COMMITTEE AGENDA TOPICS

I. Subject: SBO Program Revisions
Action: Staff will share a recommendation on the criteria by which a business will be considered to be within the relevant market area, and share preliminary concepts for a new program name and tagline Staff will also provide the Committee with a draft of the revised SBO Policy document.

II. Subject: Capital Investment Plan
Action: In the continuing review of proposed CIP items, staff will provide an overview of the proposed Public/Private Redevelopment Fund for the East/Southeast Corridor.

III. Energy Strategy
Action: On November 12, 2013, this item was referred to Committee by Mayor Foxx. Staff will provide an overview of the process and timeline for developing a strategy, and seek direction from the Committee on a potential outline.

COMMITTEE INFORMATION

Present: James Mitchell, Patrick Cannon, David Howard, LaWana Mayfield and Warren Cooksey
Time: 12:00 Noon – 1:50 p.m.

ATTACHMENTS

1. SBO Program Revisions Presentation
2. Defining Relevant Market Area Criteria Handout
3. Capital Investment Plan Review Presentation
4. East/Southeast Handout
5. Energy Strategy Outline & Process Presentation

DISCUSSION HIGHLIGHTS

David Howard opened the meeting and asked everyone to introduce themselves. We will start with item number three since Chairman Mitchell is running late and he wants to be part of the SBO discussion.

III. Energy Strategy

Kimble: The energy strategy discussion was referred to this Committee by the City Council recently, similar to the way you did the Entrepreneurial Strategy. This is to look at an overall community energy strategy, but more importantly to look at the City's role in what an Energy Strategy might look like, very similar to what you did on the Entrepreneurial Strategy. You looked more holistically at it, but then you got down to what it would look like having the City's role and what would the City's role

be in that strategy. A similar conversation and this will take many meetings to accomplish. This is the introduction and we want to start out with that.

Richardson: This will be very brief because the goal for today is not to do any real work. I just want your sign off on an approach and a timeline and process. We've got some folks in the room who will be assisting you and developing most notably the Neighborhood & Business Services, Rob Focus, who is working in the Manager's Office. I've got four or five slides to get you thinking about this. Success for us today is just getting you aware of the approaching timeline and anything you would want us to do during this eight or 12 week process of an Energy Strategy. I want to give you the words the Mayor used in making this referral at the November 12th Council Meeting. It was to determine how the City can actively support the energy industry and attract new energy investment into the City. I think that is a really good purpose for a strategy. I want to talk to you a little bit about what we think a strategy will look like. We've mirrored this to the Entrepreneurial Strategy approved back in November so what we thought we would provide to you at the end of the day, not today, but at the end of the process, rational on the objectives, what are Charlotte's competitive advantage and market strengths. We added this because as you go around the country, every city in America is talking about being an energy capital or energy center. We want you to know that this is real. We want to test that with you with our partners and we want you to understand our competitive strengths and marketing advantages so we can know what we are talking about.

Opportunities and challenges – this will be setting the framework for the recommendations which are the activities that you would like as elected leaders staff to take in our day to day work and advancing the strategy and then we will finally conclude with what does it look like over the next year to two. That is the general approach and the schedule.

Howard: Will that include conversation about our partners?

Richardson: Absolutely. Good point and I should have reflected that. Whenever we talk about the appropriate City role as we did with entrepreneurism, we know that don't do everything and in fact we don't do most of anything, right. Natalie is here from the Chamber and we will talk about the Chamber's role, particularly with energy investment from Asia and Europe, the Regional Partnership and some new organizations that you may or may not be familiar with are playing in the space so we will talk about our particular role.

I mentioned Rob as well so when we talk about Energy Strategy, I mentioned the Mayor's referral; we think there is also a second part to Energy Strategy. The first one is attracting new energy investment in Charlotte. There is a second component that we want to at least clarify and couple with this and that is the role of the City in energy efficiency. Some of our programs by encouraging solar development, alternative energy development and the premise is you can actually improve some neighborhoods by lowering energy costs and the more we do that we become a better market for companies to locate products and services. There is a nice coupling of energy investment through attraction and promoting. There is also a secondary way to grow the economy and that is by providing solutions to our residents and customers. Then there is the added benefit obviously of reviewing energy cost savings and all that stuff.

Schedule – we propose to take about a month or six weeks to do some research and this is where we would like feedback today if you have any on what you would like us to be looking at in addition to what I've talked about. We will come back to you on March 21st, if it all works out with these things: What are your advantages in Charlotte, what are opportunities and challenges? We'd step back for another few weeks and come back with a first draft of some of our activities that we would recommend you approve. We'll get you to bless them further two weeks later after feedback and then we would shoot for a Council Dinner Briefing sometime in April. This can be as quick or as long as you would like, but present this to you for your feedback today. These are the areas, particular preliminary things we will be looking at. Obviously, the first one we talked about. The second one how might the City become a laboratory. We talked about this with high growth entrepreneurialism, how might we be a laboratory for new technologies?

Labor force – you can't attract companies to communities without the right skillset in your labor force. What is our role in that? What is your role frankly as elected leaders? Do you know enough about the energy sector to feel confident as you sell the City as you go around the country? Are there financial tools that we ought to know about need to help grow the sector?

Mayfield: Brad, can you give me an example of what you are thinking about for bullet two becoming a laboratory for new technologies?

Richardson: Yes, the one that comes to mind first of all is City asset like the Airport. That is an example I used today prototyping some new lighting technology, HVAC systems that are more efficient so we've got local companies providing solutions to a City problem with new technology. City facilities are big energy users, police stations, fire stations, how might you find a local company with new technology that we might test, prototype, become a customer because as you have learned in this Committee about entrepreneurs, they don't always need money, well they always need money, but they need money and customers so how can we become a customer to these local folks.

Howard: Just to push on that partner theme just a little bit more. I think when I heard about this I was also interested in not just kind of the Chamber, but it is also the universities. I want to make sure that when we are talking we are talking to UNCC, that we are able to talk to Johnson C. Smith and CPCC. I want to make sure that we have all them at the table when we are talking about this and in a large way we need Duke to be at the table because they are one of the reasons why this makes sense for us as a community. I'm sure that is one of those competitive advantages that you are talking about in the future. It is how they all fit at the table so it is not flash; it is real that we really have all that infrastructure in place. Some of it is just naming it and putting it all together.

Kimble: Very true, the partners are all very important and some of the geographies where this could happen. This ties to your flight innovation corridor for entrepreneurs and energy entrepreneurs and even that location speaks well to UNC-Charlotte, Central Piedmont, Johnson C. Smith and does create physical locations where folks can incubate and things can grow. There are not only the partners, there are the places.

Mitchell: You can use this Committee as the Guiney pig, but educate us at the next meeting when you were talking about energy and some of our energy companies right now. I hear about the Shaw, the Siemens, the Duke Energy but I think there is more out there that we need to know about. Secondly,

are we branding ourselves on retrofit, are we branding ourselves on new technology? Let's continue to have some dialogue so we can feel kind of educated when we start talking we are the new energy capital. What that really means to the average person out there. I had some folks to come in from Ohio and from California and the two gentlemen called me said wow, Charlotte is doing it right. Your focus on energy and what Rob is doing and they mentioned Vincent Davis at Duke Energy and said I won't be surprised; sooner or later other cities are going to come and duplicate this model. I think part of it is educating us so we feel more comfortable when we get those accolades by our city so we can talk more intelligent about some of the great things we are doing.

Richardson: That concludes my presentation and we will be back to you on March 21st with that first phase of what you requested will accomplish that.

Kimble: Are we ready to move to the top of the agenda now?

I. SBO PROGRAM REVISIONS

Kimble: We promised to be back with you and we think we've got some great things to share with you about names and launch and strategies, how to roll out and also covering some last minute details on the SBO Program revisions. I don't know how much longer we will call it SBO Program so I will turn it over to Brad.

Richardson: I'm going to talk to you about a handout in your packet. Two things we want to accomplish today and the one I'm going to talk about is called Defining Relevant Market Area. This is not the first time you've heard it, but I will explain it to you again to refresh your memory. We are coming today with a recommendation to you just to bounce off on how we will handle this in the new policy. Kim will follow with some branding and naming ideas. We have completed the draft of the new policy. We don't have a name yet so we are working on that and we will have that for you Wednesday in your packet. It is a big document and we are going to try to highlight the best we can the changes. It is 50+ pages and I didn't want to bring a policy document and dump on you today to take with you, but we will get it to you to read ahead of your Council Retreat, if you want to have it there Mr. Mitchell, you mentioned that earlier, and then come back later on our schedule.

Let's talk about Defining Relevant Market and what that really means. If you will recall from earlier our relevant market area has expanded from eight counties to 13 counties and that is the area that the Disparity Study has directed us or recommended that we focus our attention to direct a remedy to disparity. We've also told you if you approved the new program, that in addition to certifying small businesses, we will be registering those minority and women owned business that are certified by the State of North Carolina HUB Office, Historically Underutilized Business Office. One of the things we will have to do as a result of the policy is getting a listing of all of the minority women owned businesses that are registered with the State; certify that they are in our relevant market area. The question is what are the criteria by which we will say yes, you are in our relevant market area or no you are not. It doesn't mean we can do business with the company, it just means for meeting the minority goal or the women owned goal, we need to make that distinction.

What you have in front of you are three options for making that determination as to whether a company that is a minority owned company registered with the State or a woman owned company

registered with the State, whether they qualify could be considered in our relevant market area. The first one is the one we want, this is the one from a staff perspective we think makes the most sense. The second one is a little bit more expensive, a little bit harder to track, verify, we think it leaves opportunity for some inconsistencies in reporting data, and the third one is a mix of the two. I think as I explain these you will hopefully agree with us the first one accomplishes the goal of remedying disparity in our local market area. Principal Office, the first column, the CSA combines the statistical area. Our proposal would be to include only those small minority women owned businesses that have their principal office. You could read that as headquarters as well, in our CSA, in those 13 counties. The second option is include those SMWBEs that have their headquarters in the CSA or they have an office in the CSA, but have 20% of total employees working out of that office. It maybe allows more people to qualify as being in the CSA but we think it had some problems with consistency of data and tracking and staff resources. The third one is for the small business only and that is one of the reasons we don't like it. SBEs, if your headquarters is in the market area you qualify, but if you are an MWBE it doesn't matter where in the continental United States you are, if you are certified by the State we will count you. Those are the only three we said. The third one we don't like frankly because it doesn't remedy disparity directly. A company from California, Idaho, New Mexico, New York may be registered with the State of North Carolina as a minority owned business or a women owned business, they may compete for a City contract and may win a City contract frankly and that is okay, but we don't think employing them in our local area remedies the disparity in our local area. We've ruled this one out as a good option but we wanted to give it to you as an option.

Mayfield: Brad, which one is being supported by our community partners or by our MWBEs?

Richardson: That is a good question and I don't know that I know the answer. I will turn to Nancy and see if she does. This may or may not have gone through the Disparity Study Advisory Committee in its earlier phases. Nancy, I will ask you to confirm that or not.

Rosado: We had some discussions, but it was more of a City staff recommendation. Clearly, the first column includes remedies of disparity and helps businesses that are within our relevant market, those 13 counties, so I know that is the one we talked about the most, remedying the disparity in our 13 counties. We never got into the conversation about expanding it to allow for 20% of employees.

Mayfield: Is there a reason why we haven't discussed this with the Disparity Study Committee?

Richardson: Remember the Disparity Study Advisory Committee; it was commissioned to get through the disparity study process. They haven't been de-chartered necessarily, but their work concluded. That means that we need to get feedback from you on the policy implications and then spend some time so we communicate often with members of the Disparity Study Advisory Committee. Focus groups on names are to come with the Disparity Study Advisory Committee, that is a step in the future, but I don't want you to think that we haven't engaged them in this discussion. Then the Advisory Committee process commissioned by Council, this issue has come up as one they needed to have some input on. What we submit to you is that the staff recommendation is the one that provides the most direct opportunity for locally owned firms.

The third one we talked about you could be anywhere in the country and could be actively doing business in our market, counting toward our goals and we don't think that is good for that is good for

that reason. The second one we think has a flaw in it in that it requires a company to be headquartered in our market or alternatively to have 20% or more of its employees in our market. We see that is challenging for a couple of reasons and we tried to list them there. It is complicated meaning that we don't have the resources in our ERP system to be talking about the number of employees, scenarios you can imagine about employees, 20% of the employees are in a market area today, but a year from now they have shifted their labor around to markets, they are running at 10% or 15% and we don't have that type of planning in mind for our resource respective to monitor that closely. We think there is an opportunity for slippage and the integrity of the program.

Howard: Actually I was a fan of the second one, you just described at the last meeting and the more you talk about it I get the point of why you would like number one. What I think about number two was it gave you more options just in case you couldn't find that locally. Now I'm sitting here thinking did the hybrid approach where you do everything you can in the first one and if you can't normally what we get is that we just couldn't find it as opposed to doing what I think the conversation was last time, incentivizing some people to come to our market, which is what number two does. For some reason you can't and I don't want to over complicate it, I don't even know what the resources look like for what you've got on the table, but if you could layer it in some kind of way so it was kind of both. There was some Good Faith Effort for at least do number one, but if you couldn't they would have the option to at least try the second one if nothing more than to just bring jobs to the community we didn't have.

Mitchell: Did we reach out to the City of San Antonio?

Richardson: We did, that was actually one of our comparisons.

Mitchell: Can you all share how they managed that and how did they verify 20%?

Rosado: We had a conference call with them last week and they just have the company attest that they meet that 20% requirement. One of the questions I asked them was how many MWBE vendors have actually registered and certified in your program through that process and they said very few. It tends to be a local program as well.

Mitchell: Did they find that part still kind of advantage or enticing for the City or are they talking about removing it themselves?

Rosado: They are not talking about removing it at this point and we haven't had that conversation. They felt it was an option and a way for people to enter but it hasn't been really that enticing. I think when you are talking about setting goals on City projects, the subcontractors tend to be from our local market in our local community so subcontractors don't typically come from outside of a state. For prime contracting, they are definitely at a bigger scale.

Mitchell: I think Mr. Howard is kind of where I was leaning toward number two because of the San Antonio model, but let me make sure we can provide some direction for staff. Committee, are we in agreement that we can get rid of the hybrid approach?

Howard: Yes.

Mayfield: Yes.

Mitchell: If you can get rid of the hybrid approach, I think we are all there. That is unanimous. I would like, if you think it is possible, really to spend more time on number two. I do think it allows some flexibility if people want to enter the Charlotte market. I think Ms. Mayfield touched on something, if we could do this. Sometimes we don't use our citizen groups enough and I know we have a Business Advisory Committee and I would like for them to at least weigh in on this as well as our Disparity Study group. If you think it fits more in the Business Advisory Committee, I'm okay. I think having another set of eyes and just get their feedback, and we have MMCA, and any other stakeholder you think that we need to get their input please let's allow that process to happen. We are not talking about implementing in July and one thing I don't want to do is people feel like they didn't get a chance to give any input.

Howard: I do kind of like the idea of maximizing as much as we can of local persons. What I wouldn't want to do is, I want to incentivize people to come and open businesses here but not at the expense of the ones that are here. That is why I was saying if there is a way to put some of those things in one and not make it that much harder. I don't want people from Atlanta or somewhere else coming to take jobs that people could get here just because now they are part of the pool.

Richardson: We hear you and what we will do, we will take back option one and two and evaluate how to do just that and incentivize local hires without precluding the ability. We want to keep the incentive for people to move into Charlotte.

Mayfield: Just a little more clarification on what Mr. Howard just mentioned. What I kind of envision is number one being first and then if we don't have a local that can step into that role then we roll to number two if we are able to make type of hybrid where it still starts with looking at our Charlotte CSAs first going through and exhausting if we don't have someone who can step into that particular business need, then we roll into number two.

Richardson: I think that is a very good place to be and that is where we were trying to go with option one. Option one is the goal that you have established can be met with a local company, and if they can't find a local company here, we haven't removed the ability for them to find a non-local company. They can still contract with anyone, but where I think we are not seeing an exact clarity is that person wouldn't meet the goal. Let us work on that, we've got time and your good work has got us to the point where we've got some time to work out some of these last issues.

Mitchell: I think the key to all of us we like the fact that it is a job creation and a component to it. At 20% of the base, it would be new opportunities for those here in our CSA, in our market region.

Richardson: We will spend some time with MCA certainly and DSAC and members of the Disparity Study Advisory Committee as well.

White: Before we leave that topic, I think there are some legal concerns about having a two-tier certification. I think what you are proposing is basically a two-tier certification for MWBEs. One tier that is in the principal office located here and then a second tier that is maybe not having a principal

office located here, but has the 20%. I've never heard of anyone having that sort of two-tiers and I think we could look at it, but I think that is a little hard to legally justify because what we are trying to do is define what the standard for our relevant market is. One thing that staff had actually proposed is starting out with approach #1 in the first column and then really keeping a watch on that and if we are not getting the participation and we feel we have defined it too narrowly then take a look at it in three months and maybe expanding it if we need to.

Mitchell: I think it is a good approach, but legally make sure we are covered. I'm looking at the second category and you used the word certification, I think the first one is definitely certification and I look at the second one about utilization meets the goal.

White: You are right I should have used the word two-tiers of registration so you have one set of registered MWBEs that I guess primes would have to use and then if they couldn't use those, and I'm just trying to think mechanically how that would work. I think maybe and I would say from a legal standpoint, I'm pretty comfortable with either column one or column two as proposed but it is the administration difficulties that are giving staff some concerns about column two because of the inconsistency with the ERT and some of the one, getting all these folks registered before July 1 so I think what they were really looking for, and correct me if I'm wrong Nancy, but a simpler criteria that they could apply to get the program up and running and then take a look at whether we need to go to two.

Howard: My goal was how do we make sure that we get as many opportunities as we can? If looking at it for six months and coming back is the way to do it, I don't think I have a problem with that, but just noted what I'd like to do is make sure that we have as few actions that we have to vote on that says that didn't meet criteria because of lack of qualified vendors. That is what I'm really trying to do, how we maximize how many opportunities we can give in disadvantaged communities especially in areas where we are saying we are only doing where we have disparities now anyway. Let's maximize that the best way we can.

White: I think that is staff's intent as well. Six months sounds like a good measurement period to look at that. We can certainly have further discussions with the Disparity Study Advisory Committee and the MMCA as we move through this. As Brad said the first point was to get a starting point with City Council for discussion.

Richardson: Kim is going to take it and follow-up from the meeting a couple weeks ago on program name and concepts.

McMillian: The way I would like to get this teed up is that we are going back to a couple slides that we shared with you at the last Economic Development meeting to talk about the methodology, the philosophy that we would use to go into the name, but I also wanted to reiterate that when we look at this we looked at several markets. We looked at San Antonio, Denver, Atlanta, Greensboro, Durham and then when we got into the main search and the marketing we went out to Los Angeles, San Diego, Milwaukee, and of course the Charlotte region because it was important for us to do a preliminary search on the internet as well as with trade, domain names to make sure that whatever we proposed to you today to move to the next level we would be okay from squatters such .com, .net so we would be safe and we would protect our name. The other qualifiers were what name will work

internally and externally for our communication and marketing messages in our toolbox, and our goal for today is to hopefully have one or all names that we would take out to test. I believe I told you last time we were successful with putting out Energize Charlotte versus Power2 Charlotte and we tested that with a number of stakeholders. All the stakeholders that you mentioned today and all the people that are represented here, we would put out this survey to weigh in on the concepts for the name.

We are going to start with Concept #1. This name works with and without the period. Communications will primarily be web based so the idea here is to have that animation where the ink and the inclusion is very interactive and engaging. In our research we became aware that there is a lot of … programs and we don't necessarily recommend that and we don't think we need to do that, but if we needed to reference it, if we needed to shorten it, it would be City, Inc. and Business, Inc. in our communication followed up with some reference to end MWSBE. We feel that would work. The intention behind this main is to make sure that the community knows that our focus is on being inclusive and that we are a gateway for opportunity. Therefore, the second brand promise Charlotte's MSMWSBE Opportunity Program. The feedback from the community also indicated that the City should encourage the use of SBE and MSWBEs more broadly in the community and therefore broadening the efforts strengthens our ability to be inclusive and help people to connect to more opportunities. That is why we are stressing opportunities with that name.

Mitchell: Which one is the tagline, connecting or showers?

McMillian: It can be your choice. Each name has two options and sometimes we move options around that certainly to your discretion, but what we wanted to do is show you how this name could work with the period and without a period so it makes it interactive.

Our second name is Prospect Charlotte. Obviously, the word prospect is associated with… in the future and it is to look forward to seek and prospecting means delving into, digging, searching and our new improved program will have a robust database and training program to do business with the City of Charlotte. Prospect also representing our mining history which is commemorated by the gold miners' statue on Trade and Tryon which represents commerce and economic development. Pro in the name leads itself to proactive, pro inclusion, pro very positive so there is the second option.

Number three, "Work it Charlotte", which is a fresh approach. While it is informal, we feel that we can be very professional about it. Charlotte Works is in our market, but when you look at their logos in their materials, they market with a big W. We would graphically treat this to stand on its own. We are not sure if it is Work It or Work It Charlotte. We have to work it and do the logo development, but we wanted some direction from you. Work It represents a two-way proposition, meaning that we want external. Externally we want our participants, our partners out in the community to really work it and that means that to register, to bid, to prosper. Working it, working the program. Internally we need to work it; we need to work on developing as much opportunity to increase business with vendors and contractors. The intent here is to encourage, excite and engage.

Mitchell: Staff I have to say thank you for being creative because I know when we first heard the name I was the first one to say we need something with more pizzas, and you came up with three nice options. I will put our partners on the spot here, Stephanie (MMCA), if you had to vote which one would you vote for?

MMCA: The first one.

Mitchell: Ms. Natalie English which one?

English: Anyone but the third.

Mitchell: Andy Dulin, you see the three potential names up there, while you are looking at those, Beth give me your take. Which one would you prefer?

Pickering: I like the word inclusion so I think that is why I like the first one. The question that I have, does everyone out there know what MWSBE means? That is my concern.

McMillian: Not necessarily and we will need to build that. I think graphically, especially when you come to the Internet you can have a lot of the names and I can almost see some movement if you do inclusion because then it is in then clusion become interactive and then could almost have M with its definition W and you could build on that. We are primarily gearing toward Internet-based communication so I think we can build it. It becomes a building block and obviously printed materials we will have to do a really good job in explaining what all that means.

Pickering: I think the word inclusion is definitely what we are looking for.

Dulin: Prospect Charlotte from my five seconds that I looked at it.

Mitchell: Staff, thank you and if you can share these three.

McMillian: So you would like us to put all three out for testing?

Mitchell: Could we make a motion to put all three out or is there a motion just for two?

Kimble: I would rather make it a little more informal because your Committee, you are working it right now. If you want all three, let's have a head nod and if you just want just two.

McMillian: We would be coming back with feedback anyway.

Richardson: I was going to conclude with that. February 21st if we have time on your agenda. It is looking really crowded for the 21st but certainly on March 4th we plan to bring a good 30-minute discussion, not just on the name but on the five program changes, including some more refinement on the question you asked today about market area and then test the name between now and then. About a month's worth of testing and then on the 4th share with the full Council to get them prepared for perhaps a March 25th adoption in the program, giving us the time to market and prepare it for July 1st launch.

Mitchell: What color scheme? Have you thought about the color scheme?

McMillian: No not really. Sometimes colors goes with different words like the color purple is the color that is associated with hope and prosperity. We approach it from all those elements. Even a font,

once we land on a name, we would probably ask the stakeholders which font. We are going to get that granular.

Kimble: Are you ready to move to our third agenda item for today or do you have more questions?

Mitchell: I just ask Mr. Cooksey about engaging an entrepreneurial line. Give me your thoughts.

Cooksey: You mean for the name? Marketer is probably better.

Mitchell: Brad, can you also share everything with Entrepreneur Alliance group as well, just as another stakeholder?

Richardson: You bet.

II. CAPITAL INVESTMENT PLAN

Kimble: Remember we are walking through each of the projects from the Capital Investment Plan that has been referred to this Committee. We have another one today to cover in a little bit more detail, but it has to do with public private partnerships in the southeast corridor area. Brad has written up a one-page scenario and overview and we've got a couple of illustrations of those kinds of public/private partnerships that we want to walk you through and then remember that we are also still working on the economic impact that you have asked us to come back with. We are not finished with that but we are going to put that on all of these pieces of paper eventually when we get to that right methodology of putting economic impact.

Mitchell: Ron, I made a mistake and I apologize. Usually when we talk about folk's district, I like to invite them and this is mostly John Autry's.

Kimble: We will make sure he gets the materials. Brad, will walk you through this and we will answer your questions and then see how comfortable you are with this dollar amount and this type of strategy of public/private partnership?

Richardson: You've got two things in front of you, one that is going to be on the screen, two slides and then about a half-page. It was contemplated in the CIP to allocate approximately $20 million to something called Public/Private Redevelopment Opportunities. Upon the screen will be some illustrations of what they might look like, work better for the surrounding community is important. We've seen funds like this either through business corridor programing and you can think of Mosaic Village as an example of a public/private partnership. You could think of Oakhurst, the road connection at Oakhurst where we are partnering with CMS to make a connection. These are things that are opportunistic and if you had to list what these things are today, it might be difficult.

Howard: So this would be approached like the business corridor money that we've been looking at ways to spend for a while, but that is because we limited it to just several corridors. Is this essentially expanding the Business Corridor Program or something separate in a part or just a pot of money that

we can have to encourage more public/private partnerships? We do pretty good with it now through TIF and other ways of getting at the same thing.

Mumford: I would say it is this specific corridor, the volume of work that needs to take place here because of that road infrastructure, the widening and the negative impact it has had on a pretty wide swath of territory. It allows us to really get specific that money is forecast versus the corridor funds.

Howard: When you say corridor, we are talking about Central to Monroe?

Kimble: I think each pot of money, the Business Corridor Revitalization money and this money has some flexibility built in it, but this is more geared towards the infrastructure which is more a public use of fund than a public purpose linking with the private development to create better connectivity and better infrastructure timed with the private investment as it happens, or to incent that private investment to happen. This is really focused on infrastructure, but it doesn't necessarily have to be just infrastructure, but that is what we have kind of framed it up to be.

Howard: In a perfect world, we would get this approved by the voters and then we'd have a meeting out at Bojangles Arena or something and have a bunch of developers come and talk about all these different potential projects up and down the stretch and the fact that the City would like to partner with you. The idea is to incentivize people to come look at an area that they haven't looked at before?

Kimble: Yes, and as the market begins to finally turn in the next eight years that they will be more and more reach out to us by developers saying how can I work with you and you work with me to create a better environment for the market to prosper in these areas.

Howard: These are more project specific if we can help them with like an Oakhurst again to make that happen.

Kimble: We are going again to point to some of the critical ones we've already come upon and they would make good sense when the market is ready to grab hold and the connectivity that it creates in the area.

Mumford: It is really not project funding so where Oakhurst is off the project site and the road was really important for the market to see there was some viability, it is kind of similar to the south corridor infrastructure or the north corridor infrastructure program. Separate from the actual project work but really is needed to make the project work.

Howard: That is a scope that we are working through with CATS and how do you make sure you've put in the right type of infrastructure that incentivize business you need to have those people at the table telling you what would help?

Kimble: Good point and we are using the Independence Area Plan that goes a little bit wider as some of the connectivity infrastructure projects that we've sited and those are known and developers can then say that is in your plan, how about let's sit down and have a conversation about the timing of when those improvements can be.

Howard: You make a good point and I see Ms. Osborne back there and we probably did talk about where some investment could go in the Independence Plan.

Osborne: The Independence Boulevard Area Plan identifies … and also connections so this program actually supports those.

Mitchell: Staff and Committee, let's be sensitive to one point, it would be helpful if we could understand lessons learned from the first phase of the Independence widening and the negative impact it had on the community. When we start talking about this let's make sure we don't make those same mistakes. I can remember Service Merchandise, Office Depot and it was a good thing that we did the road widening but the bad thing we didn't realize it was going to close down so many businesses, the Arby's, Shoney's so not now, but as we get closer can you bring back some lessons learned on what we shouldn't do because we want to make sure the infrastructure doesn't have a negative impact. I think if we don't do it right the second time that area will never recover because it has its challenges now.

Kimble: I think you are right. It is there, we just need to accentuate it. It is in the Independence Boulevard Area Plan we just need to raise it and share it so you can see it.

Richardson: To further the conversation for today, we share with you two slices that were in the proposed CIP and it really points to some examples of where developers would know these are opportunities. Take a look - it is really two on one slide, zooming in on the new Wal-Mart, Wendover Road, Monroe Road, Independence and as development begins, over the next generation, orient toward Monroe Road, some access to Independence Boulevard becomes important from Wendover Road to serve the Wal-Mart. You see a dotted line there showing a frontage road on Independence Boulevard to help with the Amity Garden Shopping Center, maybe one remaining business in there still operating and then we highlight the second one where topographical challenges make it really difficult to make a street connection from Monroe to Independence. These are some examples of how a developer might partner with the City. The City builds the road to help make a development happen. The second one is a little bit broader view of the whole corridor. You can see it does extend wide all the way out so there are some roads to be built, there are some lands to be acquired so these are all roads on plans or envisioned to help make connectivity, both on Monroe Road and Independence Boulevard and elsewhere. This should expand the thinking of what opportunities could be along independence Boulevard, not to just tell you the descriptive of these two projects we showed on the other slide.

Howard: This whole thing was $20 million?

Kimble: Yes, and I can't recall, but I will get it for you, was it all in one particular year of referendum or was it spread and if it was spread how many dollars in each one of the referendums so we will get that information back to you. I think it was spread in a couple different ones.

Richardson: It was and in additional there was another category, some land acquisition that is running through another Committee as well.

Howard: $20 million gets us, because it costs so much money to build Independence. Maybe I'm wrong about this, but $20 million seems like a drop in the bucket for the needs along this corridor. Every dollar helps for sure, but if we are going to do it, we should go do it.

Mumford: The challenge with that is not knowing exactly what those projects would be so we didn't want to frontend load it. Yes, $20 million doesn't take care of everything that you see up there, but it would get us started.

Kimble: Ms. Pickering has the answer right here. She has her chart with her. When you had 12, 14 16 and 18 $10 million was in 14 and $10 million was in 16.

Mitchell: It was 12, 14, 16 and 18?

Kimble: Those are your four and now it was in 2014 referendum for $10 million and 2016 referendum for $10 million.

Mitchell: I think where David is going I guess we are all there. I guess the struggle for us and I'm sure staff you have the same issues, is the way we can identify how much public investments really need to make a difference and how much private. I know if we all had that answer we wouldn't be sitting at this table, but do you think we can get our arms around it?

Kimble: Generally we look for a ten to one ratio. That is a general statement and you can't always get that and in some you've had six to one and in some you've had 25 to one, but I think a general rule of thumb is a ten to one ratio of private to public investment.

Cannon: The level of interest on the private sector, how great has that been in terms of wanting to venture with the public sector?

Kimble: In the last five years, it has been a real structure. I think if you are rolling a new program out in 2006 it would be gangbusters, but we are coming out of a very difficult period and so this is going to take four to six to eight years to see the blossoming of these opportunities that link with the private investment, and some may go earlier than others, based on the activity level that is going on in that particular section of Central to Monroe and out Independence.

Cannon: I asked that question largely in part just so that can be realized I believe. The public sector can't do it all. Right now I think we are trying to find ways to front load, as much as we can, without knowing what level of support there is to meet us at the crossroads in the place like we used to have being met back when. This is not of course where it is today and we have to find ways I think to be a little bit more creative in finding what we can do to sit down with those in the private sector to see if they are in a different place than what we think or what they may say. I don't know where discussions are but certainly would ask that we begin to try to have that level of conversation. That is the only way we are going to be able to see the type of redevelopment opportunities on any of these corridors because the public sector cannot do it alone.

Kimble: Both of you have referenced getting out there and marketing this but we can't get out there in front of Council's approval of this in a larger package. We will be advertising this and marketing this as a partnership opportunity.

Cooksey: I want to make sure I understood that earlier answer correctly. In the past five years not a lot of interest coming in about these sorts of things. The issue that raised my concern is the extent to which we have a City-wide objective tracking mechanism for those kinds of inquiries. When the Neighborhood Development Committee was looking at the CNIP proposals the report there was that calls come in all the time for the private sector, where is the City investing, we want to know so that we can be involved and get that too and be a part of it. I think part of the challenge here is we may have some silos of types of investment or things that we are active in where in some areas the anecdotal experiences has kind of dried up over the past years but in other areas, if it is a different Committee, then we've got a report of constant calling.

Mumford: I would say this is a little bit different as this built in environment has had such a dramatic change and over the years I think people realize Independence retailers aren't coming back like they used to be so it is really more of a shift to the Monroe side to where Independence may be more of the back side. So it is that need to recalibrate the infrastructure to support that repositioning of how retail will work and residential will work that probably will get people's attention to say okay, now I get it we're going to stop trying to make it work like it used to 20 years ago on Independence. We're going to have a different frontage, different access, different customer base, different travel patterns, all of that comes in to the mix which is a different scenario than most other parts of the City. There it is just sort of natural changes. This is such a huge shift because of Independence, the volume of traffic and the lack of access.

Cannon: Points being made and Ron you helped to clarify a few things there, but I guess what I don't want to be missed here is that we have to begin thinking prioritizing, if not reprioritizing because if what we've heard around this table is not resonating with the rest of our body or people out in the community, that the level of support that we have enjoyed in the past I guess I should say, is not where it is today, then as a body should we then be looking at what we can do now, still keeping those things within view, but you have to prioritize in terms of how you roll it out and when you are able to roll it out such that we can achieve those things to continue to be aggressive and proactive. Until you get that in lodged here we won't be able to do the kind of things we want to see happen today that really can't happen today. So prioritizing is going to be important.

Mitchell: Let me add my comment about public/private partnership. I think we all have made some comments.

Mayfield: Brad and Pat, of course you are already clearly hearing but I'm wondering do we already have in the works if we move forward with this, a component that is an impact study of the current businesses that are along Monroe Road that have survived for numerous years when we are talking about bringing this infrastructure in to make sure that we really do have not only the buy in from them, but that we've done our due diligence on our end with learning from previous mistakes, at least identifying some type of impact study and how this is going to either negatively and/or positively affect the current businesses that are along Monroe Road.

Mumford: The impact has predominantly been Independence Boulevard so we haven't done impact studies and all of that would be a part of the process.

Mayfield: Is there an impact study that is a part of this process? I haven't heard it said so I just wanted to make sure that I had a clear understanding that we are looking at that so we don't mess up and put Monroe in a negative position by at least not having a conversation to say what the potential negative impact could be to the area when we are highlighting what the positive impact could be.

Kimble: The Urban Land Institute road study started to address much of that in this corridor. Some of that detail is in the ULI study.

Mitchell: Let me throw out an idea to staff and you can think about it, especially as we get ready to have our Retreat on Thursday and Friday. I think there has been a lot of good healthy discussion by public and private partnership. What I would like for us to get very comfortable is what Mr. Cannon mentioned about prioritizing, but I think we all struggle with what is out there now. Who could be our potential private partner and I would like us to get comfortable and you know we have a lot of projects in our CIP. Can we have an economic development summit on public and private partnership so we start telling the community, this is what we would like to achieve. How many private developers do we have with us and it could be an education. It could be from their standpoint, we didn't know this was coming, we didn't know this was a priority, but I think it helps us get a gage on who is ready to help us move the City forward. I think we struggle because we see the vision for Central Avenue but we can't do it alone so who is going to be that 10% that would help us develop it. I'm going to say the Chamber because they have a great relationship with all the developers in the community and there could be other partners out there. Committee, that is something we ought to take the initiative on that maybe you give me the okay to bring it up at the Retreat to say as we approach March and April, when you all feel comfortable, we prioritize what we want to do and say let's have this summit to gage who could be some of our private developers. Give me your thoughts on that Committee.

Howard: I was kind of saying that earlier when I was saying getting developers together but you are talking about doing it ahead of time. I know the Chamber does the annual economic development meeting and I'm wondering if it is possible to chime in on something that is already in place so we can have a broad range of the business community at the table. If not, what you are talking about is more of a focus group.

Mitchell: I wasn't talking about a focus group. My whole thing was these are real economic opportunities that we have made a priority. How many are excited about helping us change Central Avenue, change North Tryon, not focus where it gets input, but more get them excited saying here are some opportunities.

Howard: What I'm hesitant is for that to be the way we gage whether or not we put a priority on it. I think a lot of people who would do these types of corridors are probably not in our market yet. I think if we had developers in our market that would do these they would be done, but they know that the City is partners already so I think there may be a set of developers that are not here yet that we have to engage once we know. I just don't know if we can get at it with the regular people here. We'd

have to expand that reach to Atlanta and some other places where they have done this type of thing and they know what to do with it.

Mitchell: I agree with you and I'm not limiting it to our market. Staff, I don't want to put pressure on you like this is something we need to do in March or April. I just threw that out but when we are comfortable that we have prioritized what we want to work on, can this be helpful to identify those who are in Atlanta, Orlando, Columbus, Ohio to say you know I heard what Charlotte is doing and I want to attend this economic development summit.

Kimble: I think there are ways to do this when we can start putting together all the programs that are out there available for business corridors and this is another piece of the business corridor. We can work in concert with the Chamber or chapters that are in those areas where these corridors exist and then we can also reach out to a certain involved developer group or list that we can put together that we can have some meaningful dialogue and it is exposure. What you are looking for is exposing the community to these opportunities. Just remember when the market does finally turn around and businesses start to grab hold then these monies could be exhausted fairly quickly and what you will have to do is figure out a way to replenish them to have a rate of return that you want to have on the program.

Mitchell: I guess my fear to your point, I don't want other cities out there grabbing those developers who might come to Charlotte so we can get ahead of the curve and say no, this is what we do, join us. Committee, we get this e-mail from the International Economic Development Council so to David's point, could that be a national organization that we could tap into and they send an e-mail saying Charlotte is having this event with the Chamber, come one, come all to see great things in Charlotte.

Pickering: I like the idea of identifying developers. Do we have open developers who are interested in coming in here? I wonder. If they are, why haven't they done it? I am convinced that there are developers out there in this country who come in and redevelop neighborhoods like this and I want to find them. I also would like to consider this public/private partnership concept for this Beatties Ford Road corridor. Where are the developers around the country that come into these kinds of struggling areas and turn them around?

Howard: The reason I brought up the Chamber to begin with is I think we need the business community to see what we are trying to do too. What you can really see about this whole CIP package and maybe we've said it this way, but everything that the City Manager put up was about bringing a lot of these corridors that have been lagging back and at least make them part of what we are trying to do with economic development moving forward with this community. That is the message that I'm not sure we are in sic with yet with the Chamber. We've said in this community we focus really good on the Siemen's together, we focus really good on Chiquita together, but I'm not sure we are focused together on the fact that if we don't do something about these corridors that we are all passionate about, because we would not be in the predicament we are in if we were not. What do we do to make sure that Beatties Ford Road, that has looked the exact same way since I graduated from high school, what do we do to change that when we have areas like Ballantyne pop up at the same time and University. I know this is a common problem in most urban areas. I'm not saying that it is not, but I think all this is about Charlotte figuring how to do it different. If we are not together on it, I got a feeling that if we go out to people outside of this community, they will very quickly see that

there is no conclusion around it. I think there is a role for everybody to play in a concept like you are talking about.

Cannon: Consider REBIC to be at the table and to be engaged a little bit to find out where that level of direction is. We won't have to look far. Whether we go at this locally or whether we go to Tin Buck Two and come back with developers who are willing to help us out as best they possibly can, they can get excited about it, but the real question comes, do they have the capacity right now. It is really about the dollar sign more than anything else. Can they come into this area whether they are local, whether they are regional or whether they are nationally and do the project right now based upon whatever is on their plate? Those are the questions you've got to ask and then too, I believe that the Chamber has already said a few times over that they are supportive of a CIP but I think they need the City Council to agree to one. Inasmuch as that can be done then I think you can probably expect some level of support, but inasmuch as it can't be done or won't be done then they will remain where they are until we show some leadership here. I would hope that you would include REBIC, but we would also be thinking about and finding out from the private sector, specifically developers, since that is what we are talking about today, if they have the ability to help out in some of these projects or opportunities that we are talking about. It doesn't matter where we try to seek and find them, if they don't have the financial capital to be able to support us, to meet us half way that is going to be a problem. We do need to incent and there is no question about that. The question becomes are we incenting enough to a level to get the John Collins of the world? That is a local developer who is doing business in another state in an area like Beatties Ford Road. I would also venture to say corridor revitalization dollars that we come up with something for Beatties Ford Road and other corridors like it, the same way we came up with monies for the West Side Strategy Plan, except you only make it for economic development purposes only along those corridors rather than having to do economic development, land use, public safety, housing and all those things. If this Council will support something like that for all the dollars we are trying to spend in one area of the CIP, you could very well take half that number and do wonders along corridors and still look to do that if you wanted to do it, talking about the Streetcar. It is just a matter of how you want to plan it out; it still goes back to prioritizing.

Cooksey: I am looking at the City's website at a $3.6 million Beatties Ford Road business corridor project program to bring improvements to Beatties Ford Road from LaSalle Street to I-85. Does that count in terms of City involvement on changing and updating Beatties Ford Road?

Howard: That is just maintenance of effort like we do in any other corridor. Some of those things we are doing in every corridor. We are doing a sidewalk and restriping streets, not always what it takes to bring back development. That is one of the things I asked about who you bring to the table to make sure that you are saying this is what I need to make this work.

Mitchell: I'm gathering from the feedback this is a good idea. Ron and staff, I will leave it up to you to reach out to the Chamber. Mr. Cannon gave you some partners to identify. I don't know the schedule. You all can work through that. I'm not trying to rush, but I think it would be a good summit for us to have.

Howard: I know in at least one other Committee I'm on, we've been voting on each one of these each time we move it forward. One of the ones I had it was really easy stuff and we had our hands around

the impacts. I don't think I have a problem with this, but it would be nice to have the impacts attached to the documentation that comes with this meeting so it is all one thing. I didn't know how you want to handle each one because in some Committees, they have been moving them forward one by one.

Mitchell: My take would be that just because of the nature of this I think you hit it right on the head, I would hate to go back to Council and some of my colleagues say did you all determine the level of impact or the interest out there. I know our drop dead date is March 20 so if we could continue to work through these and don't sent this forward but allow staff to come back and we will make sure by March 20 we'll get everything before Council. Is that okay staff?

Kimble: That's fine.

Richardson: This concludes and I went ahead and did the next meeting. We've got a couple of things listed at the bottom of the page. We plan to bring Bojangles/Ovens redevelopment area to you for specific review as well as Bob Wilhelm; you will recall is scheduled to join us on that date as well.

Howard: I think you could take each one of these and say the impact at Bojangles is one thing and the impact with the public/private is one, but the net effect of both of them should be a multiplier bigger than both of those numbers. Everything is dealing with east/west. Do you think it is possible to figure out what that potential is?

Kimble: There are a number of initiatives in the southeast corridor and we could add all those together. In the southeast corridor you really have three major areas in the Capital Investment Plan. You have the northeast corridor, the southeast corridor and you have the west out by the Airport. There is a way to tie all those together.

Mitchell: Natalie, just for a point of reference, have you all determined your annual economic summit with the Chamber?

Natalie: We have an economic outlook conference but we have plenty of opportunity to partner …

Mitchell: Mr. Kimble, I see we have a pretty aggressive agenda for our next meeting, SBO Revisions, Capital Investment Plan.

Richardson: We probably will take SBO; well we may not need to come back on SBE next month because you've got the Capital Investment Plan. One thing is the Applied Innovation Corridor, the Streetcar we will move to March and then we've just got two other referrals I can think of that aren't here yet and it is dealing with some development agreements on City Parks and Seaboard Street that we will bring to you in March.

Mitchell: Those are the two I was thinking about.

Kimble: You will have Tanger Outlet Mall and it is likely to be on your February 21st ED agenda. I will need a referral and staff is working with Council on how you want to make that referral with Julie Burch. There is a need to put that on February 21st.

Mayfield: That one needs to go toward the top.

Mitchell: Anything else? Are we ready for the Retreat?

Kimble: We are, are you ready? Maybe you ought to refer to it as the Tanger/Simon Outlet Mall because they are partners. One of them is going to build it and the other is going to operate it and they are figuring that out, but Tanger/Simon is probably the better.

IV. Next Meeting Date: Thursday, February 21, 2013 at Noon, Room CH-14.

Adjourned at 1:50 p.m.

Economic Development Council Committee
Monday, February 4, 2013 at Noon
Room CH-14

Committee Members: James Mitchell, Chair
Patrick Cannon, Vice Chair
Warren Cooksey
David Howard
LaWana Mayfield

Staff Resource: Ron Kimble, Deputy City Manager

AGENDA

I. <u>SBO PROGRAM REVISIONS – 45 minutes</u>
Staff: Brad Richardson, Neighborhood & Business Services & Kim McMillan, Corporate Communications & Marketing
Action: Staff will share a recommendation on the criteria by which a business will be considered to be within the relevant market area, and share preliminary concepts for a new program name and tagline Staff will also provide the Committee with a draft of the revised SBO Policy document.

II. <u>CAPITAL INVESTMENT PLAN– 25 minutes</u>
Staff: Ron Kimble, City Manager's Office & Brad Richardson, Neighborhood & Business Services
Action: In the continuing review of proposed CIP items, staff will provide an overview of the proposed Public/Private Redevelopment Fund for the East/Southeast Corridor.

III. <u>ENERGY STRATEGY – 20 minutes</u>
Staff: Brad Richardson, Neighborhood & Business Services
Action: On November 12, 2013, this item was referred to Committee by Mayor Foxx. Staff will provide an overview of the process and timeline for developing a strategy, and seek direction from the Committee on a potential outline.

IV. <u>NEXT MEETING DATE: Thursday, February 21, 2013 at Noon, Room CH-14</u>
Tentative Schedule:
- SBO Policy Revisions
- Capital Investment Plan
  - UNCC's Informatics and Innovation Partnership
  - Bojangles Coliseum/Ovens Auditorium Redevelopment Area

Distribution: Mayor/City Council Julie Burch, Interim City Manager Leadership Team Executive Team

CHARLOTTE.
NEIGHBORHOOD & BUSINESS SERVICES

Energy Strategy Outline & Process

Economic Development Committee

February 4, 2013

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CITY OF CHARLOTTE

Committee Referral

- On November 12, 2012, the Mayor asked the ED Committee to work with staff to develop an Energy Strategy.
- Purpose: To help determine how the City can actively support the energy industry and attract new energy investment to our City.

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Draft Outline

- Rationale and objectives.
- Competitive advantages & market strengths.
- Opportunities and challenges.
- Recommended activities for consideration.
- Implementation timeline.

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Tentative Schedule

Date	Activity
March 21	ED Committee • Competitive Advantages • Opportunities & Challenges
April 4	ED Committee • Recommended activities (1st draft)
April 18	ED Committee • Recommended activities (2nd draft)
April 22	Council Dinner Briefing

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Potential Areas of Emphasis

- Increasing and attracting new energy investment.
- Becoming a laboratory for new technologies.
- Building a strong energy proficient labor force.
- Positioning elected leaders as energy champions.
- Exploring financial tools that encourage energy-related investments in homes and businesses.

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Defining Relevant Market Area Criteria

Options	**Principal Office in CSA**	**Significant Business Presence in CSA**	**Hybrid Approach**
	• Only include S/MWBEs that have their principal office in the Charlotte CSA.	• Only include S/MWBEs that have their principal office in the Charlotte CSA – *OR* – have an established office in the Charlotte CSA from which 20% of its total employees are regularly based.	• SBE: Only include SBEs with principal office in the CSA. • MWBE: Include all MWBEs certified by the N.C. HUB Office, regardless of principal office location (e.g. including firms from all over the U.S.).
Operational Considerations	• Easy to implement and track. • Directly addresses the disparity documented within the CSA.	• More complicated to implement and track (e.g. businesses would have to attest to employment totals; ERP is unable to track). • Increases potential for fraud and inconsistencies in reporting data. • Addresses some of the disparity documented within the CSA.	• Easy to implement and track. • Yields highest MWBE utilization; but may not remedy the disparity documented within the CSA. • Used by several other N.C. municipalities.
Legal Risks	• Extremely low risk of U.S. Constitutional Claim. • Some risk of State Law Claim, but U.S. Constitution trumps State law.	• Low risk of U.S. Constitutional Claim. • Some risk of State Law Claim, but U.S. Constitution trumps State law.	• High risk of U.S. Constitutional Claim. • No risk of State Law Claim.

CHARLOTTE
NEIGHBORHOOD & BUSINESS SERVICES

SBO Program Revisions

Economic Development Committee

February 4, 2013

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CITY OF CHARLOTTE

Packaging – Phase One

Name Development Considerations

- Primary Council goals to convey
  - Working to diversify our spending
  - Focused on equity and inclusion
  - Desire to build goodwill
- Attributes/program qualities to convey
  - Inclusive
  - Opportunity
  - Success
  - Support
  - Relationship-building
  - Growth
  - Expansion
  - Networking
  - Trust
- Graphic element and brand promise will evolve from name

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CITY OF CHARLOTTE

Packaging – Phase One

Timeline

- Concepts developed and presented
  - February 4th Committee Meeting
- Incorporate Committee feedback to issue stakeholder survey
  - February 6th, with input requested by February 11th
- Proposed name, graphic element and brand promise to be presented
  - February 21st Committee Meeting
  - Included in March 4th Council Workshop

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Capital Investment Plan (CIP) Review

Economic Development Committee

February 4, 2013

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CITY OF CHARLOTTE

Items Referred to ED Committee

- Airport/West Corridor
  - ✓ Spine Dixie Berryhill Infrastructure (New Garrison Road)
  - ✓ Southern Dixie Berryhill Infrastructure (Widen Dixie River Road)
- Northeast Corridor
  - – Applied Innovation Corridor
  - – UNCC Informatics and Innovation Partnership
- East Southeast Corridor
  - – Bojangles/Ovens Area Redevelopment
  - – Public/Private Redevelopment Opportunities
  - – Streetcar Infrastructure Project/East-West Revitalization

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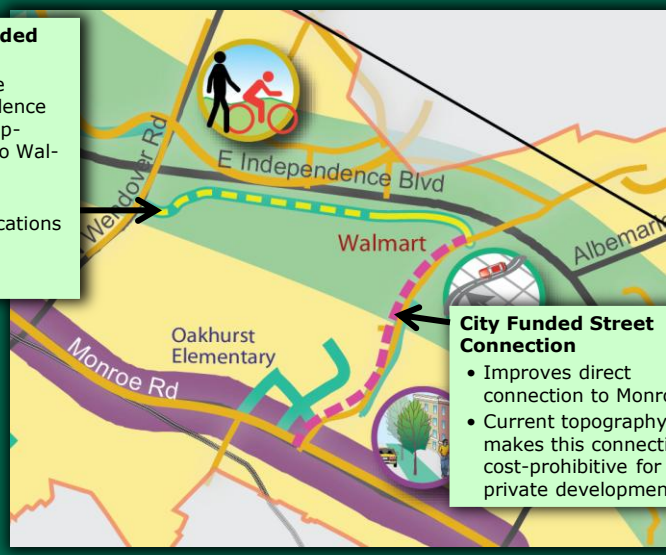
Investing in Corridors
East/Southeast Corridor

Public-Private Redevelopment Opportunities

Public/Private Funded Street Connection

- Continues alternate access to Independence as private redevelopment occurs next to Wal-Mart
- City would fund interchange modifications at Wendover Rd



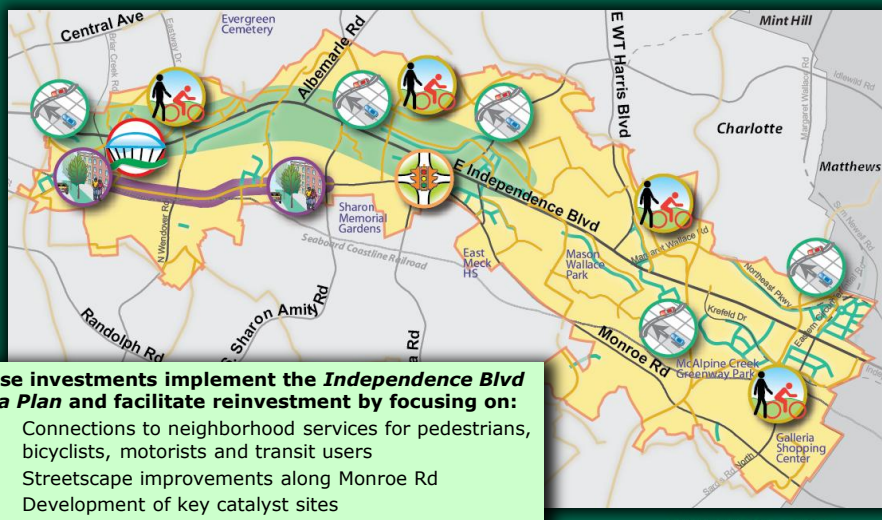
City Funded Street Connection

- Improves direct connection to Monroe Rd
- Current topography makes this connection cost-prohibitive for private development

CITY OF CHARLOTTE

Investing in Corridors
East/Southeast Corridor

Public-Private Redevelopment Opportunities



These investments implement the *Independence Blvd Area Plan* and facilitate reinvestment by focusing on:

- Connections to neighborhood services for pedestrians, bicyclists, motorists and transit users
- Streetscape improvements along Monroe Rd
- Development of key catalyst sites

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Area: East/Southeast Corridor

Fund: Public/Private Redevelopment Opportunities

Amount: $20 million

Description:

The City would create a fund for the express purpose of leveraging private investment that leads to tax base expansion and job creation throughout East/Southeast Corridor.

The fund would be available to advance City Council's policy objectives (i.e. Independence Boulevard Area Plan, Business Corridor Revitalization Strategy) as opportunities arise to facilitate, enable or enhance a private development through the provision of infrastructure and/or gap financing for a greater public purpose.

Use of funds include the following:

- Construction of streets, sidewalks and streetscape enhancements.
- Demolition and removal of blight.
- Provision of stormwater detention facilities.
- Provision of public parking in commercial areas.

Potential examples include:

- Street connections that provide alternate access to Independence Boulevard in conjunction with future private redevelopment next to Wal-Mart at the Coliseum Shopping Center, including interchange modifications at Wendover Road.
- A new street connection between Independence Boulevard and Monroe Road near the Oakhurst neighborhood where current topography makes it cost-prohibitive for private development.
- Public infrastructure in conjunction with spin-off private development resulting from the sale and redevelopment of the Eastland Mall site.