice recently just to get their feedback, as recently as yesterday and asked the exact questions that you guys are asking about the ID, but I want to put the ID over here and remind you that we are talking about a whole list of recommendations, the idea of which everybody understands is probably more controversial. That's one that will probably require more study, more thought, more everything. I don't think the intent is to present this to Council and us raise our hands that night and say let's do it. That's not it. This is the one thing that I even told the Committee Chairs we would need to have a lot more study, figure out the best practices and what will work best for Charlotte, not necessarily to go with it because they suggested it. Remember there is still a whole list of other things in here that I would hope we give just as much attention to because from an economic development standpoint, we have got to be a welcoming city. Just wanted to let you know the idea the Committee Chairs understand that that is the more controversial piece. They are not looking for that to move on that night and they will say yes, it is a great idea. It just to kind of say if we want to be that kind of City and want to be an international city, we have got to treat the people that live here now with a welcoming tongue.

Lyles: The question I have and we have not seen the report and I don't think there is a draft that I've seen.

Gordon: You will get the draft and the full packet.

Howard: They have had the public meetings and this is the document they gave out at CPCC.

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 6

Lyles: Do we have that?

Barnes: None on the Committee have that today.

Lyles: At some point I have to say we get so much so it would be helpful to have that for today's discussion and if you sent it to me I apologize.

Barnes: Do we have it?

Gordon: Again, you do not have this one; it was the first draft of the recommendations which Councilmember Howard alluded to was sent out in the packet for the public one; it has changed since then. These summaries reflect those changes so the one that is published would be similar but it does have a lot of changes that the Task Force accepted last week. The reason we are doing a summary again is that this is just an overview to give you an idea, but the full recommendations and the full report will be on the 23rd to all Councilmembers.

Lyles: My second part of it is not having that background, when we say create a voluntary ID card, to what purpose, to what intent, what is the goal, what is the vision of its use? I guess for each of these what do we see as a result that makes it a more welcoming city for what we are trying to do? My suggestion is that for each of the recommendations, I think in some ways I'd be looking to connect it to the mission of the Committee. You don't have to do that now.

Gordon: For the report that comes out on the 23rd to full Council, there will be more information on each recommendation.

Lyles: This is the difference; in the full report you can say there are 15 ways to do a voluntary ID card but why do they recommend that and to what intent does it help us move our goal to be a more welcoming city?

Barnes: Do you see that because we are not able to vet what the Task Force has said that makes this Committee's job somewhat challenging because I might have an opportunity to respond, for example, number two, the 287(g) program, that is a Federal program and I don't know how many dangerous people have been caught as a result of that program so before I recommend disbanding our participation or rejecting our participation in the program, it would be interesting to know how many dangerous people have been caught as a result of the Sheriff's Office using the program or CMPD's participation. Just in terms of value in the recommendations it makes some sense to know what the reasons are to your point behind the recommendations but also what sort of evidence we have that their recommendations won't cause other problems. I think both those first two bullet points and in fact all of them could depend upon the way the State Legislature perceives it. It's a little frustrating.

Fallon: Could you tell me exactly who we are trying to reach?

Gordon: The immigrant population, define the immigrant population?

Fallon: Yes, that is a broad thing; exactly who are you trying to reach.

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 7

Gordon: We are trying to reach the broad foreign population in Charlotte. If you were born in another country and you are now living in Charlotte, the Task Force is aiming to help make sure that you are able to maximize your opportunities to be part and integrate within our community.

Fallon: Are we talking about documented people or undocumented people?

Gordon: We are talking about all foreign born residents.

Fallon: Doesn't that go against Federal law? We are still under Federal law.

Gordon: Correct, however whether someone is documented or undocumented in our society, they are still using our streets, still drinking our water so we are talking about how are our services being used, who are the residents using them.

Fallon: Does this lead to the fact that this city – that is an amnesty program?

Gordon: It is not an amnesty program; it does not change the status of any of our residents.

Fallon: And it doesn't lead to the fact that it will show for us it is amnesty?

Gordon: No name, amnesty can only be granted by the Federal government.

Phipps: I wanted to know to the extent that any of these recommendations could potentially have a cost associated with them. Is there going to be any kind of analysis or estimate of the amount of funds that might have to be appropriated to implement the recommendations like this Office of New Charlotteans as an example or is that something that as the recommendations are pushed out that is going to be a part of the Committee's charge to try to ask any of that?

Mumford: If I might I will answer that; it also ties in with what the Deputy Manager said earlier. This is a little bit different process for us; this is a public Task Force that came up with recommendations. It is in front of you today to give you an idea of what is in those recommendations, not to vet each one, to your point Mr. Phipps, understand the cost implications that will come at a later date. We were challenged with keeping true to a public body's work over a long period of time and not changing those recommendations. The recommendations will come in their entirety to the full City Council at which point as Mr. Kimble said, the Council can then choose to say you know we would really like to know more about those five; we'd like to send those to a committee. That is where we would get into these details further, a deeper presentation on the context of it, the cost implications, the short-term, long-term ramifications and all of that. Today was meant to be more of information; this is generally what will be presented to the full Council, then the details come. Does that make sense?

Barnes: It doesn't help me at all; I understand what you are saying, I don't like it because if an item is referred to the Committee we should have an opportunity to make a recommendation to the full Council. What has happened here is the Task Force has come up with a list of potential recommendations to the full Council that has been vetted by the media; this Committee had not had a chance to do it so you put me in a position where I'm looking at these bullet points of

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 8

recommendations that are fairly generic, but I think they call into play activities in Raleigh and Washington that I don't want Charlotte involved in. It complicates our job and it probably shouldn't have come to the Committee because we are not able to comment before it goes to the full Council which we should have been able to.

Mayfield: I apologize for running late so reviewing what was sent, I just to give a different perspective on 287(g) Program which is a voluntary program and a number of communities did decided to opt out of it and there was a lot of the work that I had done prior to sitting in this role. When it comes to criminal activity, opting out of 287(g) does not hinder CMPD from doing their job in any way shape or form but where we were seeing concerns on the ground in communities is say there was a crime that was committed and the person that was involved in the crime or may have witnessed the crime is someone who is an immigrant, whether they were part of the Burmese community, whether they were Latino undocumented regardless of their status then a lot of times the questioning changed from the incident at hand to documentation of the individual. We also had cases where you had an individual who may have been in a car and that individual was not driving the car, they were a passenger in the car, either in the passenger seat or the back seat and then they would be questioned regarding their status in the country of which that's not part of the conversation that should have happened. Under Sheriff Bailey, he did apply the rules of the Sheriff's Department because we did opt into 287(g) according to the laws and the regulations but it was and still is a voluntary program. By looking at how the City of Charlotte has grown the diversity of those that have come to the community prior to hurricane Katrina and after and still today it has been more of a challenge in the community by having this program that was a voluntary program from the beginning to be a part of when it came time to actually be of public service and when there were issues of concern and trying to look at how we engage our entire community to be a part of the process when there is criminal activity or any type of concerns. You also had a number of people who may not have been documented where there was a robbery because unfortunately you have to have ID, you have to have certain things in order to have a bank account when the robbery would happen, there would be large amounts of cash that was stolen and people were afraid to report so there is a lot of public safety issues that go along with this conversation that I just don't want us to get lost in trying to determine or interpret what the Federal government meant for this particular program and the recommendation of CMPD and Mecklenburg County Sheriff's Office to collaborate and build in that trust in community and opting out of 287(g). If we focus on what this particular piece is and try not to interpret what is happening on the Federal level; that is a different conversation because if it was mandatory that would be something different, but this is a program that you opt in or out of. When we are looking at the fact that the Task Force was created and the main reason the Task Force was created was to try to get more engagement from our diverse immigrant community whether they are documented or not and we look at the federal level that you see pathways opening up for people to apply and process for status as a U.S. citizen because that whole piece of being an illegal citizen is an oxymoron since whatever, but if you are documented there are processes and procedures that are happening on the Federal level to assist with that, but on a local level for the community that we have we have an opportunity as this Council and future Councils to say that we are a welcoming city and if you are working hard because you are still paying taxes, you are still paying sales tax, you are still purchasing, you are still contributing and volunteering and doing things in the community, what we are saying is we want you to have a safe space to do that and to have open communication with your representatives and with your law enforcement. I just don't want us to get lost in what is happening on the Federal level and not recognize that we have a growing population in the City of Charlotte and

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 9

Mecklenburg that is very diverse and what are we doing to try to make sure that that population is welcome and knows that we want you to be a part of the conversation and not just sitting on the sidelines.

Barnes: I understand and what I'm suggesting to you is that 287(g) has allowed the Sheriff's Office or CMPD to catch dangerous people in this city; we should keep doing it in my opinion.

Howard: It is really interesting you bring that point up and when I spoke to the co-chairs yesterday, I shared a very similar question and the response that I got back was they are going to give these different recommendations to the appropriate bodies and in that situation, we have nothing to do with it. The Police actually don't participate in it, I pushed that, it is actually the Sheriff's Department so I encouraged them to make sure that the Sheriff's' Department through the County is a part of it when they go to the Council.

Barnes: So should we scratch number two?

Howard: We can because it is a community report. This is a community report about how Charlotte Mecklenburg can be more welcoming; it is not just a City report. One of the things I encourage them to do was to actually go out another level and say this will be assigned to this group, this group, this group because it is not clear because it is a community report. Just to back up one step, the whole Committee not having input, I think is exactly what you are doing right now so what Alexis is going to do is go back and tell them what we said, just like they took input from me yesterday and you also have the right when it comes to us to say exactly the same thing. I don't think this is any different than any other public process we go through where the media get our agenda before we do and they get a chance to interact.

Barnes: I understand but the difference would be Mr. Howard that with respect to say Eastland Mall for example, we were able to vet each element of the proposal from the Studio proponents and with Bojangles we've vetted each element.

Howard: Proposal for projects.

Barnes: It is not just proposals for projects; everything that comes before the Committee we are able to vet element by element and what I'm suggesting with this is we are getting a very general presentation on what the Task Force is thinking or want to recommend to the full Council but the Committee isn't necessarily vetting it so to your point just a moment ago, since CMPD isn't even involved in 287(g) enforcement, I question whether that bullet point should even be up there with respect to the City's work. I understand that they may send it to Sheriff Carmichael and that is fine, so I'm just trying to figure out what we should be doing. I also think there is a very valid question regarding the State's responsibility for issuing ID's as opposed to the City's responsibility and the assuming bureaucracy that is created by that. But we are where we are and I get it.

Howard: You are actually setting up my last point and that is the fact that Ms. Mayfield alluded to it and I tried to say it when I gave my remarks a while ago. Becoming a big city has a lot of bad that comes with it but it has a lot of good too. In this situation, the more diversity we bring into our community the more we are going to have opportunity for that global internationally investment from

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 10

other countries. I promise you we won't get it if we are not seen as being welcome. If they are telling their folks back home they don't like us there, we are not treated right, we won't get that investment from any part of the world. Because we are a growing city, we have to embrace this one way or another; this is what big cities do. Atlanta had to do it, Nashville is doing it and their city is actually this a lot more effectively than we are right now so in the whole global competitiveness charge of this Committee that is why I think all of this and the totality of it is important so that we know as a community what it is we think and what this community is telling us we need to do to be more welcoming. That is the first step before you get investment. I just want to remind us if we are going to be on the national stage these issues will keep coming up; they are not going to stop.

Lyles: In some ways what I hear is talking about a little bit of inside baseball and the stands haven't opened but there are a lot of people out there that have worked really hard to bring the game together. I say that in way because how committees are interpreting what our charge is but I want to in no way to say that we have a public process, we have a community that has worked really hard on this and I'm not sure what the charge to the Committee is, but I'm going to take it as this is to provide a periodic update, it is coming closer to the time it goes to Council so I do think there is a value for the staff to hear this is what we want to go back and do. We want to understand this and to ask those questions because one I think it will help our workshop presentation be a better presentation and more reflective of what the Council is doing. I know maybe our charge wasn't written clearly, maybe it is not only to accomplish but the work has been done and we want to make sure that the work is communicated well and effectively for what we are talking about doing. I see that we got a number of slides in the presentation and I was wondering if what I heard was; I heard Councilmember Howard say refer to staff as appropriate for each one, I asked let's talk about what our actual outcome that we are looking for. We are not going to do programs just to have a program, we are to be looking for something to accomplish and I'm sure there will be other comments, but let's kind of go where we are.

Barnes: I agree, at least to the extent possible.

Austin: I know this is a City kind of mandate recommended Task Force but I think a lot of this stuff might impact County and County services. Are we trying to also present something on the County side as well so they might weigh in and get an opportunity to see their impact as well?

Kimble: That's what Ms. Gordon was referring to that this was a City-appointed Task Force for the community. Our understanding of the role of ED was to chart the beginning, the progress and the process that this Committee would use. The full report would go to the Council as report to the Council and then the Council would decide, based on what they see and the input they get from staff where should it go back to for referrals for the issues that have to be discussed. There are many of these recommendations that wouldn't be just the City of Charlotte; there might be some that are County, other non-profits, other community groups and the full report is not just things that the City has control or jurisdictions over. There are other things in here that other entities would have control and jurisdictions so yes, the report would have to be shared with those other bodies at some point and in some form and format.

Barnes: Let's go past this slide and keep going for a while.

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 11

Gordon: Also in public safety we have to increase collaboration and communication between the law enforcement agencies and the immigrant communities basically to help build trust. Also enhance safety of street level infrastructure for pedestrians and cyclists. We also have a section that talks more about ensuring and enhancing access to City services and promoting economic development. These are to establish and staff an Office of New Charlotteans to assist new comers in our city. To create a welcoming Charlotte-Mecklenburg partnership which would function similarly to our Charlotte Business Resources Consortium partnership that helps with the CBR Program. To evaluate the charges and composition of existing and newly created City boards to help make sure that we are reflecting our new population; to create a fair housing and Code Enforcement team to help with some of the issues that are cropping up in many of our lower income neighborhoods.

Barnes: Stop right there; so with regard to the first bullet point, the establishment of this Office of New Charlotteans, is there any background you can give us on that?

Gordon: There is a movement nationally to create Offices of New Americans, Offices of New Charlotteans; some cities are using the office such as mine to do these functions others are raising them up a level and having a different office to handle just immigrant affairs. There are all being named different things; Boston is New Bostonians, Chicago is New Americans, Louisville, Kentucky is the Office of Globalization so the trend is to have a body who helps with integration, help the people find the path to citizenship, help people find out what resources are available within the city itself and also within our partners in the community.

Barnes: So could we do this through your office?

Gordon: It would be possible, but it would probably be helpful to have another staff person to help divide out with the work that we are doing, but it would add more work to our office.

Mumford: If I might add before we get into additional resources, we need to understand to what end, what is the goal, what the resource allocation would be required to match that so we are not proposing to you that we are creating something. There is a limited amount of resources all across the City, so we would bring that to you and be very transparently about what we need to ultimately gain and what it would get take to get there. We have not discussed that in any detail.

Barnes: I'm used to having very open discussions about all the slides and getting all the background and so it is somewhat frustrating for me personally to not be able to do that today, but I understand what you just said. Would the fourth bullet point create some changes, personal type enhancements to Code Enforcement?

Mumford: I'll talk a bit about that one; the genesis of that is a request if you will or desire for people in the community to go out to apartments before people lease them and assess them from a minimum housing standard. We don't do that; we legally can't do that. We will go and code enforce when we've been notified of that by the tenant where we have seen some issues or where police or fire have recommended that. That one is a really challenging almost from a legal construct first and then if you think about it legally if we could do that that is a resource issue. Then all of a sudden being called to hundreds and hundreds of apartments before somebody leases it to assess the condition of the unit so that is outside of our standard approach.

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 12

Howard: Just a quick note to express the very same thing Mr. Mumford for that reason; the one thing I was reminded of is that the people on this Committee, they don't know how cities work so they didn't have somebody saying this is what we do and how we do it. They admitted that they hadn't thought that through. What they did express is that there are a lot of people with language barriers, they are documented, they are renting and because the landlords know that they have potential barriers, legal or just language, they get taken advantage of. I told them that I think Code Enforcement would still come in if they get kicked out without knowing what their rights are. To me that was more of an educational issue than it was anything else. This way when you rent from somebody you have rights. So again they just hadn't thought; they just know there is an issue with people being treated fairly more than anything.

Gordon: Also under ensuring and enhancing access we have examined the needs of workers, employers and services for public transportation, expand City programs for youth, designate the City office such as the Community Relations Committee to oversee the investigation and enforcement of notario fraud. In many Spanish-speaking nations, notaries are powerful actual attorneys who are basically barred as attorneys so they can do a lot of different legal work. In the U.S., notary publics translate directly to notaries public and what ends up happening is that some notaries are fraudulently offering legal services to people who don't know and they are being taken advantage of.

Barnes: Again I know there is some background, but what does the City do; who would you refer that to?

Gordon: One of the things that the Task Force is suggesting is to refer it to the Community Relations Committee; they actually have notaries on staff so that they can help explain what the job of a notary really is, help with some communication out to the public to the different groups that are vulnerable to this kind of fraud. Also there was a discussion to partner with the North Carolina Bar Association and the Mecklenburg Bar Association to talk about outreach if there is something that we can do to help identify that this is what you need a lawyer for. Because what they are doing is someone says I need to see that you are certified, well they do, they have their notaries from the State saying I am a notary, so people are just confused. They want to do a lot of partnering to help with this and have some place for someone to go to where they feel safe.

Barnes: Right, but the CRC could handle the first part of that issue, but in terms of preventing notaries from taking advantage of people. Don't answer this, but the question was where that would go.

Kimble: One is education and one is investigation.

Barnes: My point is we are not equipped to investigate what a notary does.

Gordon: The next is promote citizenship so to encourage eligible legal permanent residents to naturalize and become citizens. This also includes for the City to join the City's Foreign Citizenship Program which there are multiple cities that are of that recommendation.

Mayfield: Going back expand City's program for youth, what are you looking at that?

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 13

Gordon: In particular they are looking at the Mayor's Youth Employment Program; they have two things that they want to talk about there, one is if cultural competency could be added to their training of all of the Mayor's Youth Employment participants and also is there a way to expand to make sure that our immigrant youth know about these programs, what is being done. Our posters only in English are counselors reaching out to everybody. Kind of looking at the numbers more to kind of look at see what has been done and how is that being handled.

Lyles: When you come back to the Council; I've heard a lot of references to cities and how they work. I would like to have an understanding of what we are trying to be, like if there is a model that we've gotten or is it from a little bit here and a little bit there and why. I think one of the things that I would look to in assessing this is to say what are we trying to do and who is doing it well and explaining that in a context that you can assess the evaluations because what I see now are some of the recommendations are, well let's just do better code enforcement, whether you are English speaking, Spanish speaking, Russian or whatever. We do that and maybe we need to do more education, need more interpreters to help us do it better but I'm not quite sure that I can land at the end of these recommendations understanding our overall goal and where we think it is more effective to get to the purpose that we are doing because it kind of jumps around for me. I don't see it as a programmatic thrust that I would be able to explain. If you can help and I don't when this is coming forward, but I think we need some understanding of what are we comprehensively trying to do and how these recommendations fit into it. Some of this I see as doing some things that we do already well. I think about the Mayor's Youth Employment Program, we ought to be reaching out and having a wide net for that. That shouldn't take us to approve or do anything special. Some of these other issues where we are joining networks of communities around welcoming folks, you know everything has to come through how does Charlotte do that well even if we know what we are trying to accomplish and something that is a national model. I really would like to see; I know that they have written them out, but I think the staff has got some work to do to help us do and understand a little bit better.

Kimble: I've not seen the entire report either; I've seen the excerpts in the last two weeks because we had to get ready for this meeting and for February 23rd, but I do know that the report itself is going to be with an introduction of the charge of the Committee, it is going to talk about the goals, it is going to talk about the process they used, who's on the committee. It will go into a little more detail and depth on the recommendations and the summarization of what it is we are attempting to accomplish this Task Force with these recommendations brought forward. We know that the Council had requested that this body complete its work within a year; that was the request. They've tried to do that and I think they have done a pretty good job of matching speed with accuracy and reasons and rationale but ultimately you are going to be the judge of whether or not they hit enough depth and we recognize that there is probably another year's worth of work after the Committee delivers its report. Some things might be short-term and can be implemented in the early period after this recommendation set comes to you in the report. Others will require a lot more in-depth research and study so we will have to decide that together with the Council and staff once we receive the Task Force report and recommendations. How do we move forward to implement the parts of the report that make the most sense?

Barnes: Mr. Manager, are you going to see the report before the 23rd?

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 14

Kimble: WE are trying; they are putting the report together as we speak; it is February 5th, the 23rd is 18 days away. We've indicated what we need to see in the report for the Council's benefit so you could see the framing of the issues that are there. They are writing them now; it exists throughout the process, now it is codifying that and putting that in a full report that will come to Council.

Barnes: Is there any reason why the Committee wouldn't see it on the 19th?

Kimble: Only the fact that you have lots of other things on the 19th, because you've got to add the Focus Area Plan to your 19th.

Barnes: No those two things that are listed.

Kimble: I think we have some things we want to share with you on Eastland and we have some things we want to share with you on Bojangles. You have a lot of items in the cue but no there may not be any reason why you cannot see the full report.

Barnes: Sometimes I want to know the condition; that is my question.

Lyles: I think getting the additional information; you've got to prioritize.

Barnes: I asked the question about information, that's all, but I appreciate it.

Howard: Ms. Lyles you make a really good point and I hadn't thought about it the way you said it, but I said the same thing to the co-chairs is that there is a list of things that are enhancements to what we do and there are these new policy programming issues. The enhancements to what we do, the way they said it to me is that that were wanting to make sure that our existing policies are seen through the lens of foreign immigrants and that is exactly what you are talking about when you say we should be doing those things but we are not. What they are saying is they have given us some insight into how some of the things we currently do are seen through the eyes of people who are not from here. The same way I guess different populations see it, children see it; they are saying we need to do the same thing with foreign immigrants. You are right; there are a lot of policies that won't require anything other than us saying staff we should go do these things. Then there are these other set of things and these new additions and it would probably be wise to distinguish between the two in the report so we know which ones are what. Put some framework around that so we know what to do would be helpful.

Gordon: This is actually the last set of recommendations and this is to help promote inclusion; to enlist community partners from all sectors to support launching and strengthening welcoming, immigrant-friendly programming in the broader community, to align new and expanded programs for immigrants and refugees with current community initiatives. This mainly pertains to other programs that already exist such as the Livable Communities Program and other organizations and there is more detail of that in the full recommendations list. To convene meetings of representatives of the City, the County, other towns, Charlotte-Mecklenburg Schools and adult education programs. They want to do this to just kind of keep up with what is happening in the immigrant services that are from these different organizations and to share among ourselves and our region and the different forms of government. Lastly, to support State and national efforts to enact inclusive comprehensive reforms.

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 15

This isn't just as saying immigration reform but reforms in general that will help make us more competitive and make us more welcoming.

Phipps: I see that you all have done an Immigrant Immigration survey and 87% of the respondents say that they feel welcome. Does feeling welcome equate to feeling well integrated?

Gordon: Not necessarily.

Phipps: Do we have any figures or percentages to show how they feel from an integration standpoint?

Gordon: We have a few other questions that kind of allude to that. We asked about 36 different questions so some are talking about how safe you feel, do you as if you are a part of the community as a whole, do you feel well represented in our community.

There are other questions that were asked to help with that a little bit and all of the questions will be in our report. We are going to try to make it in a way that is really easy for everyone to see visually what the different questions were because it is a lot of raw data that we collected. There are some different pieces where people didn't feel that they were well connected; those numbers are lower. There were instances where people didn't feel as safe so they are not all in the 80's so there is a variation of things and then we also found in our listening sessions different pockets of feelings of connection and doing the welcoming, but they feel on the whole that Charlotteans reach out to the community and don't completely discriminate against our immigrant population.

Phipps: I think to the extent that we could have some of the other percentages that won't show any kind of variances that that would be helpful because otherwise people could look at this and say it looks like we are trying to get to another 13%. I could understand if it was like 25% agreed strongly that they feel welcomed which would show that we have a community problem to overcome, but somebody is looking at this at 87% that is pretty strong.

Gordon: We do have to keep in mind that this is a small study and specifically how significant it is hard to say because our immigrant population is much larger than 1,000 people so this was who they were able to reach out who had Internet and if you think about a lot of the times people that have those kinds of resources for them, you are going to get a different idea. We will also give you some of the feelings and what we heard in the listening sessions will also be part of the report. The Task Force wanted to make sure that we gave you as well much of the raw data so that if you want to look and see exactly what someone said you can.

Barnes: You mean to the full Council?

Gordon: To the full Council.

Austin: I guess it goes back to the process so once we get the full presentation and then we see all the recommendations and all the background we are going to slice and dice each recommendation and send it to a committee or does it come back here?

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 16

Kimble: I think what I would envision happening is they present the full report on the 23rd and you receive the report and take it into as a report from a Task Force that the City Council appointed and then you will most likely ask staff with feedback and input from you, alright come back to us in a month or two and tell us how we should go about dissecting this report, diving into it, figuring out the strategy for how we go forward from here. Then it is going to take some time to work through all the recommendations that are included in this because they are 33 recommendations is what I remember. So analyzing those 33 and segmenting them and talking about are these current programs and we just need to expand and can we do those more quickly and refer those some place now and then work on the others and figure out a strategy for tackling the other recommendations and then there may be some recommendations that you say you don't want to move forward with. This is a community Task Force report, we felt like your charge was to make sure that the report from the community comes in not a whole lot of filters but you understand the process and the progress of the Committee and then it is up to you as a body and us as a staff supporting you to determine how we go about analyzing and implementing all of the report, some of the report, most of the report or in some cases, we don't implement it. Maybe it is a you implement them over a five-year horizon and these are the things you would implement in year one, these are the things you would implement in year two because some of them are going to be resource based and you may need longer than this budget cycle to figure out what you are going to do. You may have to put them in a future budget cycle if that is the direction that you choose to go. There is a lot of work to be done and this is step one.

Austin: I don't want to undermine the fact that I know some hard work has happened just to get to the point of recommendations because they are giving a different eye on everything and I don't have that eye. I appreciate that I'm just trying to figure out then what.

Fallon: Was this basically to reach the foreign business community?

Gordon: We did keep the different ethnic chambers and the different organizations that worked with the foreign business community in the loop on this process. We had a couple Task Force members that are part of that community and so they were part of this process.

Fallon: From my knowledge personally basically business people know where to go to meet with other people in their community and reach out and are taken in so that would solve one problem if it's for business.

Gordon: There were some comments in the survey that came from business people who said, for example one person said the Canadians don't have their own organization to help them anymore. We no longer have an honorary consul from Canada so they said that lack of resources made it harder for them. There are issues that sometimes people don't always remember; spouses sometimes have a harder time coming because their visas don't allow the same thing that their spouse's visa who has the job here allows so there are different needs in that community than there are in other immigrant communities. Also the refugees have different needs from the conversations that we had.

The last thing I wanted to say is that the Task Force was set up in a way that it also will meet quarterly for the next year. The reason it was done is because it is an interagency community Task Force so that as things are referred to different committees, if you do have a specific question they

are still around, they are still beholding to the City to serve for another year to help move that process and can answer extra questions past the 23rd.

Barnes: Thank you Ms. Gordon, we appreciate it.

II. City Protocol Society Membership

Barnes: This was recently referred to the Committee.

Kimble: Mr. Howard is here also because this was born out of an overseas trip in November so I'd ask him for a couple opening comments and then Rob Phocas from our staff is prepared to walk you through what this is all about and what we believe we would like to suggest to you and see if you want to make it as a recommendation to Council.

Howard: This is really simple and you guys have actually heard me talk about how I feel about Charlotte on the global stage so I won't bore you with that again. This is just one of those opportunities that became apparent to me that could help us with that and they want us so a new effort. To me this is a lot like USGBC that started a couple years ago. This has the possibility of bringing community companies around the world, around the common language and the common way of doing things. One of the things that I heard several of you say about Google Fiber last week is that it was the same sentence as other international cities; this is another effort to do exactly that same thing and they have invited us.

Phocas: Good afternoon Councilmembers. Just a few slides for you to come to a little more detail than Mr. Howard just gave you. The City Protocol Society, and just for clarification this has nothing to do with the other part of Alexis' job which is dealing with foreign dignitaries. A few people questioned this so I just wanted to make sure that is clear from the beginning. They are a non-profit based out of San Francisco whose motto is building together better cities. It's membership are cities from around the world, companies that have a global reach, non-profits, academics that are bringing their knowledge together to solve the questions that are unique to cities around certain systems. It could be operations, finance, management, government, environmental, sustainability; they are looking to build what they call the Internet of Cities.

Like I said it is a non-profit based in San Francisco and was launched very recently at the Smart City World Congress in Barcelona which is what we attended a few months ago. The membership is open to cities, businesses, academic, institutions and foundations. Some of the folks that have signed up already and this is an exhaustive list, just folks I thought you would recognize. On the City side, we have Amsterdam, Barcelona, Genoa, London, Dublin, Moscow, Quito and Dubai. On the Corporate side Cisco, Comsystem, Microsoft, and Schneider Electric. Academics, University of Chicago, University of Toronto and the University of Barcelona.

Howard: Is San Francisco in there yet?

Phocas: They are in discussion with San Francisco.

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 18

Howard: We would be the first U.S. city?

Phocas: Yes. Typical deliverables that come out of this collaboration partnership, projects and policies that have been tested in those other cities that could be used as examples in Charlotte, along with indicators and measures that we could use to gage the success of those projects and then also recommendations and specific technological information to specific questions that we would have. Benefits would become part of a problem-solving cross-sector global community. It would extend our global leadership by sharing our best practices, for example, Envision Charlotte has gotten a very good welcome and a lot of interest from the global communities, specifically through City Protocol Society and it will also give us the opportunity to identify problems that we are having internally that we could seek advice, look for best practices around the globe to solve those problems. One of the examples that was put forward was a public/private partnership model for funding transportation.

Howard: When we are in Barcelona, I was on a panel and actually the project they asked me to talk about was Envision Charlotte.

Phocas: As Mr. Howard said we've been invited to join and we would be the first U.S city. They are also in discussions with San Francisco; San Francisco hasn't signed on the dotted line yet. It is a membership for one year for \$1,000; you have to put in a very basic application and if we were to do it, we would participate and evaluate the benefits after a year to see if we want to continue with it.

Barnes: I assume it is open to any major U.S. city right?

Howard: It is open to any city.

Austin: What is the hesitancy with San Francisco?

Phocas: I think they are just at the same point we are; they are just evaluating it and taking it to their leaders to make sure they feel comfortable joining.

Kimble: This is a new concept that just started in 2012 so they are ramping up, trying to engage cities across the globe to join.

Barnes: They are headquartered in San Francisco?

Phocas: Correct.

Howard: The folks that actually started the whole effort is the CIO of the City of Barcelona so it is a real network.

Barnes: So the U.S. headquarters is in San Francisco?

Phocas: Yes.

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 19

Lyles: So we have our membership and one of the things I really like it is just people bringing information about what works and what is not working; that is a great value. The question that I have are there any other costs associated with being a member besides the actually membership fee?

Phocas: In addition to the membership fee resource time, I think would be the biggest costs; that would be me and Alexis working on this. One of the things we are very cognizant of is when we look at what they do I think you can put an enormous amount of time into the effort or as much as will benefit you and I think at this point what we want to do is kind of get our toes in the water, see what the opportunities are, see what we can share and that would be the first year evaluation. There are opportunities to travel to other countries where they have their meetings; right now we are not considering any of those so I think in addition to the \$1,000, it is going to be my time and Alexis' time and then other staff members that we would pull in to answer questions or to get questions answered.

Kimble: And potentially other resources like Envision Charlotte would put time into it; other non-profits that could help us, the Foundation for the Carolinas, anybody who wants to join our study group and study team, they would also have resource funds in it.

Lyles: Just as a follow-up, so often when we get things that say let's go do something and I really like the idea of let's go figure out what to do and then go do something so this seems to fit that.

Fallon: What is the advantage to Charlotte?

Phocas: For us I think going back to the benefits, one gives us an opportunity to be much more visible on the global stage. I think we have a lot to offer not only other U.S. municipalities but global municipalities and we proved that when we were in Barcelona. I think the opportunity to learn best practices, issues that are similar to ours that have been addressed in other cities around the globe and have solutions I think will work. Then we also get to tell our stories and show people the great work that we do in Charlotte. I would say those are the three main benefits that I see.

Barnes: Did you want us to make a recommendation today?

Kimble: If you feel comfortable.

Mayfield: What about the \$1,000?

Barnes: It is public money.

Mayfield: It is a \$1,000 but we have this Economic Development and Global Competiveness Committee and if we are not going to actually work toward the global piece then why have the conversation.

Barnes: That is why I asked for a motion.

Mayfield: I move to approve. Mr. Austin seconded the motion.

Barnes: The motion would be those three bullet points.

Economic Development & Global Competitiveness Committee
Meeting Summary for February 5, 2015
Page 20

The vote was recorded as unanimous.

Kimble: This will be on your February 23rd Council Agenda.

Barnes: It will be on the February 23rd agenda to approve by the full Council.

III. Next Meeting: Thursday, February 19, 2015 at Noon, Room CH-14.

Barnes: The next meeting is February 19th and there we anticipate updates on Bojangles/Ovens as well as Eastland Mall.

Kimble: And the Focal Area from your Retreat, just start that process, it will probably be two different times visiting the Committee and it will be first time on the 19th.

Barnes: Also to the Committee we anticipate getting the MWE/SBE Program updates in March, right?

Kimble: Yes.

Meeting adjourned at 1:15 p.m.

City Council
Economic Development & Global Competitiveness Committee

Thursday, February 5, 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

AGENDA

I. IMMIGRANT INTEGRATION TASK FORCE UPDATE – 40 minutes

Staff: Alexis Gordon, Neighborhood & Business Services

Action: On November 25, 2013, Council created an inter-agency task force to research, prioritize and recommend policies to maximize local immigrants' economic and civic contributions. Council asked the task force to provide periodic updates to the Committee. At today's meeting, staff will provide an update on final survey results and public response to the recommendations process. No action is required.

II. CITY PROTOCOL SOCIETY – 20 minutes

Staff: Rob Phocas, Neighborhood & Business Services

Action: This item was referred by City Council on January 12, 2015. The City Protocol Society is a global non-profit community of cities, corporations, academic and nonprofit organizations taking collaborative action to help cities face their challenges together and enable the development of more sustainable, efficient and innovative solutions for city initiatives. Staff will provide the Committee with an update on becoming a member of the City Protocol Society, and if ready, make a recommendation to the full Council for approval at a future business meeting.

III. NEXT DATE: Thursday, February 19, 2015 at Noon, Room CH-14

Potential Topics:

- *Amateur Sports Development at BoJangles Coliseum/Ovens Auditorium*
- *Eastland Mall Redevelopment*



Immigrant Integration Task Force Update

Economic Development & Global
Competitiveness Committee

February 5, 2014



Immigrant Integration Task Force



- November 25, 2013
 - City Council-adopted resolution creating a 29 member inter-agency task force
- Purpose:
 - To maximize immigrants' economic and civic contributions to the City of Charlotte
- Charges:
 - Review 2007 Study
 - Research policies in other new immigrant gateway cities
 - Prepare a report with recommended actions to City Council
 - Seek opportunities to help Charlotte embrace immigrant communities



Immigrant Integration Survey

Feel Welcomed

- 87% Agree/Strongly Agree that Charlotte is welcoming to people born in other countries



Entrepreneurs

- 8% Own their own business
- 40% asked a friend for help starting their business
- 24% look to the Internet for help



Immigrant Integration Recommendations

Entrepreneurship and Small Business Support

- Support immigrant and refugee small business growth by collaborating with existing City programs
- Create a Shop Local list and increase Small Business Certifications
- Prototype economic development strategies such as a Start-up Row



Immigrant Integration Recommendations

Entrepreneurship and Small Businesses Support

- Establish a program for neighborhoods to apply for designation as International Corridors
- Create stronger neighborhoods, business corridors, and grassroots leadership
- Create a Going Global campaign



Immigrant Integration Recommendations

Recommendations to Promote Public Safety

- Create a voluntary Community ID Card
- Encourage CMPD and Mecklenburg County Sheriff's Office to collaborate in building trust, beginning with the rejection of the 287(g) program which allows state and local law enforcement to partner with Immigration and Customs Enforcement (ICE) by delegating immigration enforcement to local entities
- Create an awareness campaign, in coordination with community organizations, to disseminate information on the changes in detention policies, expansion of Deferred Action for Childhood Arrivals (DACA) and the creation of Deferred Action for Parents of Americans and Lawful Permanent Residents (DAPA)



Immigrant Integration Recommendations

Promote Public Safety

- Increase collaboration and communication between law enforcement and immigrant communities
- Enhance safety of street level infrastructure for pedestrians and cyclists



Immigrant Integration Recommendations

Ensure and Enhance Access to City Services and Promote Economic Development

- Establish and staff an Office of New Charlotteans
- Create a Welcoming Charlotte-Mecklenburg Partnership
- Evaluate the charges and composition of existing and newly created City boards
- Create a Fair Housing/Code Enforcement team



Immigrant Integration Recommendations

Ensure and Enhance Access to City Services and Promote Economic Development

- Examine the needs of workers, employers, and services for public transportation
- Expand city programs for youth
- Designate a city office, such as Community Relations Committee, to oversee the investigation and enforcement of "notario" fraud. In many Spanish-speaking nations, "notarios" are powerful attorneys with special legal credentials. In the U.S., however, some notary publics (Notarios publico in Spanish) fraudulently offer legal services related to immigration.



Immigrant Integration Recommendations

Promote Citizenship

- Encourage eligible legal permanent residents to naturalize and become citizens



Immigrant Integration Recommendations

Recommendations to Promote Inclusion

- Enlist community partners from all sectors to support launching and strengthening welcoming, immigrant friendly programming in the broader community
- Align new/expanded programs for immigrants and refugees with current community initiatives
- Convene meetings of representatives of the City, the County, other towns, Charlotte-Mecklenburg Schools, and adult educations programs
- Support state and national efforts to enact inclusive comprehensive reforms



Next Steps



February 23, 2015

- Presentation of full recommendations to City Council by Task Force

Until February 2016

- Task Force will meet quarterly

More Information

- www.CharlotteInternational.org



City Protocol Society Membership

Economic Development &
Global Competitiveness Committee
February 5, 2015



City Protocol Society

A Community of cities, companies, academia, and other organizations that leverage their knowledge and experience in cities worldwide to offer guidance and collaborative action so that cities can develop more efficient and sustainable city systems: operations, finance, management, governance, *i.e.*, build the INTERNET OF CITIES.

“Building Together Better Cities”



Background

- Launched at 2012 Smart City World Congress in Barcelona.
- Non-profit based in San Francisco.
- Membership is open to cities, businesses, academic institutions and foundations.
- City participants: Amsterdam, Barcelona, Genoa, London, Dublin, Moscow, Quito and Dubai.
- Corporate: Cisco; Comsystem; Microsoft; Schneider Electric.
- Academia: University of Chicago; University of Toronto; and University of Barcelona.



Typical Deliverables

- Projects and policies tested in cities that can be used as examples for other cities, along with indicators and measures for those same projects and policies.
- Recommendations and technological information.



Benefits

- Become part of a problem-solving cross-sector global community of peers
- Extend our global leadership, through sharing our significant achievements with other cities, e.g., Envision Charlotte as a solution model for Public-Private-Partnership design and management
- Identify a problem(s) for which we seek solution-models, and form a city-led City Protocol team to pursue it collaboratively, e.g., for example, developing effective PPP models for funding and evolving transit/mobility infrastructure projects



Membership

- One year membership: \$1,000
- Application for membership
- Will evaluate benefits of membership after one year

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 2nd**

COMMITTEE INFORMATION

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.

ATTACHMENTS

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

DISCUSSION HIGHLIGHTS

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

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 3

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

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 4

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.

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 5

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

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 6

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?

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 7

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

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 9

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

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 10

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

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 11

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

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 12

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

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 14

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

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 15

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.

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 16

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

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 18

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?

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 19

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.

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 20

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.

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 22

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.

Economic Development & Global Competitiveness Committee
Meeting Summary for February 19, 2015
Page 23

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 5th.

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

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.

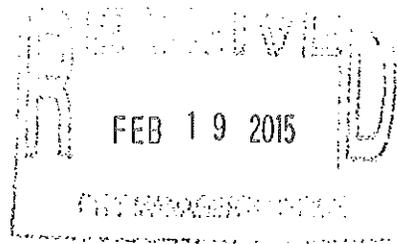
Attachment: FY2015 Focus Area Plan and Mid-Year Performance Summary

IV. MEETING SCHEDULE for April 2nd – 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 4th 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



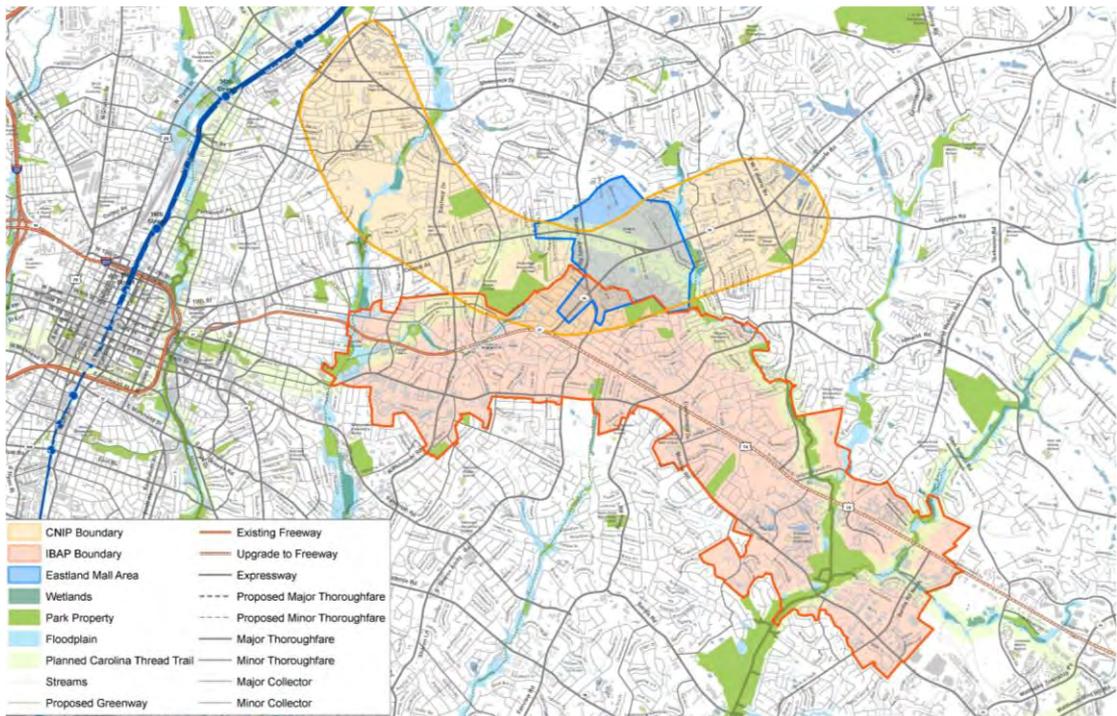
Consultant Engagement

- 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



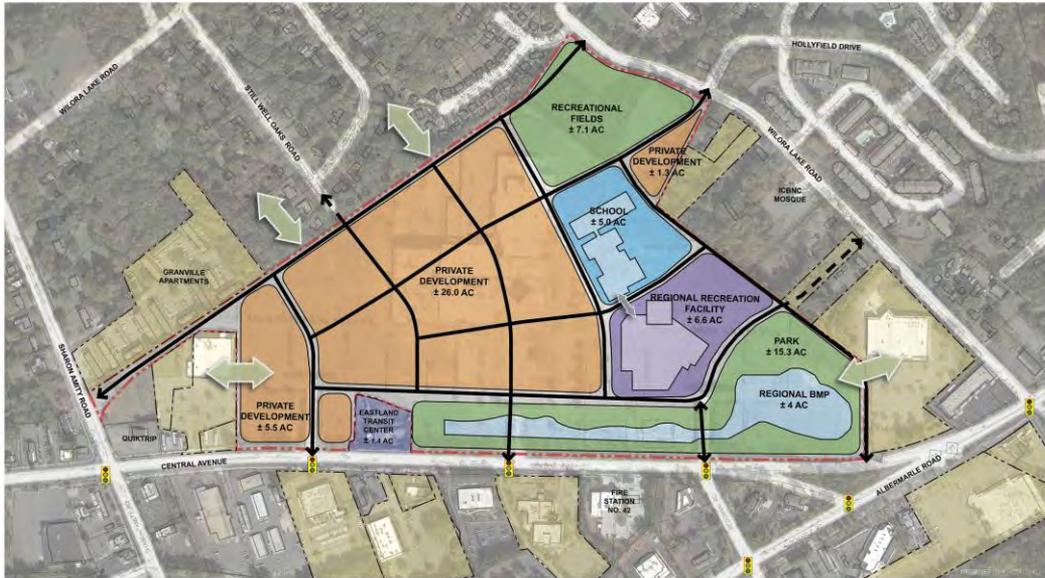


Park as Development Catalyst



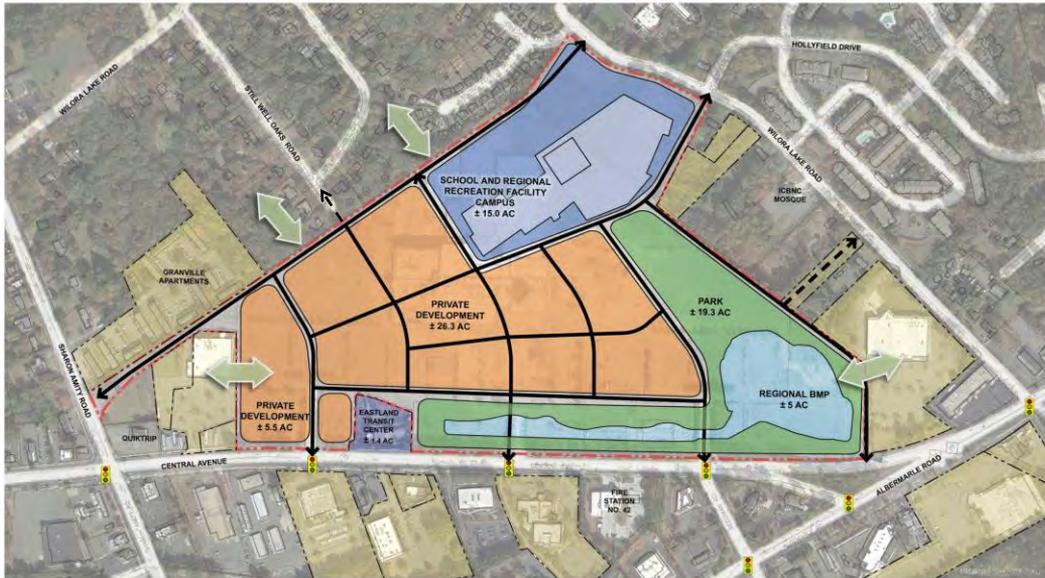
Park as Development Catalyst





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			
	STORM WATER 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"> • 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 • Increased contracting opportunities for small businesses and local minority and women-owned firms through the Charlotte Business INCLUSION Program
Promote the holistic development of targeted business districts and neighborhoods.	<ul style="list-style-type: none"> • Private investment stimulated in targeted areas of opportunity. Examples include the Applied Innovation Corridor, the Eastland 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 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 foreign direct investment through the new International Relations Office • Collaborative partnership with E4 Carolinas in support of Charlotte’s emergence as the center of a two-state energy hub
Introduce youth 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 • Community partnerships leveraged to increase the number of apprenticeships in the community
Grow Charlotte’s tourism industry through amateur sports development and programming.	<ul style="list-style-type: none"> • Implementation of the Bojangles/Ovens Redevelopment Plan • Identified solutions for amateur sports needs such as swimming, tennis, and baseball. • Maximized utilization of community-use days at Bank of America Stadium and BB&T Ballpark.



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) ¹	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 ² (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 ³ (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 ⁴ (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

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

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

³ 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.

⁴ 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,
- 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



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"> 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 Increased contracting opportunities for small businesses and local minority and women-owned firms through the Charlotte Business INclusion Program 	<ul style="list-style-type: none"> Promote diversity and inclusion of Minority Women Small Business Enterprises (MWSBEs) in the City's contracting and procurement through the Charlotte Business INclusion Policy 	<ul style="list-style-type: none"> Mid-year results will be available in early March 2015 (Target: 10% MWSBE Citywide Direct Spending)¹ 	TBD
Promote the holistic development of targeted business districts and neighborhoods	<ul style="list-style-type: none"> Private investment stimulated in targeted areas of opportunity. Examples include the Applied Innovation Corridor, the Eastland area, and the Freedom Drive area 	<ul style="list-style-type: none"> Leverage public community investment plan investments with the private sector 	<ul style="list-style-type: none"> Potential P3 projects have been identified, but no funds have been committed to specific projects² (Target: 10:1 Private to Public Investment) 	✓

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

² 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"> Creation of a Global Logistics Center Strategy for the area surrounding the airport Increased foreign direct investment through the new International Relations Office Collaborative partnership with E4 Carolinas in support of Charlotte's emergence as the center of a two-state energy hub 	<ul style="list-style-type: none"> Participate with other local partners to grow jobs and investments in the energy, finance, information technology, logistics, and advanced manufacturing sectors 	<ul style="list-style-type: none"> 3,053 New Jobs Created; \$162.3 million in New Capital Investment³ (Target: 5,355 New Jobs Created; \$436 million in incremental private investment in Charlotte) 	TBD
Introduce youth 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 Community partnerships leveraged to increase the number of apprenticeships in the community 	<ul style="list-style-type: none"> Work with community partners and approve an appropriately sized/resourced pre-apprenticeship program 	<ul style="list-style-type: none"> Developed a Pilot Youth Pre-apprenticeship Program for Transit Maintenance⁴ (Target: Implement pilot apprenticeship programs with key public and private partners at 100% by June 2015) 	✓

³ 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.

⁴ 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"> Implementation of the Bojangles/Ovens Redevelopment Plan Identified solutions for amateur sports needs such as swimming, tennis, and baseball. Maximized utilization of community-use days at Bank of America Stadium and BB&T Ballpark. 	<ul style="list-style-type: none"> Grow facilities and participants for amateur sporting events in Charlotte 	<ul style="list-style-type: none"> Continuing to work through the expansion of amateur sports (indoor amateur sports, soccer, swimming, tennis, and baseball) <p>(Target: Grow the economic impact of amateur sports by 50% by the end of calendar year 2016)</p>	TBD

4



NEXT STEPS

March 5th – Review Input from February 19th ED&GC Committee Meeting

March 19th - ED&GC Committee Recommendation to City Council to adopt ED Focus Area Plan

5

