

The City Council of the City of Charlotte, North Carolina convened for a Workshop on Monday, April 6, 2015 at 5:13 p.m. in Room 267 of the Charlotte Mecklenburg Government Center with Mayor Dan Clodfelter presiding. Councilmembers present were John Autry, Ed Driggs, Claire Fallon, Patsy Kinsey, Vi Lyles, LaWana Mayfield, Greg Phipps.

**ABSENT:** Councilmembers Michael Barnes, David Howard and Kenny Smith.

**ABSENT UNTIL NOTED:** Councilmember Al Austin

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**City Manager Ron Carlee** said as a preliminary matter we have been researching dates for a possible additional Budget Workshop; we have a couple that look like they are good prospects. One is next Wednesday from 2:00 to 5:00; the other is next Friday from 1:30 to 4:00. I'm going to pass around a sheet and if you will just initial which if those might work for you. If both of them work for you; you can say priority one or priority two. Feel free to mark up the page however you want to let us know and this will give us a preliminary idea and then we will reach out to other Council Members and see what may be our best option.

Tonight the presentations are all going to be by chairs of your committees or the chair's designee. I want to first acknowledge Katie McCoy who is sort of the keeper of the Focus Area Plans and she has coordinated the material that is in front of you. Just one housekeeping thing; if you turn to the first presentation that you are going to have from Councilmember Kinsey you will see that there are two pages for each Focus Area Plan; the first page is the 2015 Plan and the second page is the 2016 draft so you can see where the committee has been and where the committee is proposing to go. The Assistant City Managers who support each committee will rotate up to sit with me as Councilmembers go through their sections. I think that is all I have.

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## **DRAFT FY2016 COUNCIL FOCUS AREA PLAN DISCUSSION**

**Mayor Clodfelter** said as I understand it these are not for action tonight; that comes later in the month so just for review.

### **HOUSING AND NEIGHBORHOOD DEVELOPMENT**

**Councilmember Kinsey** said I will start off by first making sure you know who is on the Housing and Neighborhood Development Committee; Al Austin is the Vice Chair. We have John Autry, Ed Driggs and LaWana Mayfield as members and I guess we have used about two meetings to discuss this Focus Plan and I want to thank the staff Ms. Wall and particularly Pam Wideman who keeps us on the straight and narrow. If there any questions they are here to answer them.

If you've looked at our Focus Area Plan in 2015 and compared it to 2016 it is very similar, in fact I just have a few highlighted items that are different. What we did do was re-word some of the initiatives; the key indicators, we condensed and tried to make them more focused. If you look at the 2016 initiatives; I really don't want to read them all, you can read so you can tell for yourself what we are doing.

Mayor Clodfelter said do you want to call attention to anything in particular?

Ms. Kinsey said yes, the key indicators; the only thing that we added was the first one: "Correct 90% of nuisance violations within 30 days". The other key indicators are basically the same. Under the second section "Coordinate public/private partnerships," under the key indicators we added to the second bullet point "Leverage public/private investments", we added the words "and support of small business". That is an addition from last year. The last bullet point is an addition, "Promote internet access in all neighborhoods".

Mayor Clodfelter said that one caught my attention; do you think it would be useful to specifically call out the Google Fiber Project so we can mention it by name and focus on it?

Ms. Kinsey said we have stayed away from mentioning any of the providers.

Mayor Clodfelter said so that if somebody else comes up with a product you are not picking them out?

Ms. Kinsey said that is why we didn't mention it.

Mayor Clodfelter said that makes sense but I think that is probably what you are getting at.

Ms. Kinsey said under the third initiative "Market housing programs to achieve geographical dispersion," we added the words "geographical dispersion" and the key indicators are the same. Under the fourth initiative, actually we didn't change anything. I don't see a single thing highlighted so that is basically the same from 2015. What we did add was the fifth initiative "Support Partners and programs that enhance opportunity for economic mobility". The key indicators are "Support quality out of school time for youth from low income families; support youth connections to mentors, work and community; support projects and programs that address the digital divide; engage organizations to provide apprenticeships, mentoring, relationships and work experiences". All of that is new.

I think we are pretty proud of this work and again I want to thank a lot of different staff members but Ms. Wall and Ms. Wideman for being right there with us. I don't know if you are going to entertain questions now or at the end.

Mayor Clodfelter said let's take them one at a time and that way they are fresh.

**Councilmember Phipps** said under the third set of key initiatives, the last bullet "Continue implementation of the ten-year plan to end and prevent homelessness initiatives"; as I recall I think that ten-year plan started in 2005 so we are entering the 11<sup>th</sup> year. Are we still taking about this initiative or are there new initiatives now for homelessness; could we call it something else or are we still working on this one? It is really not a ten-year plan?

Ms. Kinsey said I think it is a rolling initiative.

**Assistant City Manager Ann Wall** said Ms. Wideman has flashed the fingers to let me know that we are in the seventh year of that ten-year plan Mr. Phipps.

Mr. Phipps said I thought it started in 2005.

Ms. Wall said it was 2007.

Mayor Clodfelter said we certainly have some new components recently.

**Neighborhood and Business Services Deputy Director Pam Wideman** said the plan was approved in 2007; it sat for a while before we got the Governing Board, your Board that you appoint along with the County that is actually implementing that plan. It was actually approved in 2007.

Mr. Phipps said another point; when they talk about the matching grants where is that? Is that under the quality of life?

Ms. Kinsey said I believe it is under the first initiative, the second bullet, neighborhood matching grants.

Mr. Phipps said they talk about neighborhoods with respect to using matching grants, they talk about neighborhoods in the generic sense, but I thought Neighborhood Matching Grants were specifically targeted to low and moderate income neighborhoods, not like general

neighborhoods, wealthy neighborhoods. I thought they were specifically tied to low and moderate income neighborhoods.

Ms. Kinsey said I guess that is the impression I have and I can't think of a more affluent neighborhood receiving a matching grant. That might have happened, but I don't remember.

Ms. Wall said that is correct; he is correct.

Mr. Phipps said so it does focus on low or moderate income neighborhoods because I didn't see that language. I think it was under the 2015 Plan where it mentioned neighborhoods in general but I wanted to make sure that we were using those funds for most challenged neighborhoods. So that is the intent?

Ms. Kinsey said that is certainly the intent.

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## **ECONOMIC DEVELOPMENT AND GLOBAL COMPETIVENESS**

**Councilmember Lyles** said we too are in the document and I think it is switched up there; we have the 2015 adopted and the draft 2016. The Committee members; Michael Barnes who is not able to be here this evening is our Chair. Al Austin, Claire Fallon and LaWana Mayfield are also on the Committee and I am the Vice Chair. For the Focus Area Plan that is on Page 4 of your agenda, I think the Committee looked at this and again we too had a number of meetings trying to reflect on what we had and I really think we decided that we wanted to stay the course; there weren't going to be major changes, but I think it is worth restating that our vision is about leveraging partnerships, seizing new opportunities and being in the global market place. I'm going to highlight some of the changes but let me kind of summarize some of the themes around it.

We really do see ourselves as being a point where in local government what can we do to leverage because we don't build businesses, we don't necessarily have a lead role in this, but as government we certainly do participate in the market place and make it an opportunity for people that want to have their businesses located in Charlotte. We also see ourselves as a part of how do we encourage people to create jobs and how can we support them and in doing that I think the Committee's discussion was really around the areas of small businesses, entrepreneurs and what I believe is called local start-ups being the home based, cottage based industry and businesses that we can have. We also have one new initiative that the Council is very familiar with which is the Committee has been referred the task of the Immigration Task Force Report and the Manager mentioned I believe that the staff is putting together some work around this and they will be coming back and the Economic Development and Global Competiveness Committee will be looking at that.

### **Councilmember Austin arrived at 5:29 p.m.**

Under initiative one, which is "Facilitate the growth of small businesses and high growth entrepreneurs"; in the second bullet, one of the changes there is that we would like say "Source solutions to the City's needs from local start-ups and small businesses by using the Small Business Services program and Code for America Charlotte Brigade", but we also wanted to make sure that we added and talked about our own local talent to create solutions and to promote the City as a place for test bed for local start-ups. Another new one under the first initiative is "Participation in Community Collaborative(s) to advance technology and promote digital inclusion to startup companies" and we named the Google effort and I think that is something we can go back and decide if the staff wants to decide how you reference these things, whether it is specifically Google or we want to represent all of the folks who will be doing this work. We addressed this particularly because of Google's planned investment and we also see the fiber being important for home based and cottage industries. I have mentioned already the Immigrant Integration Taskforce recommendations and looking at that as implementation and review.

Under initiative two we added to the key indicator a line to further clarify that we will be looking at private investment in those targeted areas and within the areas and to link it to our overall  
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planning efforts, Community Investment Plan and Business Corridor Revitalization and we are looking specifically at applied Innovation Corridor, the Northwest Corridor, Eastland, a number of the things that you know about, West Boulevard and Freedom Drive. We even talked about that a little bit more, but really trying to identify in those areas that we are working to build our Community Investment and Corridor Revitalization. We didn't cite specific examples but we know where we are going.

Under initiative three we actually did add a phase to initiative three and in that we added "Work with universities and the educational system, local industry leaders, other economic development partners to drive global competitiveness" and we added the phase "and job creation". You can see the sectors that we've been working with over our primary Focus Areas of energy, finance, technology, logistics and advanced manufacturing. On the last area I think the Council has had a number of discussions openly about retooling the Business Investment Grant Program to better align with business needs and we are working with the Business Advisory Committee to look at this and we are going to be talking about are there policy changes or administration and process changes that we would like to bring back to the Council.

Under initiative four we introduced a new phrase and we said "Introduce youth", we've also added "young adults to employment opportunities". We added that to have a more comprehensive approach to our apprenticeship program which we added as a new item, creation of an apprenticeship strategy and that is working with our partners Charlotte Works and CPCC to talk about how can we do this and address the opportunities that we have and how do we link that to other initiatives that we have in economic development as well. Under our final initiative five I think this is just a point of information for the entire committee, but we lifted out types of sports and we wanted to make sure we didn't leave anyone out where we could identify those sports as a competitive advantage where we could actually attract. You know our success in swimming; you've seen that in the past couple of years, our training available for Olympic swimmers, our rugby and lacrosse. Amateur teams are really, really active and we saw that so we just wanted to indicate where we thought we had growth in those areas.

**Councilmember Autry** said refresh my memory but when we heard the report and the recommendations of the Immigrant Integration Taskforce I don't remember anything being specifically referred to any committee but the City Manager and staff were going to look into all of the opportunities and come back with recommendations that may go to certain committees or may not, but none of those have been made at this point.

**Mayor Clodfelter** said some may go to Public Safety for example, some may go to the County, and some may go to Housing so it will be different committees.

Ms. Lyles said why did we do this Ron?

**Deputy City Manager Ron Kimble** said it was a continuation of the fact that the process that was shepherding that last year rested with the ED and Global Competiveness but it is an open question about where it will reside in the future.

Mayor Clodfelter said that phase is concluded and Councilmember Autry's point is that we are in a new phase of the work and it may end up as he says correctly, different issues may go to different committees as they develop.

Mr. Kimble said I think one of the points is that it doesn't get lost anywhere, that it will be implemented through a process that the City Manager is working on now and recommendations can be vetted in the appropriate committees.

Mayor Clodfelter said maybe the wording needs to be changed to reflect that is a process review; rather than the substantive review may go to different in housing or public safety would be too obvious examples.

**City Manager Ron Carlee** said I think the process piece that was referred is over and when I bring material back to the Council is the opportunity for the Council to decide what pieces need to go where, I think.

Ms. Lyles said I think we need to figure out how to word that because while it is a Council responsibility, how do we indicate it in our strategy. We just need to figure out where to put it so I will let the staff work on that.

Mayor Clodfelter said you have a number of things that are crosscutting that cover a number of areas. Do you have a way of articulating crosscutting initiatives that the Council has that may not reside in any one place? I key to that comment too because you've got an overlap, almost identity of overlap, with Housing and Neighborhood Development on the mentoring, apprenticeship, digital divide and some are work experience programs. That to me reflects when I read it two different places and that is sort of a broader crosscutting initiative that may have components that go different places. How do we do that? We don't need a tug of war about who is going to deal with the next proposal.

Ms. Lyles said exactly.

Mr. Kimble said I think there have been some attempts to do that through matrixes to see how those interrelate with each other and that they may reside in one area but they also have ties to other areas as well.

Mayor Clodfelter said I follow you but somehow that doesn't get well captured when you put it on the paper this way.

Mr. Carlee said we actually have another piece that we produced on the 2015 Plan that put it all together on one page; some of you liked and some of you didn't.

Mayor Clodfelter said I remember that piece. We had at the Retreat; I remember it now. That is what is missing in this book.

Mr. Carlee said that would be a follow-up once these are adopted.

Mayor Clodfelter said that is probably why it would be useful to redistribute with these so we can track again, I recall it now very clearly, but it wasn't in the book when I read it this time.

Mr. Carlee said we can definitely do that.

**Councilmember Driggs** said I was just wondering in general on the Immigrant Integration Taskforce, are we going to take the whole bundle of twenty-seven or are we then going to run them through as individual proposals, have different committees look at them and then presumably have them at some time individually or collectively all come before Council?

Mr. Carlee said that is the question we are working on right now. That is the first step, sorting through what is the work plan and how does it move and how does it need to get divided up or not.

Mayor Clodfelter said you guys made an intentional decision differently apparently than Housing and Neighborhood Development, not to call out particular partners. I'd be interested to hear the discussion or that strategy when I read for example, I asked the question of Councilmember Kinsey and she gave me an answer that I understood fully, there might be other partners than the one you named; so, I read collaborative partnership with E4 Carolinas, what about Charlotte Jewels? Were you not going to collaborate with them because you called out E4 Carolinas; what is the right approach here? What is the approach you want to use? There are two very different approaches.

Mr. Kimble said I think the key message here is that we have an energy strategy that has been developed and we want to make sure the energy strategy gets implemented so we don't have to necessarily refer to E4 Carolinas although that is one of the community leaders on energy and energy hub, but there are others.

Mayor Clodfelter said there are others and so again I asked the question and I was immediately persuaded by the answer; I think you want to stay open to the other partners in the community that you are not intentionally excluding them from the work you are going to do.

Mr. Carlee said if there is a really good reason to call one out I think it would be better to do it as a “such as” as opposed to exclusive.

Mayor Clodfelter said “for example” or “such as”.

Mr. Driggs said implementation of the Bojangles/ Ovens Redevelopment Plan that is the thing that we’ve already approved funding for because there was the larger concept of amateur sports at that location where we didn’t reach a conclusion. Is that particular reference only to the thing that we approved the \$16 million for?

Mr. Kimble said this would be referencing at that particular location and whether or not we postpone it, put it on hold and what kind of new strategy do we come back to the Council with based on the fact that GoodSports is not moving forward with us and we are not moving forward with them.

Mr. Driggs said do we actually have a redevelopment plan right now?

Mr. Kimble said we have a plan to place amateur sports there but we don’t have an active partners or an active project right now. We have a project on hold and a project that will need to be looked at again with potentially new partners.

Mr. Driggs said I just mention it because this is a little bit of a hot button issue and the fact is that there is actually no plan that we are committing in this Focus Area Plan to pursue.

Mr. Kimble said that is correct, not at this point. We do have various groups coming to us on the heels of what happened in the Committee over the last year, knowing that we are not moving forward with GoodSports.

Mayor Clodfelter said maybe the word that is causing concern there is implementation; maybe you could say continue to pursue.

Mr. Driggs said exactly; pursue amateur sports.

Mr. Carlee said or provide oversight or monitor.

Mr. Driggs said I’m afraid of an ambiguity there and the general goal yes, but there isn’t actually a plan.

Mr. Kimble said I think we can word smith that and take it back to the Committee at our next meeting and bring it forward to Council that way.

Mr. Lyles said I just wanted to add I think it is not just GoodSports it is actually creating that environment in that area for redevelopment so that we can have a really good corridor between Independence. I think the amateur sports is one component and I don’t want us to lose that’s the only thing we are doing out there because we’ve bought that hotel, we’ve cleared out some properties, we’ve talked about how to do frontages and things so I don’t want it to be just GoodSports. I know it needs to be re-worded but we need to indicate that this is about the economic development in that area as well.

Mr. Driggs said it appears here under the grow tourism industry through amateur sports development and programing so I think in this context any point we make about it pertains to the aspiration of creating amateur sports at that location.

Ms. Lyles said I thought it was more as well grow the tourism industry and amateur sports but it is also about Bojangles and Ovens investment. We put hospitality industry dollars there as well so maybe we need to look at the initiative wording and whatever, but I don’t think we want to

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lose the fact that we are investing in those two facilities as both part of our legacy and part of what makes that corridor work. Maybe it just needs work. If can just figure something out in that area because Councilmember Driggs' point is clear but we are investing in both of those facilities.

Mayor Clodfelter said thank you guys for adding the redesign of the Business Investment Grant Program. I've been really intrigued by our rather minimal set of criteria and very one size fits all focus here on the Business Investment Grant so I hope the Committee really can tackle that. I think we can do a lot more to leverage the dollars we've got and we have to do that now given what the State seems to be doing. I really like that you guys added that; I think that is important. The other thing I would say I held it on Housing and Neighborhood Development because I wasn't sure where to talk about it, but in one area or the other I noticed that in neither of these two was there a mention of Eastland. We talk about Bojangles Redevelopment Plan, we talk about that specific plan but we don't talk about Eastland.

Ms. Lyles said there was a great debate in the Committee between some of the Committee members and Al Austin was a key advocate for the idea of actually having examples so if it is under initiative two and the first bullet so we said identified by the Community Investment Plan and Business Corridor Revitalization and the question is do you list all of those out that are there and that would be in there, so Applied Innovation Corridor, Northwest Corridor, the Eastland area, the West Boulevard and Freedom Drive, but I've heard you mention the Wilkinson/Freedom. Is that the same? I don't know if it is in the Community Investment Plan or the Business Corridor Revitalization but I know that there is always interest. I would have to say that Councilmember Austin advocated strongly that we show those as examples.

Mayor Clodfelter said I wasn't sure; some of them I know that they are in one of the two but I wasn't sure I remembered whether Eastland was in either of these two generic descriptions.

**Councilmember Austin** said I think what I had never seen was the Business Corridor or Revitalization Plan personally so maybe that is what I need to get in order to understand.

Mayor Clodfelter said that may be why you are getting questions.

Mr. Austin said then how do we add in Councilmember Mayfield's Freedom because it may not be in there. Is it in there?

**Councilmember Mayfield** said mine is in there.

Ms. Lyles said I still question are we being clear enough if someone read it that they would know what we were talking about and I think that was a good example that it is not. I'm going to advocate with Mr. Austin for listing no development.

Mr. Kimble said it gets right back to such as.

Mayor Clodfelter said that is one again where a lot of people are going to be very interested in what that one is about.

**Councilmember Phipps** said unless I'm missing something I don't see anything in here that affirmatively makes a statement about the retention of businesses in Charlotte and I know I've received some emails and I know some of you may have about the application of incentive grants where we entice companies to come in and some business owners feel an unfairness that they are already here producing jobs for the community but they don't see where they are getting "incentivized". What do we say when somebody picks this up and there is no mention in here about retention of businesses unless it is buried in one of the areas that it would apply. I'm seeking your guidance on that piece of it.

Ms. Lyles said I think that is a great point because a recent study indicates that retention creates more jobs than new businesses coming in and we have I think an informal understanding with the Chamber that they do business retention in Charlotte and they work at that, but I think there

is some room for that. I would appreciate the idea of actually thinking through that idea. Mr. Kimble do you have any thoughts on that?

Mr. Kimble said many years ago we had a very active business call program where we would visit between 100 and 200 businesses a year to contact them, find out how they are doing, what it might take for them to expand their operations in Charlotte and that is still there but not in as robust a fashion as it was pre-2008 because a lot of resources got constrained then. It is a program that needs to happen among Charlotte Regional Partnership, Charlotte Chamber, City of Charlotte and other partners to make sure that retention is at the forefront.

Ms. Lyles said we have role in that with things like permitting, we have a role in it with things like water and sewer policy, so I can see that we want to talk about that as something that we see as important.

Mr. Kimble said it is very hard to develop an incentive program for keeping businesses and keeping jobs here but that is something that if the Economic Development Committee wants to talk about as it is revising the Business Investment Grant Program that is something they could put on the table and have a discussion about; because mostly so far it has been tied to tax base expansion. As that tax base grows that is the ability to grant the incentives where jobs, a minimum number of jobs with a minimum amount of tax base expansion occurs.

Mayor Clodfelter said I see some note taking so that means we will probably see a revised version of this maybe?

Mr. Kimble said job creation/ job retention. Ms. Lyles said job creation was added to the initiatives; maybe it is job creation and job retention.

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## COMMUNITY SAFETY

**Councilmember Fallon** said I am Chair of the Committee; Mayor Pro Tem Barnes is the Vice Chair and Kenny Smith, LaWana Mayfield and Al Austin are the members. We worked very hard on this; there weren't many revisions. A major priority of any City is the safety of its people and I think that is the first charge that anyone gets; you have to be safe and people have to feel safe in their homes. Community Safety is one of the major priorities for the City of Charlotte. The City's goal is to create a community where residents and visitors feel safe in their homes, their neighborhoods, their workplaces and the areas where they shop and play. This will be a community where citizens are actively encouraged to participate in promoting safety through the Police Citizens Academy, neighborhood watch, community meetings, fire prevention programs, etc. City agencies should engage and solicit the public's priority safety concerns and the citizens that they serve. Citizens will have confidence in the integrity, professionalism and training of their City agencies resulting in a strengthened neighborhood and reduced crime. Safe and vibrant neighborhoods and business corridors will help to drive economic development throughout the City, creating job opportunities and sustained growth for this community.

There have been some changes in the initiatives; the first initiative, we are just going to simply say "Reduce crime rate". The second initiative is to "Enhance citizens' perception of safety". We are not going to talk about partnerships; we want partnerships and education activities for all initiatives and indicators. We changed the diversity initiative to apply to all City workforce rather than just Police and Fire. We added "Improve response times for emergency calls" because the response times are key to addressing urgent community safety issues. We added "Develop infrastructure that promotes a safer community" initiative because of the key role that infrastructure such as sidewalks, streetlights, crosswalks play in maintaining and enhancing the safety of our community. We added "Enhance emergency preparedness" measure because emergency preparedness was not expressly mentioned in our Focus Plan and I will add HAZMAT to it because I think that is something that concerns everybody; what do we do in an emergency. We are a banking center.

Mayor Clodfelter said so that is going to be added?

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Ms. Fallon said right. We removed the third indicator from the reduce crime initiative because there is now an initiative that specifically addresses response times and we added indicators for the new initiatives. Thank you Ann Wall; I appreciate the Committee. We had many discussions on what makes us safe, where we had problems and how we could handle them.

**Councilmember Austin** said just a slight correction; Councilmember Phipps is on our Committee, not Mayfield.

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## TRANSPORTATION AND PLANNING

**Councilmember Lyles** said David Howard is the Vice Chair; Ms. Kinsey, Mr. Phipps and Mr. Smith join me in the Transportation and Planning Committee of the Council. We too had a number of meetings on the item and I think the staff lined us all up in accordance to get this all done. We've had presentations; our Focus Area seeks to integrate our Planning and Transportation functions with the overall goal of supporting Charlotte's economy and our lifestyle with transportation strategies so I think that is one of the things that we look at.

Our initiatives and indicators for 2016 are similar but not identical to 2015 and I will point those out. There are six initiatives in both Focus Areas and we have changed a few words in all of the initiatives with the idea of making sure that we continuously work at the integration of these functional areas, but we've kept the intent and purposes Council looked at last year; again, to serve our economy and our lifestyles with strategic transportation strategies. Each of the initiatives include a partnership reference and understanding that we must work with partners to get this work done, that we have to really think about how we continuously engage and educate the community about what our adopted transportation land use plans and policies are as represented by our third Monday night every month and to implement specific plans and policies so that as we talk about transportation we are talking about transportation choices, that we are talking about having a very livable community and that what we do supports our economic development areas.

I'm going to highlight some of the key areas on the 2016. Our initiatives on achieving "public and private sector partnerships to achieve effective transportation and land use results", we have integrated into our key indicator our CONNECT regional growth framework. I know many of you recall we've had briefings in this area, the work that is being done regionally and we decided that we weren't going to talk about implementation but that we would use this as one more way to inform what we do and our land use and transportation plans at the level so we see it as another tool that we can use to incorporate into the thinking and the development of whatever our policies and strategies would be.

The second initiative under engaging the community to achieve our land use and transportation goals, here we do specifically mention the Centers Corridors and Wedge Growth Framework; we talk about the 2030 Transit System Plan and the Transportation Action Plan so TAP here means Transportation Action Plan instead of Transportation and Planning. We want those to be the things that we said does the community understand them; we would be able to say yes that would be correct assumption to make. Under initiative three, implement land use decisions and transportation investments that manage growth and focus high intensity development in appropriate areas; we look at this as continuing to implement our Centers and Corridors, the Transit Plan and the TAP, but this is where we also include our zoning ordinance re-write so that we can actually work towards the goal of having more clarity and certainty around specific development policies. I think I sat in another meeting where we were talking about some of these and Councilmember Driggs said just remember that we all have to go through this budget process and I know this is a cost but I think about this and I think what do we really need to accomplish and how do we weigh these things that we are talking about that require an investment and so I hope this is one that we see contributes to our economic development and contributes to our tax base growth. That is another point we will have to debate when we get everything in line.

Under initiative four where we talk about how we implement these land use decisions, this is the one that includes kind of what I call the Friday Soup where you take everything all during the week and you put it in the pot and that is what you have for dinner, but this isn't really leftovers; it is really the idea of how do we think about some of the small things like when we talk about logistics and freight, walking and biking, how do we get judged in our insurance ratings on crash rates and how do we deal with the Powell Bill and how often we pave roads. It is kind of like all of those things there to say they are parts of the small things that build the implementation of our decision making. Initiative five which is to seek types of financial funding partnerships and this is really around the idea of meeting our transportation development goals and in this area there are two key opportunities; the five-year update of the Transportation Action Plan and the findings of the Transit Funding Workgroup Report. We know that both our roads funding and our transit plans are not adequate for what we would like to accomplish and the City that we are trying to grow, but how do we pay for them is always going to be a big question.

Finally one that I think many of the Councilmembers are very familiar with is that we have engaged a consultant and now have the permitting and development review process and the consultant's report and we are talking about how to accomplish this. I think there are many ways that we could look at this and we won't do that tonight but we all know this is a key part of what makes development work; it contributes to our economic viability and we've got to figure it out. It is on the list and it was referred to the Committee prior to the report being initiated.

With that, that is the review; I want to thank our Committee, thank our staff. We have a great team working with us and I just really want to express our appreciation for the thoughtfulness and what they are doing for us so we can have our strategies work for the kind of City we want to be in the next 20 to 30 years.

**Councilmember Phipps** said I just had an observation; I don't know if it pertains to Transportation and Planning more so than the rest but I notice this is where it seems as if we get into more of a regional discussion on transportation issues and I was wondering is there a place in some of these other areas for a type of regional type outreach. I guess in HAND we've got the CONNECT and the Centralina Council of Governments maybe but I was wondering should we be looking at seeing how we can leverage resources on a regional basis or would that be anathema to what we want to do?

**Mayor Clodfelter** said that may be an issue that needs some work by our Intergovernmental Relations Committee because again that is one of those sort of crosscutting themes where we are increasingly going to have to look outside our boundaries for our partners and that is going to require some habits that we haven't cultivated as aggressively as we are going to have to cultivate in the future. We don't have a Focus Area for Intergovernmental Relations but it might be worth thinking about. Gregg's question stimulates that thought immediately that there are some issues that talk about the structure or our relationships with other partners in the region, cities and counties and non-governmental organizations that would be kind of an initiative focus for that Committee to really work on and tackle in addition to everything else you've got on your agenda. I think what Gregg has touched on is something that would be in the jurisdiction of that.

**Councilmember Driggs** said we have the Livable Communities Concept and the difficulty I think for Intergovernmental Relations is these are actually fairly specific and arcane topics and I'm not sure the subject matter committees aren't in a better position to try to establish those contacts. If I walked into the Mayor's Office in Huntersville and said we are interested in talking to you more about development or transportation, are we the right people to be having the conversation. I know we could certainly explore it.

Mayor Clodfelter said but you are the right people to bring back to this Council identification of opportunities, identification of problems and challenges and identification of best practices perhaps from other regions around the country. You could serve that kind of role in helping the Council understand how do we have that communication with the Mayor of Huntersville. Is there a lesson learned from the Denver Metro Area for example about how to do that.

Mr. Driggs said if the Council wants to refer that to the Committee for deliberation we can look at it.

Mayor Clodfelter said based on what Mr. Phipps said I was getting ready to do that.

Ms. Lyles said I think this is kind of what we were talking about in the overview of housing that we have to be regional in our focus, we have to realize that we are the inner-city and that there are rings and that all of the Focus Areas have those same kind of connections. I think when I look particularly at this area I've got a lot of regional connections and infrastructure built into the system. I think we also study those things that we've talked about how other regions do it, how do we work with the State, how do we actually work within our own County. I would expect that is common to more than others and I wonder if it is kind of one of those overarching things that we put in the overview and continue to work on it from those subject matters. I think it would be hard to move some of these plans as much as I would like to consult with all of you on some of these regionals, especially on Wednesday's I-485 discussion. I would be perfectly willing to have one or you sit in on that decision but I think it might be a try to see how do we see that overall and see where we might build on that in our Focus Plans.

Mayor Clodfelter said that is very true; I do think that Gregg has hit upon an important point and this is that this need to serve, examine how we partner regionally goes across every Focus Area. It is not just about land use and transportation; it could be about such things as Business Incentive Programs and the Charlotte Regional Partnership is a regional structure. It would not fit under Transportation and Planning, it would probably be more economic development but the whole concept again do we have the right structures, do we have the right kinds of partnerships, do we have the tools we need on a regional basis is still a topic that is worth considering.

Mr. Driggs said certainly the Chamber visit we had last year talked about how well they cooperated and I don't see that kind of cooperation taking place there so it could be a bigger picture evaluation of how the governments communicate with each other and harmonize their objectives. I was a little concerned about trying to get down in the weeds on specifics like transportation or other topics but there is a lack of kind of a super structure.

Mayor Clodfelter said let's let this percolate because I think the goal tonight is to get through the specific Focus Areas on subject matter but I think what you raised is another one of those overarching themes and it is equally important that we address as well as the specific Committee Focus Areas.

Mr. Lyles said we have to have regional people participate. If we start doing this and saying we will take the lead we will fail. I think what is a great idea is let's give it some thought and figure where do we have these tools, where do we have the organizational contacts to do it and not jump right into it.

Mayor Clodfelter said there are some in the region who are ahead of us and some who are not and we have some learning we need to do but again we need to get ourselves up to speed on all of that.

Mr. Phipps said the reason why I believe it is important is because I think it could have the effect of chipping away of the urban and rural divide that we find ourselves in lately to the extent that we are in an MSA which I guess we are the urbanist of the counties but we will have several counties that even though they are adjacent they might be considered to be more rural type counties. To the extent that we could show or give an effort of how far to reach out maybe it could soften some of the more urban animosity that might exist.

Mayor Clodfelter said we are going to let this percolate a little bit but I think we've got a good one here.

**Councilmember Kinsey** said I think we need to let it percolate but a lot of this is accomplished through out COG relationships. I love serving on the COG Executive Board, but a lot of this and I'm very careful and I think the County is pretty careful about what they say because we know we are the 800 pound gorilla but we don't want to appear that way. I think if we coordinate through the COG and actually through the CONNECT project that is a way for us to continue to build relationships within the COG region.

Mayor Clodfelter said I've got a question; I wasn't with you guys when you last did this exercise and so I'm not sure how to interpret some things. Under the fourth one we've got the first bullet, "Continue to position Charlotte as a global freight and logistics hub"; we also have that under economic development so what does that mean? Does that mean two Committees have jurisdiction on the same topic or what am I understanding here?

Ms. Lyles said I think we had the discussion and no it doesn't fall under implementation by both committees but just an indication it is okay to duplicate it for the efforts and the focus that we are doing. If we were actually doing something, let's just say we were going to expand our infrastructure for global freight, that would be a decision that the referral would be made at the time for a committee, but we are not taking action, but the intent was to indicate that these things aren't just singular under one Focus Area.

Mayor Clodfelter said I think it would be useful to have some prefatory statements to these because my reaction to them, having not gone through this with you guys before, this is my first time and I'm reacting more the way a lay citizen might read these things and the question would be well wait a minute who is dealing with this. What Ms. Lyles makes perfect sense and I understand it after she says it but I don't have those kind of principles and summary of how to read these Focus Area Plans.

**Assistant City Manager Debra Campbell** said if I could add, there was also some concern from the Committee that we look at this from a real holistic transportation perspective and the way we tried to write this was to talk about it from the perspective of how do we invest in the infrastructure whereas I think economic development may have it be more of a strategic financing, funding economic development perspective and this one is more from an infrastructure and acknowledgement that rail is actually a transportation component.

Mayor Clodfelter said I follow you completely; again as I say a layman reading these things they are a little cryptic sometimes to decipher.

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## ENVIRONMENT

**Councilmember Autry** said I will start out by saying the last couple Environment Committee meetings have been very fruitful. I feel the way the Committee responded to the staff draft of the Focus Area Plan sparked a lot of very constructive discussion. Staff then went back and baked a little bit more into that and that sparked even more discussion so this is where we are here today with this draft and even though the FY2016 Draft of the FAP recognizes the long-term horizons of a lot of the environmental issues; it is not like with housing we need money over here, let's see the response of that and it shows up in about 24 months or 36 months or five years. The things that we are doing in the environment need a horizon that is much further down the road. I really appreciate the work that staff did; Hyong, Rob, Katie, Darcey, and Karen really contributed a great effort to pulling this plan together.

As we see that the indicators that we have here, the first thing you will notice there are two different boxes instead of just one. The Environment Committee is a little unique in that we look out to the community like Housing and Neighborhood Development, Community Safety, Economic Development and Global Competiveness does, but we also look internally at the operations and facilities of the City. Having the two different indicator structures seem to make pretty good sense to the Committee and that is what we want to move forward to the full Council. As the indicators have that 2050 horizon set for example the tree canopy has a 2050 goal of 50% tree canopy; it seems to be far enough down there except when I look at it today and say 2050, if I live I will be 97 so I won't be climbing any of those trees but the staff will work on intermediate goals that will help us get to our long-term vision.

The 2050 indicators also align with Charlotte with the global leaders and environmental sustainability and initiatives underway in a lot of our peer communities. For instance there are eight US communities, Boston, Boulder, Minneapolis, New York City, Portland, San Francisco,

Seattle and Washington DC have just signed into a Carbon Neutral Cities Alliance. I'm not suggesting that is what we do but these are the kinds of goals and aspirations that a lot of other cities are taking on. This Alliance is actually made up of 17 other cities on a global scale that are striving for carbon neutrality. The Focus Area has a unique perspective as it looks externally and internally and the Focus Area Plan is unique in that aspect so we have very specific internal goals that we want to achieve, but also recognize there are tremendous opportunities within the community that we can help push down the road a little bit.

The Initiatives have been streamlined into Waste, Energy, Water, Air and Smart City; Smart City is a new initiative and there was some discussion today as to whether all of the aspects of a Smart City should sit in the Environment Committee but we felt like putting a stake in the ground that we can measure all other activities and aspects from at this point seems to make the most sense and hopefully will help spark some constructive conversation amongst the entire Council. There is one unique aspect here that we have never seen before and that is the indicator called a Gross Domestic Happiness Index and as I say sparking the discussion is the goal and I think we were very effective with that indicator. The index is not that dissimilar to a lot of the data and information that we are collecting in the Quality of Life Study and it looks like the Quality of Life Study is becoming a very flexible tool for us and there may be components of that that we want to leverage into determining what that Gross Happiness Index is or what we might have to add to it. That would be a part of the process once we determine that this is going to be the way we are going to approve the Focus Area Plan to push forward.

The first step in developing the index would be to determine the variables that we would use; and there are other governmental entities around the country that are also looking at the same kind of practice; and that is Santa Monica, California, Summerville, Massachusetts and Seattle, Washington. Like I say the important thing is to spark conversation to get the discussion going and hopefully make for a better Focus Area Plan and that has been the work so far.

**Mayor Clodfelter** said I really like that you picked up the Smart City concept and I wish I had seen the other components of it back in maybe Economic Development and Global Competiveness because again it has components that are not environmental that the City is already embracing and is actually working on. I don't know, back to the Economic Development and Global Competiveness Committee folks, but would you be averse to picking up those pieces and putting there because again the City is deeply engaged in a lot of Smart City activities in that area as well as in the environmental area. You were the one to embrace it; I'm glad and I wish we could see it in the other section too. I was asking the Committee members if maybe they would agree to maybe add that to their Economic Development and Global Competiveness because we are being recognized now around the country for some of our work.

**Councilmember Mayfield** said we were one man short earlier when we started so sure go ahead and make a motion and suggest that to our Committee.

Mayor Clodfelter said I would suggest you guys consider it.

Ms. Mayfield said sure we will do that.

**Councilmember Lyles** said I will add that to the list as well and I think that you are right; we may have some areas because I know I've had some more conversation with Smart Cities with the integration of biking, walking and complete street so there are probably aspects of it that we pick up and it is not necessarily mentioned here but we can insert that Smart City word.

Mayor Clodfelter said putting it in different areas is a good reminder that it does cut across so I was going to take you up on that.

**Councilmember Kinsey** said are we ready to leave that particular topic; I have something. The very last key indicator in the City Organization develop baseline toward 100% LEED certified government facilities. That is very expensive and of course right now the situation we are in budget-wise I would think it might be aspirational and maybe we should say that we reach toward that or we suggest that, but I would not say just LEED because I think we used Green Globe on the Eastway Police Station. I think it is a little less expensive but it basically does the

same thing. There are a lot of different things out there now, but it ain't cheap; it does add to the cost of the building to get that certification. I'm not saying we shouldn't do it but I'm saying we might want to not say we are going to do 100% right away unless we sort of use it as an aspiration goal, but also here again don't just mention LEED because there are a lot of other programs out there. You could say a program such as LEED or Green Globe but don't mention just LEED.

Mr. Autry said I can absolutely go along with that but there again this horizon is 2050 and determining what we would have to take on and how much we could bite off next fiscal year to deal with that is not going to get us there tomorrow.

Ms. Kinsey said I think it is just like this whole thing about doing away with homelessness. We are never going to get rid of homelessness; we are just not. We can't build our way out of it so I don't want us to say we are going to do something and still 10 years from now or 50 years from now we are still not doing it. That is the only thing I'm saying. Yeah, 50 years from now maybe we've got all – the goal is to be sustainable but I just don't want us to say yes we are going to do that and five years from now we are no closer than what we are today. That is the only thing.

Mr. Autry said I appreciate that and I understand also that the cost of running the application for LEED certification is also coming down but also that by building to those standards and getting that recognition it does make the City a leader in that effort and there are cost savings and they do pay off.

Ms. Kinsey said it takes a long time for cost savings' that is where the horizon is way down the road.

Mr. Autry said I'm sure we can respond to that and take that advisement as an important piece of information from Ms. Kinsey.

Ms. Kinsey said I would suggest that we always strive toward sustainable. We don't even need to be LEED certified; we can do the sustainability without doing that. It is nice to have that thing next to your building but we have to be careful with we are going to do this and not be able to do it. It just lets people down.

**Councilmember Fallon** said maybe it would be when possible.

**Councilmember Driggs** said you could go through all of these in the context of the financial constraints we are working under so I think we should probably chart a course and then in our budget deliberations look in practical terms what we can and can't do rather than try and incorporate those constraints here.

**Councilmember Phipps** said how would you measure this because all of the key indicators start with "develop"? So say in 2017 if we wanted to measure progress would that be the fact that we've moved past developing a baseline? We've developed a baseline would that be counted as progress or how would we measure how well we are doing in these areas on a go forward basis if we wanted to get even a mid-year assessment of where we stand?

Mr. Autry said that is absolutely my aspiration because one of the frustrations I've had with the FAPs over the years that the indicators didn't have any matrix aligned with them to let us really measure the progress. Once this is approved in its final form then staff will have to take it upon themselves to go out and find out what the matrix are and what we are going to use to measure our progress and then come back for that approval.

Mayor Clodfelter said when I read that I took it that you want to know what we are starting from and then you can use that and you've got your goal and then you can use that to set sort of interim milestones along the way during your annual budget process.

Mr. Autry said I think that is what I was trying to say but you said it better.

Mr. Driggs said I think the question here in the same vein is do we have any specific deliverables in mind like a baseline? We have for example, a goal right now of 50% tree canopy by 2050 so are we saying that we would like to formulate similar targets as a result of this Focus Area Plan and that we should expect at the end of the year or sometime in between to have those? Because otherwise it does run the risk of kind of being aspirational with no end in sight.

Mr. Phipps said yeah, the first one on Waste; 100% is a lofty goal but it is realistic that we would achieve 100% waste diversion from landfills?

**Assistant City Manager Hyong Yi** said I think so.

Mr. Phipps said but right now where are we? If we are at 20% now could a goal be like we want to get to 15% or 20% right now towards this 100%?

Mr. Autry said or in the next 10 years.

Mr. Phipps said that was throwing me off with it.

Mr. Yi said having a goal of 100% waste diversion from landfill we would not be the first jurisdiction or municipality to set that kind of goal. There are jurisdictions already out there that have set that goal for themselves and again they set it far enough out in advance that they have time to change their behaviors and their practices as a community to get there. These goals are being set by other cities in the United States right now.

Mr. Phipps said yeah, but how do we get something that we could really hang our hats on? It is just within anybody's lifetime?

Mr. Autry said maybe not mine.

Mr. Carlee said if I may for this one; it is a diversion from landfill and one of the long-term alternatives is waste energy and I came from a community that was 100% no landfill because there are other strategies out there and so you can get there. I think the higher goal is to achieve 100% recycling and composting but diversion from landfill is certainly an achievable goal even if landfill is still your primary objective on solid waste. You can certainly reduce it dramatically, but ultimately you are only going to have so much land to fill.

Ms. Fallon said we've done this kind of thing before; how well did we do?

Mayor Clodfelter said been done, which kind?

Ms. Fallon said almost typical of the Focus Plan. From 2013-2014 discussion in Retreat, how well did we do it and do we have a matrix to measure how well we did before?

Mr. Carlee said on some of them yes, not all of them but on a number of them that we do; in fact Ms. McCoy puts together status reports for you and we will provide you with a copy of the last one that we did so you can look and provide us some feedback. The question that arose with regard to matrix on the Environmental Focus Plan; that is really the objective on all of the Focus Area Plans and this was part of our evolution in the Plans is that each of the key indicators should be measurable and we should be able to track our progress.

Mayor Clodfelter said to that point and Councilmember Lyles will remember this; I don't know if you do it this way and again I wasn't with you for the process last year, but one of the things I recall from my prior service when you got the budget proposal, in each major function area we would have what the target matrix were, how the City performed relative to those the prior year and that often drove the discussion do we need to increase resources or maintain resources or change resources allocation to that function. It was a really powerful – do we still do that?

**Katie McCoy, Budget and Strategy** said we still do, yes sir.

Mayor Clodfelter said that is the way it is presented?

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Ms. McCoy said yes sir.

Mayor Clodfelter said good job, I like that.

Mayor Clodfelter said is there anything else on this Focus Area?

Mr. Carlee said to the extent that you have any additional discussion on them would be helpful especially for staff guidance. The one thing that we do need feedback from you on; the idea was that we would bring these back to Council April 27<sup>th</sup> for actual adoption based on any of the changes that need to be made. Does that timeline still work or do you want us to look at a different date for bringing them back on the agenda for adoption?

Ms. Mayfield said I don't think that sheet made its way all the way around.

Mr. Carlee said that was a different question. I have a sheet going around for a Budget work session; those are a couple alternatives dates for our additional Budget work session and if you can indicate whether or not you are available we will follow-up with other Councilmembers to see what we get back on that.

Ms. Fallon said weren't we supposed to be meeting on Wednesday anyway?

Mr. Carlee said we are meeting this Wednesday and what we have put on this list was a possible meeting next Wednesday or next Friday.

Ms. Fallon said we will be in Raleigh.

Mr. Carlee said that is why I wanted to get some preliminary feedback to see if any of these work. Is April 27<sup>th</sup> for adoption of Focus Area Plans reasonable or do Committees need a little bit more time?

Mayor Clodfelter said we have one Committee Chair who won't be here. Do you think that is going to present any problems for folks?

Ms. Fallon said I don't think so; it is pretty well written and I don't think we have any revisions that are going to make a difference.

Mr. Carlee said any other feedback on any other business?

Ms. Mayfield said I just wanted to thank Manager Carlee and our staff for working with all of the Committees; I sat on five of them so I appreciate all of the conversations that we were able to have to get to this point so thank you to all of the staff for getting us ready for today and moving the conversations forward with our Focus Areas.

The meeting was adjourned at 6:30 p.m.



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Emily Kunze, Deputy City Clerk

Length of Meeting: 1 Hour, 17 Minutes  
Minutes Completed: April 28, 2015