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**WEEK IN REVIEW:**

Sun (Oct 11)	Mon (Oct 12)	Tues (Oct 13)	Wed (Oct 14)	Thurs (Oct 15)	Fri (Oct 16)
				12:00 PM Economic Development & Global Competitiveness Committee, Room CH-14	
NCLM Conference Winston-Salem, NC					

## CALENDAR DETAILS:

### **Sunday, October 11 – Tuesday, October 13**

North Carolina League of Municipalities Conference, Winston-Salem NC

### **Thursday, October 15**

12:00 PM Economic Development & Global Competitiveness Committee, Room 280  
**AGENDA:** High growth entrepreneurship strategy update; Midtown/Pearl Park redevelopment project

**October and November calendars are attached.**



Oct-Nov 2015.pdf

## INFORMATION:

### **City Manager's Referral to Economic Development & Global Competitiveness Committee**

*Staff Resource: Bill Cronin, NBS, 704-336-3857, [wcronin@charlottenc.gov](mailto:wcronin@charlottenc.gov)*

Attached below is a memo from the City Manager referring Pappas Properties' Tax Increment Grant to the Economic Development & Global Competitiveness Committee. The request involves a proposed mixed-use development at the Charlotte Regional Realtor Association property along Kenilworth Avenue.



Pearl Street Park  
Referral to EDGC Cor

### **October 14-15 – Carbon Disclosure Project Workshop**

*Staff Resource: Rob Phocas, NBS, 704-336-7558, [rphocas@charlottenc.gov](mailto:rphocas@charlottenc.gov)*

On October 14-15, 2015, the Carbon Disclosure Project (CDP) will hold its annual workshop in Uptown Charlotte. CDP is the only global environmental disclosure system for corporations, cities, states, and regions. CDP works directly with U.S. cities in their annual measurement and management of climate and resiliency activities. CDP selected Charlotte to host this workshop because of its nation-leading work on environmental sustainability.

The CDP workshop will give city leaders valuable climate measurement and management tools. City leaders will gain insights into how to leverage the private sector in their efforts and how cities can position themselves for green investment opportunities. Additionally, city leaders will have the opportunity to learn from the City of Charlotte, which has been recognized as a fast-growing leader in this area.

CDP anticipates roughly 70-75 attendees. Approximately 40 representatives will be in attendance from 31 local governments across the U.S. There will also be participants from the private sector, philanthropic organizations, NGO partner organizations, and the federal and state governments.

The agenda for the two day event is attached. If the Mayor or City Council members would like more information on the workshop and/or are interested in attending any part of the workshop or the reception, please contact Rob Phocas at [rphocas@charlottenc.gov](mailto:rphocas@charlottenc.gov).



100915\_CDP  
Workshop Agenda.pc

### **Changes to the City's Stream and Wetland Mitigation Banking Instrument**

*Staff Resource: Isaac Hinson, E&PM, 704-336-4495, [ihinson@charlottenc.gov](mailto:ihinson@charlottenc.gov)*

On October 7, the US Army Corps of Engineers began soliciting public comments about proposed changes to the City of Charlotte's Stream and Wetland Mitigation Banking Instrument. Comments will be accepted for 30 days and can be submitted via <http://www.saw.usace.army.mil/Missions/RegulatoryPermitProgram/PublicNotices.aspx>.

Federal and state law requires construction projects that negatively impact streams or wetlands to restore streams and wetlands elsewhere. Stream and Wetland Mitigation Banks generate credits for restoration and sell these credits to construction projects that need them.

Previously, the City of Charlotte's Mitigation Banking Instrument only allowed its credits to be sold to the City or Mecklenburg County agencies. Additionally, its credits could only apply to compensate for impacts from construction projects within Mecklenburg County.

The proposed changes will allow the City to offer surplus credits for anyone to buy, not just the City or County. Mitigation credits needed by City and County projects will always be met first. Additionally, changes will also allow credits to compensate for construction impacts outside of Mecklenburg County, but only within watersheds that extend into the County. This new watershed-based boundary will match those for private and public mitigation providers across the state.

The Stream and Wetland Mitigation Banking Instrument, administered by the City since 2004, keeps stream restoration local and minimizes permitting delays for municipal infrastructure projects.

Proposed changes will not increase competition with private mitigation banks. State law requires construction projects to buy mitigation credits from private banks first.

**US EPA Announces New Ozone Air Quality Standard**

*Staff Resource: Eldewins Haynes, CDOT, 704-336-7621, [ehaynes@charlottenc.gov](mailto:ehaynes@charlottenc.gov)*

On October 1, the U.S. Environmental Protection Agency (US EPA) announced that the new National Ambient Air Quality Standard for 8-hour ozone will be set at 70 parts per billion (ppb). This new ozone standard is stricter than the current standard of 75 ppb promulgated in 2008.

This announcement was the culmination of a five-year process mandated by the Clean Air Act. The Clean Air Scientific Advisory Committee, a panel of independent experts, recommended that the standard be set at 60 to 70 ppb. The US EPA Administrator selected a level at the upper end of that range.

In August, the US EPA had changed the air quality status of our region, from “nonattainment” to “attainment” for the 2008 8-hour ozone standard. The region included all of Mecklenburg county and parts of Union, Cabarrus, Rowan, Iredell, Lincoln, and Gaston Counties.

Attaining the 8-hour ozone standard is based on reviewing the average of the 4th-highest values measured by monitors during three consecutive years. This region could meet the new 70 ppb standard, based on data from 2013, 2014 and preliminarily 2015. If that happens, this region will remain an attainment area. Ozone air quality in the region has continued a 15-year trend of steady improvement, by almost 2 ppb per year.

The change in air quality standard will have no effect on transportation planning activities or funding. The Air Quality Conformity requirements for transportation planning will not change, and will continue for at least the next 20 years.

**Mayor’s Youth Employment Program HMS Host/Starbucks Partnership**

*Staff Resource: Sophia Davis, NBS, 704-353-0486, [scdavis@charlottenc.gov](mailto:scdavis@charlottenc.gov)*

The Mayor’s Youth Employment Program (MYEP) will partner with HMS Host and Starbucks to expand job opportunities for 20-30 youth at the Charlotte Douglas International Airport. Youth participants will be recruited from the following high schools with a focus on Hospitality, Tourism, and Culinary Arts:

<b>MYEP HMS Host/Starbucks Partnership Schools</b>
East Mecklenburg
Hopewell
Independence
North Mecklenburg
Olympic
Myers Park
South Mecklenburg
West Charlotte
West Mecklenburg

The goal of these employment partnerships is to expose youth to emerging careers in hospitality, tourism, and culinary arts, while preparing them to advance as a skilled and committed future workforce. Youth will have access to opportunities which include MYEP Career Readiness Certification Training and specialized barista certification training offered by Starbucks.

In mid-October, MYEP will begin recruiting, assessing, and training youth with employment and placement expected to begin in November. Additionally, MYEP, HMS Host, and Starbucks will launch a series of job shadowing tours, and information sessions for youth and their families.

For more information on MYEP's HMS Host and Starbucks partnerships, please contact Sophia Davis at [scdavis@charlottenc.gov](mailto:scdavis@charlottenc.gov).

### **September 23 Metropolitan Transit Commission Meeting Summary**

*Staff Resource: John Lewis, CATS, 704-336-3855, [John.Lewis@charlottenc.gov](mailto:John.Lewis@charlottenc.gov)*

The MTC heard three information items at the meeting:

#### *Countywide Transit Service Plan Update*

Staff is beginning work on the next Countywide Transit Service Plan update, to be brought to MTC in 2017. Guiding principles include matching service levels with demand, aligning bus routes with light rail services, streamlining service on corridors, and improving cross-town connections. Public outreach will include public and neighborhood meetings and a survey instrument incorporating hard-copy data from meeting participants and online feedback from riders and the public. Goals for public outreach include identifying service gaps, discovering potential destinations, and establishing service priorities. Staff will review existing studies and data including the current plan, travel markets, and service standards, and perform a route-by-route, segment-level performance review of each route to determine whether routes are working and ridership levels for each segment. Staff will review and analyze service data to identify potential park and ride locations, transfer facilities and enhanced customer amenities. Staff will also review data from the Southeast Corridor transit study and bus-rail integration planning for the LYNX Blue Line Extension Service Plan. Service improvements implemented in the current plan include crosstown service with Route 51 Pineville/Matthews and Route 60 Tyvola SouthPark, as well as new Express routes, local service, and neighborhood and community shuttles.

#### *CATS Water Conservation Efforts*

Charlotte Water announced voluntary water conservation efforts on July 20. CATS is complying with the voluntary water conservation protocol for Stage 1 drought. CATS recycles wash system water, collecting as much as possible and filtering it to use again. In addition, CATS is washing rail cars and buses less often. Rail cars are washed twice per month now, where they were washed weekly pre-drought. The bus wash cycle is twice a week instead of three times a week. Two to three rail stations and bus shelters were washed weekly pre-drought; now CATS

pressure washes one station and one shelter a week. CATS' landscaping water conservation measures include choosing drought resistant vegetation and drip irrigation. Spray irrigation is limited to no more than twice per week between the hours of 6:00 p.m. and 6:00 a.m.

#### *LYNX Blue Line Extension Art Update*

Art has been incorporated into 18 capital projects since MTC authorized the Art-in-Transit program in 2002. This total includes the LYNX Blue Line and most recently, the CityLYNX Gold Line. Project artists are selected by a panel of their peers. BLE artists worked through design phases, engaging with representatives of neighborhood communities and the BLE project team, and presented their art ideas to the Art-in-Transit Advisors for review, input and approval. The art was included in each engineering and architectural plan set and reviewed by the interdisciplinary project team, consultants and state agencies based on design criteria and technical requirements for the project. After final approval, the artists were introduced to the community and their proposals shared with the public. Some art is being fabricated by the artists or their subcontractors, and some designs are fabricated by subcontractors to the general contractor. Installation for some of the art, such as wall art, is in progress and visible along the project.

Art will touch the Blue Line Extension project in 471 places. Each of the 14 artists developed a different concept or theme for their site-specific art at stations and throughout the corridor. At stations, typical station art includes art incorporated into windscreens, column cladding, fencing, benches and platform concrete paving. Windscreens will be larger than windscreens on the current LYNX Blue Line; the color or etched panels will make a great visual impact for riders. Column cladding under station shelters will provide a different approach to integrating the artist's design. System-wide art elements will include bike parking, elevators, underpasses, walls and bridges. Some of the artist's 17 prototypes for the wall art are already visible, as 13 walls have been completed. Eighteen are currently under construction and the 14 are still to be constructed.

#### *CATS CEO Report*

Under the CEO's report, John Lewis, Jr. discussed:

**a. Ridership Report:**

Staff continues to see a drop in ridership across all transit modes. Staff suspects that declining gasoline prices had an impact, but will examine the issue more closely to see if there are factors involved that CATS can address.

**b. Financial Update:**

Sales tax receipts continue to track ahead of budget. September receipts dropped, but that is a normal drop that occurs twice a year, usually in September and February, as nonprofits apply for sales tax reimbursement.

On September 17, the City closed on the final phase of Blue Line Extension financing with the signing of the \$180 million long-term Transportation Infrastructure Finance and Innovation Act (TIFIA) loan. The loan will be repaid over 33 years at 3.07 percent, a rate below what CATS could have received in the private market. This reduces the cost of

borrowing for the project by over \$32 million over the life of the loan.

It appears that CATS may bring in \$2.1 million in additional sales tax revenue as a result of the legislature's increase in sales tax base, which may be offset by up to \$750,000 in aviation fuel tax receipts. Staff will continue to track tax receipt revenue.

**c. Bus Incident:**

Media reported an incident on September 23 when a CATS vehicle impacted an individual on a bicycle. Preliminary investigation indicates that the bicyclist turned into the traffic stream and into the path of the bus. The driver swerved but was unable to avoid the bicyclist, who was not wearing a helmet. The individual was taken to the hospital in critical condition. CATS Safety and Security will investigate and offer a final report. CMPD preliminarily issued a finding of no fault for CATS. *[Note: On September 27, the hospital reported that the bicyclist had died.]*

The next MTC meeting will be October 28, 2015 at 5:30 p.m.

## ATTACHMENT:

City Council Follow-Up Report:



09-October.pdf

- Community Investment Plan (CIP)
- Central Avenue Guardrail at Veterans Park



# October

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
				<b>1</b>	<b>2</b>	<b>3</b>
<b>4</b>	<b>5</b> 5:00pm Council Workshop/Citizens' Forum, Room 267	<b>6</b>	<b>7</b>	<b>8</b> 12:00pm Community Safety Committee Mtg., Room 280	<b>9</b>	<b>10</b>
<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b> 12:00pm ED & Global Competitiveness Committee Mtg., Room CH-14	<b>16</b>	<b>17</b>
<b>NCLM Conference Winston-Salem, NC</b>						
<b>18</b>	<b>19</b> 3:00pm Intergovernmental Relations Committee Mtg., Room 280  5:00pm Zoning Meeting, Room CH-14	<b>20</b>	<b>21</b> 2:00pm Housing & Neighborhood Dev. Committee Mtg., Room 280	<b>22</b> 12:00pm Transportation & Planning Committee Mtg., Room 280	<b>23</b>	<b>24</b>
<b>25</b>	<b>26</b> 12:00pm Governance & Accountability Committee Mtg., Room 280  2:00pm Budget Committee Mtg., Room CH-14  5:00pm Citizens' Forum/Council Business Meeting, Room 267	<b>27</b>	<b>28</b> 5:30pm MTC Meeting, Room 267	<b>29</b>	<b>30</b>	<b>31</b>

**2015**

# November

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b> 12:00pm ED & Global Competitiveness Committee Mtg., Room CH-14	<b>6</b>	<b>7</b>
			<b>NLC Congress of Cities and Exposition Nashville, TN</b>			
<b>8</b>	<b>9</b> 2:00pm City Manager's Update Meeting, Room CH-14  3:00pm Transportation Committee Mtg., Room 280  5:00pm Council Business Meeting, Room 267	<b>10</b>	<b>11</b> 12:00pm Housing & Neighborhood Dev. Committee Mtg., Room 280  2:00pm Environment Committee Mtg., Room 280	<b>12</b> 12:00pm Community Safety Committee Mtg., Room 280	<b>13</b>	<b>14</b>
<b>15</b>	<b>16</b> 5:00pm Zoning Meeting, Room CH-14	<b>17</b>	<b>18</b> 5:30pm MTC Meeting, Room 267	<b>19</b> 12:00pm ED & Global Competitiveness Committee Mtg., Room CH-14	<b>20</b>	<b>21</b>
<b>22</b>	<b>23</b> 12:00pm Governance & Accountability Committee Mtg., Room 280  5:00pm Citizens' Forum/Council Business Meeting, Room 267	<b>24</b>	<b>25</b>	<b>26</b> Thanksgiving Day	<b>27</b> Thanksgiving Holiday	<b>28</b>
<b>29</b>	<b>30</b>					



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

October 9, 2015

**TO:** Mayor & City Council members

**FROM:** Ron Carlee, City Manager

**SUBJECT:** Referral of Proposed Midtown/Pearl Park Redevelopment to the Economic Development & Global Competitiveness Committee

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Pappas Properties is proposing a mixed-use redevelopment of the Charlotte Regional Realtor Association office and surrounding property along Kenilworth Avenue. The project will include office, hotel, residential, and parking facilities as well as enhancements to Pearl Park. Pappas Properties is requesting a Tax Increment Grant from the City and County to support related public infrastructure improvements.

City and County staff have been meeting with representatives of Pappas Properties to gain a thorough understanding of the project scope, its public benefit, and the specifics of the required zoning text amendment.

I am referring this item to the Economic Development & Global Competitiveness Committee for review and recommendation to the City Council.

cc: Ron Kimble, Deputy City Manager  
Pat Mumford, Director, Neighborhood & Business Services  
Bill Cronin, Economic Development Manager





CDP North America and the City of Charlotte welcome you to the  
2015 CDP cities workshop

***City Resilience and Climate Management:  
Driving Change, Accelerating Practice***

**October 14<sup>th</sup> and October 15<sup>th</sup>, 2015**

CDP, the only global environmental disclosure system for corporations, cities and states and regions, works directly with U.S. cities in their annual measurement and management of climate and resiliency activities. The 2015 CDP cities workshop will give city leaders valuable climate measurement and management tools. This is critical for their disclosure to CDP, and will serve city leaders in furthering their climate agendas and ensure they are on track with current and future trends in climate management. The workshop will also provide city leaders with insights into how to leverage the private sector in mitigation and adaptation efforts and how cities can position themselves for green investment opportunities. Discussion will also focus around the U.S. Clean Power Plan to learn how city efforts can contribute to realizing state targets and goals. Furthermore, city leaders will have the opportunity to learn from the City of Charlotte, a fast-growing leader that is defining their environmental ambition through economic development, energy innovation and building healthy communities.

***Note on attendance and costs:***

No registration costs for cities. Some funding support is available in specified circumstances. To request an invitation to attend and other information, please contact:

Katie Walsh  
CDP cities  
[katie.walsh@cdp.net](mailto:katie.walsh@cdp.net)  
646 517 1458



## **CDP CITIES WORKSHOP AGENDA DAY ONE**

**Wednesday, October 14, 2015**

Venue: Holiday Inn, 230 N College St, Charlotte, NC 28202  
Mint Ballroom

8:00AM      **Breakfast**

8:30AM      **Welcome / Introductions**

Lance Pierce, President, CDP North America

Rob Phocas, Director of Sustainability, City of Charlotte

Katie Walsh, Cities Manager, CDP North America

9:00AM      **Public Disclosure on Climate Activities – Who Cares and Why?**

Evidence and insight is vital to driving real change. Public disclosure of environmental data helps cities improve their economic competitiveness, supports their ability to respond effectively to climate change-related risks and enables them to meaningfully communicate their climate change strategy and the corresponding value to stakeholders. CDP has incentivized thousands of companies and cities across the world's largest economies to measure and disclose their environmental information. This session will outline the value of disclosure on climate activities from the perspective of a city and investor and explain the annual reporting cycle of the CDP cities program.

Eva Garcia, Planner, City of Brownsville, TX

Andrew Teras, Vice President, Breckinridge Capital Advisors

Moderated by Katie Walsh, Cities Manager, CDP North America

9:45AM      **Leading the Way on Climate Change - Science, Mayors and Global Trends**

This panel will share insights on the latest trends in climate change for cities that can further amplify their efforts and raise their climate ambitions. Specific topics will include the Compact of Mayors and the We Mean Business – Commit to Action campaign. Discussion will also feature common goal-setting strategies that companies and cities are setting including science based targets and carbon neutrality.

Brendan Shane, North America Regional Director, C40

Kelly Schultz, Bloomberg Philanthropies

Erin Callahan, Global Initiatives, Manager, CDP North America

Nicole Labutong, Technical Manager, CDP North America

Elyse Hottel, Sustainability Analyst, City of Boulder

Moderated by Lance Pierce, President, CDP North America

11:00AM **Coffee Break**

11:30AM **The Charlotte Story**

Charlotte is a fast growing leader in urban sustainability and climate change management. The city is defining its environmental ambition through economic development, energy innovation and building healthy communities. Charlotte is achieving climate goals through a unique combination of public-private partnerships and stakeholder engagement. The City of Charlotte and Envision Charlotte also recently announced it is the flagship host of Envision America, a new nationwide nonprofit, issuing a challenge to America's cities to become smarter by accelerating deployment of innovative technologies that tackle energy, water, waste, and air challenges.

Amy Aussieker, Executive Director, Envision Charlotte

Lisa Shpritz, Senior Vice President, Environmental Operations, Bank of America

Emma Stewart, Head of Sustainability Solutions, Autodesk

Moderated by Rob Phocas, Director of Sustainability, City of Charlotte

12:30PM **Buffet Lunch**

1:30PM **U.S. Clean Power Plan (CPP) – Measurement and Management of Climate Activities in U.S. Cities**

With the final Clean Power Plan rule now released, many states have begun stakeholder engagement processes to develop implementation plans. Cities can be critical partners in the advancement of compliance in their states. Cities may want to articulate what emissions reduction activities they are pursuing or would like to pursue in the future and the associated emissions reduction savings. Cities engaged in climate-related efforts have a range of knowledge when it comes to measuring their emissions reduction activities and cost savings from mitigation projects. What tools might be available for cities to use? Furthermore, cities will need to better understand how those activities might be financed, verified and monitored. This session will provide an opportunity to discuss the Clean Power Plan as well as the role that cities' activities in climate measurement, management and disclosure could play in its implementation.

Jacob Moss, Acting Director, Climate Protection Partnerships Division, U.S. Environmental Protection Administration

Ookie Ma, Energy Policy Advisor, Office of Energy Efficiency and Renewable Energy (EERE), U.S. Department of Energy

Josh Murphy, Senior Geospatial Analyst, Office for Coastal Management, National Oceanic and Atmospheric Administration

Moderated by Tom Plant, Senior Policy Advisor, Center for New Energy Economy, Colorado State University

3:00PM **Break**

3:30PM **Measure, Manage, Goal-set and Finance** (simultaneous sessions)

3:30PM – 4:30PM	
Financing	Barbara Whitehorn, Chief Financial Officer, City of Asheville Chris Fowle, VP Investor Initiatives, CDP North America
Target setting	Elyse Hottel, Sustainability Analyst, City of Boulder Chris Menges, Data Research and Project Planner, City of Aspen Nicole Labutong, Technical Manager, CDP North America
4:45PM – 5:45PM	
Management	John Hickey, Principal, Jacobs Chris Castro, Senior Energy Advisor, Program Manager, City Energy Project, City of Orlando
Measurement	Andrea Denny, State and Local Climate Energy Program, EPA Ookie Ma, Energy Policy Advisor, EERE, U.S. Department of Energy

6:00PM – 8:00PM **Reception at 7th Street Public Market**  
224 E 7th St, Charlotte, NC 28202

7th Street Public Market's mission is to celebrate the food culture of the Carolinas and promote local and regional farmers, food artisans and entrepreneurs. It is the anchor of a dynamic market district that serves as an authentic community gathering place.



## CDP CITIES WORKSHOP AGENDA DAY TWO

**Thursday, October 15<sup>th</sup> 2015**

Venue: Foundation for the Carolinas, 220 N Tryon St, Charlotte, NC 28202  
Kearney Solarium

8:00AM Breakfast

8:30AM **Welcome Lance Pierce, President, CDP North America**

**Remarks: Dan Clodfelter, Mayor of Charlotte (pending)**

8:45AM **City-Company Coordination on Climate: What's Not to Get?**

Companies are integrating climate change into their business strategies. Climate change is affecting operational, risk management and investment decisions, as well as generating new business opportunities. New synergies can be developed between companies and cities on climate change, especially regarding mitigation, adaptation and infrastructure improvement. How can efforts be coordinated and amplified to achieve maximum effect?

These sessions begin with speakers and then transition to highly interactive sessions built around a scenario, strategy, or planning tool. Participants will then work through barriers to uncover potential ways to link and move cities and companies forward.

### **Realizing Common Goals in Mitigation**

To what extent can companies and cities share best practices in meeting climate goals, as well as combine efforts for resource deployment?

Emma Stewart, Head of Sustainability Solutions, Autodesk

Kurt Schwalbe, Director of Facilities Engineering and Energy Management, Hanesbrands Inc.

Moderated by Tim Profeta, Director, Nicholas Institute for Environmental Policy Solutions, Duke University

10:15 AM Break

10:45AM **Partnering for Risk Reduction**

Cities and businesses could both benefit from a more integrated discussion of climate change risks—physical, reputational, financial and operational. How are cities communicating climate change risk and how can companies work with cities to reduce risk?

Alex Porteshawver, Climate Action Plan Coordinator, City of Benicia

Monaliza Noormohammadi, Energy Group, City of Oakland

Moderated by Christina Becker-Birck, Meister Consultants Group

12:15PM **Buffet Lunch**

1:00PM **Keynote Address by Greg Gaskins, Deputy North Carolina State Treasurer**

1:15PM **What's Money Got To Do With It? Investor Roundtable**

U.S. municipalities have numerous infrastructure, climate mitigation, and adaptation investment needs. It is estimated that the U.S. must invest \$3.6 trillion in basic infrastructure by 2020, including transportation systems, waterways, and the power sector. How can U.S. cities position themselves to lead the effort to fund projects to reduce energy use and promote green infrastructure? Who are the leaders in these efforts and why? While demand for both infrastructure and its associated green benefits grows, many investors and bond rating agencies are beginning to incorporate a broader set of ESG criteria including climate change management into the investment process. This may have a positive impact on financial results and assist in pricing risk and valuing investments. What are the implications for cities if more than traditional economic and socioeconomic information is used to assess the creditworthiness of a local government?

Ted Damutz, Vice President, Moody's Investors Service

Jeffrey Hughes, Director, Environmental Finance Center, University of North Carolina at Chapel Hill

Moses Choi, Vice President, Morgan Stanley

Glen Yelton, Head of Impact Research, SNW Asset Management

Moderated by Chris Fowle, Vice President, Investor Initiatives, CDP North America

2:30PM Wrap-up Lance Pierce, President, CDP North America

3:00PM End



**CHARLOTTE**<sup>SM</sup>

**City Council  
Follow-Up Report**

**October 9, 2015**

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**October 5, 2015 – Council Workshop**

**Community Investment Plan (CIP)**

*Staff Resource: Bryman Suttle, Planning, 704-336-8325, [bsuttle@charlottenc.gov](mailto:bsuttle@charlottenc.gov)*

Attached is an updated version of the Community Investment Plan presentation from the October 5, 2015 City Council Workshop. Enhancements made to the presentation at the request of Council members include providing a legend for the Comprehensive Neighborhood Improvement Program area project maps (slides 16 – 24) and enlarging the symbols for the Housing Trust Fund Investments Map (slide 28).



CIP Presentation Oct  
5 2015 Council Work:

**Central Avenue Guardrail at Veterans Park**

*Staff Resource: Doreen Szymanski, CDOT, 704-336-7527, [dszymanski@charlottenc.gov](mailto:dszymanski@charlottenc.gov)*

In response to Mr. Frisina's concern about the guardrail on Central Avenue at Veterans Park, CDOT staff inspected the location on Wednesday, October 7. The guardrail that abuts the sidewalk exists to separate sidewalk pedestrians from the culvert. The vegetation that seasonally grows onto the guardrail is an aesthetic concern only at this point. Aesthetics are not included in the City's maintenance scope for these structures. CDOT inspected the location and finds the growth limited to the guardrail, and not growing onto the sidewalk. There are currently no structural integrity or sidewalk pedestrian safety concerns posed by the vegetation, but staff will respond appropriately should either condition change. Staff received a similar concern earlier this year, and removed the foliage from the guardrail. Staff determined at that time the vegetation was not compromising the guardrail's structural integrity.

Guardrails exist throughout the City, and they serve different purposes. Some are used as dividers to discourage access to certain areas, and some are used to protect pedestrians or vehicles from ravines or streams. If staff receives a concern about guardrail that is damaged or covered in vegetation, it will take action to remedy the concern if it is determined to cause a hazard to motorists or pedestrians. Citizen reports of potential issues are a mechanism that staff depends on to help it maintain the City's rights-of-way.



**Community Investment Plan  
Update**

**City Council Workshop**  
October 5, 2015



**Community Investment Plan  
Presentation Purpose**

**The purpose of this presentation is to:**

- Highlight the status and progress of 2014 CIP projects and programs;
- List upcoming Requests for Council Action related to 2014 projects;
- Share schedule for FY2017 Biennial Review of the Community Investment Plan

1



## Community Investment Plan

### Key Messages

- Steady progress being made on 2014 bond projects
- Majority of projects focus on enhancing and providing multimodal connections from neighborhoods to each other and to other key destinations
- Community engagement and communication greater than in previous years resulting in increased community participation and awareness of CIP
- Developing more innovative traffic mitigation strategies to lessen construction impacts
- FY2017 review will be launched soon for your input and consideration



2



## Community Investment Plan

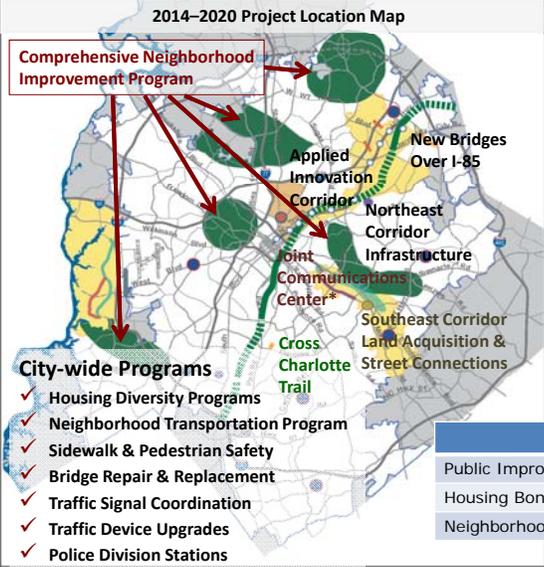
### Program Review

- Community Investment Plan is a **long-range investment program** needed to meet the demands of our growing **community**
- Seeking **multiple community benefits** generally organized around:

3



## Community Investment Plan Program Overview



City-wide Programs

- ✓ Housing Diversity Programs
- ✓ Neighborhood Transportation Program
- ✓ Sidewalk & Pedestrian Safety
- ✓ Bridge Repair & Replacement
- ✓ Traffic Signal Coordination
- ✓ Traffic Device Upgrades
- ✓ Police Division Stations

### Bond & COPs Funding Summary

- \$816.4 million over 4 bond referenda in 2014, 2016, 2018 and 2020
- \$145.9 million in 2014 Bonds
- \$103.5 million in 2014 Certificates of Participation
- November 2014 Bond Referendum passed overwhelmingly

### 2014 Bond Referendum Results

Bond Package	Voted Yes
Public Improvement (Transportation) Bonds	70.18%
Housing Bonds	63.59%
Neighborhood Improvement Bonds	71.08%

*Statistics provided by NC State Board of Elections*

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## Community Investment Plan Implementation

- A new **organizational framework** was developed to implement projects and programs
- Formed broad, **geographically-based interdepartmental teams**
- Ensure **greater coordination and collaboration** within the organization and the broader community
- Teams** working to:
  - ① Understand area development trends, opportunities, and challenges;
  - ② Identify potential partnerships
  - ③ Define, refine, and manage projects; and
  - ④ Engage the community to help define and prioritize projects



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## Community Investment Plan

### Community Engagement

#### Engaging the Community

- Conducted several hundred engagement events since summer 2014
- Utilizing many approaches to engagement, both traditional and innovative, that include:
  - Public Meetings
  - CIP Newsletter
  - CharlotteFuture.com
  - On-Line Surveys
  - Stakeholder Interviews
  - Pop-up Meetings
  - Social Media (i.e. Facebook, Twitter, Mind Mixer)
  - Virtual Tours
  - Wiki Maps



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## Community Investment Plan

### 2014 Project & Program Updates

The following Program & Project Updates are generally organized under the three major categories of community benefits:

#### Livability

- ① Protecting the Environment
- ① Enhancing public safety
- ① Increasing availability of housing for all economic levels
- ① Improving neighborhood amenities



- ✓ Comprehensive Neighborhood Improvement Program
- ✓ Housing Diversity Program
- ✓ Joint Communications Center

#### Job Growth

- ① Stimulating the economy
- ① Attracting global businesses
- ① Increasing entrepreneurial and employment opportunities
- ① Investing in the area around the Airport's Intermodal Facility



- ✓ Applied Innovation Corridor

#### Getting Around

- ① Transportation choices
- ① Transit access
- ① Sidewalks
- ① Bridges
- ① Streets
- ① Trails



- ✓ Cross Charlotte Trail
- ✓ New Bridges Over I-85
- ✓ Transportation Programs

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**Community Investment Plan**  
**2014 Program and Project Updates**

**Livability**

- **Comprehensive Neighborhood Improvement Program (CNIP)**



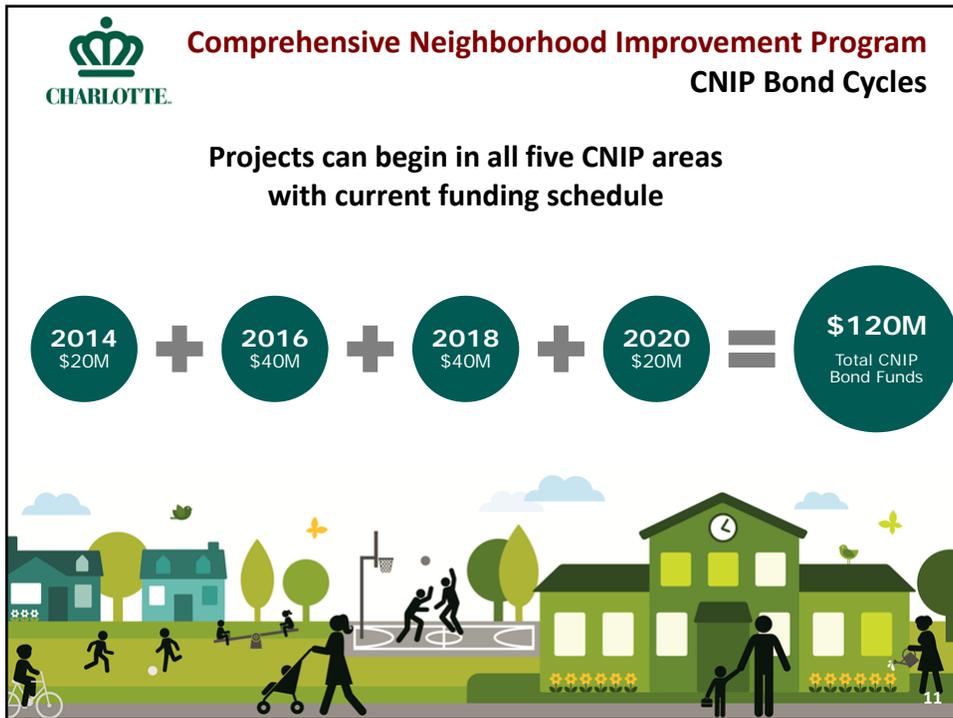
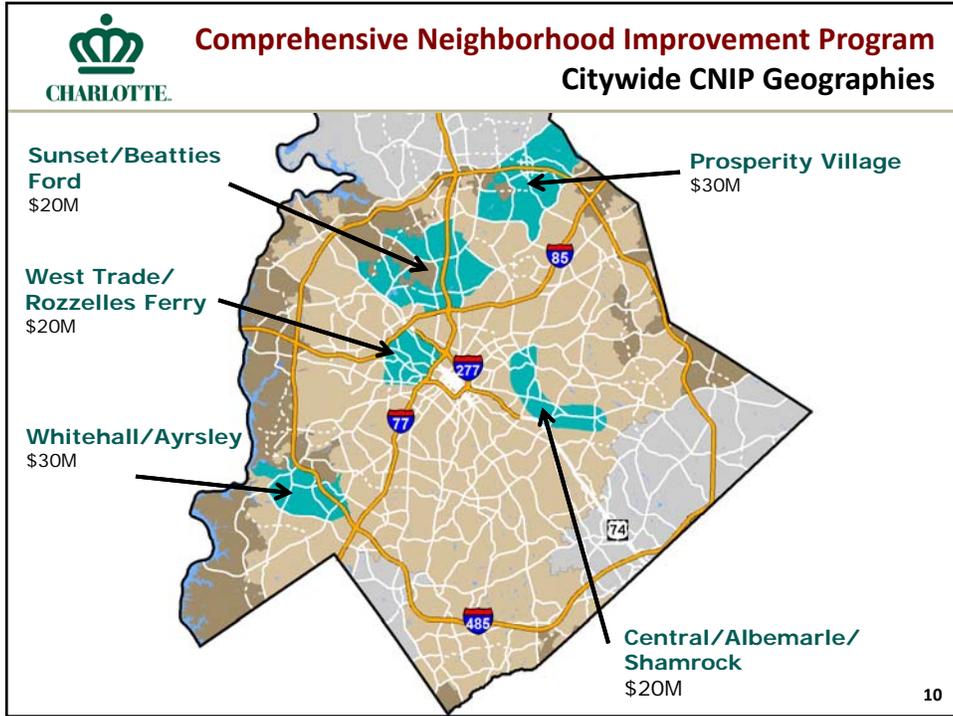


**Comprehensive Neighborhood Improvement Program**  
**Program Definition & Goals**

**Comprehensive Neighborhood Improvement Program (CNIP)** is an expansion of the traditional **Neighborhood Improvement Program (NIP)**, intended to address significant infrastructure deficiencies within established neighborhoods

**The primary goals of CNIP include:**

- Better multi-modal connections between neighborhoods, community assets, and major employment, institutional, and retail areas
- Easy accessibility to transit and the larger regional network of streets;
- Successful public/private partnerships that leverage investments and catalyze changes occurring in neighborhoods; and
- Enhanced engagement with residents in determining which investments meet our collective aspirations





## Comprehensive Neighborhood Improvement Program

### Data Sources



**Over 200  
City Data Points**



**Adopted Policy,  
Area Plans,  
Transportation  
and Transit Plans**



**Market Studies**

+

+

+

12



## Comprehensive Neighborhood Improvement Program

### Community / Stakeholder Input





**One-on-Ones &  
Focus Groups**

**Community  
Input**

**=**

**Strategies and  
Prioritized Projects**

- Short Term Projects
- Long Term Projects
- Partners

Community Engagement Activities	# Attendees / Recipients
135 1-on-1 Meetings	457
30 Focus Group Meetings	330
17 Mailings / Emails	56,754
7 Web Surveys	263
18 Public Meetings / Charrettes	1,387

13

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## Comprehensive Neighborhood Improvement Program

### Common Themes

More projects identified than we can do in every area

Private Partnerships

Public Partnerships

Create places for people to live, work and play

Enhance connectivity for people to get around

Increase mobility for pedestrians and bicyclists

Improve access to greenways and parks

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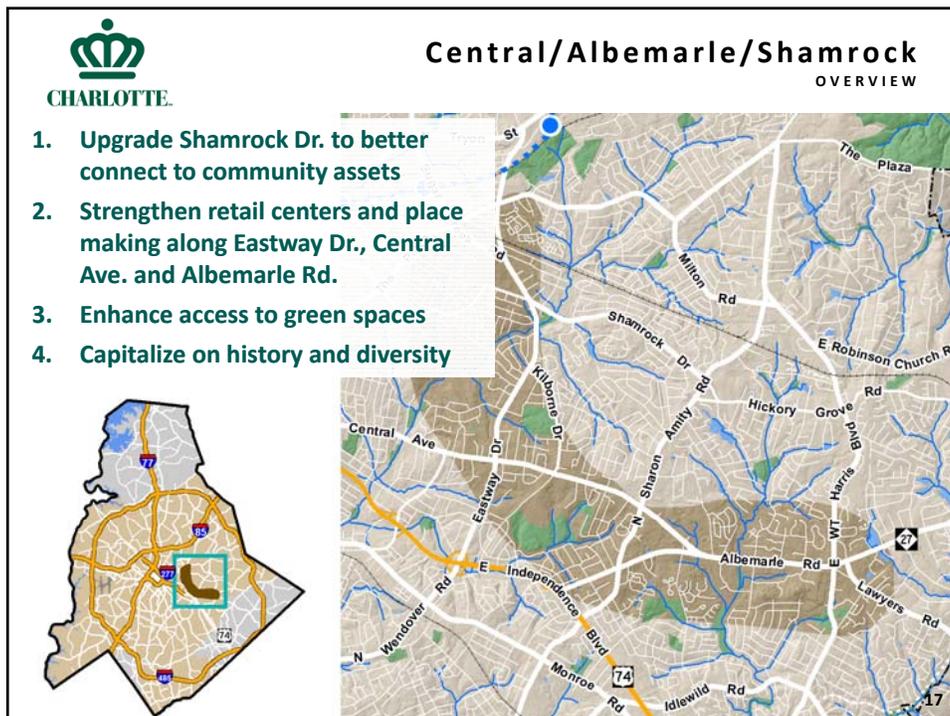
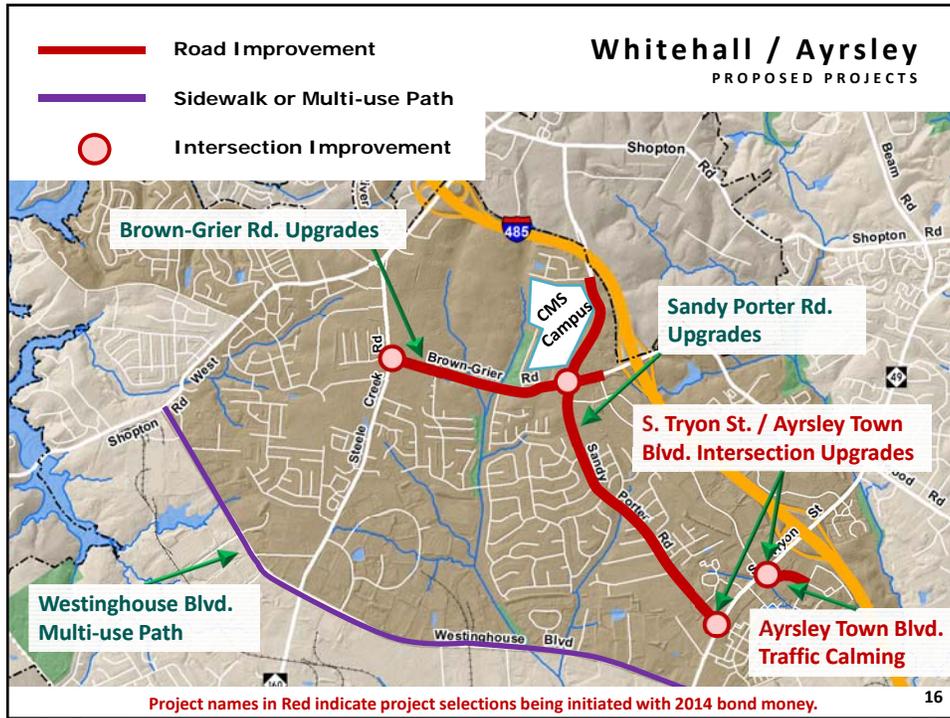
**CHARLOTTE.**

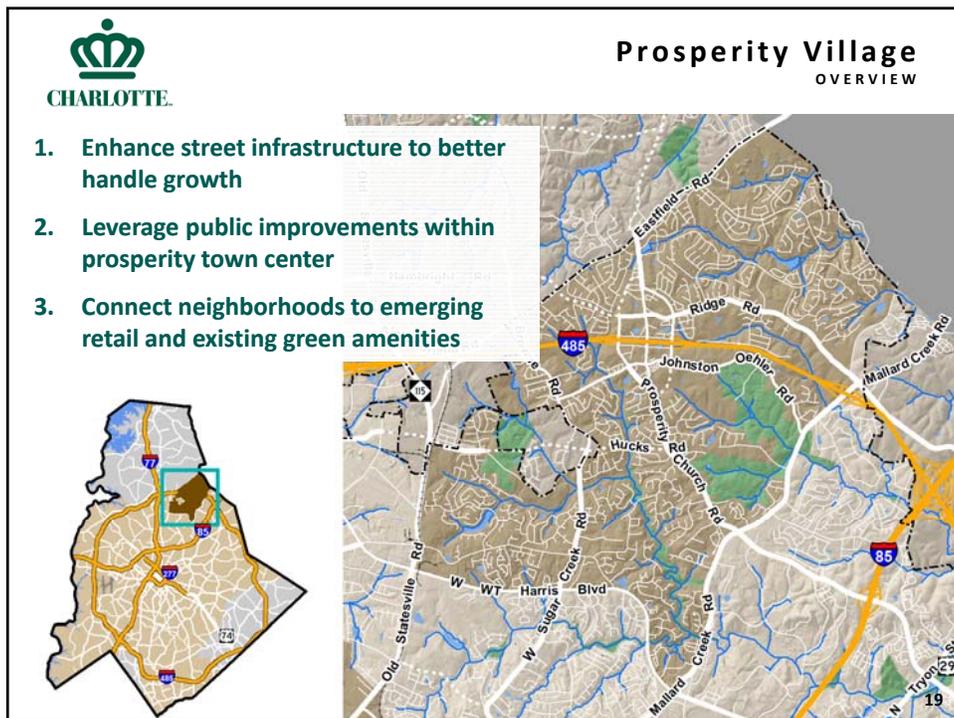
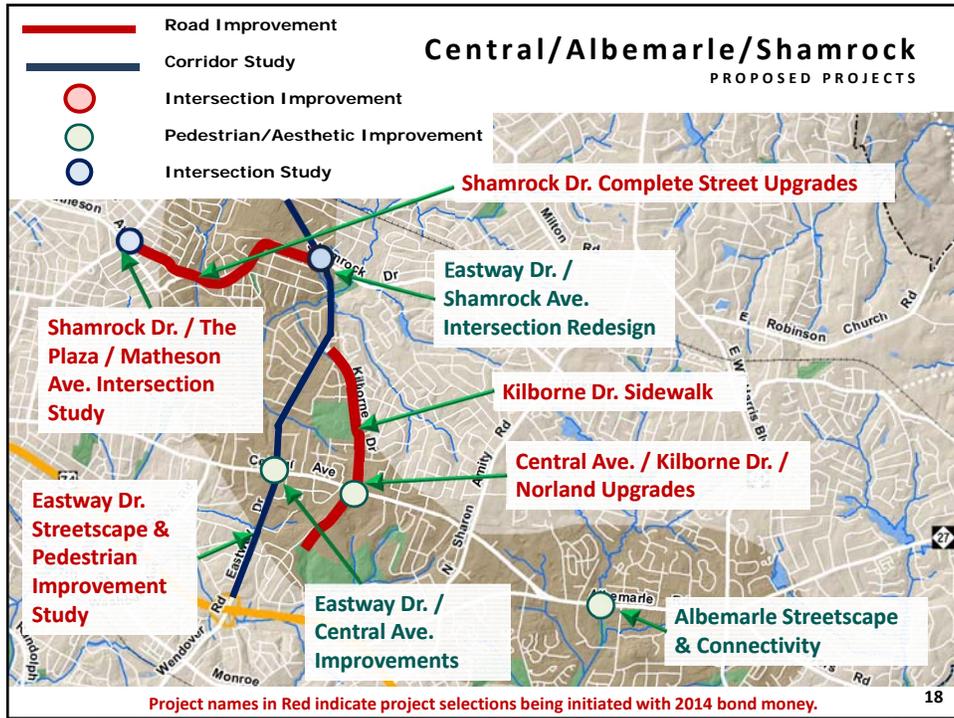
## Whitehall / Ayrslley

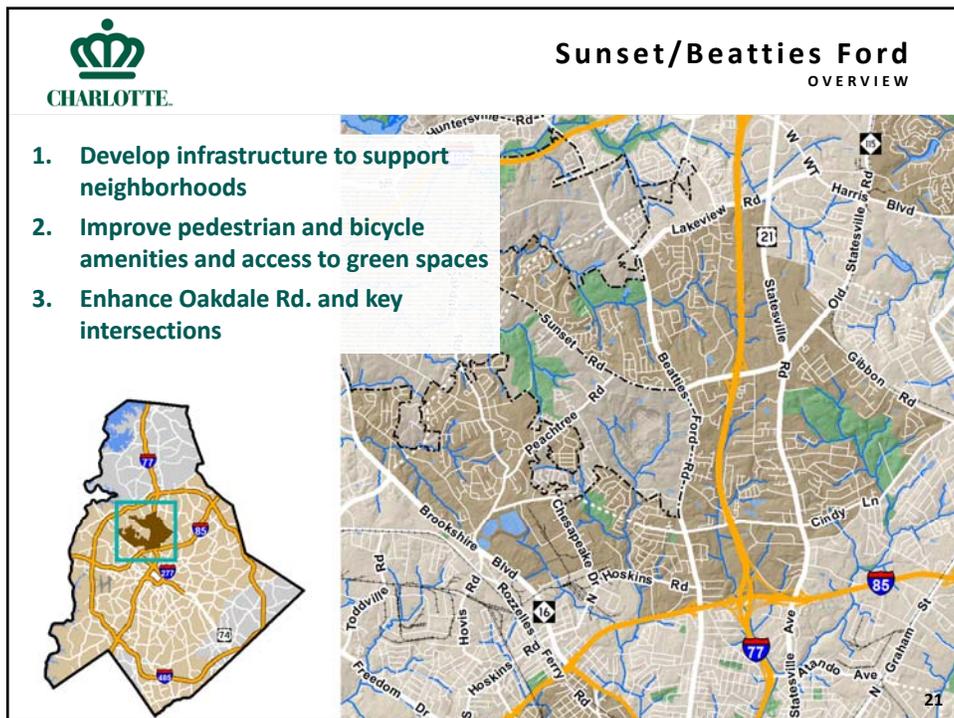
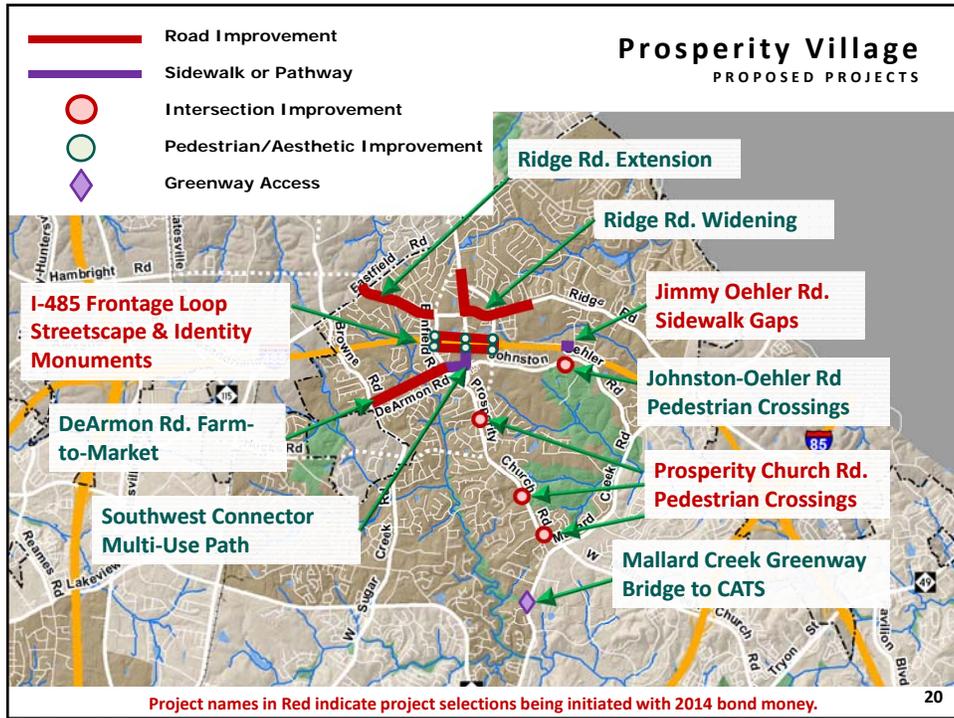
### OVERVIEW

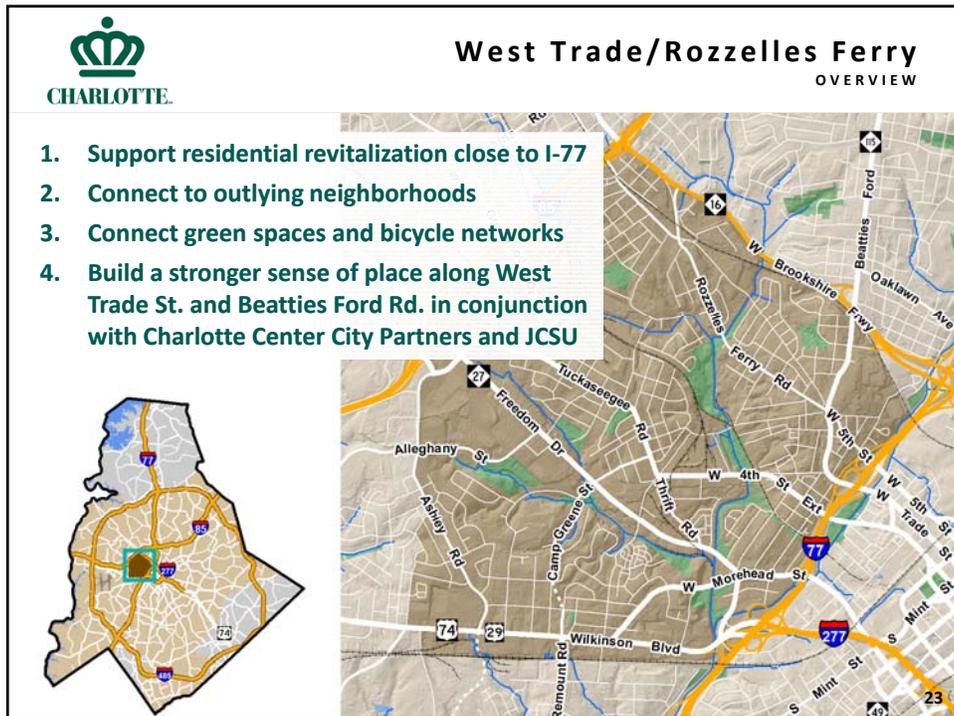
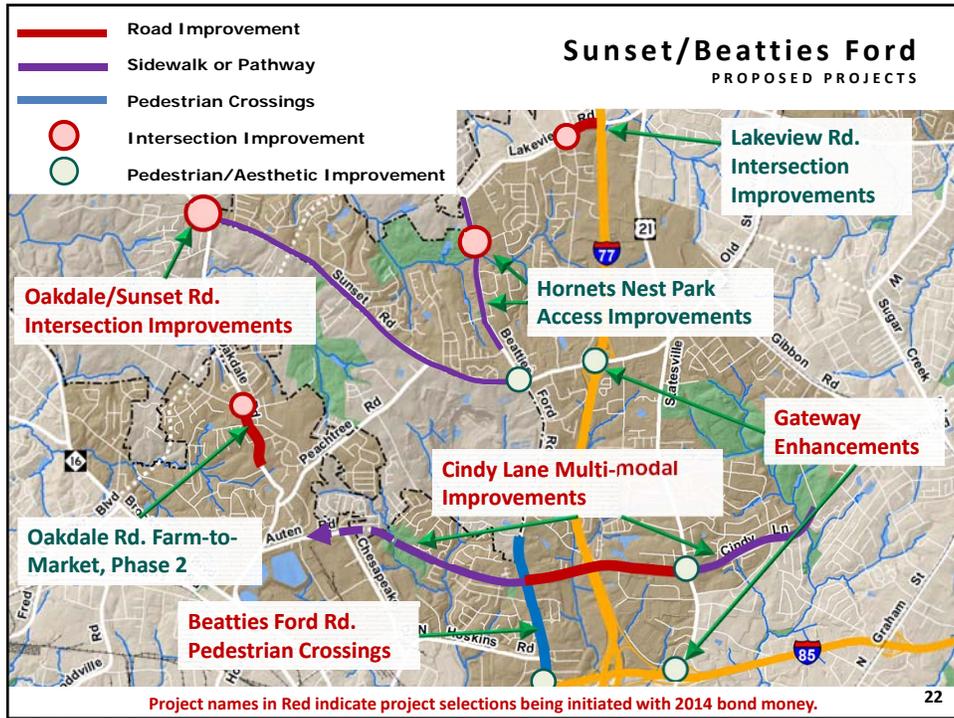
1. Develop infrastructure to leverage recent industrial, retail and residential growth
2. Strengthen connections between neighborhoods, schools, retail, and other community assets
3. Build a stronger sense of place

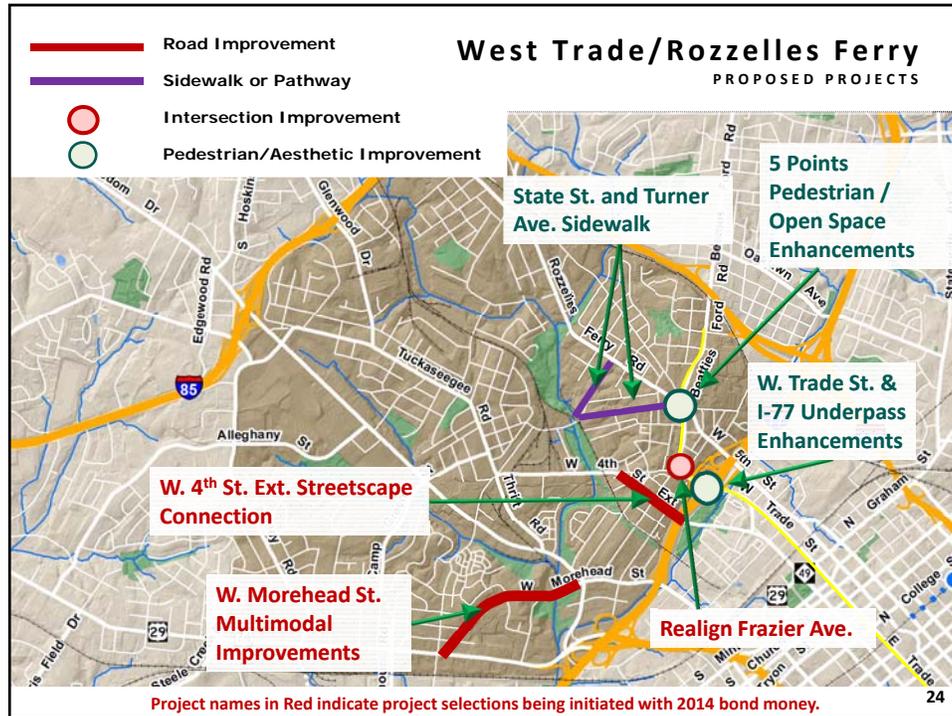
15











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**Comprehensive Neighborhood Improvement Program**  
**Next Steps**

- ✓ Projects are being initiated in all five CNIP areas
- ✓ 1<sup>st</sup> Quarter 2016 - Council will be requested to approve planning and design contracts for initial project selections

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 **Community Investment Plan**  
**Livability**



**Questions?**

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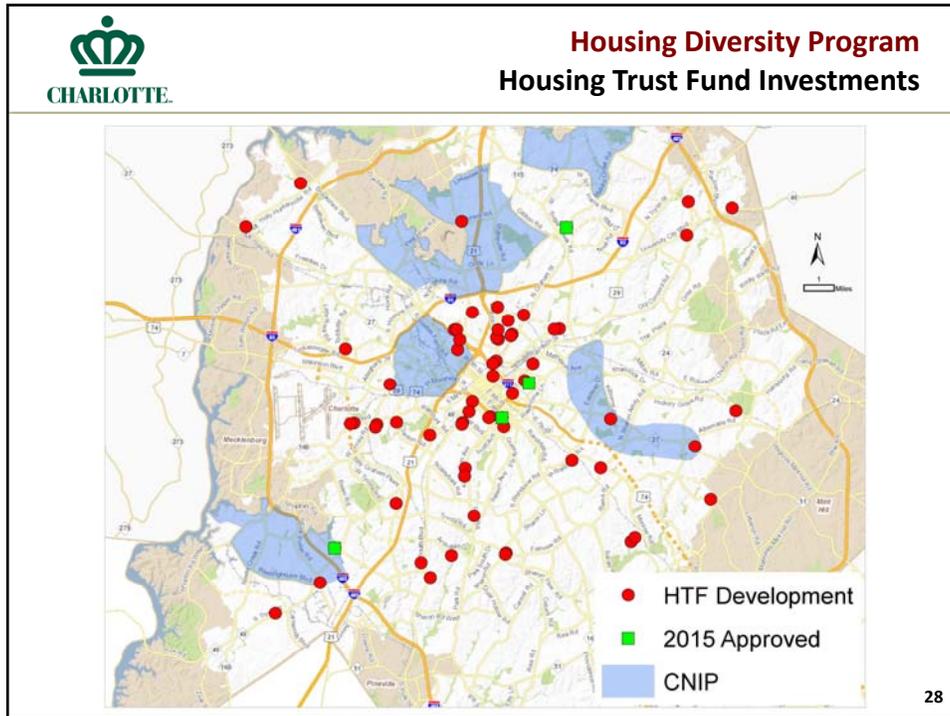
 **Community Investment Plan**  
**2014 Program & Project Updates**

**Livability**

- **Housing Diversity Program**



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**Housing Diversity Program  
Overview**

**Program Goals**

- Create significant improvement in **defined geographic areas**
- Create **diverse housing types**
- Leverage other **City investments**
- Encourage **private investment**

**Programs**

- ① Housing Location Policy Acquisition
- ② Tax Credit Set-Aside
- ③ Supportive Services Housing
- ④ Incentive-Based Inclusionary Housing
- ⑤ Single-Family Foreclosure/Blighted Acquisition and Rehabilitation
- ⑥ Multi-Family Rehabilitation and Acquisition

**5 Housing Trust Fund Investments Approved in 2015**

**5 Housing Trust Fund Developments within CNIP Areas**

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## Community Investment Plan 2014 Program & Project Updates

### Livability

- **Joint Communications Center**



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## Joint Communications Center Overview



### Public Safety Facilities

**Joint Communication Center**

- \$4M - 911 Fund Balance FY11
- \$6M – CIP funding FY12
- \$68M - CIP funding FY14
- \$78M Total Funding

- Facility will ensure **better agency coordination**, overall effectiveness of public safety and emergency services, **increased operational efficiencies**, and infrastructure cost savings
- **Co-locating** Police & Fire 911 Dispatch, 311 Call Center, Police Real Time Crime Center, CDOT Traffic Management Center, and Emergency Operations Center

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 **Joint Communications Center Overview**

**Project Milestones:**

- February 2015 - City Council approved rezoning petition from I-2 to MUDD-O
- July 2015 - Demolition of 1222 Statesville Avenue
- September 2015 - 95% Completion of Construction Plans
- November 2015 – Planned Council Dinner Presentation

**Community Engagement:**

- July 2015 - Public art community meeting, 8-10 attendees with public input

**Future Council Actions:**

- November 2015 - request to approve:
  - Amendment to the architect’s contract
  - Construction management contract

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 **Community Investment Plan Livability**



**Questions?**

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 **Community Investment Plan  
2014 Program and Project Updates**

**Job Growth**

- **Applied Innovation Corridor**

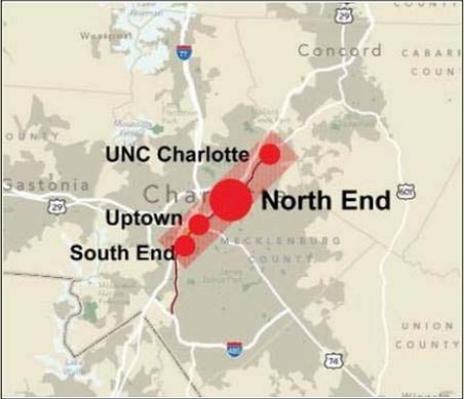


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 **Applied Innovation Corridor  
The Vision**

**What is the Applied Innovation Corridor?**

- Initiative from Center City 2020 Vision Plan
- Link City's academic and research assets with private and public investment
- May be comprised of a series of "districts" in:
  - Energy
  - Biosciences
  - Food technology/food hubs
  - Informatics
  - Health care



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## Applied Innovation Corridor Infrastructure Projects

**What are we trying to accomplish?**

- Create a sense of place
- Create a desirable area to work, live, play
- Improve connectivity - including bike/ped
- Improve streetscapes - aesthetically pleasing
- Provide gateway to/from Uptown
- Improved recreation

**CREATE REVITALIZED URBAN COMMUNITIES AS A  
“FOUNDATION” FOR THE APPLIED INNOVATION CORRIDOR**

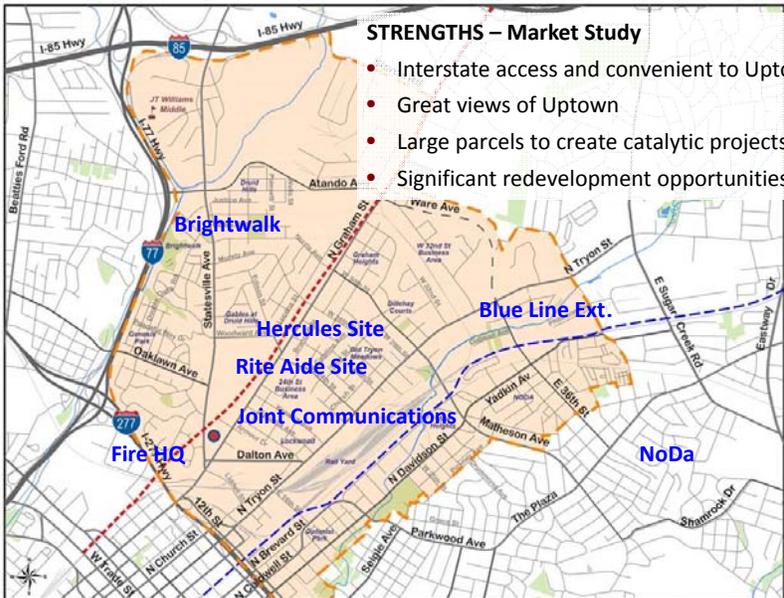




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## Applied Innovation Corridor The Corridor’s North End



**STRENGTHS – Market Study**

- Interstate access and convenient to Uptown
- Great views of Uptown
- Large parcels to create catalytic projects
- Significant redevelopment opportunities

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**Applied Innovation Corridor  
Market Analysis - Challenges**

- Area fragmented by rail corridor/yard
- I-277 barrier from Uptown
- Distance from UNCC – 6 miles
- Industrial feel
- Rents, home prices, income lower than average
- Concentration of social services
- Strong competition for high-tech in other areas
- Incenting initial investments




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**Applied Innovation Corridor  
Community Engagement**

**Stakeholder Interviews & Workshop Feedback**

- Need for retail - food desert
- Need for east-west connectivity
- Need for improved bike/ped facilities & connectivity
- Need for improved green spaces/recreational areas
- Need for improved perception of North End





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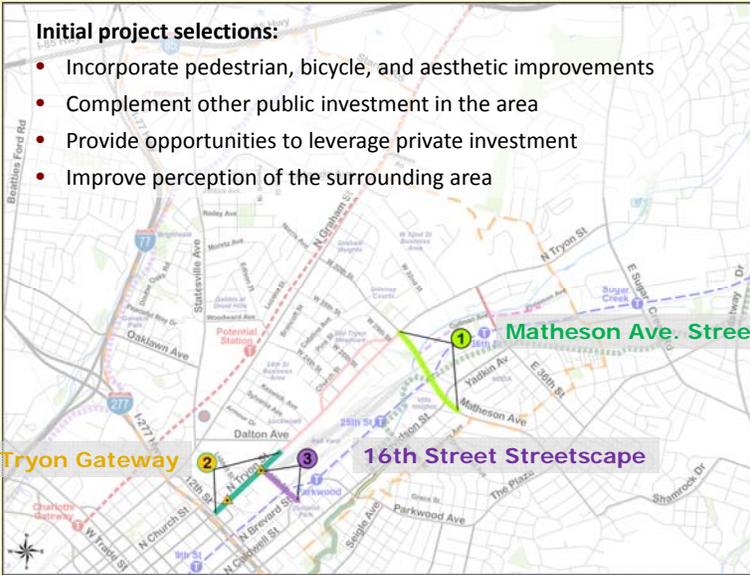


## Applied Innovation Corridor

### Top Three Priority Projects

**Initial project selections:**

- Incorporate pedestrian, bicycle, and aesthetic improvements
- Complement other public investment in the area
- Provide opportunities to leverage private investment
- Improve perception of the surrounding area



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## Applied Innovation Corridor

### Next Steps

**Within the next four to six months:**

- **Future Council Action:** to approve planning and design contracts
- Continued pursuit of private leveraging opportunities

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**Community Investment Plan  
Job Growth**



**Questions?**

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**Community Investment Plan  
2014 Project & Program Updates**

**Getting Around**

- **Cross Charlotte Trail**



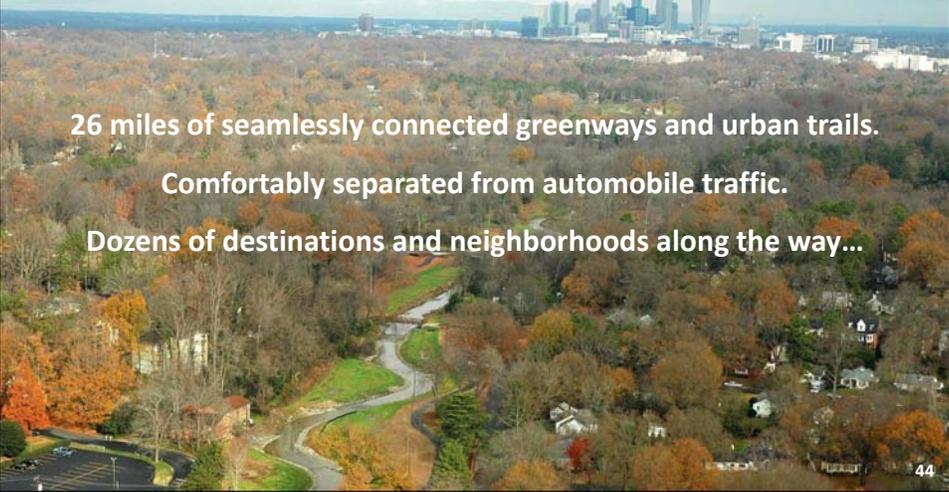
43



## Cross Charlotte Trail Overview

*IMAGINE...*

Being able to bike or hike from Pineville to Uptown to Cabarrus County...



26 miles of seamlessly connected greenways and urban trails.

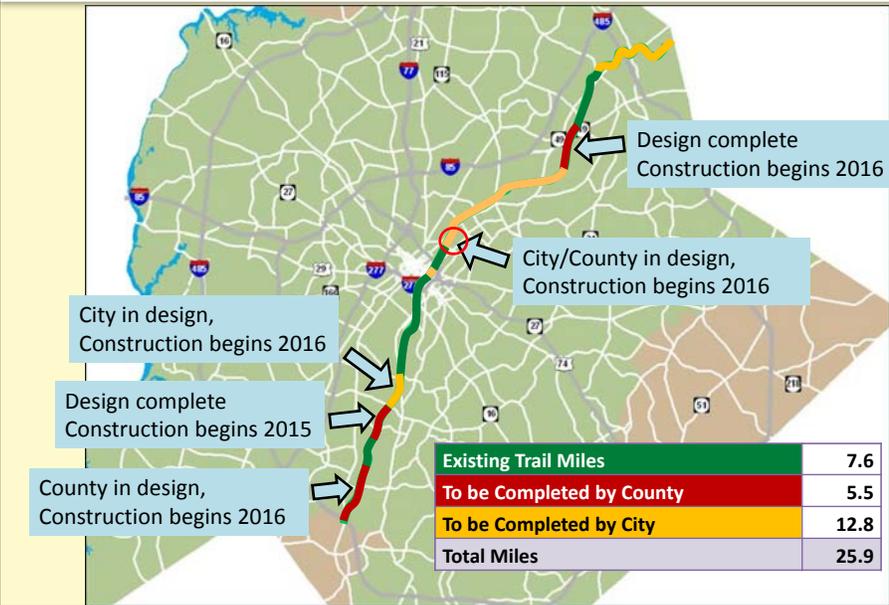
Comfortably separated from automobile traffic.

Dozens of destinations and neighborhoods along the way...

44



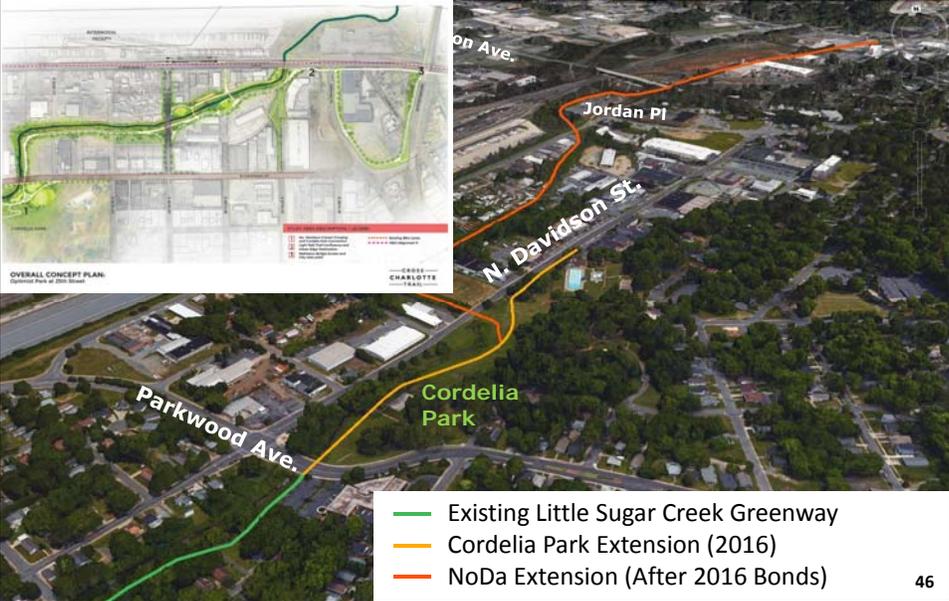
## Cross Charlotte Trail City and County Partnership



Existing Trail Miles	7.6
To be Completed by County	5.5
To be Completed by City	12.8
Total Miles	25.9

45

 **Cross Charlotte Trail  
Significant Development Interest**



— Existing Little Sugar Creek Greenway  
— Cordelia Park Extension (2016)  
— NoDa Extension (After 2016 Bonds)

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 **Cross Charlotte Trail  
Next Steps**



- Inter-local Agreement – September 2015
- Developer Agreement – September 2015

**Future Council Actions:**

- Cordelia Park Segment – October 2015
- Series of Contracts – October 2015
- First Construction Projects in 2016

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**Community Investment Plan**  
**2014 Project & Program Updates**

## Getting Around

- **New Bridges over I-85**



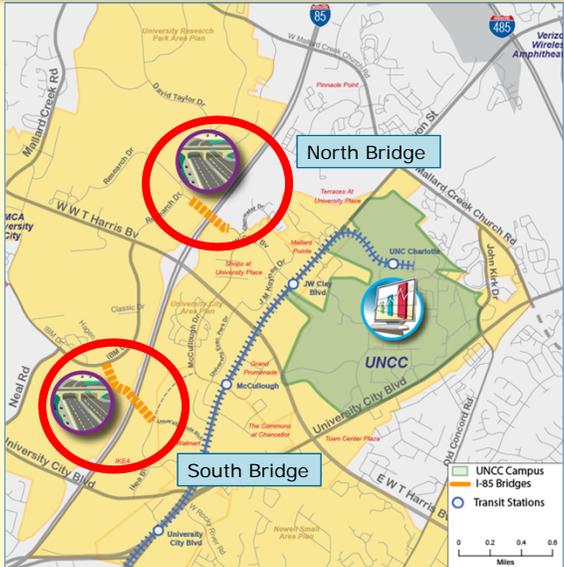
48



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**New Bridges Over I-85**  
**Overview**

- Local Connections
  - Employment centers
  - Blue Line Extension stations
  - UNCC
- Bike and pedestrian facilities
- Alternatives to highly congested major thoroughfares
- Recommended in 2 Area Plans



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### New Bridges Over I-85

#### South Bridge (University Pointe Blvd.)

- New street between Ikea Blvd. and IBM Drive with new bridge over I-85
- Links University Research Park to McCullough BLE Station
- **Future Council Action:** Request award of construction contract on 10/26/2015




*Rendering of eastbound approach to I-85* **50**



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### New Bridges Over I-85

#### North Bridge (Research Dr. to J.W. Clay Blvd.)

- Connects
  - University Research Park
  - J.W. Clay Blvd. BLE Station
  - UNCC Campus
  - Retail/Hotels at University Place
- Council approved contract for Owner’s Advisor on 9/28/15
- **Future Council Action:** consideration of design/build transportation project delivery




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 **Community Investment Plan  
2014 Project & Program Updates**

## Getting Around – Programs

- Sidewalk & Pedestrian Safety
- Bridge Repair & Replacement
- Traffic Control Devices
- Traffic Signal Coordination
- Neighborhood Transportation



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 **Transportation Programs  
Sidewalk & Pedestrian Safety**

**Making Charlotte a more walkable city...**

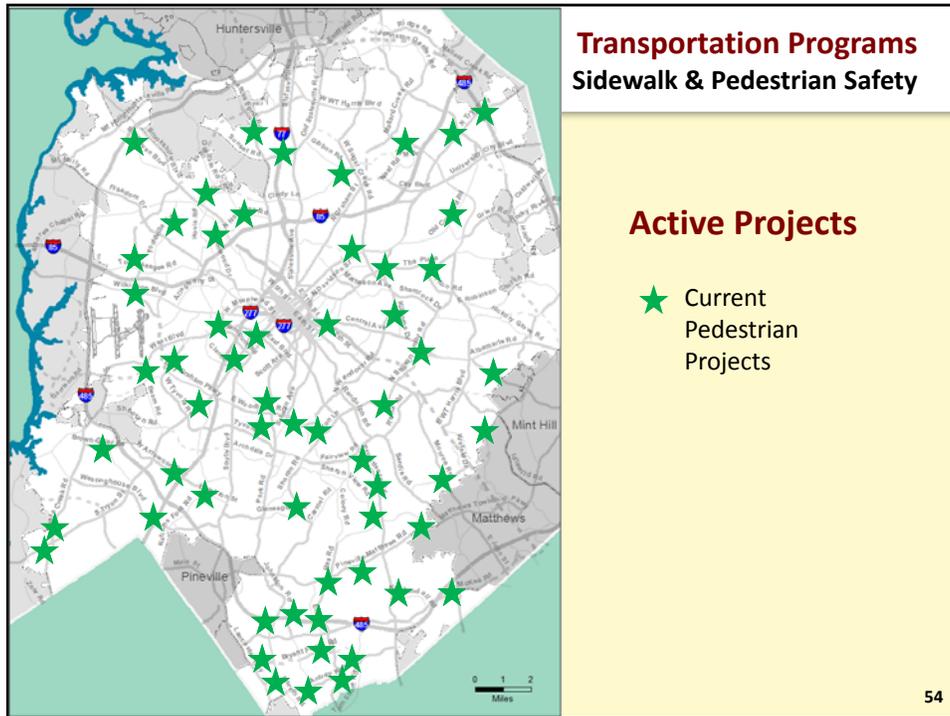
- City's goal is to add **10 miles of sidewalk** and **15 pedestrian crossings per year**
- City Council policy calls for **sidewalks on both sides of all thoroughfares**
- **66%** of the way toward our goal
- **\$15 million Per Bond**



Wedgewood Drive - Before

Wedgewood Drive - After

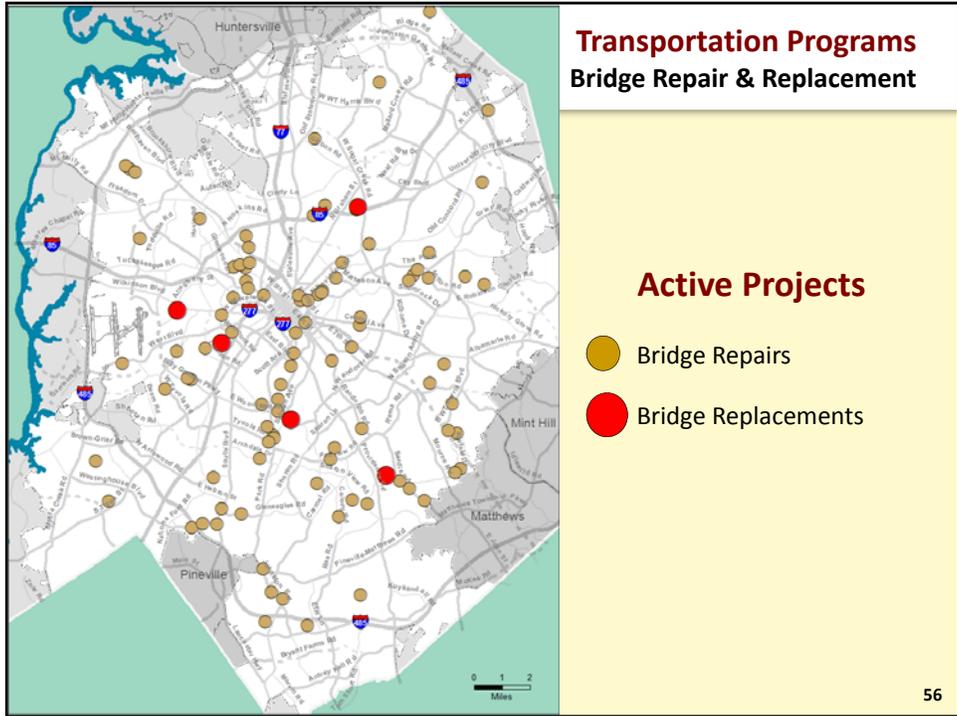
53



**Transportation Programs  
Bridge Repair & Replacement**

- Approximately 200 City-maintained bridges and culverts
- Inspections and repairs on a 2-year cycle
- 35 bridges/culverts identified as potential need for replacement over next 25 years
- 5 bridges programmed for replacement
- Bridge replacement funded jointly between State (80%) and City (20%)
- City incurs 100% of repair costs
- **\$4 million** 2014 Bonds

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### Transportation Programs Traffic Control Devices

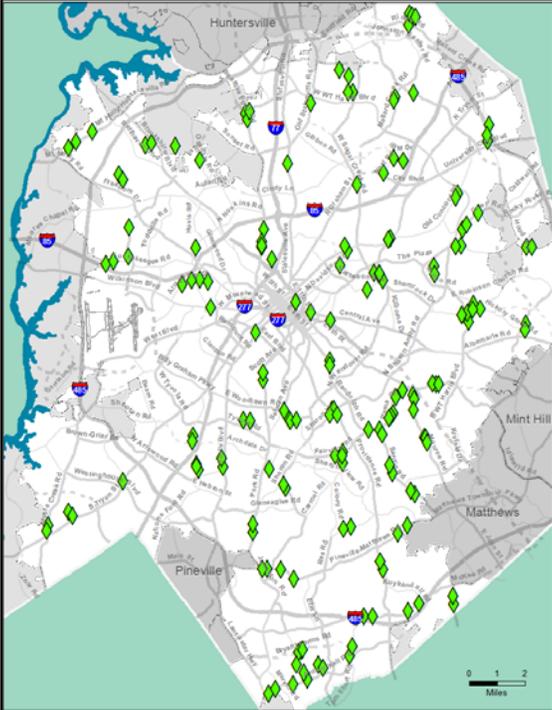
- Install pedestrian signals and accessible pedestrian signals  
**(755 Total Traffic Signals)**
- Upgrade emergency signals at 41 fire stations
- Upgrade school flasher communication system for 65 locations
- **\$7 million** in 2014 Bonds

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### Transportation Programs Traffic Control Devices

#### Active Projects

- ◆ Traffic Control Device Upgrade



The map displays the Charlotte, North Carolina metropolitan area, including parts of Huntersville, Mint Hill, Matthews, and Pineville. Numerous green diamonds are scattered across the road network, indicating the locations of active traffic control device upgrade projects. Major highways like I-77, I-85, and I-95 are also visible. A scale bar at the bottom right of the map indicates 0, 1, and 2 miles.

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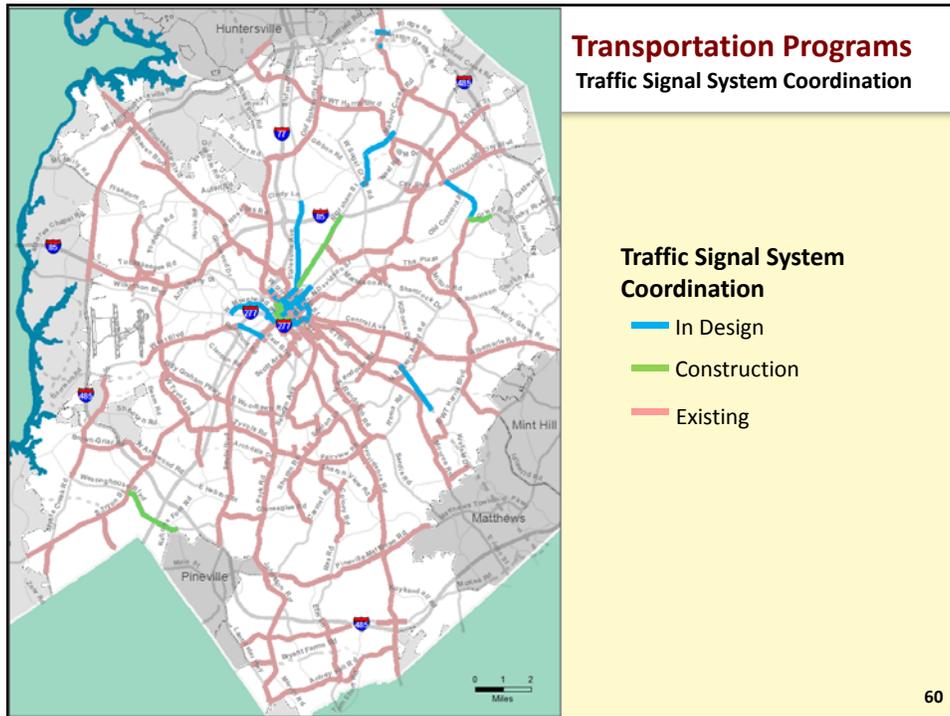


### Transportation Programs Traffic Signal System Coordination



- Install fiber optic communication system
- Improve traffic flow
- Install traffic management cameras to monitor street conditions  
**(350 Total Traffic Cameras)**
- Make real time traffic signal changes
- \$3 million in 2014 Bonds

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**Transportation Programs**  
Neighborhood Transportation Program

**Ardrey Kell/US 521**

Traffic Safety & Increase Street Capacity

**Blakeney Heath/Elm**

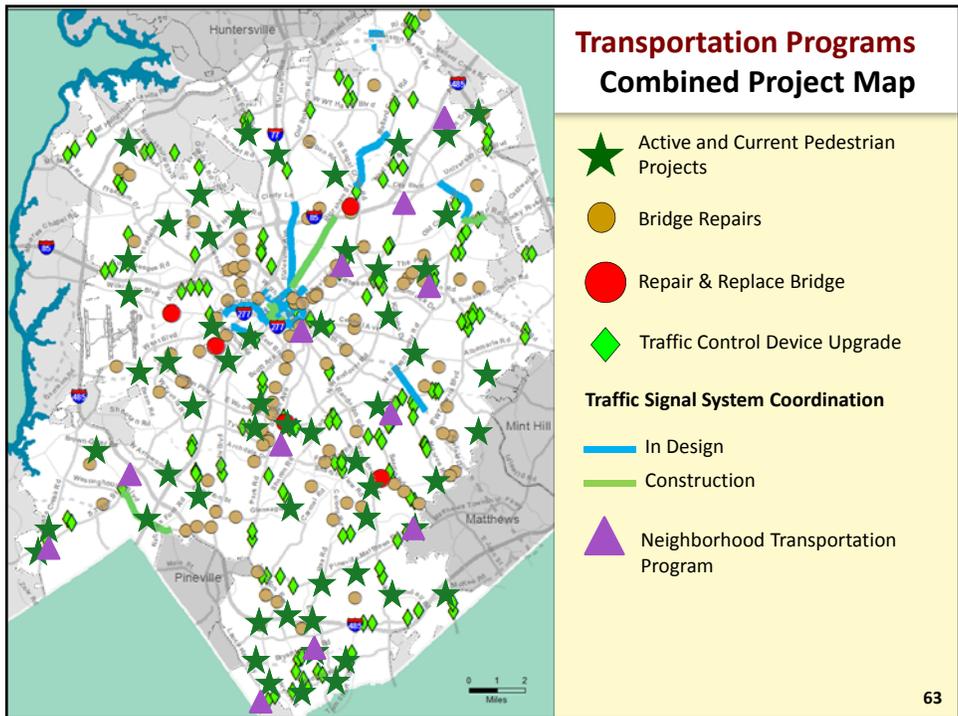
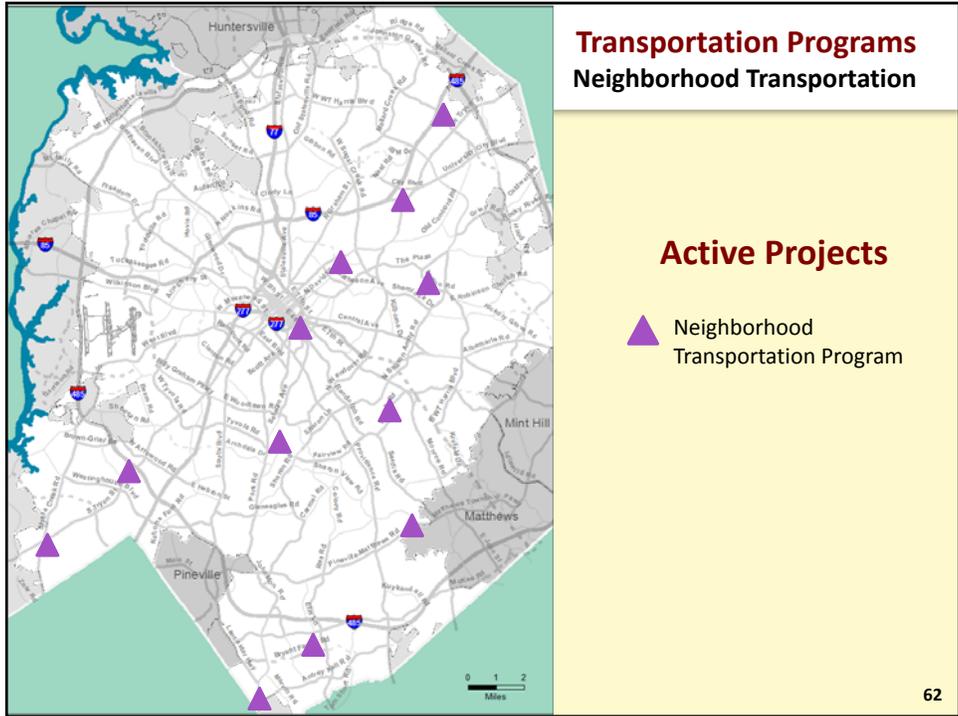
Increase Street Capacity

**Bike Facilities**

Bicycle Program

- Funding used for:
  - ✓ Traffic Safety
  - ✓ Increase street capacity
  - ✓ Public/private partnerships
  - ✓ Bicycle Program
  - ✓ Traffic calming
- \$5.2M** (2014 Only)

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 **Community Investment Plan**  
**Getting Around**



**Questions?**

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 **Community Investment Plan**  
**Traffic Mitigation for Public Projects**



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## Traffic Mitigation for Public Projects

### Impacts to Travelers



**Weekend races, festivals will bring out thousands**



Expect heavier traffic near these events

**Travel is impacted by many activities**

- City projects
- Private construction
- Utilities
- Special Events
- Others



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## Traffic Mitigation for Public Projects

### Construction Coordination Program

**Staff is piloting a new Construction Coordination Program**

- Beginning with City projects and Special Events
- Improves communication and awareness
- Provides toolbox for project teams
- Considers all levels of impacts and modes of transportation
- Following evaluation, extend scope to include:
  - More special events
  - Land development projects
  - Private utilities
  - Other agencies





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### Community Investment Plan

#### Traffic Mitigation for Public Projects



Questions?

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### Community Investment Plan

#### Upcoming Council Actions

Meeting Date	Request For Council Action
10/26/2015	<p><b>Cross Charlotte Trail</b> - 1) Design Contract Amendment for Brandywine-Tyvola Segment, 2) Developer Agreement related to the Brandywine-Tyvola Segment</p> <p><b>I-85 South Bridge</b> - Construction Contract Agreement</p>
11/23/2015	<p><b>Joint Communications Center</b> – 1) Amendment to the Architectural Agreement , and 2) Construction Management Contract</p>
1 <sup>st</sup> Quarter 2016	<p><b>Bridge Repair &amp; Replacement</b> - Morris Field Drive and Sardis Lane Bridge Replacements – Engineering Services Agreements</p> <p><b>Northeast Corridor Infrastructure</b> - Sugar Creek Road Streetscape - Planning &amp; Design Contract Agreement</p> <p><b>Comprehensive Neighborhood Improvement Program</b> - Planning &amp; Design Contract Agreements for Initial Project Selections</p> <p><b>Applied Innovation Corridor</b> - Planning &amp; Design Contract Agreements for Initial Project Selections</p> <p><b>Southeast Corridor Land Acquisition &amp; Street Connections</b> - Planning &amp; Design Contract Agreements for Initial Project Selections</p>
2 <sup>nd</sup> Quarter 2016	<p><b>Northeast Corridor Infrastructure</b> - Design Contract Amendments for multiple projects</p>

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## Community Investment Plan FY2017 Biennial Review

- Opportunity to refine approved CIP prior to 2016 bond referendum
- Timeline for review of potential adjustments:
  - October – December: Staff review and discussion
  - January: City Manager briefing at Annual Council Retreat
  - March – April: Council review & discussion at Budget Workshops
  - May – June: Budget Adjustments and Straw Votes

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## Community Investment Plan Update

**City Council Workshop**

October 5, 2015