COMMITTEE AGENDA TOPICS

I. Subject: **SBO Task Force Report**
Action: Review SBO Task Force Report and make a recommendation on process for hiring a consultant for the Disparity Study.

II. Subject: **ED Strategic Plan**
Action: Receive update on the ED Strategic Plan and review proposed action steps in the Plan.

III. Subject: **Historic Properties**
Action: Discussion and review of pending Historic Landmarks properties.

COMMITTEE INFORMATION

Present: James Mitchell, Patrick Cannon, Andy Dulin, Patsy Kinsey and Jason Burgess
Time: 3:30pm – 5:00pm.

ATTACHMENTS

1. PowerPoint: Mayor's Small Business Opportunity Program Task Force
   Attachment: Letter from the Metrolina Minority Contractors Association
2. PowerPoint Presentation: Economic Development Strategic Plan 2011 - 2014
3. Attachment: Pending Historic Properties

DISCUSSION HIGHLIGHTS

I. Subject: SBO Task Force Report

James Mitchell, Chairman:
Welcome all of you to the Economic Development Committee meeting.
Mr. Kimble would you like to start us off today?

Kimble: We have three items on our agenda today. We have the SBO Task Force Report first; following that is an update on the ED Strategic Plan and then a short discussion and review of the historic properties that are under consideration by the Historic Landmarks Commission. We would like to start with the SBO Task Force Report which has been recently referred to this Committee from City Council to receive recommendations from the Task Force. The primary emphasis today will be on the Disparity Study issue. We would like to review in advance of what some of the recommendations were and then

hone in on that particular issue. There are three particular topics with the Disparity Study that we would like to present to you for some discussion or direction.

Rosado: The first few of these slides are just a review from the Council Dinner Briefing since this happened about a month ago, so we are going to quickly review the Task Force charge and process that the Task Force went through. Some of their key findings and recommendations not all of their recommendations are included in this PowerPoint, but they are included in the full report. The Disparity Study which is the next step as Ron indicated is what we are here to discuss today and the Committee action. So the charge for the Task Force was to review the Small Business Opportunity (SBO) Program outcomes to identify ways to strengthen Small Business Enterprise (SBE) utilization. This is pretty much the process that the Task Force went through back in February at the initial meeting where they reviewed all aspects of the SBO Program. One of the complaints on this slide is that the Task Force was keenly interested and made it a point to receive feedback from the stakeholders that are involved with the program. They invited SBO liaisons, City staff SBO liaisons to the meeting, SBE's, prime contractors and members of the Metrolina Minority Contractors Association. They heard from all of these different individuals as far as the strengths and weaknesses of the program and any opportunities addressed and identified. The key findings shown here are not all of the findings, these are the primary ones. As far as strengths go, they felt that the SBE program is a three legged stool and that one of those legs is the training and development opportunity that our program offers, they saw that as a strength in the program. There is consistent policy enforcement in how we reject a bid if they do not meet the SBE goal or do not earn the Good Faith Efforts. We have heard from time to time that there may be an issue with some small businesses not applying for the Program because it may be cumbersome. However, when listening to the SBEs themselves, they actually indicated that the process is no more cumbersome than applying for MWBE Certification or DBE Certification. Based on that, the SBE Certification process was identified as a strength.

Cannon: Nancy does it sound like there is a perception problem that we need to pierce?

Rosado: Definitely. Another step was the regional focus of the program. The program is open to small businesses that are within each county including Mecklenburg County. So there is a regional aspect to the program and it's not limited just to the City of Charlotte. As far as weaknesses, they review the Disparity Study and they identified that that study is seven years old and that is a weakness in the program. Another point that was identified was that the KBU goals do not reflect existing opportunities; and we have heard this allot from SBO liaisons. We publish a quarterly report that continually tells us how KBU's are doing in meeting their SBE informal goals for each department. There are a lot of factors as to why some of them are not meeting their goals; some of it is the current economy so there are limitations to the SBE opportunities. That was identified as a weakness and should we review those goals and see if they are accurate or if they should be adjusted. Inadequate reporting due to outdated financial and procurement systems was also identified as a weakness. We have talked about this before that there are occasions where the Task Force actually asked for data points that they felt they needed and we just couldn't provide that data to them. The system just doesn't allow us to gather some of the data or because it was extremely time consuming to provide the data that they requested. Another weakness was that SBEs are unaware of informal contract opportunities, SBO developed opportunities and SBO enforcement actions. Informal contract opportunities are

in construction and in the amount of less than 200,000 and anything other than construction is under $100,000. They thought these would be opportunities that they could benefit from if more information had been provided to them. SBEs were unaware of instances where our office had rejected a bid because the prime contractor did not meet the goal or did not underbid successfully. I know Council Members see those types of complaints come to you from time to time and we know you would like for us to improve. As far as opportunities identified, the Task Force recommended that there were more opportunities for marketing and outreach strategy because our program is regional in nature. We specifically focus on Mecklenburg County so there may be opportunities to expand our outreach efforts to the other seven counties. There are also resource constraints in doing that including time and staff. As far as threats go, we have heard of instances where procurement policy and specifically efforts to pool contracts sometimes conflict with the SBO policy. That is a threat that we are seeing more and more and needs to be addressed. The volatile economic climate that we are into has made it a competitive bidding environment. SBE's have communicated to us that it is more difficult for them to bid on small projects that they would normally bid on at price. Some of the larger contractors are now sitting on those projects themselves and they have the economy to scale where they are going to come in and win the project at low bid, small businesses cannot compete at that level. The potential abuse through affiliate and pass-through firms is something that I want to stress as potential abuse. The key recommendations that were suggested by the Task Force in their report included conducting an updated disparity study using a cost conscience two-phased approach. Phase I would be compare utilization to relevant market availability to see if a disparity exists against current City utilization. Phase II would be used if a disparity was found to exist; the consultant that was hired to do the study would complete additional steps to determine whether a race and gender consensus program is warranted. That would include interviews, phone interviews or public forums to gather data from the community. The Council did appropriate $310,000 for an update study which is an estimate that was received from MGT.

Cannon: Does that $310,000 include Phase I and Phase II?

Rosado: Yes it does, whether that study was done in one or two phases. This recommendation goes back to the earlier conversations on goals with the recommendation that City staff develop a process for more closely linking informal SBE goals to SBE availability and KBU opportunities. Their finding was that current informal goals do not reflect the existing opportunities within the Key Business Unit. Again when reviewing the Quarterly Utilization Report and discussions with City staff, the SBO Task Force wanted to recommend that the SBO office and KBU's work together to adjust the Informal SBE goals in an effort to reflect relevant and available SBE opportunities. The recommendation to raise formal construction contracting threshold from $200,000 to $500,000 received support from the members of the Metrolina Minority Contractors Association (MMCA). They then asked SBO liaisons and staff how they felt about this recommendation. Staff supported this recommendation. N.C. State Statutes has set their formal threshold at $500,000 and the formal threshold just has to do with public advertisement of the project. Anything under $500,000 under State threshold does not have to be publically advertised. Currently with the City, anything above $200,000 would have to be publically advertised. SBE's really wanted the opportunity to bid at prime and felt they would have better opportunities if the threshold was raised. The Task Force felt that if this change were made it should be

reviewed annually and the City revert back to $200,000 if the findings show that the SBEs utilization decreases. There was a concern that was discussed earlier in the threats section where there is a potential abuse of SBE programs through affiliate and pass-through firms. The Task Force in hearing this concern wanted to ask questions in the SBE applications to better identify affiliate relationships. The current application does not solicit enough answers and responses to enable staff to determine if there is an affiliate relationship. There should be a red flag to help staff identify in which situations that may be happening. They also felt we needed to raise the length of time in business requirement from three months to one year. This also may deter those making applications for the benefit of affiliate relationships. These were additional recommendations by the Task Force, due to limited time these are not all of the recommendations. We received feedback that suggested we charge the existing Business Advisory Committee with SBOP advisory function. That would explore having BAC membership include representation of Primes and SBEs. They felt it was not necessary to duplicate or create another advisory committee but have this existing committee take on this charge. Other recommendations were to develop an annual survey on stakeholder participation and satisfaction. Explore establishing a mechanism for notifying SBEs of informal contracting opportunities. Implement an SBE inventory of skills survey at the initial certification point and implement a Small Business Strategic Plan; there is an opportunity for both of these to work together to adjust some of these issues.

Now we get to why we are really here today, to discuss the Disparity Study and the next steps. Of all the recommendations discussed, we are really looking for your guidance today on this particular issue. The two requests that were made included one from MMCA in a letter dated August 5th to the Mayor where they requested a one phase and not two phases as the Task Force recommended. They also requested that and oversite committee be created to deal with the Disparity Study. The other issue that we are looking for your guidance on is the consultant selection process and the two options that are available to Council. Option I is to conduct the procurement process and put out an RFP. Option II is to contract with MGT of America who was the organization that did the last Disparity Study and they are the ones that we received the price quote from. MMCA'S request is to have the "Disparity Study be negotiated, funded and completed on totality in one phase". The Task Force recommended the two phase process from a money savings standpoint so it really is Council's decision since the money is already appropriated for the study. Staff finds the one phase approach acceptable. There aren't any concerns with a single phase study. There is a thought that having a one phase study may reduce the completion schedule by three months. As far as the consultant selection process, the RFP's would ensure all providers have opportunity to bid. The negative side is the significant delay in the process would be six months; the delay has to do with putting together the RFP and issuing the RFP and waiting for responses, conducting the evaluation and the interviewing of applicants and then actually implementing and moving forward. The second option is to contract with MGT of America, the pros of that option is that MGT can start immediately. They have a proven track record with the U.S. Circuit Court of Appeals and Cindy White with the City's Attorney Office can certainly speak to that.

White: In late July, MGT had a case go up on appeal that was the NC Department of Transportation case. To the surprise of some people, the Circuit Court upheld the MGT's Disparity calculation methodology and quoted their expert very favorability. From a legal

standpoint, we feel very comfortable moving forward with someone who has been tested in the court that we would actually wind up in front of if it were ever challenged.

Rosado: Another pro with MGT of America is that they are familiar with the City's procedures and data keeping because they actually conducted the first initial Disparity Study. The lead person that would be employed with that here is a former City employee. On the cons side for consideration is that you wouldn't have the knowledge of what others would have proposed. The other potential negative is the public perception of a "closed process".

Burgess: We chose MGT seven years ago for a reason. Were we happy with the results?

White Yes and yes. We had a process seven years ago and we had six companies submit proposals. We have done some Internet checking and those six companies are still out there doing disparity studies. We only saw one new company aside from those six. We had a very exhausted analysis last time we had a committee do a selection. We had a full board and the County all represented on that committee. We had lengthy proposals from all the companies; we had interviews from four of them. We were very comfortable with the ultimate choice and it was a unanimous decision.

Burgess: How much did it cost seven years ago?

White: $369,000 for the City's share. There are two things that are important to know when you are looking at that, one is that our data is better not good by any shade but better than it was. The other is that part of that cost was split out among the three entities. Part of what you look at in a Disparity Study is the availability of firms who are able to participate and there is some overlap in that pool of firms between the City, the County and the pool group. So while it didn't match up totally we were able to spread out that availability cost.

Kimble: To be clear, the $369,000 was the City's share of the cost because the School Board participated and the County participated in the study. The full cost was over $900,000.

Cannon: The number that has been allocated thus far in my opinion is probably a liberal number. I think the number should be a little more conservative than the actual cost of both phases I & II if combined. Secondly, I am pleased to know that there is some interest in the private sector about participating in some capacity. That is yet to be determined. When I say participating, it's participating in helping to alleviate some of the cost that might be on the backs of taxpayers. We can take a look at that further and see whether they are still where they say that might be at this stage. That is a suggestion that has been talked about without any level of commitment thus far.

Rosado: Are there any further questions on that? The second request from MMCA was to appoint a disparity study oversight committee. According the MMCA's letter, a committee would review the data used by the consultant prior to running the actual disparity calculation. They suggested also that it be composed of City staff and public stakeholders; MMCA requests a seat on such a committee. We would leave up to Council's discretion and decision. Staff will develop options if Council wants this advisory committee or whatever direction Council would provide to us on that issue. We are here today to ask for action on these recommendations that we would like for you to make today. Number one is the Disparity Study if you want to move forward on this would it be completed in two phases or in one phase? The consultant selection process is another question that we need some guidance on as well as the creation of an advisory committee. Those are the three decisions before you today.

Mitchell: Nancy and staff thank you. Committee let's open this up for discussion. Let's take them in order, the Disparity Study, complete in one or two phases.

Burgess: The first phase is to compare utilization to the relevant marketability and see if disparity exists?

Mitchell: Correct.

Burgess: So if there is no disparity, then the whole thing stops and then what will happen?

Mitchell: Staff you want to comment?

White: Actually what is proposed now in Phase I and Phase II is to proceed concurrently. On the issue have we done a two phase approach as we initially contemplated, it was really put that way for budgeting purposes. It's hard to say because we do not know what the results of the study will show. The odds of getting a study that doesn't show any disparity based on what we had last time and based on the City's own numbers during tracking is probably not very high. I think that is a good academic question about what if we had zero disparity.

Dulin: Given that information can we skip Phase I and go directly to Phase II?

White: No. Good try but no, Phase I is a critical part because in Phase I you get actual ration with standard mediations and all the statistics. When you compare all that available pool of firms versus the utilization; that is clearly the foundation on which the study is built.

Dulin: Did I miss the part on how long it will take us to do that?

White: No. If we are doing them at the same time it is nine months. If we were doing them separately, it would be six months for Phase I and at least six months for Phase II. That would not really count the time it would take for it to go to Council and deal with any issues between the two.

Dulin: Can the community that needs this work from us wait a year?

White: Well there's certainly desire on the part of the community to proceed as quickly as possible.

Flynn: If you go back to the Task Force recommendation, they were very concerned about the aging of the data and the increasing diversity of your business community and that those seemed to be going in different directions. There was some concern by your Task Force to do this as soon as expeditiously as possible.

Dulin: O.k.

Kinsey: Even though I have read all of the material and talked with some of the staff, I am still not quite sure that I understand the two phases. What is the difference in the two phases?

White: In Phase I MGT will do two things.

Kinsey: Or someone will do.

White: The Disparity Study consultant would look at the availability of firms in each category of MWBE: Hispanic, Asian, African-American and Native American. They would look at their availability in the marketplace whether they participated in City contracts, they would do some testing about their capacity. Then they would look at the utilization of each of those categories of firms in City contracts. We tried to do a little bit better than the last time that MGT was here because we know we at least have a vendor database. We don't have a good financial system that ties that into the database that is spending, but at least we have a good vendor database. They would look at the percentage of City contracting dollars that went to each of those categories versus their availability in the marketplace as modified by their participation in City contracts. That is Phase I. In Phase II, they look at other factors that might help explain any disparity in the numbers that show up. They would do antidotal evidence in part, they would do telephone surveys, personal interviews, focus groups and they would talk to people in general at the exchange. There is also a

statistical end of that; they would do a regression analysis, words like that make me want to retreat into a corner. Basically what that they do is take firms and they look at their earnings for a different category and see if that can be tied to standard other things that we associate with earnings like education levels, years in business and those sorts of factors. They look to see if they are skewed toward certain racial and ethnic groups. They also do contract size analysis to see which firms the biggest contracts went to and I think the individual contract size of different firms and what they have done in the past. They would certainly be looking closely because we have a small business program and not a ration to the purchase program and not what the performance has been under the program and how that has changed from when there was a program in effect. It seems like there is another analysis, but they are all geared for private sector. They would look at participation in the private sector and that is a bit tricky. That was the portion that the Circuit Court had a hard time with; they did not say we reject the private sector analysis, but they said that we are going to have to be more careful when we do it to make sure that the private sector contracts you are looking at are really something that you can compare to the government sector contracts. For instance, they said if this was NCDOT, their stuff is almost all horizontal with road building. A lot of the construction data they were looking at was for buildings and they said you can't compare the contractors and the work on building with the roads. We will have to take it apart and look at that as another piece of the analysis.

Kinsey: That's the piece that confuses me the most.

Cannon: Remembering way back when DJ Miller and Associates happened to be the firm I was most familiar with helping with the Disparity Study, then of course came MGT. It appears that upon completion that this could take a year and a half. The RFP process which would take six months. You write the RFP, you have to advertise it, you have to get in competitive quotes, you establish an evaluation to evaluate the proposals, and possibly do oral presentations. Giving those entities the opportunity to come in and give formal presentations. Then make a decision and then negotiate a contract. That is a very lengthy process and beyond that I am reminded that Manager Walton's request to whoa Council just a little bit relative to our workload, we have lot's going on. In as much as you can afford not to stack the deck on us, we certainly would appreciate that. All of those things lead me to thinking that it may be best to consider a sole source contract; one based on there being a level of familiarity with the last provider. To the confidence that I believe that the City has relative to knowing and understanding the business practices of the quality work that could be provided by that entity. Not to say that there aren't other establishments that could come in and do a terrific job, it's just that we are looking to simply pick up the pieces; we have somebody that can actually do this. Going through another process to make it a one and two step process along with having an RFP process is really convoluted. It seems that the financing is already in place. I don't know that we have to do a whole lot of work other than shoring up to see if there is private interest in this. It seems to me that having a one track or sole source or dual track may be the way to go. Mr. Chair, addressing the issue of the Advisory Committee, there was some level of animosity or concern that information was not being considered. It probably goes back to an issue we talked about earlier on perception, turns out things were fine. The whole idea that if there is a fault that there is something wrong in the process; that's where we should be considering having an Advisory Committee of some sort. This only shows a

level of transparency and when you think about it, it doesn't slow down the process because there is a review process that is already going to be in place with the client. The client in this case would be the City, so it really doesn't slow down anything it just gives them the opportunity to be a part of that process. So that is something I could be supportive of, I haven't heard anything in terms of why we shouldn't, so I am open to that.

Kinsey: Did I hear Nancy say that this could be the Task Force or a subcommittee of the Task Force. In other words, we may not have to establish an entire new committee to do this. What is staff's thinking on that?

Rosado: There was a tracking subcommittee that was created as a subset of the SBO Task Force. They really were the ones that dealt with the numbers and looked at the Disparity Study in detail and asked us to move forward with reaching out to MGT. Those individuals, we have not approached them as to their interest in participating and expanding on to something like this. That is definitely an option that is available if Council chose to move forward.

Mitchell: I would prefer if we take action on actions one and two and let's charge staff with responding as it relates to the Advisory Committee and come back to us. I think there is specific interest in the community organizations, so we will ask staff to come back with options on the Advisory Oversight Committee.

Kimble: That is perfect because we do not want to get out in front of you, we want you giving us direction and that is perfect direction.

Mitchell: Can we get a motion from Committee members?

Kinsey: I make that motion.

Mitchell: Is there a second to the motion?

Cannon: I second that motion.

Dulin: Do it in one phase, in other words, do Phase I and Phase II at the same time?

Kinsey: Yes.

VOTE: ***Make a recommendation to Council to complete a Disparity Study in one phase. Vote was unanimous.***

Mitchell: Do I hear a motion on item two the Disparity Study consultant?

Burgess: I make that motion to sole source that study to MGT.

Cannon: I will second that motion.

VOTE: ***Recommend to Council to source the Disparity Study to MGT of America as the sole source for that study. Vote was unanimous.***

Kimble: We will come back to you quickly with ideas and options on the establishment of the Advisory Committee.

Mitchell: Thank you staff and MGT for your work on this project. Mr. Kimble we are ready for the next item.

Kimble: Dennis Marstall will be presenting the Economic Development Strategic Plan 2011-2014. There is no action required today, this is to give you another update and another view of what is going on as we update your five year old Economic Development Strategic Plan.

Some of the ideas coming through are included. If we have missed something, this is your opportunity to give us feedback on that.

II. Subject: ED Strategic Plan

Mitchell: Dennis, welcome.

Marstall: Thank you. I was in front of the Economic Development Committee at the end of May and then I gave you some updates on where we were with the Strategic Planning process. At that time, we went through a lot of the strengths, weaknesses and threats. We have made a lot more progress since then. I know we have some new Committee Members that did not have the benefit of that conversation so I want to run through what our process is and bring you up to date. We are basically looking at a three year plan. In the past, we had thought about a five year plan, particularly where it comes to environment and the Economic Development Strategic Plan given the current environment things are moving fast and Council's main interest is in jobs, jobs, jobs. As this economy unfolds, we need to be a bit more deliberative in our next three years and not stretch things out over five years. I came to you earlier and talked about the Environmental Scan and what that involves; including the data collection, community input, the strengths, weaknesses, opportunities and threats. How the business sectors are growing and what are the emerging issues compared to other cities. We had community input; we had small business forums running concurrently with us with the Small Business Strategic Plan which was specifically tasked by the Mayor and Council. We met with community leaders from healthcare to university presidents and general businesses, met with UNCC and Charlotte Research Institute. We had a lot of community input in these meetings and I came up with the SWOT (Strengths, Weaknesses, Opportunities, & Threats). We want to address current economic issues and position the City of future economic growth over the next three years. We want to focus on past efforts with small business. Council also directed us to put a lot of effort into business corridors and address new areas where we can grow such as the energy sector, technology. As well as creating a business-friendly government including the permitting process and things that you all have thrown out for us in the past and continue to focus on. We want to continue to define the City's role in economic development. In the Focus Area Plan Framework our mission continues to one in which Charlotte will be the most prosperous and livable city for all citizens through quality economic development. The goals and objectives; promote economic opportunity, expand the tax base and revenues and develop collaborative solutions. Those are still the guiding principles that we have been working from going forward. Under promote economic opportunity is to ensure that small businesses have the opportunity to participate in City procurement; you and your Focus Area Plan have outlined a longer description but it really focused on informal contracting solely. We think by tweaking that a bit it gives a broad perspective and reflects some of the conversation you have had. We want to also highlight cultivate emerging and diverse industries, that was buried and not written up as a key objective. We think that is important and we want to diversify Charlotte's economy. I think we have some good opportunities going forward to do that. In the Strategy Formulation, we have taken all those things; we have done the Focus Area Plan Guide with Environmental Scan and some of our research has led us to these strategy areas to move forward with and certainly want your input. Business Attraction and Growth was one from

the old Strategic Plan re-tweaked. Technology and Innovation is a new one that we want to add. We have always had the Corridors & Revitalization and now we have added Sustainability as a key part of that that is a new area. Small Business and Hospitality & Tourism; given the new Wells Fargo campus on South Tryon and the NASCAR Hall of Fame and investments in the Arena and Convention Center is still a key strategy area going forward. Then we have a new area we want to tag which is the Business–Friendly Government which encourages businesses to locate here but also grow here. We are going to go a little more in depth and I will go over each area to give you a sense of how we are defining and framing these going forward. Strategy Area 1 is the Business Attraction and Growth we want to work on the role of government in this area. We realize that the Chamber and the Charlotte Regional Partnership are the ones that are doing the attraction for us. They are out there shaking the bushes on a lot of things. Then we partner with them through business incentive grants and other opportunities. The City will assist its economic development partners in business attraction while leading collaborative efforts to retain and support diverse business interests in a vibrant business climate. The initiatives that we have outlined include support and promote existing sectors/economic base including manufacturing, logistics, health, defense, energy, finance, motorsports and film. Expand and diversify Charlotte's economic base/sectors, focusing on clean energy and international business development. Support and promote an educated, diverse and skilled workforce with talent recruitment. We want to make sure we have the skilled and unskilled laborers for the diverse needs of our businesses. And lastly enhance economic development marketing; how we continue to market Charlotte as a place to do business.

Cannon: As you talk about support and educate diverse skilled workforce, what type of workforce are we talking about?

Marstall: Follow the job needs. We have service industries, blue collar, white collar some people are now saying green collar for green energy. We have manufacturing companies that need laborers we have doctors, it's a wide spectrum.

Cannon: How would you say we are doing now in comparison to what you want to do?

Marstall: There is interest from the manufacturing sector as do we have the college graduates and youth to run the machines and know the technology to run the machines? If you look at what the Workforce Development is doing a lot of it is in the manufacturing area, which is moving to high tech.

Flynn: You probably read about the successful comments CPCC had around energy jobs the next generation of that is to take that and focus that around high school students to try to get them interested in careers in energy related fields.

Cannon: Tom you might recall a year ago we had a dinner meeting with some people from DeBeers and there was some level of interest to try and link them to area universities, to find ways to deal in level of technology that they are engaged with in South America. I am still in contact with a gentleman from that group, linking them with what we are talking about here can lead to opportunity in this area.

Flynn: Fine, I will give you a call.

Marstall: We hope to come back to you with two or three action items, something along those lines that would work into that. Strategy Area 2 is Technology & Innovation, we want to build along that innovation whether it's medical or manufacturing, energy or research. There are a lot of efforts around the University Research Park with the Kannapolis Campus; they have a lot of interest in research. It hasn't reached the point yet where it meets the

business and technology high growth, so we see two areas in there where we should be able to find the capital to help these companies. For start up and for growth, these companies are the ones that need it the most. In Area 2, the City will build upon its technology, innovation and research assets to support entrepreneur businesses and technology companies that desire to achieve high growth. Those initiatives will include supporting the attraction/development of Angel Funds and Venture Capital in the Charlotte market. Increase support for high growth entrepreneurs and promote Charlotte's research capabilities. Are there any thoughts on this area that you want to raise? The third strategy area is where we have been working in the corridors and revitalization and we have added the sustainability component. The City will actively pursue public-private partnerships to promote sustainability through infill opportunities and developments that leverage City resources on land around transit stations and in distressed business corridors. We have not forgotten the area fully focused on transit oriented development, we still have work to do in the northeast and the north. We are working on distressed business corridors so the three initiatives we identify with this area is again to promote the infill development, but we also look at how we can facilitate additional development in the targeted business corridors. We took an initial step with that when we revised the some of our loan programs and how we do those programs in a geographical area. And then in sustainable business practices and businesses that focus on minimizing environmental impact in Charlotte. I think that is on everyone's radar, but how will we put that into practice and how can government promote that? We are going to come back to you with some detailed ideas on how government can have a role in that area and how we can match with the private sector.

Dulin: About number three promoting sustainable business practices, it really goes back to the environment for me. I really am proud of our re-cycle program, I love our new bins. I am proud of the way its setup. The complaints were 437 in the first week on the new program. I would really like to know what that number has gone down to. Promote sustainable businesses practices and businesses that focus on environmental impact in Charlotte. The City can still do more to re-cycle; there are no re-cycle bins on any of the light rail stations. The one that I use frequently at Woodlawn is always full of bottles. I like that initiative being in there, but I want it more than just on paper.

Marstall: The fourth area is Strategy Area 4; Small Business, this is an area that City Council adopted back in March. This falls into a public, non-profit sector how can we work and support small businesses and entrepreneurs. This has special emphasis on providing opportunities to participate in public and private sector contacting. We are looking outside informal and looking at all contracting opportunities and even into the private sectors. These fall under what capital is focused on; we want you to strengthen our local consortium of business resource partners; CPCC and SCORE and the Small Business and Technology Center. Increase awareness of small business resources with a recognizable brand and on-going marketing support, so that people know what is out there and that goes to the small business web portal; that RFP on that when out on the street just yesterday. Provide information and resources that meet changing market needs our businesses could really use some help in changing markets. Promote public/private/non-profit partnerships to enable business owners to find capital. We had the Access to Capital with the Chamber and the Mayor so we want to continue to work with that. Lastly, how can we help increase opportunities for small businesses to expand local sales, including

government contracts? Can we help with the business to business; can we connect our small businesses with the supplier chain for the large businesses? We move on to hospitality and tourism, this is our Strategy Area 5. Our focus in the past five years has been in this area. We want the City as we have outlined the leadership role in developing hospitality, cultural, sports and tourism-related infrastructure and partner with other organizations to market Charlotte as a top travel and tourism destination. That begins with leveraging the City's convention, entertainment and cultural facilities, continuing to market the City's hospitality, tourism and cultural assets. And some of this was raised the other day how do we also work this into the international market? We have such a growing international community here that we have cultural things here that we could highlight as part of travel and tourism. A new area for us is the opportunity for infrastructure in Matthews and Huntersville they are working on some things. How can Charlotte be involved in the region destination for amateur sports? Clearly that is a growth area for us in creating revenue tax in motel and hotel.

Mitchell: Dennis if we can go back to item number three. When you talk about amateur sports, I think a key component is to include the County from a park and recreation standpoint. It would be great to have some dialogue on how can we partner together on that item. It's one thing for us to try and recruit an amateur place for baseball and basketball and knowing that it is not really our responsibility, recreation. So from one end we are selling Charlotte but from a day from operation standpoint we would like to have the County involved. So keep that in mind, if you all agree how we can partner collectively and go after amateur sports.

Marstall: Given that you will see when we come back not only engaging the County but the towns. We will be glad to come back to you with strategic initiatives on that.

Dulin: You know we certainly will continue to do more along those lines. We are about maxed out now; we have just opened art galleries, NASCAR, the Arena is still fresh we have taken our leadership role in developing hospitality, cultural, and sports related infrastructure. Marketing it, I don not know where the NASCAR is spending its marketing dollars, but I hope we are outside of our region. I hope we are getting people in Orlando and other NASCAR markets.

Kimble: There are different marketing strategies, some of the marketing targets the immediate region and targets youth and religious and civic groups and other things. Then there is a bigger target that gets a larger area of the State and then there is one that gets more national and local southeast. There is different marketing ways and you have to plug into all of those to get them all.

Dulin: I don't know if the Committee Members and the folks here have been to Bechler. I have been twice, paid my money, I want to be counted. It's only eight bucks, it's cheap, it has exceeded my expectations both times. It's worth going down there and parking and going in the place, we have to let people know about that. Now we are opening up the Mint Museum, that's going to knock it out of the park, it's just fabulous. We really do have things here that no other community in America has, so we really have the ball and we have to take advantage of it. Again, I just don't want this to be ink on paper.

Mumford: The model that we used to build all of these facilities as public facilities has been great but we pretty much exhausted our resources out there with the public private models. Or we need to study those to see how we can get public and private sector leveraging each other

to see how to put some of these amateur sports into play. So the models of the past may not be the same models we need in the future.

Kinsey: Under number two, marketing, I know we are all concerned about NASCAR right now. Is there one entity marketing all of our opportunities, how are we coordinating the marketing? I think that is probably pretty important.

Kimble: There is a Visitors Advisory Committee that was formed when you formed the Charlotte Regional Visitors Authority. It brings together the 37 or 38 members that are representatives of a lot of the institutions the groups, the categories. It's a pretty powerful group to make sure that the marketing knowledge put out by each individual entities are coordinated and they are cross marketing and cross collaborating.

Mitchell: To pass the point, staff I know it would be nice if we could start getting that information, we meet quarterly. Pat I think you touched on something with the comprehensive marketing of all our efforts. So if we could start getting some of that information back to the Committee, I don't think they need that to the full Council, just to this Committee so that we look at and see what is going on.

Cannon: What I heard Councilman Dulin say and I agree is that we really need to be raising the children that we have out there into some of those areas. Investing in some of those areas to make sure that all that needs to be done is to market and promote that we do that along with it. We want that Hall of Fame to be successful on our watch; we want the Arena to do the same thing. I hear that and I support that.

Marstall: The last area is to keep Business-friendly Government which is our Strategy Area 6. Providing a "can-so" approach to business customer service, focusing on permitting and regulation processes, and promote a pro-business environment. So people can have guidance and understand how to work with the government as they try to grow their business. So the initiatives we have outlined here have to do with business customer service and the BusinessFirst Program and the changes we are working on with the Chamber to update and expand that. Also how can we have little innovations like with building and what we consider the City's core function with infrastructure, administering regulations and maintaining low cost business expenses. That is what we see shaping out under this business friendly role.

Mitchell: The Access to Capital was very successful. Can you just provide this Committee a one page summary? We had a lot of attendees and I think it would be helpful to this Committee to see how much interest was out there in the Access to Capital.

Marstall: Sure, I would be glad to.

Flynn: We are working on a way to get that up on the website as well and possibility of doing a T.V. program.

Dulin: Number two, we have been discussing and the Mayor has helped as well try to give staff some leeway on the Urban Street Design Guidelines, the post construction design and other things. Staff knows that if it is a policy staff likes to follow that policy because that's the way they stay out of trouble. We have given them a blueprint and they follow that blueprint. Low cost of business expenses, maintaining low cost, well we are going in the opposite direction. We have added costs with the Urban Street Design Guidelines. I think we have added costs with post construction design guidelines we are adding cost with the tree ordinance. We are adding cost in some cases with the towing ordinances. We are not adding but a little bit, but we are adding a little bit two, three or four places. If you want to watch it fine, I am your guy, but this is a little bit retroactive or a little bit behind what

we are doing. It's nice to say we want to maintain our low cost of doing business but that is just ink on this paper in my opinion.

Kinsey: I think that Andy is right, but feel that the departments are going to have to work together. We just sit over here and say we want low cost business and ignore the fact that yeah we are doing post construction ordinance and the Urban Street Guidelines. We have to understand what that does to doing business. I am not saying that is good or bad but we have to know and realize what that is doing to business. So we need to talk about that when we talk about low cost business.

Flynn: I think what we are trying to do is to put that into a little bit of context. As if you are comparing us to Austin, Texas or us to Nashville, Tennessee then those that are competitive center cities. I suspect that they are dealing with those same types of regulations or similar, so we want to look at that. Then there is another level that we want to look at and that is how do we compare the surrounding areas? For some companies it's not about moving to Nashville, it's about moving to Gaston. So that is what we are trying to get. We are conscience and aware of some of those impacts to businesses around our regulatory issues or other issues that come up.

Mitchell: I can remember when we did the post construction, I received a lot of calls and a lot of feedback from the general contractors, it was a negative impact. Was that a minority voice or a loud voice related to post construction?

Kimble: As we have gone out in the community at your direction, we are talking about three predominate regulations; post construction ordinance, the Urban Street Design Guideline, which by the way is going through a good process of getting good feedback and I think we are making progress that we can bring back to Council at the Retreat. Post construction control had a lot of push back early but what is happening is that they are finally realizing that the Federal regulations are going to do nothing but get worse and worse. What we have done with the post construction control ordinance right now is not going in the worst of the worst part of their concern. It didn't go as far as we may have to go in the future when the Feds come back with some even stronger regulations. So in the dialogue there has been some educating of the developments; most of them are realizing that post construction control ordinance may be something that is going to save us in the long term as the Feds get stronger in what they are going to do in requirements.

Marstall: That was our last piece. We will come back to you with more strategy and implementation. Again, we are looking at a three year window so we are going to come back with a bunch of initiatives or objectives under each one of these. We have majors in the Focus Area Plan and the Scorecard so we have some we are going to continue to incorporate so that we can track how we are progressing on this. We will go to the Business Advisory Committee tomorrow to update them as well and then we will be back here on September 9th. This is when we will have the whole ball of wax with majors and specific action steps with these and that will be for you to make your recommendation to go forward to the City Council, then to City Council for adoption on September 27th.

Kinsey: Dennis, how soon can we get the recommendations so we will have plenty of time to read over them before we come back to a meeting? What is the plan now for us to receive it?

Marstall: By September 3rd if not sooner.

Mitchell: Staff September 9th is our next Committee meeting, right?

Marstall: We have that on the calendar as of now.

III. Subject: Historic Properties

Kimble: These are properties that are in cue at the Historic Landmarks Commission or the Landmarks Commission itself have said certain properties are worthy of discussion in the cue and they are bringing them forth as recommendations. Dr. Morrill of the Historic Landmarks Commission sent me a list that includes pictures of those properties and asked if we could come to the Committee and have a short discussion about these properties and whether or not the Committee would be comfortable with moving forward on as many of these properties as possible. We will be talking about some reservations that you may have about any of the other ones not included for consideration at this time. This is an open discussion and review for the Committee.

Morrill: We will go over these very briefly.

Kinsey: I will have to leave at 5:00 so I wanted to make a suggestion. You have been sitting here for the entire meeting there are some that I would suggest that we do move forward on.

Morrill: O.k.

Kinsey: Because they don't make any impact to the tax and I think they are worthwhile. The first one would be Eastover School number one.

Dulin: Andy Dulin went to school there.

Kinsey: Yes, I was going to mention that Andy. I believe it and Midwood School are the same era, and I went to Midwood. I also recommend number three Billingsville Rosenwald School; I am delighted that you have that one on the list. Then I would like to make a suggestion that the Commission check out the other Rosenwald schools in Mecklenburg County.

Morrill: I believe, Patsy that these are the only two that are being processed. We will check further.

Kinsey: O.k. that would be great. And also the Oaklawn Cemetery Mausoleum, I am probably responsible for having those in front of this Committee. Those are the ones that in my knowledge tax impacts for the City or County. I would suggest that we move ahead on those. I do have some questions about the Whitley Mill Ruin because we had no information about that, so I would not feel comfortable moving that ahead without more information.

Morrill: I can get some for you. We have researched it and we can have the information for you.

Kinsey: Under the Queens Terrace Apartments, I was not aware that the City of Charlotte owned that.

Morrill: I am sorry that was an error, the City of Charlotte does not own that property.

Kinsey: I do recommend that those three go forward. I have some concerns now as I have had in the past about going forward with the designation for properties that have been requested by the owners. With somewhat of a tax impact particularly on the County, I know it's maybe a small one here and a small one there. I don't know what the total is for either one, but it primarily impacts the County and here we are as a City government making a decision that really impacts the County.

Mitchell: Patsy, you want to make a motion so that we can move forward on those three.

Kinsey: Yes, I'll make a motion.

VOTE: ***Make a recommendation that we move forward to City Council for a public process: Eastover School, Billingsville Rosenwald School and Oakland Cemetery and Mausoleum.***

Mitchell: Before moving forward on the second question all those in favor say aye.

Seconded by Dulin. Vote was unanimous

Mitchell: Patsy, correct me the other ones that are private residences we need to have a full discussion of the tax impact on the City and the County, is that right?

Kinsey: Yes. I served on this Commission many years ago and things have changed and I don't remember exactly what the guidelines are and how things are brought forward. I feel like that particularly when you look at something like the Queens Terrace Apartments there are bound to be many apartment complexes that would be similar, mid-century modern. How do we determine which ones we really do designate?

Morrill: Could I respond just to that? We did mid-century modern survey several years ago. Two apartments of this genre were eligible for The National Registry of Historic Places. This is one of them. This was under partial owner, some of the owners wanted it some of the owners did not. But it was initiated by the owners, no question about that. We can provide the data about the tax implications.

Kinsey: Are these condos?

Morrill: Yes, they have been converted.

Mitchell: Dan let me follow up to Patsy's point the, the S.B. Alexander House.

Morrill: That is in Eastover; that was initiated by the owner. This is why it's extremely helpful to get this feedback because it means that we shouldn't move ahead and spend a lot of staff time, effort and money if you are uncomfortable with it. Because we are here to serve you, but the reason the Commission felt comfortable with the house in Eastover is that there are relatively small number, probably a dozen houses in Eastover that are of this of this size and dimension. That is why it was recommended.

Kinsey: I would probably have to differ with you on that.

Dulin: Can we go back to number two again; Whitley Mill Ruin.

Morrill: An 8th Century mill it is of archeological significance we would have to identify a small piece of land simply to provide protection. Somebody in there in the years to come that wants to do development we would at least have the opportunity to think about whether there is sufficient archeological significance there that there should be an archeological dig before it is destroyed.

Dulin: That's it?

Morrill: That is it. The primary significance is what you don't see that being the archeological material.

Kinsey: Dan, where is it?

Morrill: Off of Beatties Ford Road, Long Creek.

Kinsey: It's privately owned, right?

Morrill: I am almost certain that it is, but I would have to get the information.

Kinsey: If I just knew a little more, I would not have a problem with that.

Morrill: We will be happy to get that for you and bring it back.

Mitchell: Thank you for bringing this to our attention. Individuals asking for Historic Designation in lieu of paying property tax, staff what is the next discussion?

Kimble: It has been referred properly E.D. and I think they are able to have a discussion when we come back for more information.

Mitchell: Could we do that in September, I know this is an important issue?

Kinsey: Yes, and could we move it up on the agenda so Dan doesn't have to sit so long.

Burgess: If I had a house that was pretty old and could save on half of my taxes; that sounds pretty good. So what is the potential here; 500 houses with a hundred million in property taxes? What is the denominator that we could be dealing with?

Morrill: We would look to the Landmarks Commission to give us those properties that would be eligible then we would do the calculations. Before they receive that status we would know the tax advantages.

Cannon: Do we not receive information from those that are requesting this designation?

Morrill: Yes. Just to go back to this issue of tax deferral, think about Fourth Ward and think of North Charlotte. So many areas where Landmark Designation stimulated economic revitalizations, factor that into the equation and I could assure you that it's not 500 houses. We have done comprehensive county surveys we can supply that data.

Mitchell: I would like to give it more time on September 9th, Dan.

Morrill: We might be able to get it then but I am not sure. I think it's wonderful that we have this opportunity to do this right now and not down the road.

Mitchell: Then we will move forward on items 1, 3, & 5 when we meet again. Committee the next meeting is September 9th on a Thursday. Keep in mind that Wednesday will be bad for all of us as we go forward. Thank you staff and Committee members, we are adjourned.

Adjourned: 5:00pm

Economic Development Council Committee
Thursday, August 19, 2010 at 3:30pm
Charlotte-Mecklenburg Government Center
Room 280

Committee Members: James Mitchell, Chair
Patrick Cannon, Vice Chair
Jason Burgess
Andy Dulin
Patsy Kinsey

Staff Resource: Ron Kimble, Deputy City Manager

AGENDA

I. SBO TASK FORCE REPORT – 30 minutes
Staff: Tom Flynn, Economic Development Manager, Nancy Rosado, Small Business Opportunity Program Manager & Cindy White, Senior Assistant City Attorney
Action: Review SBO Task Force Report and make a recommendation on process for hiring a consultant for the Disparity Study. **Attachments**

II. ED STRATEGIC PLAN – 30 minutes
Staff: Dennis Marstall, Economic Development Program Manager
Action: Receive update on the ED Strategic Plan and review proposed action steps in the Plan.

III. HISTORIC PROPERTIES – 15 minutes
Staff: Ron Kimble, Deputy City Manager & Dr. Dan Morrill, Historic Landmarks Commission
Action: Discussion and review of pending Historic Landmarks properties. **Attachment**

IV. NEXT MEETING- September 9, 2010 at 3:30pm, Room 280
Possible Topics: SBO Task Force Report
ED Strategic Plan Approval or Recommendations
ReVenture

Distribution: Mayor/City Council Curt Walton, City Manager Leadership Team Executive Team

Metrolina Minority Contractors Association

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Recording Secretary

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Elina Smith
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Parliamentarian

John Wall
American Trailer
Executive Director

Board of Directors

David Jones
Carol Lilly
Bobby Nichols
Pride Patton

August 5, 2010

Mayor Anthony Foxx
600 East Fourth Street
15th Floor
Charlotte, NC 28202

Re: City of Charlotte Disparity Study (2010 / 2011)

Dear Mayor Foxx,

The Metrolina Minority Contractors' Association (MMCA) would like to thank you for our participation in submitting recommendations to the Small Business Taskforce. We are eager to follow through and participate through the entire process. We have two recommendations related to the upcoming Disparity Study.

First Recommendation

We request that the City appoint a Disparity Study Oversight Committee to review the data used by the consultant prior running the disparity calculations. Such a committee has been utilized by other municipalities and can be composed of City Staff and public stakeholders. In other municipalities the committee has identified data that should or should not be included in the calculations. This committee could also be charged to review the final recommendations of the disparity study consultant and identify the items that most address concerns within the community.

The Metrolina Minority Contractors' Association requests a seat on this Oversight Committee.

Second Recommendation

The City is proposing to request prices for a disparity study to be completed in two phases. The First Phase is to determine if disparity is present and the Second Phase is to identify remedies for that disparity. Contracting for a study under this method poses several issues.

1. As the process was explained in the City Council Meeting on July 26, Phase One would mainly entail reviewing City procurement and construction records. Anecdotal data would not be considered at that time. This data helps develop the total picture by adding the context under which the procurement and contracting data evolved.

2. Phase One would not include any analysis of the larger Charlotte Community to determine if institutional practices are present which resulted in contract disparity. These practices were referenced in the 2003 Disparity Study which stated that the City's program could be used to redress disparity in the community at large. If this is delayed until Phase Two, you may never get to that analysis.

3. Contracting the Disparity Study in two phases requires the completion of Phase One, the production of a formal report, the review of that report, then funding and start-up of Phase Two. At best this delays the study and it has the potential of derailing it altogether.

   It is MMCA's understanding that municipalities that have use a phased approach typically do so to spread funding over multiple fiscal years. If this in not the City's intent there is little benefit in two phased funding.

The Metrolina Minority Contractors' Association request that the Disparity Study be negotiated, funded, and completed in totality in one phase.

Sincerely,

Michael R. High
MMCA President

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NEIGHBORHOOD & BUSINESS SERVICES

Mayor's Small Business Opportunity Program Task Force

Economic Development Committee Meeting
August 19, 2010

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Overview

- Task Force Charge
- Task Force Process
- Key Findings
- Key Recommendations
- Disparity Study Next Steps
- Committee Action

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Charge

Review Small Business Opportunity (SBO) Program outcomes to identify ways to strengthen Small Business Enterprise (SBE) utilization

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Process

- December 14, 2009 – Council approved formation of SBO Task Force
- January 26, 2010 – Task Force members appointed
- February 10, 2010 – Initial meeting
- Review conducted over several months, focusing on:
  - Certification
  - Compliance
  - Utilization
  - Development
  - Reporting
- Task Force obtained feedback from SBO Liaisons, SBEs, Primes, and members of the Metrolina Minority Contractors Association (MMCA)

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Key Findings

Strengths

- SBE training and development opportunities
- Consistent policy enforcement
- SBE certification process
- Regional program eligibility geography

Weaknesses

- Seven year old disparity study
- Informal KBU goals do not reflect existing opportunities
- Inadequate reporting due to outdated financial and procurement systems
- SBEs unaware of informal contract opportunities, SBO development opportunities and SBO enforcement actions

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Key Findings

Opportunities

- Develop marketing and outreach strategy
- Use proposed small business web portal to provide marketing and outreach to existing and potential SBEs

Threats

- Competing SBO and Procurement Policies
- Competitive bidding environment due to economic pressures
- Potential abuse through affiliate and pass-through firms

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Key Recommendations

Disparity Study

- Conduct updated disparity study using a two-phased approach*
  - Phase I – Compare utilization to relevant market availability to see if disparity exists
  - Phase II – If disparity exists, complete additional steps to determine whether a race and/or gender conscious program is warranted

Finding:

– Current market availability data from 2003

**Council has approved $310,000 in the FY'11 budget for a disparity study update.*

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Key Recommendations

Informal Goal Setting Process

- City staff to develop process for more closely linking informal SBE goals to SBE availability and KBU opportunities

Finding:

– Current informal goals not reflective of existing opportunities

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Key Recommendations

Formal Construction Threshold

- Raise formal construction contracting threshold from $200,000 to $500,000
  - Review change annually and revert back to $200,000 if SBE utilization decreases

Findings:

– Current economic conditions causing larger primes to bid on smaller projects

– SBEs want more opportunities to bid as primes

Concerns:

– Prime contractors may express concerns that bid opportunities in the $200,000 to $500,000 range could be bid without public advertisement

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Key Recommendations

Affiliate(s)

- Include questions in the SBE Application to better identify affiliate relationships

- Raise length of time in business requirement from three months to one year

Findings:

– Potential abuse of SBO Program though affiliates

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Additional Recommendations

- Charge existing Business Advisory Committee with SBOP advisory function
  - Explore having BAC membership include representation of Primes and SBEs
- Develop annual survey on stakeholder participation and satisfaction
- Explore establishing a mechanism for notifying SBEs of informal contracting opportunities
- Implement SBE Inventory of Skills Survey at initial certification
- Implement Small Business Strategic Plan

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Disparity Study

Council Options for Disparity Study Next Steps:

- Option I: Conduct Procurement Process
- Option II: Contract with MGT of America

- MMCA Disparity Study Request

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Disparity Study: Option I

Conduct Procurement Process:

Pros	Cons
Ensures all providers have opportunity to bid	Delays Disparity Study by 6 months or more
Council decision based on competitive process	Consumes staff time with RFP preparation, solicitation, evaluation, and recommendation

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Disparity Study: Option II

Sole Source with MGT:

Pros	Cons
Can start immediately	No knowledge of what others would have proposed
Proven track record with US District Fourth Circuit Court of Appeals	Potential negative public perception of "closed process"
Familiar with City's procedures and data keeping	

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Disparity Study: MMCA Request

MMCA Disparity Study Recommendations:

1. Appoint a Disparity Study Oversight Committee
   - Committee would review the data used by the consultant prior to running the disparity calculations
   - Can be composed of City staff and public stakeholders
   - MMCA requests a seat on such Committee
2. Request that the Disparity Study be negotiated, funded, and completed in totality in one phase and not two as was proposed by the Mayor's SBO Task Force

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Committee Action

1. Make recommendation to Council on
   - Disparity Study consultant selection process
   - Disparity Study Scope: Complete in two phases or one
2. Make recommendation to Council on Oversight Committee
   - If Oversight Committee requested, City Manager develop Oversight Committee charge and composition and bring back to Committee and Council for approval

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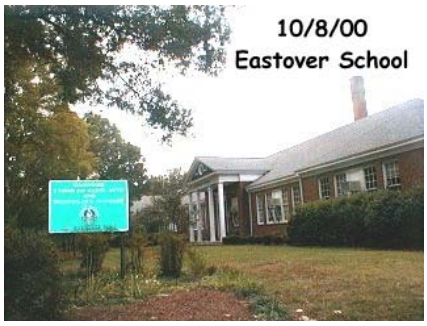
1. **<u>Eastover School</u>**
   Address: 500 Cherokee Road
   Tax Parcel Number: 15510236
   Current Tax Value: 5739800
   Current Owner: Charlotte Board of Education
   Owner Address: 701 E. Second Street, Charlotte, NC 28202



2. **<u>Whitley Mill Ruin</u>** – Charlotte
   Address:
   Tax Parcel Number: N/A
   Current Tax Value: N/A
   Current Owner: N/A
   Owner Address: N/A

3. <u>Billingsville Rosenwald School</u>

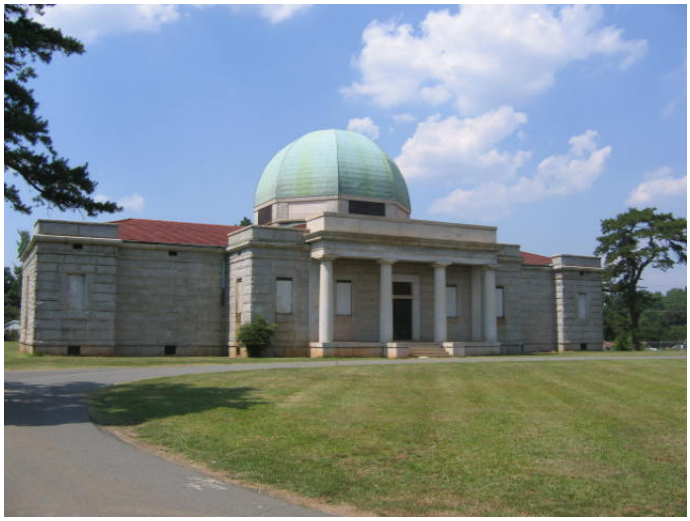
Address: 3100 Leroy Street
Tax Parcel Number: 15703808
Current Tax Value: 9944600
Current Owner: Charlotte Board of Education
Owner Address: 701 E. Second Street, Charlotte, NC 28202

4. <u>Stuart Cramer House</u>

Address: 500 Hermitage Road
Tax Parcel Number: 15505309
Current Tax Value: 1374600
Current Owner: Robert & Kay Allison
Owner Address: 500 Hermitage Road, Charlotte, N.C. 28207

5. <u>Oaklawn Cemetery Mausoleum</u>

Address:
Tax Parcel Number:
Current Tax Value:
Current Owner: City of Charlotte
Owner Address: CMGC, 400 E 6th Street, Charlotte, NC



6. <u>Queens Terrace Apartments</u>

Address: 1300 Queens Road
Tax Parcel Number: 15304116-15304169
Current Tax Value: $7,158,800
Current Owner: City of Charlotte
Owner Address: CMGC, 400 E 6th Street, Charlotte, NC

7. <u>S. B. Alexander House</u>

Address: 250 Cherokee Road
Tax Parcel Number: 15506261
Current Tax Value: $1,781,000
Current Owner: Alexander and Paige Waugh
Owner Address: 250 Cherokee Road, Charlotte, NC 28207

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NEIGHBORHOOD & BUSINESS SERVICES

Economic Development Strategic Plan

2011-2014

Economic Development Committee
August 19, 2010

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CITY OF CHARLOTTE

Economic Development Strategic Plan 2011-2014 Process

- Environmental Scan (Complete)
- Vision, Goals, Objectives (Complete)
- Strategy Formulation (Complete)
- Strategy Implementation w/Action Steps (Fall 2010)
- Measures and Evaluation (Fall 2010)

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Environmental Scan

- Data Collection
- Community Input
- SWOT (Strengths, Weaknesses, Opportunities, Threats)
- Address current economic downturn and position the City for future economic growth over the next three years
- Focus on past efforts with small business and business corridors and address new areas to grow
  - energy sector
  - technology
  - business-friendly government
- Continue to define City's role in economic development

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Focus Area Plan Framework

Mission:
Charlotte will be the most prosperous and livable city for all citizens through quality economic development

Goals and Objectives:

- **Promote Economic Opportunity**
  - Promote a healthy business climate
  - Ensure that small businesses have the opportunity to participate in City procurement
  - Enhance Workforce Development
  - Cultivate emerging and diverse industries
- **Expand Tax Base and Revenues**
  - Advance Business Corridor Revitalization and Redevelopment
  - Promote Infill Development in Center City, distressed business districts and adjacent neighborhoods, and transit stations
- **Develop Collaborative Solutions**
  - Advocate Business Facilitation/Business Process Improvements

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Strategy Formulation

1. Business Attraction & Growth
2. Technology & Innovation (new)
3. Corridors, Revitalization & Sustainability (added sustainability)
4. Small Business
5. Hospitality & Tourism
6. Business-Friendly Government (new)

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Strategy Area 1: Business Attraction and Growth

The City will assist its economic development partners in business attraction while leading collaborative efforts to retain and support diverse business interests in a vibrant business climate.

Initiatives:

1. Support and promote existing sectors/economic base including manufacturing, logistics, health, defense, energy, finance, motorsports ,and film
2. Expand and diversify Charlotte's economic base/sectors, focusing on clean energy and international business development
3. Support and promote an educated, diverse and skilled workforce (talent recruitment)
4. Enhance economic development marketing

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Strategy Area 2: Technology & Innovation

The City will build upon its technology, innovation and research assets to support entrepreneur businesses and technology companies that desire to achieve high growth.

Initiatives:

1. Support the attraction/development of Angel Funds and Venture Capital in the Charlotte market
2. Increase support for High Growth Entrepreneurs and promote Charlotte's research capabilities

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Strategy Area 3: Corridors, Revitalization & Sustainability

The City will actively pursue public-private partnerships to promote sustainability through infill opportunities and developments that leverage city resources on land around transit stations and in distressed business corridors.

Initiatives:

1. Promote infill development/redevelopment in the Center City, distressed business districts, adjacent neighborhoods and transit stations
2. Facilitate investment in targeted business corridors
3. Promote sustainable business practices and businesses that focus on minimizing environmental impact in Charlotte

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Strategy Area 4: Small Business

The City will partner with public, non-profit and private sector organizations to provide information, services and support to small businesses and entrepreneurs, with special emphasis on providing opportunities to participate in public and private sector contracting.

Initiatives:

1. Build and strengthen a sustainable local consortium of business resource partners
2. Increase awareness of small business resources with a recognizable brand and on-going marketing support
3. Provide information and resources that meet changing market needs
4. Promote public/private/non-profit partnerships to enable business owners to find capital
5. Increase opportunities for small businesses to expand local sales, including government contracts

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Strategy Area 5: Hospitality & Tourism

The City will take a leadership role in developing hospitality, cultural, sports and tourism-related infrastructure and partner with other organizations to market Charlotte as a top travel and tourism destination.

Initiatives:

1. Leverage the City's convention, entertainment, and cultural facilities
2. Marketing of the City's hospitality, tourism and cultural assets
3. Increase Charlotte's capacity as a destination for Amateur Sports

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Strategy Area 6: Business-friendly Government

The City will provide a "can do" approach to business customer service , focusing on permitting and regulation processes, and promote a pro-business environment.

Initiatives:

1. Provide Business Customer Service/Business*First* Program
2. Promote innovation and flexibility in the City's core functions of developing infrastructure, administering regulations and maintaining low cost business expenses

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Implementation and Measures

Strategy Implementation w/Action Steps (Fall 2010)

Measures and Evaluation (Fall 2010)

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Strategic Plan Timeframe

August 19 -ED Committee Update

August 20 – Business Advisory Committee Update

September 9 - ED Committee Recommendation

September 27 - City Council Adoption

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