

COMMITTEE AGENDA TOPICS

I. Subject: Energy Strategy

Action: This item was referred by Council on November 12, 2012. Mr. Carlberg will provide an overview of the Charlotte Region's New Energy Capital Initiative and the outcomes from a 2012 McKinsey report on the best ways to grow the energy sector in Charlotte. Mr. Carlberg's overview will provide context for Council's discussion of the City's energy strategy. No action is required.

II. Subject: Public Parking in Mercury NoDa Project

Action: This item was referred by the Interim City Manager on March 15, 2013. Staff will provide an overview of the opportunity to replace lost public parking spaces in the North Davidson Business District (NoDa) in conjunction with Woodfield Partners' Mercury at NoDa apartment project. No action requested.

III. ED Focus Area Plan

Action: The Committee will review and finalize the ED Focus Area Plan for FY14 to be considered by City Council at a future Council meeting.

COMMITTEE INFORMATION

Present: James Mitchell, Patrick Cannon, Warren Cooksey and David Howard
Absent: LaWana Mayfield
Time: 12:00 Noon – 2:00 p.m.

ATTACHMENTS

1. Accelerating Development of the Carolinas' Energy Cluster Presentation
2. Woodfield NoDa Partnership Proposal Presentation
3. FY2014 Strategic Focus Area Plan

DISCUSSION HIGHLIGHTS

Chairman Mitchell opened the meeting and asked everyone to introduce themselves. Ms. Mayfield will not be with us today. I will turn it over to Mr. Kimble.

Kimble: We have three items on the agenda for you to discuss today. The first one is on Energy Strategy and this is a referral that we believe was made on November 12, 2012 and will start down the process of evaluating what the City's role might be in an overall community energy strategy and what kind of role we could play. Secondly, there was an item that was referred by Interim City Manager, Julie Burch for the NoDa project, public parking in Mercury NoDa project. We are going to roll that out today, let you look at, see what your comfort level is with it and describe to you what some of the opportunities are to preserve some public parking in the NoDa area which is always challenged with the amount of parking, especially at prime entertainment that occurs in NoDa at certain times. Then the ED Focus Area Plan and we will have some discussion with you and how you

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might like to proceed. These will all go to the Council we believe in April for some approval by Council on all of them at some point in April. I will turn it over to Brad who will also introduce a special guest who is with us today, Scott Carlberg.

I. Energy Strategy

Richardson: This item was referred on the very night that you adopted the High Growth Entrepreneurship Strategy and I think the Mayor did it. We want to follow the same process if it is okay with you and how we started that one. If you recall, we had Paul Wetenhall come in, spend some time with you, give you an entrepreneurship 101, if you will, to make sure we lay a good framework for understanding of the issues. We want to do same thing with the Energy Strategy and we could think of no better person to do it than Mr. Carlberg. I will let him introduce himself. I will tell you that I've known Scott for about seven or eight years. He was the one who was the architect behind the Charlotte Regional Partnership's Energy Capital Initiative. Scott will give you a broad overview of energy in the community through the lens of the new organization that you see on the screen, E4 Carolinas, which you get the context when he shows you the timelines. We've got 30 minutes, feel free to ask questions. We've got some folks from the industry in the room as well.

Carlberg: I very much appreciate being here today. A little bit about me as we start this. My background is 29 years in big energy companies across oil, gas, pipeline and electric and then time in my own in my own business practice in project management and public affairs for energy, economic development and higher education. I have been privileged to work with energy people here in the Carolinas, and particularly in the Charlotte area, especially after Jim Rogers had asked that initial question in 2009, are we really getting enough credits for the energy assets that we have here. That really was the seminal moment that E4 Carolinas started and I will give you a little bit of history on that.

E4 Carolinas is a 501C6 non-profit, established in North Carolina and was incorporated last June. The four powers of E are energy, environment, efficiency and economy. Any good energy company has got to pay attention to all of them to be effective these days. It can't be just cranking out kilowatts of dekatherms, you've got to be looking at the whole range of items and that is critically important. Just a quick timeline of where we've come and where we are going right now and not all of the items are on here but there are some benchmark items. Jim Rogers asked that question in April 2008, but in April 2009, we convened our first energy meeting executives and originally we thought we might be able to just have it around this table here, but there were 125 people that came. It pretty much surprised everybody and we've said what do you want to do next and they said let's inventory the assets we have in the 16 counties and we started that process. We were housed under the Charlotte Regional Partnership; Duke was kind enough to provide funds for some part-time work to get that started.

The Nuclear Energy Insider, I put that up there for a very specific reason. That is a London-based organization that does nuclear meetings worldwide. The very first meeting they had in the U.S. was in Washington. Somebody from the upstate, of all places, not here, found the meeting planner and said why in the world are you in Washington when you could be in Charlotte. The guy said I don't know anybody in Charlotte. They contacted us and we worked with CRVA, who I can't say enough good things about. They did hand stands and now all the meetings are in the Carolinas and headquarters is

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the main place for all of the meetings out of this London company. The meetings they've had here have had \$700,000 economic impact just on the hospitality area uptown, so that is beside energy.

You can see some of the other things up there and I'm not going to go through them except you are going to see the recurring Energy, Inc. Jim Rogers was smart enough to know, and having worked at Duke, sometimes when a big company steps up everybody else takes ten steps back. He said, I'm going to do the first one and then it is up to you. Kevin Pitts at the Charlotte Business Journal stepped up and said we will do this annual meeting. The second one we had 300 people there. The third one we had 411, last year we had 700, this year on May 9th we are going to have 800 to 1,000 people from all across the country and at least two other countries we know of are going to be in Charlotte. From an economic development standpoint, I think you all know that half the battle on economic development is getting them here. I've always told people when they say how we can get to know the area, I say bring your golf clubs in February from Chicago. Once we've got them here, we've got a lot of the battle won. When they hit that registration desk, they may not know, but they've already got somebody assigned to them who are from here and we get to know them pretty well.

Howard: This is amazing already and you are just on slide one. I see my friends from the Chamber. Who else is involved with this? I don't hear this come up when we are branding the City. It is not part of what we are doing and if that much energy is in it already, who else is at the table right now other than the partnerships?

Carlberg: The Partnership is there and the Chamber was there from the very beginning and they've held their own energy conference that has drawn a great crowd and really brought people together. It has been very energy industry-oriented in the first few years because we had to walk before we could run. We didn't even know what we had at first so it took a couple years just to find everybody. There is no ... code just for energy. It is kind of like the motorsports industry and I got to run the economic development project on that. We had to pick through 40 ... codes to find the right pieces of them to go into motorsports, and there is a similar issue in energy like that too. For instance, engineering is a critical part of energy, but not all engineering is energy, so what parts of it are relevant to it and that was a part of it. You can count on all the major energy companies here have been on board. One of the things you will find as you get to know energy people is that they know when to compete and when to collaborate. When they collaborate, there is nothing like it. I have never seen an industry that is as good at it and they are accustomed to that, particularly the nuclear energy which is strong here. They are competing on something one day and then they are teaming up on bids the next. They are really accustomed to it so it is really part of the culture. We are going to get into some of the partners pretty quick.

Mitchell: What time is your event on May 9th and where will it be held at?

Carlberg: Book all day first of all because there is going to be a lot of people here. Now that I know where you live, I may want to tap you and you are not going to be a passive person there. Really, if we have somebody coming in from Chicago that we've identified as a good prospect, for you to go up and shake their hand and get to know them, introduce them to other people speaks volumes. I talked to one of the CEOs of a company that has a major presence here and he pulled me aside and said I like coming to Charlotte because I feel like I'm a part of a big team and I don't feel like that anywhere

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else. He said you need to know when I'm in Virginia, and he is based in Alexandria because he's got to be near the deal, even though he's moved all of his people down here. He said when I'm asked to do something it is the Governor that calls me and it is not his Admin, it is the Governor and he knows my kids names, my wife's name. We've got to build across city to state continuums, that kind of personal relationship. Five minutes from you means more than a week of my time and you have the right messaging. There is potency in that and they will go back and talk about that so I want to take advantage of all of you.

Mitchell: Location of the all-day conference?

Carlberg: I'm going to have a slide on this. It is at the Charlotte Convention Center so we've grown that big. These are the guiding statements of E4 Carolinas and you can read them on your own, but to summarize them, we are the objective source for information. We are not going to slant anything toward solar, nuclear, hydro, conservation; we are going to give you the good news and the bad news on everything. While I say bad news, they are just opportunities. Some things are more developed than others; some things in some parts of the country are more possible than others. We do have one tenant; there is no silver bullet in energy. If anybody tells you, a true energy professional knows it is in all of the above approach. It is a portfolio just like investing, you can't put all of your eggs in one basket and real energy people know that and they work on various projects and that is a key tenant to what we are doing here and it has been a key reason why we've been an economic success in energy in Charlotte. I'll show you a slide on that in just a little bit.

These are the companies that were with us from early on. You've seen these logos and the nice thing about them is there are some major companies here and then there are some that are not quite as much of a household name, but they jumped in with both feet and they have been extremely helpful in getting us moving forward. Our Board of Directors are here. We're going to be adding a few more, but they are going to be from outside of Charlotte. Our Board is genuinely a governance board; this is not a ceremonial board. This is going to be for running things, the Admin, the legal, the finance. We have task forces and special meetings for people that want to get on board in other ways, but this is truly executing the law as it relates to a 501C6. More than 300 years of talent in highly specialized energy projects sitting on that Board. The nice thing about it, the people sitting on our Board don't have to go back to corporate and ask for permission. At our meetings they can make their statements on what they are going to do.

A bit of preaching to the choir here, but I want to make sure that everybody knows it, Industry Clusters. You've all heard the Porter stuff; you've seen him when he came here for the DNC. It is about companies being linked, it is about having a whole value chain and it is about having a good range of diversity in institutions. That is what builds strengths. In other words, if you are a one trick pony, that pony can die and we don't want that. So let's take a look at this – Cluster Power. In the U.S., 28% of employees can be identified with some kind of a cluster. It can be aerospace, biotech, IT, medical, but they are in some sort of cluster. Those people bring home 38% of salary in the U.S. so that is already one proof of the positive nature of clusters. In effect, the more you plan the luckier you get. But look at this, 97% of the innovations, the patents, the good new work comes out of clusters. We need to build our innovation echo in Charlotte and the Carolinas. We are not getting our share of the money on venture capitals and others and if we are it is going to the Research Triangle Park (RTP) because they have done a very good job, but they also proved something else. They

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started in the late 50's, it takes 20 years to be an overnight success and we've got to start now. We are not going to have a media result, but somebody needs to start laying the base. So the direction for clusters, we want to get to the upper right. It is about having diversity and increasing the strengths.

Howard: Venture Capital, does it follow research and development dollars too? I saw CPEC and UNCC. How big a deal is research and development part with the universities? A lot of RTP is Chapel Hill and Duke.

Carlberg: There is certainly a sweet spot on universities. I'm kind of reminded of a mini Boston which has 60 universities in the city limits. I can answer part of your question, I'm not as well as versed to answer the whole thing, but I would say yes, it follows university research, but it also follows I think corporate research too. One of the companies I work for tend a lot of their work on corporate research. I think more and more those grants and other things are going to be possible, are going to be hinged more on partnerships between universities and regions and companies. It is not going to be a lone wolf anymore.

Howard: I was thinking about the talent development pool. That is something specific you want to grow and you decide to grow that with your university system. I was wondering how important a part this is.

Carlberg: Let me go to that because that is one of the key things and frankly that is where we are going to win or lose it. Let me go through this real quick because you want to get to the high growth because it is about competition and collaboration. We will collaborate if we can all benefit out of something or if we have a bigger voice and we are able to win something. It is about productivity, better and fast paced innovation and a stimulating new business formation.

You are talking about workforce; other cities would kill for this kind of slide about our skills. So many of them are big in one area but not another. This is a profile of our workforce in the energy industry. Look at the diversity of that, it is just amazing. The only thing we don't have there and that is fine is oil. Houston is the oil capital... carbon capital and God bless them. They do a good job on it; we don't need to be there. We are the new energy capital.

Howard: But it is the one trick pony that you are talking about. You don't want to be just one because when oil goes down Houston has a problem.

Carlberg: The old joke back in the mid 80's when oil went from \$32 to \$8, what do you call a geologist in Houston – waiter. It is boom and bust literally. Look at natural gas, it is about \$2.00 to \$3.00 right now a million and it had been \$14.00 to \$18.00 in past years, but this is an insurance policy and good skills, but it also says something else to your point. It is not about somebody who knows nuclear or solar or natural gas. The success for us comes in engineering education and UNCC is doing an outstanding job and in that engineering education, it is mechanical engineers. For instance, in a nuclear plant like McGuire or Catawba, 60% of those engineers are mechanical engineers. About 18% each are electrical and civil and this many are nuclear. Mechanical engineers are the type O blood of the energy industry because they can move from coal to hydro to natural gas to nuclear and they can serve a variety of markets. Additionally, we have 20% of the nuclear staff

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there, and anybody who has worked in the nuclear industry knows that the quality assurance is just way up here. I content because we've had that quality assurance atmosphere all of our other energy people have risen and I think we have a competitive advantage on quality in our energy work too, in our engineering.

Mitchell: Let me do a follow-up, especially on the solar. I had the pleasure about two years ago, worked for a solar company and I read in the Business Journal that it seems like solar is now popping up more on the west coast than the east coast. Is that a niche that Charlotte can get in or do you think that because it is so driven by capital and renewal credits that is only 1%? I think there is tremendous potential in solar.

Carlberg: I will give my viewpoint and you may have a different viewpoint on that. First of all, I think everybody and their brother had gotten into solar at one time. It is kind of like dot coms. Some are serious business people and some aren't. At one time nuclear was getting big and some have told me that they've been in real estate but they really loved nuclear energy. So you've got to look at what was fad versus what was real. I almost look at solar, and I don't know if you will agree with me or not, but in the early days of the power companies when everybody jumped in and there has got to be a shake out on technology and I think there is also a dependent technologies that you've got to look at. You don't use many lights in the daytime so storage is going to have to come up, big storage and I consider that one of the next big keys on energy in general in unlocking real potential for renewables, being able to store it and use it and that is called peak shifting. You may be able to store a lot of energy at noon until 2:00 but you really need it from 3:00 to 5:00 when everybody's air conditioning is cranking up at home. Those kinds of issues, it is a complex industry in that way. I think solar definitely has a niche. I think it's got a bit more evolution to truly find its place. To your point solar at this point is an add on. Base load is what is needed to be able to run society and one of the reasons we have been so fortunate in the Charlotte region, is the foresight those people ahead of us had to build nuclear plants, carbon free, there is no emission and 2200 megawatts or so out of two units. It has really given us a long-term base load that advertised over 60 years is very cost effective and I think it will be more so without new plants being built. These plants are amortized so basically let's put our nuclear plants and our municipal 401K's and let them keep cranking out electricity for business.

In the McKinsey recommendations, they came to us and said we get to do one project per year for different groups, non-profits and they picked us. There was the most fantastic competitive analysis to the point that we don't issue the report, we've given it to our Board members, but we know down to the W-2's how many employees there are in energy in some of our competitive cities. It is good information and we are acting on that, but they said here are three things that we need to focus on and one thing we need to do from an organizational standpoint. So if I start at number four, they said you need somebody awake enough to think about this. This can't be a part-time thing under the CRP. The CRP was so generous in the way they allowed us the freedom to form this and that really needs to be noted. That is why we started the E4 and they also said it is not the 16 counties; it is both states because we are not going to put one county or one region up against a country for instance. We've got to bulk up and we've got to take advantage of the supply chain across both states. We've done that successfully with Carolinas Nuclear Cluster starting in 2008 to bind together 54 different nuclear organizations into one voice and we've had international attention from that.

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Howard: Is it working with South Carolina? Normally when we try to do stuff it is by state and it is here. We kind of get second hand support. Do they get the fact that this could be something for both states?

Carlberg: We've made good strides in parts of South Carolina and we can make better strides in some other parts of South Carolina. We have done some things on background and I know that the Mayor has spoken to the Mayor down there and said together we can all be a much stronger force and I understand that was a very positive call. You've all driven down I-77, it is miles and miles and miles and there are 2200 megawatts of nuclear power going in. There is no reason that couldn't be an economic development corridor of manufacturing and energy excellence using our hub Airport as one of the go to places with the Intermodal Facility. Training at CPCC in midlands tech provide the engineering base and a headquarter city up here, it is just too obvious, but we need to start now and that is one of those overnight success stories that we need to start working on. Frankly, what I would like to do on that is use some of our young leaders and not people that have hair color like me to be the managers of that because if we can get them into that sort of thing, think of the investment and personal talent that we will have made for the next couple of decade here in the City. We have some opportunities and we can hang a lot of ornaments on this tree.

Howard: Part of that nuclear infrastructure is in South Carolina and Duke I think operates in both states so that would be the common denominator and then you have the whole idea of the Port of Charleston feeding our Intermodal. Regional folks ought to be talking about this.

Carlberg: It makes a lot of sense. We've had some very good relations with Greenville and we've got some wonderful things started there. We've been down to Columbia about four or five times and done different presentations. We've also been reaching out, and you may have noticed the last energy leadership award, Kevin ... the CEO got one of the awards. We are reaching out and we will keep reaching out as ladies and gentlemen and it is a good proposition and in the long-term we are going to be successful for everybody. My goal is and I live in Charlotte and I love Charlotte, in terms of E4 Carolinas, by first goal is to get the W-2s in the Carolinas. Then let's find out what their particular ... and if they need a headquarter city where they have a desk in London, well that is going to be an international airport. If they are going to need to be near a smart good cluster with some incredible university research in that particular area, the Triangle is going to be pretty hard to beat and some of the work they are doing. If they need really good craft training, there are things in Columbia that they are away ahead on. Let's get them in the two states because I learned this from Ronnie Bryant who has been super in this, if we can't get it here, let's get those people in Greensboro or Raleigh or Greenville because we can get a spin-off on some of the suppliers. If we make our neighbors strong we are all going to grow in the long-term. That is the way I'll be approaching it.

As we look at this, we've got to take a more active role in energy policy. The people we interview say they are tired of sitting around with no national energy policy and really no state one as we've hasn't had one. We are going to take a higher role in that, but we don't think we can do it at the Federal level. We are just not seeing action there. We think the City to the State level is really the way to go. That if we get good City policies, those percolate up to the State, they can then be adopted at the national level. You are going to see us much more active on that. Innovation – we need to really heighten the innovation and that doesn't mean incubators. That means getting things from the lab to the market and getting dollars in the door of the companies. We are working right now with a group

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of senior executives on a different organization because there needs to be certain NDAs about getting technologies that are dormant off the corporate shelves and into the hands of the entrepreneurs here and then let them get mentored by people who have been through the wars already in turn arounds and take overs and M and A and let's see if we can build that up. That is a long-term thing, but I think we could do. The last one to your point, and I think this is the foundation for all of our success and what we've got to work hard on is the workforce. More than 45% of energy engineers are eligible to retire in the next five years. We are going to have a mess on our hands if we don't get people out there and it is not just to greet people, it is craft level people also. Let's talk about those three. Just a quick slide and some of the comments from executives. Basically the bottom line is if there is no consistent policy, I'm not investing so there is money on the sidelines waiting to be employed and we need to get some certainty in policy so that we can work better in getting investments out there. On the innovation echo system, we've got to get that out to build the next businesses, and it is not just in the things such as solar or some of the more esoteric new technologies, but there is good research going on in coal, hydro and nuclear so there is space available there. We've got the resources. Epic is a huge win for us, but we can't just rely just on that. We've got an array of energy programs going on in these four states that we need to partner with. When you are talking about universities, I didn't hear my Alba Matter, The University of Oklahoma mentioned, but the tenets I have is that friends don't let friends move to Texas. We've got to make sure we keep them in the southeast. That means we work with some people across state lines and they may have skills or research that we don't but we can complement that and build bridges.

Mitchell: Until about two years ago, I didn't realize that Appalachian State has this solar competition.

Carlberg: UNC-Charlotte just packed off a house for solar completion, solar decathlon that is national. To get a spot in that was huge and that is ... very good people. Appalachian State is doing some very creative things with Catawba County in their landfill work where they are tapping the methane and they are growing the sun flower and canola around it to do bio fuels. They have located small businesses to be close to the waste stream and then they have a generator there and student interns that help man it and do research. It is just like they've got a virtuous cycle of all of that and you will hear me talk about our partnership in the City; I think we have opportunities in something like that. This is the clean tech, clean energy is like the word sustainable in green, we've got to redefine some things. There are four very distinct what I call clean clusters in North Carolina. Individually they are going to do okay. Think what they can do together. Think of what they can do if we combine it with South Carolina and we start pitching things to have the whole supply chain so we've got a good start and we can build on those assets that we have.

This is the money slide. Don't pay attention to this particular cross here, but these are the number of job openings, these are the number of people. What is the disconnect? We've got the bodies, we don't have the skills. It is not a shortage of people, it is a shortage of trained people and that is going to hurt, particularly with the market up. People weren't retiring when they had 401K's, the market is hitting new highs and people are hitting the doors. We need to fill those spots. UNC-Charlotte has done yeomen's work. We can't say enough good things about Siemens and CPCC and the kind of partnership they built. That has been multi-nationally communicated, but we need more of those and we need that kind of teamwork and that kind of giving by everybody to really make this happen. But finding qualified people is the number one issue that is going to keep people from growing. If we have the workforce here the companies are going to come; it is a fill the dreams issue. One of the people

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that came here looking at Charlotte he said, what does your workforce look like? I set him up with five people under 32 years old for lunch and I wasn't there. He came out of that lunch and said my whole workforce is here and I'm not. We've got it and we've got to build on it. We've got an incredible start on young people in the energy industry, but we've got to get them talking and bringing more people in. We've got to have the right resources here and education. Any university, 80% of the grads settle within 50 miles of that university. That is kind of a general figure. We want to work with all the colleges of engineering in the Carolinas and do what we did for UNC-Charlotte a couple years ago. We put together the perfect energy engineer on paper. A walk on water energy engineer and then each of the engineering departments put their curriculum up against that and we did the gap analysis. What does it take to raise the game and UNC-Charlotte was wonderful about this. We addressed some pretty tough questions, they were not always real happy, but we had an implementation team of professionals in coal, nuclear, bio mass, solar, efficiency, pipeline, and they all examined the curriculum and they have closed those gaps now, but we want to do it again. We want to do that across every university so in five years my goal would be some young person in another part of the country who wants to get into energy engineering says well, I got to go to the Carolinas that is where they do it. Once you've got them here we are going to be building our workforce.

Howard: A lot of what I think I've heard is going to happen with or without the City's support but with the City's support it could be helpful. It sounds like you guys are on top of positioning us. What I think the City could have a role in is making sure that we have the type of city that those types of people would want to live in. The quality of life, the amenities and things like that so we keep them here. Just coming for a job won't be enough, not when they have options. I'm not sure I want to get the answer to that today, but if there are some things that we should be doing different, if there is a profile, neighborhood makeup, I've got a feeling transit options would be one of them. If there are some things we should be looking at, I think they are probably looking at more progressive type cities and there are some things that progressive type cities have. There is a way that they look and that would be nice information to know. I bet you somebody over here probably knows the answer to what I'm asking already but that is what we need to know.

Carlberg: I think you are right and I think you've already got a good start because I've heard them talk about Charlotte and I've heard them talk about it to other people.

Howard: Is it arts, is it sports?

Carlberg: The answer is yes, it is all of it, but the answer is not to come from me but to come from somebody half my age. One of the things I will offer up is that we've got an emerging leaders group that we've run for five years in nuclear and now we are in our first year in E4, we'll convene a group of those for anybody who wants to meet with them and have that discussion.

Howard: Brad, that is the kind of stuff we need to have some say so in. Like we are talking about doing this Applied Innovation Corridor. If we want that to be real, is Gallis right? Do they want to live in these warehouses that are rehabbed, and if so, we need to start telling the development community, let's be intentional about it. We want to attract this workforce, this is what they are looking for, that is what we should be putting our efforts in.

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Carlberg: I think not only physical facilities, but it is the knowledge and the knowledge energy, is it a stimulating environment. We found with some of the things we are doing, we have a very good turnout for the intellectual types of things.

Howard: Are the universities doing that or is that in everyday life like Envision Charlotte? I guess that is something to ask this group, do they want to see it everywhere around them or do they just want to be able to go to and have that think tank filled at the university, CP and all these high education groups that we have?

Carlberg: This is my feeling; I think universities certainly provide a certain atmosphere. I think the way technology and communications is coming there is going to be an unbundling of certain university functions. I will give you an example. Within the nuclear community, we saw a particular need for a project management and we are not going to get that at a university, but we can get a base of it and then we are staffing it up with self-made modules on estimating timelines, etc. particularly in the nuclear industry because once somebody is out in the workforce, I have found that companies don't care about the piece of paper, they care about whether the person has skills. Let's take those things that are niche plays and work off a trade group like us. I heard another one this morning about building operators, how they can better understand energy. You don't need a particular certificate to run the building better. You need to get that knowledge in hand so you can do it.

Howard: It is almost like there is a piece missing because I'm not sure a lot of those feel like they would go to a community college to get that and I'm not sure they would want to go out to UNCC so there is a niche missing, that is professional training or nature of some sort. That is the kind of stuff we should be paying attention to.

Carlberg: To your point about community colleges, I know sometimes there has been an image problem, but that retirement staff applies to craft workers too, not just professionals. They can be even more exacerbated with age because you can have an engineer who is 70 years old and sit in the cab unit or something like that, but you are not going to get somebody who is 70 years old in a bucket to work on a line. You've got a physical restriction that is going to have to get addressed.

Cooksey: I'm not going to spend too much time on the larger issues, but while I appreciate the 80% settlement rate, there has got to be more to it than that, otherwise Boston would be ... It is not just about settlement rate it is about how long they stay. One thing I think is worth considering is that we've talked a lot over the past few years about the ... contest and I think there is more of a search to look at on having a healthy growth in the city and a sustainable city that is one where families want to live too. There are just so many twenty something ... to go around, but once they settle in and start forming a family then there are issues with the school system which are beyond our control. One thing you see in cities that is within our control is just the basic level of public safety. Those are elements that come into this and yes, we want to have bright kids studying here, want to have Mr. Mumford's kids moving back to Charlotte after they go to school, but we also need them to stay and think of Charlotte as a place to live once they meet somebody, start a family and settle down. That is where you get sustainability population, when folks have their roots down with their kids in school and have the neighborhood connection. We can do that too and energy is a fantastic cluster of employment that sustains people staying as well. The more we have them here the more people can

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stay here and not have to relocate to some other job when they want to move up the employment ladder.

Carlberg: Two points on that. Energy has a positive double edge on it. You are not going to attract new industry here if you don't have a reliable, clean, affordable type of electricity and gas. Having an energy cluster here provides you a sustainable power structure. It also provides pay stubs so you are getting it on both sides. To your point, I think you are exactly right but I will throw out one more challenge. So many times when people try to do this in cities and in companies they benchmark, which is always good to share ideas, but when you benchmark you say what is everybody else doing and you come up to that level so you have guaranteed that you are going to be average. We need to find out what is going to put us up above this. It is easy to read books and find out what everybody else is doing, we've got to surprise people by something new. You've got the talent in the city, you really do, we've just got to tap it the right way and get that information.

Mitchell: The best engineering program in the state of North Carolina.

Carlberg: You guys must be doing something during March Madness.

Cannon: I guess in order to be able to deal some of these posts relative to jobs, opportunity has to present itself and if opportunity is to present itself, if we are trying to find qualified people, one we have to be able to define what these folks are looking for in the way of qualified people. If the person is just coming out of college per se, they may or may not fit the field that they are looking for or are they looking for someone who is still young in age. Fresh out of college to some extent, but yet already working that has that level of experience because we get hundreds of not thousands of calls and e-mails from those that are coming out of college and they are looking for an opportunity. They may have had apprenticeships or internships and in some cases got some hands on apprenticeships, but when they get out it is hard to lead them to some of the folks in this room and outside of this room for an opportunity.

Carlberg: We'd like to help gather some of those opportunities and be a better clearing house. You are right; everybody wants a fresh grad with 15-years of experience.

Cooksey: And technology that was invented two years ago.

Carlberg: It is a challenge, particularly with the quarterly mindset of companies. During the recession, they haven't been hiring even though they know this has been coming down the line, but they've got to satisfy the bottom line too. I think things are freeing up. Companies really know kind of that they need in a portfolio. They would like to get somebody that may have been in one industry and translates well into the industry that they have here. We've got to unlock some of those things. You've asked us the right questions and we don't have all the answers yet. We've got to make it compelling enough that people want to move here and that one company is not stealing from another. That is not productive. We need to increase the number of people that are graduating here and moving here in the industry.

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Cannon: I asked that question largely in part because if you have these openings but yet your numbers will continue to climb on the other side if you just don't have the perfect candidate that they are trying to fill the post with.

Carlberg: There is a perfect candidate somewhere for everybody; we've just got to get the right companies here and having Toshiba move in, having Mitsubishi move in, Areva putting their headquarters here, Lime Energy coming in. That has gotten around and they understand that. To your point about the atmosphere on the training, that is why we do things like our E4 Emerging Leaders Program. That is a training device that is beyond corporate but not in the university where we really test these folks out and they walk the plants, they meet the CEOs, they meet policy makers, they get hit with reporters and I throw them in positions that make them uncomfortable.

Cannon: How wide spread is the knowledge about this particular program?

Carlberg: About E4, we're working on it because we really are a new program. You are going to see a slide about what the City can do and that is going to be part of this.

Mitchell: The W-2 that the Mayor ... that report, that would be nice if you could share with the Committee. It would be interesting as we talk about job opportunities to see where we are to your point Scott, let's don't go average, let's go above. Be aggressive of where we are right now as it relates to how many W-2's we have in the energy sector.

Carlberg: We can share that. We have a briefing with the Mayor when the report came out with Ron, Brad and Rob so he is aware of that and we've been working on him with Energy Inc. that we are trying to get together the major city mayors in the Carolinas and for Mayor Foxx to be the host on May 9th to say we are going to do on May 8th, here is what you need to know about energy. Energy 101 for mayors and then the next morning Larry ... from Lime Energy is going to moderate a panel saying okay having learned that what do we do together.

Mitchell: Scott, if you don't mind if you can share that with some of us on the ED Committee, we have a relationship with National League of Cities.

Carlberg: I'll leave my executive brief to Brad as my point of contact.

Mitchell: The last thing as Mr. Cannon mentioned, what is the age for this E4 Emerger? Is there a certain age?

Carlberg: The way we look at that, we'd like under 40 because they are going to be invested in the future, but if somebody is coming into the industry that is older than that, that is a high potential and needs to get dipped in real fast, we want to screen in good people, not screen people out.

Mitchell: Mr. Cannon brought up a good point on the E4; do you have a one-page synopsis in criteria so we will know how to push it through?

Carlberg: We've got a little 4-page PDF file.

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Mitchell: Can you send that to Brad and Brad can you send that out to the Committee?

Kimble: You can go to your last slide right now and show them a little bit of it.

Carlberg: If I had to say where we are now on this we are right here. We've got work to do. We've been very lucky, but we've got to not rest.

Howard: If I'm not mistaken doesn't the National League of Cities have the energy initiative as well? We ought to figure that out. This guy just came off of being President of the National League of Cities and probably have relationships in every city we want to have somebody participate in so we ought to take advantage of all of that knowledge including these connections to all those guys in D.C. and what they know about it because they have a big energy to push as well. Actually Siemens while he was President, hosted events across the country, one of them in Charlotte out of a partnership with him while he was President of the National League of Cities.

Carlberg: We want to know the cities because ... with the Chamber and us and we know the companies that we want to come from their cities.

Howard: We've got a big resource, the Chairman is very humble, he won't say it so I'll say it for him.

Carlberg: Here is the best news. We are never going to come to you asking for money. You've got enough people harping on you for that. We are big boys and girls, we know how to run our business and our organization, but we do need some things from you. We need the City Council to have a basic familiarity with energy, nothing deep, but you need to know the basic messages. We need an alignment with our mission. This is an all of the above strategy, we don't play any favorites, we don't lobby for anyone candidate or any bill. We put all the information out there and smart people make good decisions. When you come to us you can count on hearing everything. That is going to be what really makes our reputation because you've got enough people with certain interest picking at you. You need to talk it up. You have connections we'll never make and if you make that connection and get somebody interested pitch it to me and we will get it to one of our Board members and we'll do the follow-up. Just toss it over your shoulder but you give us the material or if you are going somewhere we will give you the messaging for that specific audience so you can talk about us and start collecting cards because people are going to want to move here. Sometimes for grants we need collaborative partners where E4 may be able to apply but we need a city with us or we need the university in a city. We will let you know and I know where these guys live so we are always going to be there, so be on the lookout for that because we can do that. What we can offer you is objective information. We are a new avenue to publicize Charlotte. Our name is getting out there in sites that you would normally not be able to be in. Most recently Site Selection Magazine ran an energy column of ours and it featured ... quite a bit because of their good work. We can be a potential outsourcing vehicle. If the City really from some standpoint can't sponsor or do the authorship and you need an objective third party and for somebody to be out there as that buffer to bring the right people on board, we can do that as a fee for service kind of thing. We are also asking Charlotte at this point to be our first city partner. It is not a membership costs, it is really your time and your talent.

Mitchell: So is it free?

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Carlberg: Yes, for you guys right now. We want Charlotte to be the first. The selfish part of that for me, I think you guys know how to lead on this and you are going to lead the other cities in the right direction. I need that from the E4 standpoint. The result, I think together in a couple years people will point at us as the most effective private city partnership in economy and energy in the U.S. We can make that happen. The last thing I have is about Energy, Inc.

Cannon: On that collaboration for grants and other resources, we hear you in terms of not coming to the City to ask for any funds per se, but how are you funded right now?

Carlberg: We have a membership base and we have certain lead members who have provided extra funds to get the start-up done. We have a membership fee structure and that will be in what I send you but to the way it is the ultimate of the free enterprise system. If we do well we will be rewarded, if not we shouldn't exist.

Cannon: I can't speak on behalf of anyone other than myself but I will tell you I think it is more than worth our salt to be a partner with you in going after any other grants or other resources that might avail themselves through the Department of Energy or whoever it may be. I think it just makes common sense to do that kind of thing.

Carlberg: To that end as we start to do our work and we work with other energy groups and other energy companies, I think it is very possible in five to ten years when somebody talks about an energy topic around the country. I want the first thing off the list of other people to say, what they say in the Carolinas, that we become that kind of thought leader. That takes planning and it takes a lot of small wins put aside and we can do that if we work together. The last thing, this is the Energy, Inc. slide. It is going to be a panel, no CEOs this year; it is going to be Chief Technical Officers and Chief Financial Officers. For instance, SCANA, I can't say enough good things; it is a \$6 billion market cap that is building \$10 billion in reactors. They convinced Wall Street and they showed them how to do that. Wall Street laughed at them when they started and now they are saying to SCANA what is next. They've done a masterful job and all those people have really done good work and it will be the place to be for energy in the U.S. on May 9th.

Mitchell: Brad, is this May 9th during Small Business Week?

Richardson: No sir. You will be free on that day.

Mitchell: When do we start Small Business, on the 15th?

Richardson: A couple weeks later or the following week, I'm not positive.

Mitchell: Scott, thank you.

Carlberg: We look forward to working with you.

Howard: Everything that you said that you needed from the City made sense for me. I think what I would still like to hear from you is some feedback on what the City can do from just attracting and keeping that talent pool as well. If we do that through the focus group or however we do that, that

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would be great information to have. I would also like to get their feedback on this Applied Innovation Corridor and thoughts about that and what we do to make that a reality.

Kimble: I raised my hand and you did just what I wanted you to do. What you want from us now so that we can bring it back to you and before it goes all the way to Council, what else can we package together for a very meaningful recommendation from the Committee.

Carlberg: One of the things we talked about what the City can do, I did some research on what some other cities are doing and it is very one dimensional. It is all regulatory oriented. I didn't see any other city that was truly involved in the encouraging moves, expansions, relocations, retentions, and I think you can play a big role in that. Also just your networks can be invaluable. You've got to do the regulatory stuff, but do it so that it encourages business and not dissuade them. We can unveil some new things and Rob and Brad and I always keep in touch so they will be my lifeline to you.

Cooksey: Regarding where we go from here I agree that all that has been presented here will nicely end up in a policy document somewhere in entrepreneurship and particularly, I look forward to seeing a policy framework for the grant partnerships. What I appreciate greatly about our investment grant policy is that when we have potential to award, I've got a policy framework that I can plug the details about that award into it and that can give you a quick guide on how to vote on it. If we have something similar for this kind of thing. To the extent that it is predictable and I don't know to what extent it is, but some list of guidelines that the City would be involved in for those sort of things so that when the opportunity arrived, to put this bluntly, we don't have to resell the concept to this one future Councilmember that we have standard operating procedures for a policy framework. I look forward to seeing that also but also the increased awareness side of it. I would be curious, I don't know how their procedures work on the School Board side, but I think if you haven't done it already; the School Board needs to see this. Separate and apart from us, giving how important the role of education and the school system and getting folks started into that, the School Board needs to be aware of how this fits in.

Carlberg: We will be teaching a half-day module at the Summer Training for Teachers in CMS. We are going to get your leaders out there to do it too and we are also looking at a program in addition to E4-E Program which is young leaders and E4-T Program, Energy for Teachers. That is going to be in 2014 at the earliest.

Mitchell: What is the range of the membership dues? How many employees is it based on? Are you comfortable sharing that with us?

Carlberg: No, it is all public, we are an open book. There is a non-profit rate of \$500 for educators, etc. then they can go from \$1,000 to as big as you want to write the check; \$1,000 is the basement that is for somebody who just wants to get their name out there. The \$10,000 per year is where the companies are truly the ones that are in the room that are the players with the really deep success needs, workforce and other things. It is different increments like that. Board members generally are making sure they secure \$50,000 per year.

Cannon: On that note, can you speak on the capacity of the current directors you have in terms of how large or small they might be?

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Carlberg: Calor is a renewable project management firm; Lisa Lee Morgan is in charge of that. It is a small company. Nexgrid is a smart grid company that has a base in Virginia and here. Very good technology but that provides a good high tech entrepreneurial aspect to it. General Microcircuits is in Mooresville. It is a privately owned company, one of the best small businessmen I have ever in my life met. In the depths of the recession, he added 50,000 square feet of manufacturing space and hired people.

Cannon: Have you ever heard of MDR here locally?

Carlberg: You are beginning to see the damage we can do.

Unknown speaker: We've already had a couple of meetings and see a lot of commonality and where we can, and actually the MDR Foundation targets 12 to 18 year olds to educate them about the future of energy.

Cannon: Obviously if you are looking at your direction, inclusion is obviously important.

Carlberg: It is a tough business to be diverse, but we are working on it. When you look at our Emerging Leaders Program that is one of the ways we are doing that.

Mitchell: Rob, I can remember when you took the position in charge of energy. I didn't understand really the impact it was going to have on our community, but Envision Charlotte, that has really captured a lot of excitement and now we are seeing other companies moving to Charlotte because of our energy focus, but I want to thank you for really educating us and allowing us to see the importance as we continue to brand Charlotte as the next energy capital.

Cannon: The City of Charlotte actually received an award from NLC, not at the Congressional meeting but the one prior.

Carlberg: To your point about what this looks like, the energy picture in Charlotte and the Carolinas is like an ... painting and the City of Charlotte is a brushstroke, Siemens is a brushstroke, Areva is a brushstroke and when you stand back it all comes together, but we've got have all those people playing.

II. Public Parking in Mercury NoDa Project

Kimble: When we did some things on the Beatties Ford Road corridor with Mosaic Village, we also talked about some of the other challenges we saw, parking situations in other parts of the City. We mentioned South End and NoDa and a few others so low and behold a project is giving birth and Peter is going to walk you through what is happening with this project and what an opportunity it is for the City of Charlotte. It has been referred by Interim City Manager, Julie Burch to this Committee.

Zeiler: As Mr. Kimble was saying part of the adopted Business Corridor Revitalization Strategy asked staff to look at some of our challenged economic development corridors, some of our commercial nodes like NoDa, Plaza/Midwood, South End and understand if parking was an issue and if that was

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hampering natural growth in some of these areas and what the City may or may not be able to do to participate in solving some of those parking issues. Over the past few years we've been working on a couple of these projects. We of course completed the Mosaic Village project which the City bought 230 parking spaces to create parking opportunities along Beatties Ford Road. We have participated with the Plaza/Midwood International Center where we invested about \$95,000 to do some resurfacing and striping of what was formerly a school parking lot to create free parking for Plaza/Midwood. We are currently working with South End on doing a comprehensive district wide evaluation of parking demand and supply and what solutions might be there including shared parking and those sorts of things. That is really a comprehensive what are we going to do over the next ten to 12 to 20 years for solving parking in a growing area.

What we are talking about today is some of the parking challenges and an opportunity that has arisen up in NoDa. NoDa as you know is really a night life hot bed and it is really an arts and cultural hot bed for the City. Currently there are 40,000 square feet of retail space along two block fronts, along 36th Street and Davidson Street. There are 11 restaurants, 9 bars and clubs, a 700 seat concert and performance venue. You have the Johnson YMCA which does a lot with youth and children's programming. They do a lot of community programming so they are continually bringing folks into the mix and to NoDa. Along with that you have monthly art and gallery and shopping crawls. During the spring, summer and fall there is generally one or two bars that have some sort of outdoor bands. You've got folks setting up tables and selling their wears out on the sidewalk so it is a vibrant, lively community with lots of folks coming to visit.

This summer our partners over at Woodfield Investments will begin the construction of what they are calling Woodfield NoDa. This is a project on the corner of 36th and Davidson. You folks have already gone through the rezoning process just about this time last year. The project includes 241 new apartments and it will also include a 400 space parking deck. That 400 space parking deck is reserving 320 spaces for the residential units to meet zoning. It also has 80 public spaces to support the existing commercial uses as required by Zoning. So as we look at this corner, you've got Davidson here, 36th up here, Johnson and Mecklenburg Mills over here, you still have these commercial buildings which have the Neighbor Theater, Boudreaux's, Sanctuary, Wine Up, Roo X and the Salud Beer Shop, all those commercial clusters here. This requires at least 80 parking spaces. These buildings here grandfathered in require 80 public spaces so the parking here on the gravel lot is associated with this these commercial operations so Woodfield Investments, in addition to building parking for their residents are required to build the 80 parking spots here.

Mitchell: Where would the parking deck be built?

Zeiler: The parking deck currently as designed is a five-story parking deck that the top of which is about even with the top of the four floors of residential. Then you've got a swimming pool over here and this driveway coming in off of Davidson is the main access point into the parking deck.

Cannon: Is there appropriate signage to let the public know that public parking is available there?

Zeiler: That will be part of our program to make sure and it is one of the recommendations from our parking consultant that we had to do a demand analysis here, that we make sure we've got good

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signage out here on 36th and Davidson and even on the other side of the intersection here so folks can come through.

Cannon: For the record, I was not that consultant. Relative to any level of discussions about on-street parking for any excess.

Zeiler: Part of Woodfield Investment's project and part of what you approved in the rezoning is parking along Mercury Street, which is back here and this faces against Mercury Street, and then along Alexander, there will be parking on Alexander Street behind the project and down here on Mercury.

Cannon: Can you tell the Committee approximately how many spaces that might be?

Zeiler: I believe that is about 40 to 45 spaces on the street. That would include Mercury, Alexander and reconfiguration of existing parking here on 36th Street.

Cannon: So altogether approximately 125 spaces, 80 plus 45?

Zeiler: Yes, approximately.

Kimble: There is a demand for parking in this area.

Cannon: Which is why I'm asking these questions because we have a wonderful part of our community over there but it doesn't have what it needs to have in the way of parking. By the way, we space some of that grid locking in Center City and uptown for lack of parking, so I'm glad to see this is something that is helping.

Howard: The reason why this is before us has to do with the fact that those businesses are waiting for those spaces in the deck that is under construction. Is that the rub right now?

Zeiler: We will get to that in a moment. We've commissioned and received a parking analysis for both NoDa as a district wide issue and then specifically around this project.

Howard: But that is where the pinch is right now in NoDa, but we are really waiting on the deck to come on. So we are talking about a temporary problem or is there a big problem?

Mumford: You will see the numbers. The issue is the surface spaces that are in the area that is in yellow. That goes away with the development. The 80 spaces don't break even with what is going to be removed, so what you're going to see is essentially to bring another 105 spaces in so there is a breakeven of what is available today on the surface for public parking and what will be available in the future when that goes away and the new development comes into play. It is not about today's parking demand; it is about the future when the development is completed. Does that answer your question?

Howard: It does. I'd be interested in knowing how many you are going to require for what is on the ground. I doubt that entire field of parking was required for that.

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Mumford: That is correct, all of that is not required. That just came about when buildings were demolished and it was graveled over and used for excess parking.

Howard: I don't know if there is a right to have that many spaces just because it was there.

Cooksey: Forgive me if you were going to point this out, but while this map is up, just for reference while we are talking about the future. Could you put the laser down where the 36th Street Blue Line Extension stop will be? Frame of reference; remember there will be a light rail stop there. That is a relevant point also in terms of thinking about the future of NoDa Village, a light rail station right there. If we are not talking about parking, this is too close in to be a park-n-ride spot and we don't want this developing as park-n-ride. We want it developed as an area where that is a transportation necessity for folks who live in the area.

Zeiler: As Mr. Mumford noted, this site which will be the site of the development, is currently an unimproved graveled lot. These were commercial buildings that over the last ten to 25 years have been demolished and as an interim use has been used as gravel parking. These 185 spaces when the project is developed will no longer be available for general parking for the commercial district. They will be replaced by the 80 spots that are required by Zoning so there is a net loss of around 105 spaces for parking, not only for these commercial uses, but for the district lot.

Cannon: Did the consultant provide any more than one functional design parking related design for the site per se that could be maximized? Is that the absolute number in terms of spaces that could be maximized overall in that facility?

Zeiler: The project of 400 space deck was conceived by the developer to meet their specific development programs and their required zoning. What we have done is approach the developer to see if there is a possibility of engineering any additional spaces in to address some of these district wide shortfalls.

Cannon: I'm just trying to figure all that could be maximized out of that space has been.

Mumford: The short answer is yes. Though the rezoning there is a height limitation on the development so the parking couldn't just add parking space up, so it is maximized to the extent that the costs make sense. It is going to have to go down. Now you don't want to go down six levels because it is very costly. We will get into that detail and to reiterate what Peter said, Woodfield was struck on doing their thing, had the rezoning and we knocked on the door and thought you know what from a public purpose parking is probably the most appropriate thing we can deliver to maximize the vitality there. From a business perspective in that area would they be willing to allow us to take a look at how feasible it would be to include some additional parking. It is much better for the City from our perspective to be engaged in a mixed-use development versus a standalone public parking deck that is only there for one purpose. This was an investigation to see if it was even feasible to support that business area with additional parking.

Cannon: Sometimes how I go in and look at a piece of property I might determine if I need to do those lines for my spaces diagonally or if they need to be configured another way. I do so to

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determine the number of cars I can actually get into a particular surface lot if not a parking deck structure.

Mumford: This was predicated on the structure that was already designed, in place, the structural grid for the full development so it is just a matter of going down another level. A lot of that was already designed and it is maximized to the extent it could be with the existing structural grid.

Cannon: Any other land in the area potential use of a deck that could be considered for a TIF if we ever had to deal with this issue again?

Mumford: That gets back to the broader point that Peter raised at the very beginning of looking at a strategy for these various parts of town that are constrained with parking and what is the best way to maximize the benefit for parking. That is an option, land to build a parking deck. This was one where we felt from a cost standpoint we wouldn't have to bear the fully loaded cost of that and it is not the ultimate solution as Peter will point out and already said, the numbers just give us back to break even, but it doesn't leave us in a deficit.

Cannon: I wouldn't want to ask you to identify any snapshots of any land knowing somebody may take the numbers north on, but would like to have those conversations away from here.

Zeiler: The consulting firm, Rich and Associates, this is the general NoDa neighborhood. This is Davidson coming up through here and then 36th and you see this yellow outline here, this is what we defined as being the North Davidson commercial node where we wanted to look at existing parking supply and existing parking demand generators. We also recognize that this larger area that spreads out into the residential neighborhood is an area that is significantly impacted as parking tightens up inside this commercial node. You go out onto these streets and you find that folks are parking four or five blocks away because the streets are so narrow they are actually kind of pulling half upon to people's lawns and it becomes a parking issue in terms of how it is impacting the residents. The high points from this parking study is that on the Woodfield block where this project is, currently during the day time there is a surplus of 21 parking spaces.

Mitchell: Surplus available?

Zeiler: Yes. During the day time if you take the supply and you subtract the demand you have an extra 21 spaces so if you met all your demand the available spaces leave you with 21 open spaces. On nights and weekends during performances and during events, there are 231 parkers that are not able to park on that block and have to go somewhere else. They start looking on streets, they start looking at other commercial properties.

Cannon: Because those spots are already taken.

Zeiler: Yes, because they are occupied. On a five-year projection, once the 400 space parking deck is up you actually have an increase of up to 57 additional spaces that are left vacant during the day and at night you have a loss of 257 spaces. You have 257 parkers that are looking for places other than this block where the demand is being generated. If we look at the entire commercial district, the area that was outlined in yellow on the previous slide, the entire commercial district during the day has a

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surplus of 584 parking spaces. During nights and weekends, it has a surplus of 70 parking spaces. Our five-year projection shows that during the daytime you will have 430 surplus spaces and you will have minus 143 spaces on evenings and weekends in the future. Part of the challenge that we run into here is if folks are going to an event at ... Bar which is on Davidson right next to Mecklenburg Mills; they are not going to the open space that is seven blocks away and walking down from some other public parking space that is on Davidson maybe down by Brevard. They are looking onto Mercury, 37th, Alexander and Spencer Street, which are only two or three blocks away and parking there and creating congestion illegally.

Howard: I just want to make sure I understand what you are saying. The spaces that you have listed up are actual public and private spaces or all public spaces?

Zeiler: Public and private spaces based on what is available.

Howard: All these spaces are open to anybody who wants to park in them?

Zeiler: Yes. This includes on-street parking, this includes privately available parking and this includes parking that is associated specifically with the building or use.

Howard: So what you are telling me that currently on the week-ends they have a deficit around the block where Woodfield is going but what you are telling me is in that entire district if they were to park other places you would still have some place to go because you've got plus 70 spaces left? Right now they have somewhere to go, it just may not be close?

Zeiler: Yes.

Howard: Then what you are telling me is that in five years it could potentially not be. But you have 143 potentially on the weekend? During the daytime even five years from now they are going to be okay, they just may not be able to park close to the building?

Zeiler: Yes.

Howard: In the 143 is that buildings by right that just don't have enough parking right now or is that projected growth that we are saying it is just going to be more spaces? How many buildings do we have that they don't have parking arrangements like they are supposed to have? Is that where that number is coming from or is that just growth that we are thinking, even if we required people when they build or redevelop to have parking spaces for their development, this is going to be up and above that?

Zeiler: Part of demand model is based on whether the building is vacant or not vacant. If the building is vacant is it not generating any demand so part of this is predicated on the fact that we are expecting over the next five years 30% to 40% of the vacant space in NoDa to be re-occupied. Currently there are two buildings that are about 8000 square feet each that are going to go through renovation and turn into restaurants so that is part of what is driving that gap.

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Howard: But in order to get a building permit you have to identify parking for whatever use you are doing somewhere. So how does it get to 143? If we just require people to do what they are supposed to do, how does it get to the required, not the additional people to come, but the required number of spaces? How does it get that high? Am I making sense?

Mumford: You are and I would suggest that the zoning requirement is a minimum and that really doesn't reflect the real demand that comes from these types of uses.

Howard: You get what I'm saying. Required we should be okay. I really was trying to figure out how many of the 143 are required. A couple of these guys are probably going to have parking arrangements with the same people. They are going to be double dipping and sharing just because it is so tight. We want people to be comfortable. That is what the 143 is about. I was worried about the fact that from a regulatory standpoint we must be doing something wrong if we were going to go over that much.

Zeiler: Part of the challenge is that when you are going through your zoning you can claim a certain percentage of your parking as on-street parking so you will have three restaurants in a row, and that is just a function of how zoning operates.

Howard: It sounds like from a planning standpoint and building permits we need to be paying special attention to these areas so that we don't get into triple dipping. That is the danger of having a former Planning Commissioner sitting at this table. We have remedies to this; we just may not like them.

Zeiler: That is part of what we are looking at with the South End Study, to understand how that dynamic is affecting and what sort of changes may or may not be necessary. Eventually we would like to do the same for NoDa.

Cooksey: Does Johnson YMCA allow folks to use its parking if they are not going to the Y?

Zeiler: The Johnson Y has turned a blind eye. The parking is signed for Y users only. It has become an issue that so much traffic is using the Y that they are having littering issues, they are having issues where people are parking on some of their gravel and grass that wasn't designed to carry that much traffic so they are having to come in and re-gravel. They have now started charging on event and weekend nights. That is simply to recover their costs for what they have to do to maintain public parking.

One of the potential parking solutions that we are talking about and Mr. Mumford framed out is that the redevelopment of this current parking lot will create a deficit of about 110 or 105 parking spaces. One of the things we are talking about and what we would like to bring to you today is the potential of us building an additional layer of parking inside Woodfield Investment's planned five-story deck so this would be a 6th level of parking that would add roughly 103 to 105 spaces. We are still working out the final engineering on how that would work. The challenge is based on the current zoning we wouldn't be able to go above the existing height plain that is created by the five levels of parking. The estimated cost per space, because you do have to go below grade to get to this and we do have to accommodate an elevator, works out to about \$19,750 per space. It is a sub-surface parking spot so there are ventilation, elevator and other accommodations that need to be made.

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Howard: If you wrap it in it, it gets expensive.

Zeiler: It is more expensive. We paid about \$13,000 per space over at Mosaic but that was an above grade. We are about \$19,000 here and as you've heard from your colleagues that is lower than what you would typically pay for a full underground deck. We estimate the total costs to be \$2,034,250. That number will fluctuate whether we are at 103 or 105 as we go through the final design of the deck. We will come back to you with what we expect that maximum number to be. Our proposed funding source for this is the Business Corridor Fund which has a current balance of \$13,676,000. That includes all our encumbered dollars for things like the hotels we are purchasing and demolishing on Independence Boulevard. This is what we have as unencumbered fund available to work with on projects like this.

Cannon: We may have to set up a NoDa Strategy Plan or an economic strategy plan. I understand me and I think there is a place for us to be engaged, I just question, to the Chair's point, where it has to come from only because of where we are now relative to our CIP and its corridors. This is important to but if the current balance is \$13.6 million, we are still short a few million dollars so where would that come from?

Kimble: It will reduce your balance to \$11,600,000.

Cannon: Which isn't that bad. I just want to make sure that I'm looking at everything across the board in terms of our future interest, in terms of where we want to land in the community.

Mumford: We knew that would be a concern and we thought about all of that and we thought the timing was right to bring it forward. Just so you know from a perspective of since 2007, the inception of the Corridor Funds, the Council has spent about \$9 million.

Kimble: In six years, you have spent about \$9 million.

Mumford: You all know we've struggled with the broad idea of the Corridor Fund and doing a bunch of different things in the corridors and getting down to what we can legally support, what has a public purpose and we found through Mosaic. Some other things that parking seems to be one that is pretty good fit and supports businesses, we can legally pass the test of public dollars and that is why we brought this one forward.

Cannon: Only because I know we are trying to assemble some dollars in different places to do some things does it raise that level of concern for me. Mr. Howard is out working to be creative as are other people to try to find ways to do some different things. I just want us to be conscious about what we are considering. There is still a need of \$2,034,000. I think we need to begin working to give staff some direction in terms of other options that we may want them to look at for consideration. We can ask them to come back and give us some, but I think it is about time for us to step up and try to see what we can do to meet them halfway if possible so not to put all this on you because we are good at doing that and you are great to come back and give us some recommendations. These are hard times and I just to make sure we are making the right decisions.

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Kimble: We placed on this "no action" required today, however time is of the essence. We need to do this the very next meeting and make some recommendation back quickly because they are waiting for an answer from you because they have held up awaiting this answer.

Howard: I was going to ask about the timetable on new starts in construction. I think what I'm hearing from staff is that this is a great opportunity to piggy back on something that is going already and actually get some public spaces out of it. What is your timetable?

Chad Hagler, Woodfield Investments: We are in the design right now and we are expecting to break ground in the fall, around the end of September or first of October.

Howard: Are you designing going below grade?

Hagler: We have a conference call tomorrow morning with our entire design and engineering team to discuss a lot of the new... and waterproofing issues.

Howard: If you have done anything below grade you've got to now do a new grading plan.

Hagler: We haven't on this site but the grading is what it is on the site. It is an infill site. The grading is less of a concern than issues of shoring, water proofing.

Howard: You are not building on top of the deck so you don't have to shore it up.

Hagler: No, but the deck goes all the way up to the level of the apartments and the apartments are wrapping around it.

Howard: Your footing has got a little bigger because you've got more stuff to hold up. NICCE, SAD, MSD and TIF, NICCE we are getting ready to look at anyway and I know the answer to that one is that we can't get that done in time. NoDa is growing really quick. Have we thought about an MSD for NoDa so we can start maybe solving some of its own issues going forward?

Kimble: I would think that could be a discussion for the future, but it won't handle this particular one. If you wanted to go forward with this, you could do it as a one off and then give us instruction on how to develop a larger policy framework.

Howard: I would love for us to start looking at this an MSD. If there are reasons why we shouldn't then I don't know if we need to take that to Council and get that kind of analysis. Do MSD usually come from a neighborhood?

Kimble: You need to discuss it with the property owners in the area.

Howard: Does it normally come from the neighborhood in?

Kimble: Combinations.

Mumford: You want the property owners to be supportive.

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Howard: Brad, you've got me dangerous now. STIFF synthetic wouldn't work necessarily because they are not requesting the spaces.

Kimble: You would need to look at how much revenue a particular project ...

Howard: But they are not asking for the spaces, we're asking for the spaces. We wouldn't ask them to back it because we are asking for it.

Mumford: Your tax increment is the way you propose to use your tax revenues. It is not so much a property owner's issue.

Howard: There is one of them that require the builder/developer to back it. Is that TIF or STIFF?

Richardson: In this scenario it is a reimbursement with funds already existing.

Howard: The funds that already exist concern me from this standpoint. It concerned me when we did the exact same thing on the baseball stadium. It is money we've got in the bank when we could use money that the project that will actually throw off to help pay for it. You don't get to put this back in the bank. If we had another one of these arrangements, which it doesn't sound like we have time to do it could always help pay for itself and I'm always a fan for it paying for itself even if it comes from future dollars, that is in the bank.

Kimble: The reason that the baseball stadium went the direction it did is because you didn't want to use property taxes because you wanted to hold those for the CIP.

Mumford: While this is similar to Mosaic using the same revenue source, Mosaic was to fill a gap request by the development team. This is totally different. This is just us going to the public, they are fine, they are building so there is not a gap in the project here.

Cannon: They are still a participant because they would be helping us to go into their development so even though it is not really part of their plan and the City has approached them to do it, if it is not a problem and I want to do a partnership, I don't know if there is a big difference between doing public/private venture where it couldn't be declared in some form or fashion that the City is engaging in a partnership with a developer to create such an opportunity because there is a public purpose and use. I'd ask you to go back and message that a little bit to see if there is some worth and there is some sort of way because if they are willing to be a partner with the City, a private entity, maybe there can be some give in there and we can pursue the TIF.

Mumford: This situation wouldn't put a burden on the developer. It is just a matter of you. You would be receiving property taxes and it is how you would allocate those funds going forward and we basically just commit funds from a particular geography to go back to that project. What I would suggest to you is that I wouldn't want us to talk to Woodfield about this, but I wouldn't want them to say yes, we will partner with you and all of a sudden there are a lot of strings attached to their development because we knocked on their door, they didn't come to us. They don't need us at all. We

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were proposing this as City and public parking and needed them so it is a little of a reverse from our typical scenario.

Cannon: But Pat, as long as you've been around you know this wouldn't be the first time the City has knocked on the private sector's door. We've done it before. Granted it is more so come from them, but I'm saying with the 20 years I can recall we've done it. I'm just trying to figure out a way to make this happen without having to impact the Corridor Fund so I need some help to figure this out. I don't know what the pockets look like in the private sector, but I would want to ask that question to see if there is something they could do to help us do similar to what we did in Ballantyne with Smokey Bissell and that crowd. Maybe a model like that works, I don't know.

Kimble: Let us go back and look at some of the things and we'll be glad to do that. I comment if you go the TIF route, I think the only way to do it is to ask the developer to take on the up front construction costs and then over time they will deal with an interest factor like we did in Ballantyne and we can test that, but I'm suspicious about whether it will throw back the amount of revenue that would be necessary to fund \$2,034,000.

Cannon: I think that it will not, but it gets you what you want.

Zeiler: Just a quick calculation based on what we expect the tax venue to the City being from the new project, it will take about 38 to 39 years under the City's 45% Tax Increment Grant to reimburse them the \$2 million.

Howard: Why couldn't you go to 90?

Zeiler: We could go to 90 and that would take 19 years.

Kimble: Because the County is not a participant and you don't get their tax rate which is almost two to one to yours and you are not going to get them to participate in this kind of project.

Zeiler: That calculation doesn't include any interest carried that Mr. Kimble mentioned. Those 20 years would probably stretch out to 30 years.

Howard: We should not ask the developer to do anything. That is what I was asking Brad earlier. We are asking them and we should not ask them up front to do any of that stuff. I get that that is not appropriate. The only thing I thought about was if that \$2 million acted like a loan and we had enough time to get a TIF or MSD in place, it could pay it back. I know we did the same thing at Johnson C. Smith and I think that was an area that could not support development and this one actually is and the goal here is actually parking. That one we used parking as a way to help in an area that could not support development. It is two different things to me from that standpoint. Although parking is the way we are going to justify it. In this situation we actually need parking. If you get the numbers down because I don't want to get into questioning the 103 but given my line of questioning earlier you could kind of get, is that the right number given the fact that from a zoning regulatory standpoint we are going to get what we need. It would be nice to make that number smaller if we could. There are some other things that money could be used for and it is cash in the bank. You don't run across that in this game that often.

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Cooksey: I still haven't, even though we have examples of it, I still haven't bought into the notion that parking is a public infrastructure purpose. As I think back to the Mecklenburg and Johnston Mills and there are some other things we do where for housing we've done loans that become a joke at the end when we do an interest free loan with \$1 per year payment for ten years and then in the end we say we forget it. It is not a lot but they happen from time to time. I'm wondering since we are talking about this and since Mr. Howard came up with the idea of structuring this as a loan to the developer to be paid back from tax revenue from it. I hear what you are saying about it being a 30-year timeframe perhaps what the City's rate would be and what the estimated tax value would be, but that direction I think would be interesting but I'm not going to try to solve it here. I think that is an option that I think might be an interesting one to consider.

Mumford: Let us work through this. We have one more Committee meeting on the 4th and we can bring it back. We would like to see this for Council Agenda on April 22nd, up or down, either way. They just need to know and also gage whether Woodfield has any interest in having these conversations. The more complicated it gets the longer it takes, but we'll bring that back.

Mitchell: I think we need to stay away from the Business Corridor Funds until we get through with the CIP. There is a lot of discussion from Councilmembers that that is going to solve all our issues.

Howard: Is this corridor one of the ones we adopted for the Business Corridor Fund?

Richardson: It is, all of the commercial districts within the Business Corridor area are eligible.

Mitchell: It is 2:00p.m. and I don't want to rush through our ED Focus Area Plan.

Kimble: Can we wait until April 4th?

VOTE: Howard made a motion to hold the ED Focus Area Plan until the April 4th Committee meeting. Cannon seconded the motion and the vote was unanimous.

Mitchell: Staff we will have three things on April 4th. NoDa, ED Focus Area Plan and Youth Council. Ron, if you can have Bob Hagemann come up with the youth initiative because they are different. Mr. Cannon and Mr. Howard were talking about Youth Council the way it used to be and I was talking about youth initiative from a job creation standpoint so Bob was taking two separate paths. Let April 4th be youth day for us.

Adjourned: 2:00p.m.

Economic Development Council Committee

Thursday, March 21, 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. ENERGY STRATEGY - 30 minutes

Staff: Brad Richardson, Neighborhood & Business Services

Guest: Scott Carlberg, President, E4 Carolinas

Action: This item was referred by Council on November 12, 2013. Mr. Carlberg will provide an overview of the Charlotte Region's New Energy Capital Initiative and the outcomes from a 2012 McKinsey report on the best ways to grow the energy sector in Charlotte. Mr. Carlberg's overview will provide context for Council's discussion of the City's energy strategy. No action required.

II. PUBLIC PARKING IN MERCURY NODA PROJECT – 30 minutes

Staff: Peter Zeiler, Neighborhood & Business Services

Action: This item was referred by the Interim City Manager on March 15, 2013. Staff will provide an overview of the opportunity to replace lost public parking spaces in the North Davidson Business District (NoDa) in conjunction with Woodfield Partners' Mercury at NoDa apartment project. No action requested.

III. ED FOCUS AREA PLAN – 30 minutes

Staff: Ron Kimble, City Manager's Office & Brad Richardson, Neighborhood & Business Services

Action: The Committee will review and finalize the ED Focus Area Plan for FY14 to be considered by City Council at a future Council meeting.

IV. NEXT MEETING DATE: Thursday, April 4, 2013 at Noon, Room CH-14

Tentative Schedule:

- Youth Council

An
Overview:

Accelerating Development of the Carolinas' Energy Cluster

Charlotte
City Council

Economic
Development
Committee



Energy Economy Environment Efficiency

Timeline

- April 2009: First conference of energy execs
- May 2009: CRP houses part-time energy coordinator
- Mid 2009: Inventory of energy companies begins
- Early 2010: Nuclear Energy Insider starts Charlotte conferences
- March 2010: Siemens announces expansion
- April 2010: First 'Energy, Inc.' conference (300 people)
- Mid 2010: Charlotte execs go to Raleigh to secure EPIC support
- Oct. 2010: ENVISION Charlotte initiated
- April 2011: Second 'Energy, Inc.' conference (411 people)
- Aug. 2011: Lime Energy relocates to Charlotte from Chicago
- April 2012: Third 'Energy, Inc.' conference (700 people)
- June 2012: E⁴ Carolinas incorporated
- Jan. 2013: EPRI announces expansion
- Feb. 2013: AREVA announces Charlotte's HQ
- May 2013: Fourth 'Energy, Inc.' conference (800-1,000 people)

Throughout: Press and media (Washington Post, CNBC, Financial Times, NBC, The Economist, Boston Globe)



Our Guiding Statements

Identity	E ⁴ Carolinas is a not-for-profit corporation that convenes industry, research and educational institutions, innovators, economic development organizations, and public leaders to coordinate the energy cluster in the Carolinas
Vision	Make the Carolinas the location-of-choice for the world's foremost energy companies, innovators and leaders
Mission	Promote economic growth, employment, productivity and prosperity by cultivating a collaborative energy cluster in the Carolinas region
Values	<ul style="list-style-type: none"> ▪ Energy is the cornerstone of the modern economy, and energy leadership reinforces prosperity ▪ Economically viable energy production is critical to competitiveness ▪ Environmental impacts of energy production and use should be minimized ▪ Efficient use of energy and other resources improves performance and sustainability ▪ Carolinas' collaborative spirit, collegiality and mutual respect underpin all of our actions
Goals	<ul style="list-style-type: none"> ▪ A comprehensive regional energy strategy and set of policies ▪ A mature and dynamic energy innovation ecosystem ▪ A world-class regional energy workforce and leadership pipeline ▪ A highly-connected and collaborative cluster

Initial Anchor Organizations

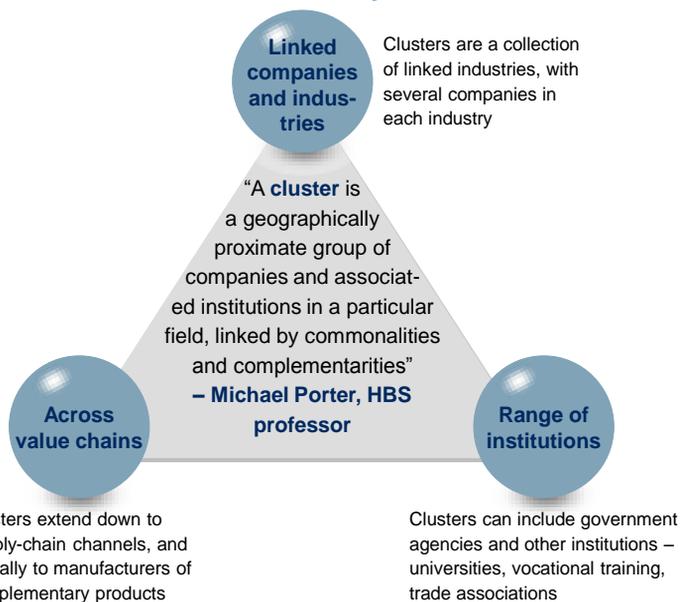


E⁴ Carolinas Board of Directors

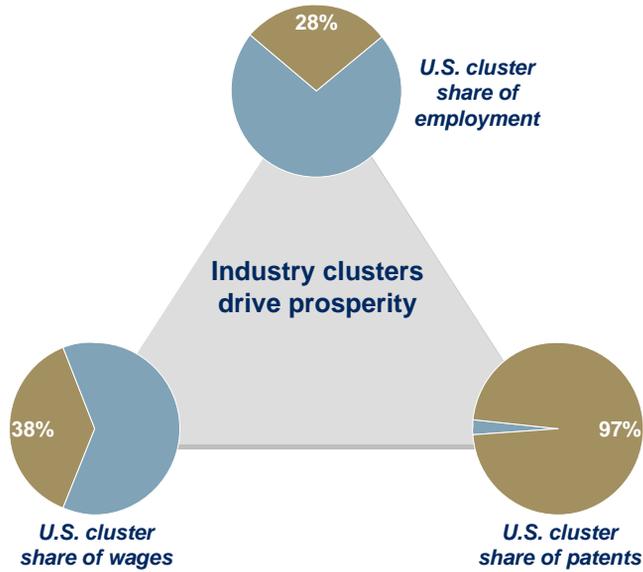
Tom Franch	AREVA
Lisa Lee Morgan	Calor Energy
Clark Gillespy*	Duke Energy
David Dalton	General Microcircuits
Larry Ostema	Lime Energy
Ronak Bhatt	RIN Advisors
John Espey	nexgrid
George Baldwin*	Piedmont Natural Gas
Jeff Merrifield	CB&I
Mark Pringle	Siemens Energy
Hans Hartenstein	STEAG Energy Services
Johan Enslin	UNCC/EPIC
Jim Little	URS
Pete Harden	Westinghouse

**Co-Chairs until 1/1/14*

Drivers of industry clusters

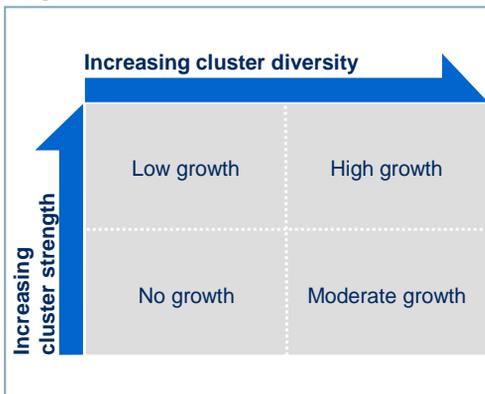


Cluster power

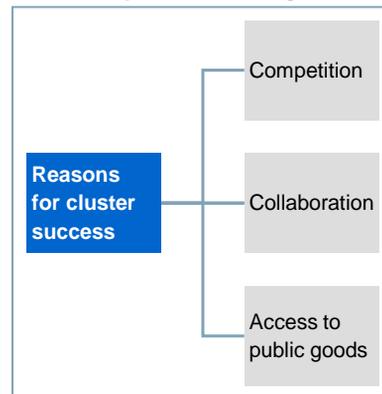


Directions for cluster success

Cluster structure defines the environment for growth



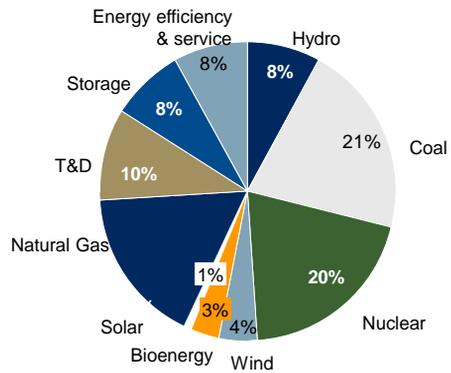
Coordination mechanisms / programs create competitive advantages



- Increased **productivity and growth** opportunities
- Faster-paced and better-directed **innovation**
- Stimulation of **new business formation**

Energy cluster employment in Charlotte region ESTIMATES

Employment by energy subsector



McKinsey Recommendations

- 1** Take a more active role in shaping energy policy
- 2** Cultivate the energy cluster's innovation ecosystem
- 3** Develop a regional workforce to close the skills gap
- 4** Launch an industry-led cluster coordination group – two states

1 Take a more active role in shaping energy policy

Lack of clear energy policy curtails employment/ investment

Executive perspectives from across the energy spectrum

“Every day we’re looking into the future. **What gives us pause is policy and politics**”
– **Paul Bowers, CEO**
Georgia Power

“Congressional inaction has **put at risk** the [renewables] **market momentum** of the last several years, as well as significant **private investment**.”
– **Arno Harris, CEO**
Recurrent Energy

“[D]elay of these regulations will simply add to the investment uncertainty, continue to **keep capital on the sidelines**.”
– **John Rowe, Chairman and CEO**
Exelon

“If we got an extension [to the wind tax credit] in the next couple of months, **we’d be able to build** some or all of those projects... If it gets extended at the end of the year, it is too late.”
– **Paul Bowman, VP of Development**
E.ON Climate and Renewables NA

“[O]ur energy industry needs to be able to plan over ten-, twenty-, even thirty-year time horizons. Political considerations based on two- and four-year electoral cycles are a significant **hindrance to long-term planning and investment**”
– **Rex Tillerson, Chairman and CEO**
Exxon Mobil

2 Cultivate the cluster’s innovation ecosystem

Huge opportunity in upgrading innovation ecosystem

Innovation is the key to sustainable prosperity...

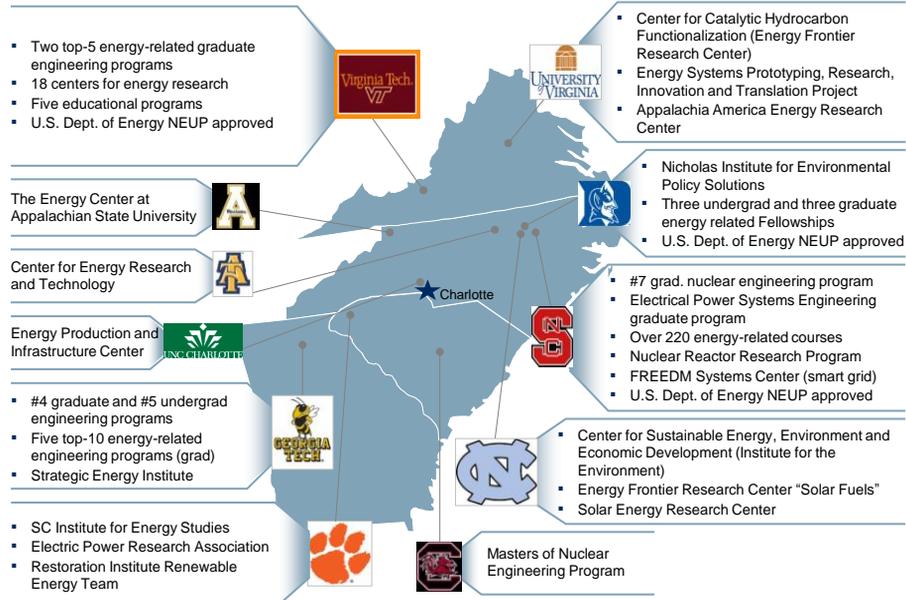
- Labor and natural resource cost advantages can dissipate
- 90% of the variation in the growth of income per worker is the result of innovation
- Differences in patenting intensity account for 30% of the variation across regions in average wage

“Clusters...**foster knowledge exchange** among firms, colleagues, rivals, and knowledge institutions like universities...**foster entrepreneurship** by enhancing the range and diversity of firm creation, generating **more ideas for startup companies**, and **reducing the costs** of starting a new business

–**Brookings Institute**

Coordination of the energy cluster

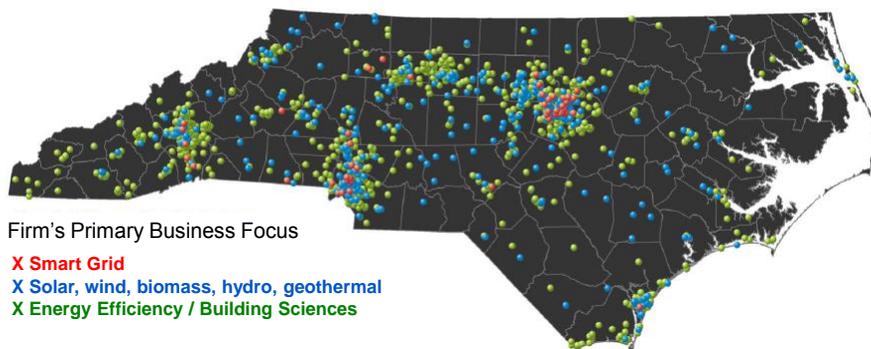
Energy R&D geographic dispersal



SOURCE: USNews; U.S. Dept. of Energy; University websites

Coordination of the energy cluster

Clean energy cluster geographic dispersal - NC



...an opportunity to increase networking, innovation and influence

SOURCE: NCSEA

3 Develop a regional workforce to close the skills gap

A national skills gap hinders growth across industries

Unemployment and job vacancies

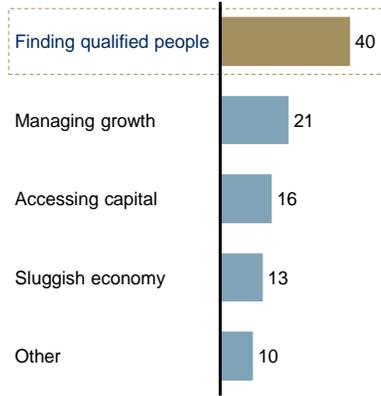
Job vacancies have been rising but unemployment remains stubbornly high

Millions



Obstacles to growth

Percentage of responders

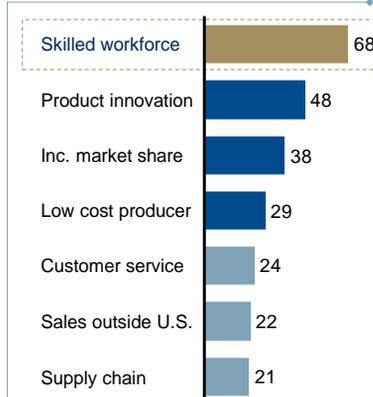


3 Develop a regional workforce to close the skills gap

Skilled workforce: Differentiator for regions trying to attract firms

Most important for success over 3-5 years

Percentage of responders



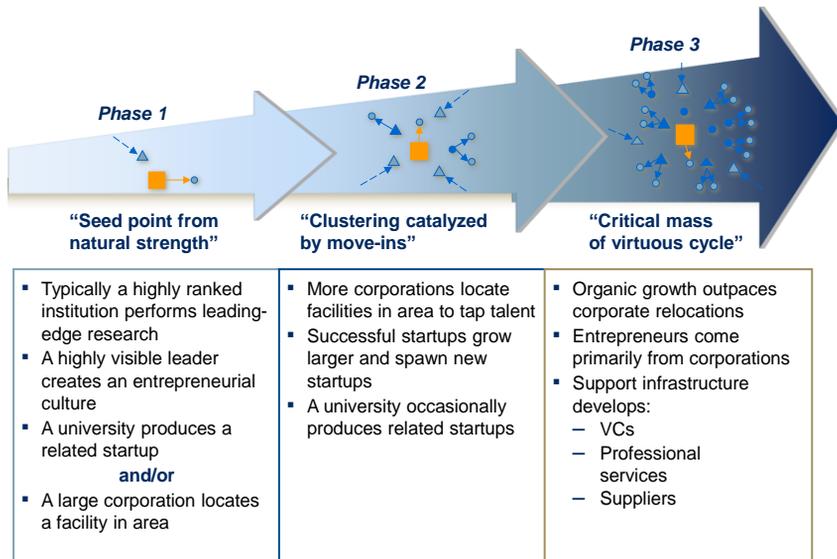
Most important geographic consideration

Percentage of responders



**Energy workforce is regional and varied;
many contributors to success**

How far will we go as an energy cluster?



Tenets of our City Relationships

E⁴ Carolinas does not ask for city funds

E4 needs:

- Need: City Council basic familiarity with energy
- Need: Alignment with E⁴ mission; visibility; talk it up
- Need: Collaboration for grants, other resources

E4 offers:

- Offer: Objective information about energy
- Offer: New avenue to publicize Charlotte; grow economy
- Offer: Potential outsourcing vehicle
- Offer: Charlotte - the first E⁴ "City Partner"

Result: The most effective city/private partnership in USA

Annual Event

Energy, Inc.

May 9, 2013

Charlotte Convention Center

-Use event to showcase Carolinas

-Attract other energy venues

-Network

2011 CEO Panel



* Charlotte Business Journal event



CTOs:

- ABB
- Celgard
- Ingersoll-Rand
- Westinghouse

CFOs:

- SCANA
- AREVA
- Piedmont Natural Gas




CHARLOTTE.
NEIGHBORHOOD & BUSINESS
SERVICES

Woodfield NoDa Partnership Proposal

Economic Development Committee

March 21, 2013

CHARMECK.ORG

 CITY OF CHARLOTTE

Background

- Council’s Business Corridor Revitalization Strategy (BCRS) recommends evaluating public parking strategies in commercial districts where parking supply is limiting economic growth.
- Over the past two years, staff has developed both interim and long term parking solutions within or adjacent to the business corridor revitalization area, including:
 - Beatties Ford Road (Mosaic Village).
 - Plaza Midwood (Midwood International Cultural Center).
 - Historic South End (demand study underway).

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NoDa Commercial District

- 40,592 square feet of retail space
- 11 restaurants
- 9 clubs / bars
- 700 seat concert & performance venue
- Johnston YMCA
- Monthly art, gallery and shopping crawls



Woodfield NoDa

- This summer, Woodfield Investments will begin construction of Woodfield NoDa, a mixed use project at Davidson and 36th Streets with 241 apartments.
- The project includes a 400 space parking deck .
 - 320 reserved spaces for residents .
 - 80 public spaces to support existing commercial uses as required by zoning.



CHARMECK.ORG



CHARMECK.ORG

- Undeveloped site currently provides 185 privately-owned public parking spaces.
- Redevelopment of site results in a net loss of 105 publicly available spaces.



CHARMECK.ORG

- In 2012, the City conducted an analysis of parking demand in NoDa commercial district to analyze the impact of the anticipated parking loss.



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	Woodfield NoDa Block		Entire Commercial District	
	Daytime	Night / Weekend	Daytime	Night / Weekend
Current	+21	-231	+584	+70
5 Year Projection	+57	-257	+430	-143

CHARMECK.ORG



Project Overview

- A potential solution to the parking deficit is to add one level to the planned parking deck to create an additional 103 parking spaces.
- Current zoning height and massing restrictions will not allow an additional level of parking **above** grade.
- Total project cost is estimated at \$2,034,250 (\$19,750 per space).
- Proposed funding source is Business Corridor Fund. (Current balance of \$13,676,381).

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Proposed Terms

- Woodfield will design & construct an additional level of below grade parking at the Mercury NoDa project with 103 spaces.
- The City will reimburse Woodfield for costs up to \$2,034,250.
- A recorded covenant will preserve the 103 spaces as publicly available at commercially reasonable rates for the lifetime of the parking deck.
- Woodfield or its successors will operate and maintain the parking spaces and be entitled to all fees and revenues collected for the spaces.

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Rationale

- While not solving all future parking related issues in NoDa, this opportunity will mitigate immediate shortages and project impacts.
- Staff proposes a broader analysis of parking demand and possible solutions (similar to current SouthEnd analysis).
- Potential long-term strategies for NoDa include neighborhood parking permits, parking meters, shared parking and additional structured parking spaces.

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Next Steps

- April 8 - Answers to Committee questions and potential recommendation to Council.
- April 22 - Council consideration

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FY2014 Strategic Focus Area Plan

“Charlotte will be the most prosperous and livable city for all citizens through quality economic development.”

The City of Charlotte’s long-term economic health is in large part driven by the City’s ability to facilitate private sector job growth and investment through partnerships with agencies such as the Charlotte Chamber, Charlotte Regional Visitors Authority, Charlotte Regional Partnership and Charlotte-Mecklenburg Development Corporation. Historically, these partnerships have resulted in a diversified local and regional economy, which requires public investment in public services and facilities and infrastructure. A healthy economy also requires a commitment to strengthen and grow existing businesses, small business enterprises, entrepreneurship, business corridors and adjacent neighborhoods. In order to foster effective economic development, we must coordinate the commitment from both the public and private sectors.

The City’s economic development strategy focuses on supporting small business development, promoting redevelopment in distressed business corridors to support adjacent neighborhoods, creating a more business-friendly government and focusing on community endorsed high-growth industry sectors that support our efforts to attract and retain businesses and jobs.

Focus Area Initiative	Measure	FY2012 Actual	FY2013 Mid-Year Status	FY2014 Target
Help grow small businesses in our community	Update the City’s Small Business Strategic Plan to include the following: <ul style="list-style-type: none"> • Potential Phase 2 enhancements to the small business web portal; • A review of the City’s small business loan programs; • An analysis of the support system for entrepreneurs; • Innovative partnerships to help businesses to expand sales; • Initiatives to strengthen the existing consortium of community resource partners. 	New Target in FY13	<p>Council approved a High Growth Entrepreneurship Strategy in November.</p> <p>Phase 2 enhancements to the small business web portal are underway and expected to be complete by end of year.</p> <p>Small business week activities were expanded to over 20 events each May.</p>	<p>Complete Phase 2 enhancements to the small business web portal and increase marketing;</p> <p>Complete a review of the City’s small business loan programs, including the SBE Loan Fund Agreement which expires on March 31, 2014.</p>
	Achieve increasing percentage SBE utilization through combined formal and informal opportunities.	7%	6.85% (1 st Quarter). Mid-year utilization pending.	<p>Implement the new Charlotte Business Inclusion program.</p> <p>Communicate with 100% of the State-certified MWBEs in the Charlotte</p>

Focus Area Initiative	Measure	FY2012 Actual	FY2013 Mid-Year Status	FY2014 Target
				market area by January 2014; register 50% by end of FY14.
Focus on continuous improvement within the permitting and regulatory environment to facilitate job and tax base growth and to improve the customer experience.	Achieve greater collaboration among the City, County and NCDOT to shorten the time it takes and make it easier to obtain regulatory approvals, including, but not limited to certificates of occupancy.	Implemented Phase 2 of electronic plans submittal project by including subdivisions.	Continued work on the Development Services Consolidated Business Plan (CDOT/Planning/Engineering)	Complete Development Services Consolidated Business Plan (CDOT/Planning/Engineering)
	Average number of reviews on all land development permitting submissions.	2.0	1.80	<2.5
Continue to focus on job and tax base growth in business corridors.	<p>Along with community partners, implement the City's 2012 update to the Business Corridor Strategy which includes the following:</p> <ul style="list-style-type: none"> Expanding the utilization of Business Corridor Funds to all commercial areas within the Business Corridor Revitalization Area; Increasing utilization and effectiveness of matching grant programs; Exploring a new relationship with the Charlotte Mecklenburg Development Corporation (CMDC) to increase redevelopment opportunities. Exploring ways to encourage the development and growth of merchant associations. Evaluating a retail market assessment to help attract the right retail mix to underserved areas. Conducting parking demand analyses, as warranted, to understand City's role in creating public parking to assist retailers and small businesses. 	n/a	<p>The Eastland Mall site was purchased for redevelopment, and an RFQ/RFP process is underway to solicit development proposals.</p> <p>Council authorized the use of the Business Corridor Fund (current balance \$13.4 million) to all commercial areas. Matching grant programs have been updated, including the development of façade and security grant program for eligible apartment complexes.</p> <p>The City participated in the renovation of the Four Seasons Shopping Center façade, as well as the renovation of Midwood Middle School into an international center.</p> <p>A parking demand analysis was completed for the North Davidson (NoDa) business district; evaluation of public parking model for NoDa being considered.</p>	<p>Explore a new relationship with the Charlotte Mecklenburg Development Corporation (CMDC)</p> <p>Evaluate a retail market assessment to help attract the right retail mix to underserved areas.</p> <p>Implement the public parking partnership model where appropriate to assist retailers and small businesses.</p>
Work with economic development partners to grow and retain businesses in the community's	Work with recipients of Business Investment Grants to encourage the use of local suppliers and target gaps in the supply chain as either business expansion opportunities for local companies or prospects for recruitment.	n/a	Council approved an update to the Business Investment Program, which included the inclusion of a provision encouraging use of local suppliers in future grant agreements. The balance of the year will be used to develop the	Begin audits/assessments of grant recipients

Focus Area Initiative	Measure	FY2012 Actual	FY2013 Mid-Year Status	FY2014 Target
targeted industry sectors of: <ul style="list-style-type: none"> • Energy/ Environment • Finance • Health care • Manufacturing • Defense • Motorsports • Tourism • Film • International firms 			process to audit grant recipients.	
	Work with tourism partners to develop a plan for growing sports in the Charlotte Region. <ul style="list-style-type: none"> • Develop a new public/private model for adding amateur sports facilities in the Region. • Attract sports and sporting events to the City. 	n/a	Bojangles Arena/Ovens redevelopment plan was developed. Since July, Charlotte has been selected to host the following events: <ul style="list-style-type: none"> - 2013/14 – Powerade State Games - 2015 NCAA Basketball 2nd and 3rd rounds 	Continue to work with tourism partners to grow the amateur sports industry.
	Develop an approach to international economic development through the integration of the Charlotte International Cabinet into the City.	n/a	n/a	Develop a work plan by end of FY14.
	Determine the City's role in a comprehensive community Energy Strategy.	n/a	n/a	Adopt plan by September 30, 2013.