

Governor-Elect Perdue
Transition Advisory Group Sessions
Session Summary 9

Environment and Natural Resources

November 21, 2008

Session Arranged by the
Governor-Elect Perdue Transition Team

Session Facilitated by the
Small Business and Technology
Development Center (SBTDC)

Report Prepared by the
UNC-Chapel Hill School of Government

Session Summary 9

Environment and Natural Resources

SECTION 1. Executive Summary

The objective of this day-long meeting was to develop a list of issues and recommendations for the new administration at the Department of Environment and Natural Resources (DENR). DENR deals with a widely diverse set of issues, as the tables below will illustrate, and many of the most important of these issues are long-term, multi-faceted, and not easily amenable to “solutions.” Rather, they require creative management and, as pointed out by the current Secretary of DENR, partnerships with some of the many other institutions and interest groups that share concerns about them.

In the afternoon exercise, facilitators identified six topic areas for greater discussion by the attendees in small groups. The discussion resulted in proposed solutions/recommendations. Below are the six topics along with the bulleted recommendations in the language of the participants. Some of the recommendations are applicable across topics.

1. Topic: Climate and Sea Level Rise/Adaptation

- *Prepare for a national climate change program.* The small group recommends that the Division of Air Quality be tasked to study national legislation and the California standard. Alternative fuels and land use: need protective standards that are also mindful of industry, such as paper, in developing fuels. The transportation sector is increasing emissions and needs to evaluate them and be mindful of the need to reduce vulnerability to oil and gas reliance. There should be someone from DENR and from the Department of Transportation (DOT) working together. Perhaps there should be a truck stop electrification program. Look at ports as water transport; we need freight rail to Wilmington and Morehead City. Carbon credits, putting money from auctions back into public building efficiency efforts. Carbon offset market, playing role in carbon sequestration. Making sure when someone sells carbon credits, the money goes back into local area.

2. Topic: Land Use Planning

- *Tie stormwater pollution requirements to water and sewer funding and grants.*
- *Link local land use planning to regional and state needs.* There should be a sustainable growth fund. We should link planning for adjacent counties. Who is training communities to evaluate what you want them to look like in x number of years? Many of the counties lack staff to do this sort of work. Incentivize low impact development for house development. There should be a housing affordability index. Incentives for developers should not be punitive. We need stricter erosion and sediment guidelines. We need a robust set of environmental indicators.
- *Reassess mitigation efforts.* The state should reassess the Ecosystem Enhancement Program (EEP) in light of the new state legislation and federal rule prioritizing

private mitigation banking. EEP may have met its original mandate to help DOT get out of its backlog from environmental permit-driven mitigation; going forward, the private sector may be a more efficient way to do stream and wetland mitigation, and work needs to begin on how EEP is converted to a regulator of the mitigation banks.

3. Topic: Hog Waste

- *Public funding for hog waste technology (lagoon conversion, energy capture, whatever) should be linked to a requirement of the use of environmentally superior technology that meets all the criteria for that program as developed under the Smithfield Agreement.* The drive to energy capture from methane should not obscure the problems of odor, nitrogen emissions, and water problems from existing operations.

4. Topic: General Issue of Environmental Degradation

- Solutions discussed under Topics 2 and 5 also apply to this topic.

5. Topic: Recommendations That DENR Be More Proactive

- *Avoid negative impacts; don't mitigate them.* DENR needs to focus on avoidance of negative impacts, rather than mitigating negative impacts. Make it easier for developers to avoid stream and wetland impacts, perhaps through incentives such as faster permits. Because of the uncertainty about appropriate areas for development, there needs to be mapping for appropriate areas with incentives.

6. Topic: Address Loss of Swimming and Shellfish Waters

- No specific solutions/recommendations were identified. The group shrank in size. As a result some of the topics were not addressed in the afternoon. That may have been the case with this topic.

SECTION 2. Process Used in Session

After ground rules were introduced and discussed, the session began with a morning presentation about DENR as an agency, including issues, opportunities, and challenges. In the afternoon, invited participants discussed pressing issues for DENR, and participated in an exercise for developing possible priorities, solutions, and recommendations for the issues. See the facilitator agenda (electronic Appendix 1) for details about the process devised and used by facilitators from the Small Business and Technology Development Center (SBTDC).

SECTION 3. Participant List

SBTDC facilitators: Blair Abee and Jeff DeBellis

UNC-Chapel Hill School of Government reporter: Richard Whisnant

UNC-Chapel Hill MPA student note taker: Katie Burdett

Perdue Transition Team representative: Caroline Howe

Attendees:

Owen Andrews

Cynthia Brown

Elizabeth Biser

Katie Burdett

Rob Bizzell

Kris Coracini

Molly Diggins	Speros Flegges	Cathy Hardy
Bill Holman	Savi Horn	George Howard
Diana Kees	David Knight	Victor Knight
Tony Lathrop	Bill Laxton	Steve Levitas
Will McDow	Elizabeth Ouzts	Jane Preyer
John Preyer	Connell Purvis	Linda Rimer
Richard Rogers	Wes Seegers	Cindy Shea
Jim Stephenson	Adam Terando	Joe Thomas
Carol Tingley	Tim Toben	Godfry Uzochukwu
Manly Wilder	Kevin Yates	

There were twenty-eight people present at the start of the meeting, forty-six by mid-morning, plus two conference-call participants. Seventeen people (including facilitators, transition team members and School of Government reporters) were able to stay through the entire afternoon.

SECTION 4. **Significant Issues, Opportunities, and Challenges Identified in Morning Sessions about Current Administration Efforts**

The senior management of the current administration at DENR, including the Secretary, Deputy Secretary, Assistant Secretaries for Environment and for Natural Resources, and other senior staff and budget officers described the work of the divisions and some of the rulemaking commissions in DENR. Secretary Ross then introduced a senior staff presentation on current pressing issues by identifying “cross-cutting strategies” at the heart of much of what DENR has been doing and that he believes are central to future work. He summarized these strategies as “the power of partnerships, the power of plans, the power of a good map, and the power of information.” He reiterated that partnerships, notably the military partnership with Department of Defense facilities, are critical. DENR senior staff then identified the following challenges and major issues for the incoming administration.

- *Climate change, intertwined with energy*, will be the most pressing challenge and opportunity we face. The apparent agreement at the federal level on 80 percent reduction of greenhouse gases by 2050 is likely to give a clear target for mitigation efforts, for the first time in this country.
- *Air quality will continue to be critical*. Judicial overturning of the federal Clean Air Act Interstate Rule (CAIR) means we will again face interstate air quality issues. The EPA had denied North Carolina’s petition under Section 126 of the Federal Clean Air Act, which asserted that North Carolina’s failure to meet federal clean air standards was caused in significant part by interstate air pollution. The EPA had said the CAIR would address this assertion. Now that the CAIR has been struck down, there is likely to be congressional action in 2009. The new ozone standards will present challenges with or without further congressional action. Without help on the interstate issue, our access to federal highway funding will be challenged by nonattainment with the new ozone standards. Preliminary reviews of our compliance data suggest that about 20 of 48 existing monitors do not meet standards; this means a large percentage of North Carolina

counties are at risk to be designated as “nonattainment.” The State must propose counties for new nonattainment designation by March 2009; EPA then makes the final call.

- *Water allocation and drought present important ongoing issues*; the legislative Environmental Review Commission is set to take up fundamental review of how water is allocated (who has rights to water and under what conditions). This will be the first systematic look at water resource law in North Carolina since the late 1960s. Between drought and population growth, water supply issues will be huge problems for the state. The response to these will present major challenges for the incoming administration.
- *Financing and maintenance of water and wastewater infrastructure*. The theme throughout many of these issues above is managing growth in North Carolina. By 2030 North Carolina’s public water systems are projected to serve 70 percent more citizens than today. We have problems maintaining the existing infrastructure, even without the growth. There is a tie-in/opportunity here with the proposed federal stimulus package. Are we ready to deal with a large influx of federal resources? Where do we put them, without losing our discipline over the operation and management of existing systems?
- *Land conservation*, given rising prices and demands, will be important. This area is interrelated with energy (for example, a continued shift to biofuels will raise pressure for energy crop production on land, rather than conservation). This area also illustrates the need for more environmental literacy; people need to understand connections between ecological integrity and the economy. Rising population will increase demand for recreation and open space. One NC Naturally has focused on the fact that North Carolina is losing land and farmland at the fastest rate of any state; rising land values put great pressure on continued land conservation. The four state trust funds (Parks and Recreation Trust Fund, Natural Heritage Trust Fund, Agriculture and Farmland Trust Fund and Clean Water Management Trust fund) are now meeting regularly to try to improve coordination. DENR expects it will be increasingly difficult to maintain funding for these agencies without a great deal of work from the new administration, and probably better local partnerships.
- *Solid waste issues raised by last year’s landfill permitting bill* are significant. The new legislation created a state “tipping” fee for the first time, pledged at the state level for use in cleaning up old, abandoned landfills. The new administration will need to develop the cleanup program and prioritize the use of these funds.
- *Groundwater contamination more broadly, particularly impacts related to conversion of agricultural lands to residential use*, is a hot topic. Richmond and Montgomery counties have so far found about eighty-five household wells highly contaminated with pesticides. Current contamination cleanup programs are not really authorized and directed to look at residual agricultural contamination; how will DENR and the state get ahead of these issues? There are also important questions about management of the groundwater programs. There is contention over the groundwater standards and whether we need to try to maintain and restore all groundwater to drinking water levels. Industry is pushing for more flexibility on cleanups. DENR has proposed a groundwater mitigation fee, a fee in

lieu of full cleanup to provide alternative water supplies and/or clean up orphan sites. But there is no agreement to date on this.

- *Hot coastal issues are numerous.* Offshore drilling, now that the federal moratorium was allowed to expire. About 150 sandbag sites have gone well beyond their permitted duration, and DENR has to look at enforcement. Hardened structures in general, this issue never will go away despite a reasonably clear rule in place in 1985 that was statutorily reinforced a couple of years ago.
- *Nutrients in water supplies.* The Jordan Lake rules have been a five-year saga of rule development for a Total Daily Maximum Load (TMDL) on nutrients in the reservoir. The rule package went through the Rules Review Commission yesterday and there will thus be legislative review in 2009. It is not possible to actually address impairment in Jordan Lake without looking at both point and nonpoint sources, including existing development, but the costs involved and methods to deal with existing problems are still controversial.
- *The Coastal Habitat Protection Plan* will continue to be important given the interconnections with climate change and sea level rise. Three commissions (Environmental Management Commission, Coastal Resources Commission, and Marine Fisheries Commission) worked together on a plan to identify strategic habitat areas and improve enforcement. Staff is now doing a lot of work on submerged aquatic vegetation and primary nursery areas; seeing a big need for coordination with local land use planning and clean marinas.
- *Role in emergency response to natural disasters.* DENR has responsibility for part of the emergency response system, such as for fires, floods, hurricanes, and ice storms. The administration discussed the Evans Road fire, with deep peat soils burning 45,000 acres over 100 days. The new administration will no doubt face some similar emergencies.
- *Mitigation in road construction.* North Carolina's growth also presents mitigation challenges as the road network grows, inevitably having significant stream and wetlands impacts. The EEP and Nutrient Offset Program are facing new rules promulgated last summer by the U.S. Army Corps of Engineers and the EPA. The new rules encourage the use of private mitigation banks. DENR stressed that the new rules also recognize North Carolina as having an "in lieu fee" program that was working very well. The challenge, according to the current DENR administration, is how to do both in-lieu-fee-based mitigation *and* the private banks. DENR has been directed by the legislature to come up with a plan by September 2009 to adjust their in-lieu fees. (Note: This topic was a focal point for the afternoon discussion, with input from representatives of one of these mitigation banks and others who work with EEP. Those representatives believe the solution is to get the state entirely out of the direct provision of mitigation services, instead having the state oversee and regulate the private sector, leaving the private sector to do the actual mitigation work. Resolution of this disagreement will clearly be an important task for the new DENR administration and/or the General Assembly).
- The push to *renewable energy*, particularly the new Renewable Energy Portfolio Standard (REPS), brings with it environmental challenges. The REPS bill assigned

the Environmental Management Commission the task of evaluating the environmental impacts of the renewable technologies. The focus at the moment is on wind power and biomass (burners using wood waste or poultry litter, etc).

- *Swine farms, methane, and biofuels.* The push to renewable energy also raises issues involving the swine farm methane capture program, passed as a pilot program for fifty farms to cap their existing lagoons and generate energy. Forty-six farms have been selected, but the program details are still being worked out. Looking ahead, methane capture will be a real issue (and opportunity). On biofuels: DENR worked with the biotech center (in Oxford) on a strategic plan for biofuels. There are a couple of challenges: ethanol across the country is now produced mainly from corn and soy, but given commodity prices and our agricultural mix, North Carolina will need to do it with cellulosic ethanol (still under development). Swine and poultry already import 90 percent of feed sources, so corn and soy are not available for energy production. Use of wood chips raises other issues, such as the need to revisit forestry BMPS (and quite possibly re-ignite the intense debate over wood chips from ten years ago).
- *The swine lagoon conversion program* is still being worked out. The legislature appropriated \$2 million to fund conversion of three farms, with cost sharing up to \$500,000 per farm and a 90 percent cap. One of the three initial farms has backed out. The program is off to a slow start. Responsibility for animal waste is split (statutorily) between the Division of Water Quality and the Division of Soil and Water Conservation. A bill introduced last session to change swine farm setbacks did not pass, but it quite likely will come back in 2009 and prompt more contentious debate.
- *The Center for Geographic Information Analysis*, now located in DENR, might be more effectively placed somewhere else to coordinate GIS across all state programs, not just DENR.
- *Issues facing environmental education attractions.* Significant issues face the aquariums, museum, and zoo. They all have significant capital funding needs. Where is the zoo going growth wise? The legislature has a zoo study commission under way. An ongoing issue is how do the Zoo and Zoo Society relate?

See the electronic supplementary material for more detailed information on DENR structure and issues, supplied by the current DENR senior staff.

SECTION 5. Key Issues and Solutions/Recommendations

After lunch, the DENR staff was asked to leave. The facilitators walked the remaining participants through a structured issue identification/prioritization/recommendation exercise. The facilitators identified these broad topics and invited participants to write their particular concerns on the appropriate flipchart for each topic:

- Coastal
- Water
- Air quality

- Growth and conservation (these flipcharts were further divided into “statewide,” “coastal,” “piedmont,” and “mountains”)
- Budget/efficiencies/DENR structure
- An open category

Participants listed issues/recommendations and then used dots to indicate priority concerns in the topic areas. Priorities and the number of dot votes they received are listed below. The facilitators then selected several of the concerns that received the most votes for small-group discussion and brainstorming about solutions. The charts below list issue areas/proposed solutions that received the most dot votes in the exercise. The complete list of all concerns from each flip chart can be found in the electronic supplementary material.

The ideas and recommendations that emerged may prove useful to the incoming administration at DENR, but should not be taken as consensus points of view. It is likely that one or more participants do not agree with the prioritization and recommendations. The issues identified for further discussion and brainstorming about solutions include some for which there may actually be the possibility of clear solutions. Others are complex, long-standing problems that might have made such a list for the past several decades. They represent deep societal conflicts with which each administration must contend, but which are not amenable to “solutions” by any single level or branch of government. It may nevertheless be useful to the incoming DENR administration to think through its goals in trying to manage these intractable conflicts before they force themselves onto the agenda, as they almost inevitably will.

Coastal

Priority	Issue	Recommendation
7 votes	Climate change adaptation; sea level rise; structure retreat	Policy implementation, funding, soft armoring, plugging ditches, land conservation
1 vote	Proposed expansions of BT-9 and BT-11 bombing ranges	Promote, at least, a complete study of all aspects that will be affected by change, but target status quo
1 vote	Public access to water	More public access areas and discourage waterfront development
1 vote	Estuarine erosion	Find alternatives to vertical bulkheads, such as “living shorelines.” Develop a priority system for permitting
1 vote	Fisheries	Identify/implement smart tools to protect and restore (e.g., catch shares)
1 vote	Energy exploration offshore and onshore	Determine extent or average discharge; prioritize accessibility; develop proper access technology
4 votes	Emphasize restoration equally with protection; more wetlands and more schools	Water quality degradation

Coastal, continued

Priority	Issue	Recommendation
1 vote	Marine fisheries; commercial fishing economy	1. Find an alternative means of employment for displaced commercial fishermen; 2. Better, more efficient/less damaging alternative fishing methods for commercial fishermen
3 votes	Land-based aquaculture/ mariculture	Possible training of displaced commercial fisherman into the salt water aquaculture industry; incentives for start-ups
1 vote	Federal 2007 offshore aquaculture initiative	Regulatory arena should be open to this practice; develop task force for study; utilize Hawaii as example; balance economics and environmental impacts
1 vote	Public access needed to ensure public can get to the water	Expand beach access program in DCM

Water

Priority	Issue	Recommendation
1 vote	Water allocation and water rights	River basin-based budgets and allocations
3 votes	Nutrient offset program has had its fund raided by NCGA for budget shortfall in past	Transition away from the state operating the NOP and privatize to mitigation banks
1 vote	Falls Lake/Upper Neuse	Start with more innovative strategy using rules, markets, and incentives; develop ecosystem services concepts into policies
1 vote	Endocrine disruptors in water	Determine at what levels they cause a problem and, if a problem exists, how to remove them from water
2 votes	EEP performing piecemeal mitigation	DENR should regulate and guide mitigation, not perform it. Downsize and/or redistribute positions
1 vote	Urban groundwater use	Allow groundwater use when not for consumption
1 vote	Public water needs (urban and rural)	1. Build/permit more reservoirs; 2. Develop broader public water distributions
1 vote	DWQ BMP manual	1. Be open to more proprietary BMP measures if they meet DWQ water quality standards; 2. Current manual restricts use of technologically progressive BMPs
2 votes	Stormwater	Promote LID and restoration

Water, continued

Priority	Issue	Recommendation
4 votes	Hog waste	Dedicate funding for industry-wide conversion to environmentally sustainable technology in 10 years; use revenues from emerging markets for carbon, renewable energy, fertilizer, and nitrogen to finance environmentally superior technologies
2 votes	Nutrient management/ stormwater	Develop rational, appropriate regulatory program for existing development (in place of current Jordan Lake rules)
4 votes	Wetland and stream mitigation	Get state out of competition with private sector mitigation—reduce bureaucracy, improve quality and cost-effectiveness of projects, support strong private sector capability, eliminate subsidies to development
1 vote	Water quantity	Water withdrawal permits for large users

Air Quality

Priority	Issue	Recommendation
1 vote	Conflict between the goal of decent air and water quality in communities where hog farms are located and the goal to get renewable energy from methane capture. Environmental impacts are not mitigated; you are just creating option for capital being given to hog farmers who capture methane	All stakeholders should help resolve the problem. 1. Residents in communities with CAFOs whose health, air and water is compromised 2. Hog farmers 3. Environmental and environmental justice organization representatives
3 votes	Tailpipe pollution (contribution to ozone problems and carbon dioxide)	Adopt clean cars program
1 vote	Reduce carbon dioxide emissions; plan for national cap and trade	Emission assessment as part of permit process for development; encourage smart growth and wiser use of transportation dollars
4 votes	Climate change	

Growth and Conservation: Statewide

Priority	Issue	Recommendation
2 votes	Infrastructure controlling growth versus growth controlling infrastructure	Required county land use plans with statewide planning
1 vote	Lack of funding	More funding for land conservation efforts
2 votes	Renewable energy development could undermine conservation efforts	Develop standards for collection/harvest of resource and siting/location of renewable energy facilities
1 vote	Use of extrajurisdictional (ETJ) to make decisions in communities where the residents don't have a vote on land use, zoning, development, and so forth	A task force on urbanization to create recommendations across environmental issues that leads to a more integrated plan for urbanization of N.C.; temper the use of ETJ designations, as it compromises democratic rights of residents
1 vote	Need for sustainable development as a strategy for economic benefit, environmental stewardship, and social justice	Continue Place Based Economic Development (PBED) efforts. Fund coordinated strategies with other departments like commerce
2 votes	Climate change	Create blue ribbon commission to study climate change
2 votes	Wind energy development and transmission/distribution of power	State/local permitting
5 votes	Environmental degradation as a result of growth	Emphasize compensatory banking systems whereby environmental impacts are compensated and purchase of credits representing private investments in environmental improvements. Polluter pays
1 vote	Build 21st century transportation system	Shift transportation money from new highways to maintain existing highways and build transit and rail systems

Growth and Conservation: Coastal

Priority	Issue	Recommendation
1 vote	Land and water conservation effort not keeping pace with development and population growth	More money
1 vote	Decline in health and need for multi-modal transportation alternatives	Statewide plan; greenway and trail funding

Growth and Conservation: Piedmont

Priority	Issue	Recommendation
1 vote	Link transportation, water, and land use	Link transportation, water, and land use
3 votes	Conserve land	Continue to fund four conservation trust funds
4 votes	Land use and transportation planning (and climate change, air quality, water quality, and farm loss)	Resurrect smart growth principles, planning, and implementation under new name (guidance, performance indicators, training, and tools); sustainable growth fund to incentivize communities and municipalities to direct growth towards smart growth and sustainable growth

Growth and Conservation: Mountains

Priority	Issue	Recommendation
2 votes	Wind energy development and transmission/distribution of power	State/local permitting
5 votes	Environmental degradation as a result of growth	Emphasize compensatory banking systems whereby environmental impacts are compensated by purchase of credits representing private investments in environmental improvement. Polluter pays. Government regulates. Private sector performs and invests

Budget/Efficiencies/DENR Structure

Priority	Issue	Recommendation
4 votes	EEP performing mitigation internally; budget for this has gone up for past 5 years; no cap on the cost to the state	Eliminate the design-build “in house” program; utilize private mitigation banks, which is consistent with new legislative directive; state saves money and eliminates potential liability
1 vote	Citizen commissions	Keep multiple commission structure. Don’t create a single professional mission to handle all issues
1 vote	Multiple commissions	Collapse all commissions into a single full-time paid commission with professional expertise
1 vote	Regulatory conflicts between agencies and divisions	Eliminate jurisdictional conflicts/territory protection
1 vote	Rulemaking always comes back to legislature	Abolish rules review commission/strengthen legislative oversight
1 vote	More efficiencies in meeting/hearings process	
1 vote	Boost recycling rates across the state	Jobs, show environmental benefits, increase revenues/funding
1 vote	Improve public image—citizens don’t understand value provided by agency; only get press when a disgruntled legislator wants to fire an employee performing their enforcement role	
3 votes	EMC–CRC Structure	Look at having full-time qualified commission and staff

From the complete lists of issues/recommendations, the facilitators identified six topic areas for greater discussion in small groups of attendees. Among these topics, the attendees proposed solutions/recommendations. Solutions are bulleted below and appear in the language of the participants. While the solutions/recommendations do not always map precisely onto a single topic, they can be categorized broadly as follows.

1. Topic: Climate and Sea Level Rise/Adaptation

- *Prepare for a national climate change program.* The small group recommends that the Division of Air Quality be tasked to study national legislation and the California standard. Alternative fuels and land use: need protective standards that are also mindful of industry, such as paper, in developing fuels. The transportation sector is increasing emissions and needs to evaluate them and be mindful of the need to reduce vulnerability to oil and gas reliance. There should be someone from DENR and from

DOT working together. Perhaps there should be a truck stop electrification program. Look at ports as water transport; we need freight rail to Wilmington and Morehead City. Carbon credits, putting money from auctions back into public building efficiency efforts. Carbon offset market, playing role in carbon sequestration. Making sure when someone sells carbon credits, the money goes back into local area.

2. Topic: Land Use Planning

- *Tie stormwater pollution requirements to water and sewer funding and grants.*
- *Link local land use planning to regional and state needs.* There should be a sustainable growth fund. We should link planning for adjacent counties. Who is training communities to evaluate what you want them to look like in x number of years? Many of the counties lack staff to do this sort of work. Incentivize low impact development for house development. There should be a housing affordability index. Incentives for developers should not be punitive. We need stricter erosion and sediment guidelines. We need a robust set of environmental indicators.
- *Reassess mitigation efforts.* The state should reassess the Ecosystem Enhancement Program (EEP) in light of the new state legislation and federal rule prioritizing private mitigation banking. EEP may have met its original mandate to help DOT get out of its backlog from environmental permit-driven mitigation; going forward, the private sector may be a more efficient way to do stream and wetland mitigation, and work needs to begin on how EEP is converted to a regulator of the mitigation banks.

3. Topic: Hog Waste

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4. Topic: General Issue of Environmental Degradation

- Solutions discussed under Topics 2 and 5 apply to this topic also.

5. Topic: Recommendations That DENR Be More Proactive

- *Avoid negative impacts; don't mitigate them.* DENR needs to focus on avoidance of negative impacts, rather than mitigating negative impacts. Make it easier for developers to avoid stream and wetland impacts, perhaps through incentives such as faster permits. Because of the uncertainty about appropriate areas for development, there needs to be mapping for appropriate areas with incentives.

6. Topic: Address Loss of Swimming and Shellfish Waters

- No specific solutions/ recommendations were identified. The group shrank in size. As a result some of the topics were not addressed in the afternoon. That may have been the case with this topic.

The facilitators also distributed notecards so that participants who felt there were important issues or ideas not raised on the flipcharts or in the small group discussions could leave those for the transition team. On the notecards from the DENR session were

- Work with Sen. Hagan to restart federal funding for triangle light rail system.
- Building a green economy will require very close coordination between many departments (DENR, Commerce, Administration, Transportation, Treasury, etc.).
- Improve curbside recycling programs.

Electronic Supplementary Material

- Appendix 1: Facilitator agenda provided by the Small Business and Technology Development Center (SBTDC)
- Agency transition reports and other documents provided for session