COMMITTEE AGENDA TOPICS

I. Subject: Small Business Week
Action: Receive an update on activities related to the Small Business Week.

II. Subject: Youth Initiatives
Action: Receive a presentation on the Foundation for the Carolinas "Out of School Time Report" and receive an update from staff on the new community framework for youth services. Committee will be asked, if it is ready, to make a recommendation to City Council to meet the requested April 30th timeframe for reporting back to Council.

III. Subject: Independence Boulevard Area Plan
Action: Further discuss citizen and Council feedback on the Plan, and if ready, consider recommending the adoption of the draft *Independence Boulevard Area Plan,* Volume I: The Concept Plan with recommended changes, and receive Volume II: The Implementation Plan as information. ***(Deferred to Next Meeting)***

IV. Subject: CRVA April Barometer Report – Information Only

V. Subject: Next Meeting: Thursday, May 12, 2011 at 3:30pm, Room 280

COMMITTEE INFORMATION

Present: James Mitchell, Patrick Cannon, Jason Burgess, Andy Dulin and Patsy Kinsey
Others: Nancy Carter
Time: 4:00pm – 5:50pm

ATTACHMENTS

1. Driving Charlotte's Economy – Charlotte Small Business Week
2. After School Activities Funding
3. Youth Involvement Council
4. Youth Council Membership Listing
5. Out of School Time Task Force Presentation
6. ED Committee Draft Recommendation to City Council on Youth Development
7. Independence Boulevard Area Plan Proposed Changes to April 2010 Draft
8. CRVA Barometer Report

DISCUSSION HIGHLIGHTS

Mitchell: Chairman Mitchell opened the meeting with introductions. I have asked staff to add one item to the agenda to talk about Small Business Week that is approaching us on May 16th. Dennis is going to talk about activities and have a discussion about promoting small business.

I. Subject: Charlotte Small Business Week

Marstall: I will go through this quickly. We have a list of activities that are scheduled for May 16th through May 20th. The quick backdrop is that the President has proclaimed a week in May as National Small Business Week to recognize the contributions of small businesses to America. National events are coordinated by the U.S. Small Business Administration. Last year, City Council asked us to do something for Small Business Week. We had an event here in the Government Center, mostly for our SBEs (Small Business Enterprises) and Small Business Opportunity Program. The City's past efforts included Mayoral proclamations, networking events and receptions for small businesses and awards program with the Charlotte Chamber. We have incorporated into our Small Business Strategic Plan, Small Business Week activities. We will coordinate planning with community partners, conduct broad outreach to business associations, international chambers, the Business Advisory Committee and SBEs. We are following our Strategic Plan and we are also trying to feature a helping hand for the business climate in Charlotte in support of small businesses. Small businesses are doing things differently; they have to re-think their business model so we are doing the same thing in the City and that includes lining up lots of resources for them during Small Business Week. One of the things that I wanted to highlight is something we are doing called Extreme Makeover Small Business Edition. We have lined up five companies in a group to do a small business makeover for a local small business, strategic planning/business plan optimization by the MLC Group. Branding and advertising will be done by Wray Ward. Accounting and tax advisory services are provided by the Reznick Group. Sales enhancement services by KRS Consulting and human resources audit by the Employers Association. What that means is that these five groups have offered one lucky business a makeover in their specialty area. So any small business can go into our Neighborhood & Business Services website; we have a separate web address for Small Business Week. The one lucky business that is chosen for the small business makeover will have a five week process of all of those services for free. This will optimize their business plan and plan for growth; that is one component. My goal is to have 25 separate events scheduled during the course of the week that serve as resources for our small businesses. So far, we are at 20 on this handout. I have two more to add today so I think we will be able to make the 25 by the end of the week. You will see all the events we have on here as well as our partners. The City is doing some things where you will see going down the list. On Monday May 16th, we have the kick-off with Mayor and City Council with a little breakfast that is free and open to all small businesses. The two things that we are going to highlight besides the kick-off and the proclamation is the web portal; again this is part of our Strategic Plan. Part of our Strategic Plan has been to enhance resources for our small businesses in Charlotte. We have worked with our partners from the Chamber, CPCC, SCORE, CTDC, The Employers Association and others. Charlotte Business Resources.com which is not live yet, but will be unveiled with a virtual quick unveiling of some virtual ribbon cutting that Mayor Foxx will introduce. Then we will also announce the Extreme Makeover winner; then they will start the process. I really want to highlight the diversity of information and seminars that are being presented. Tuesday will highlight Federal government contracting hosted by City and General Services Administration. Wednesday will be the Entrepreneurial Success Conference hosted by CPCC. Thursday will feature the Access to Capital Conference hosted by the Chamber and

the City; this is the second conference we have presented on capital funding. Friday will headline Networking and Growing Your Business hosted by The Employers Association. That brings us to Saturday with the final programs featuring Charlotte Small Business Week Expo of small businesses hosted by the Charlotte League of Businesses. These are just a few examples of the events planned throughout the week. The marketing strategy for Small Business Week will be showcased by the City and its partners on the website which is http://smallbizweek.charlottenc.gov. There will also be a Government Channel special. Charlotte Small Business Spotlight will be on WJZY and WTVI and there will also be a News Channel 14 interview. We are getting the word out and hope that people will take this up with us; most events you see on here are free or have a reduced cost. There are nominal fees for about five of those 20 events listed, otherwise they are free.

Kinsey: What is the overall budget for this for the City?

Marstall: Because we are doing an Access to Capital Conference, which is with the Chamber, it could end up being around $15,000, for the course of the week. That would be for City efforts such as marketing and promotions, Access to Capital and the breakfast that we are going to do.

Dulin: That includes all the food we are going to buy?

Marstall: Yes, that includes the kick-off breakfast, Access to Capital and other publications and the media.

Cannon: Do you have a number or projection of the number of people that may attend to go along with what you have budgeted?

Marstall: The breakfast, my understanding is that we have 75 rsvps; we are planning for at least 300 people attending breakfast. Over the course of the week, we anticipate over 500 attending. Access to Capital alone we had 390. I think we are going to hit a broad spectrum but in different areas, meaning if you are interesting in lending, you are going to go to Access to Capital. If you are interested in social media then you will turn to the media portion. The breakfast is open to everyone so we are hoping to get a cross section of about 300 attendees; there is no set or firm number at this time. People do their own recruiting like this one that will be done in Ballantyne on Innovation and Creativity in Strategic Planning and Marketing. We are definitely promoting this through our SBE network and through all of our resource partners; we have the media interest already.

Mitchell: The reason that I wanted to bring this to our attention now is because the staff has put so much work into this. I would like for us to have a great turn out among our SBEs and other small businesses. I will put this on my calendar. We only have two City Council Meetings on the 2nd and the 9th, so the more times we can get the word out I think it will help the turn out.

Dulin: This Extreme Makeover Small Business Edition, really I hope we can get the media involved. That is a great community, neighborhood, feel good story that this community needs now. I think this is really good work; you make it look easy but I know it's really hard work putting this together.

Cannon: On the Access to Capital Conference who will be participating in that?

Marstall: Mostly lenders from BB&T, Bank of America, Wells Fargo and Charlotte Metro Credit Union. We have Angel Investors, some capital equity firms and any type of financing that someone may be looking for should be represented there.

Kimble: I just would like to say that Dennis and the Neighborhood & Business Services staff have taken to heart, very seriously, your comments from last year from this Committee. Mr. Mitchell wanted to pick up the pace we and we figured out a way to do it. I think with the National League of Cities goals, North Carolina League of Municipalities goals, and your own goals, I think this is a good thing. They really have put some effort into this and I think we are going to enjoy some of the fruits of those efforts.

Mitchell: Thank you staff. I want to say one thing before we get into the next agenda item. Pamela Lopez has spent a lot of time as part of this committee. I just want to applaud her. I was on a conference call

and she was in the meeting so I want to thank her for lending her time to this effort. Ron, would you introduce this next item?

Subject: Youth Initiatives

Kimble: Thank you Mr. Mitchell. Today, you have requested and the Committee agreed that we should hear a report from the Foundation for the Carolinas and their Out of School Time Report and get an update. Also remember on Youth Initiatives that one of the charges for this Committee was to see if you could study the issues. You have done great work in two meetings working up to this and we are going to present some more ideas to you. The goal was to get this out of Committee to City Council by April 30th and today is April 26th. You are meeting that deadline if you are ready to take some action on what you want to send to Council regarding Youth Initiatives. First we need to hear the report and presentation and ask questions and then Brad will take it from there in terms of what ideas you might have and he has some suggestions on what you might bring back to Council on Youth Initiatives.

Mitchell: Thank you all for coming; this is an important issue for us. Andrew Belton and Maria Orozco with The Bridgespan Group will be in our conversation via phone conference. Maria, can you hear us?

Orozco: Yes, we can hear all of you but if you can repeat questions for us it would be helpful.

McDonald: I am Alisa McDonald, I am the Out of School contact and I work with the Duke Energy Foundation. I wanted to make certain that everybody knew Brian Collier with Foundation of the Carolinas is a part of our core team; he regrettably could not be here. He has been very active in this work but he had a board meeting in Winston-Salem so he was not able to make it. We will be brief; it will probably take less than 30 minutes. We are seeking feedback and input and wanted to give you an update of just where we are. We will be giving you and overview and data and background of The Bridgespan Group and The Lee Institute and partners in Out of School Time. The charge as far as background related to the taskforce; we were commissioned by the Foundation for the Carolinas as a result of the catalyst work done about 18 months ago. One of the real realities that came from that work was that there were real opportunities to prove and maybe transform the Out of School Time within the system of the Charlotte Mecklenburg area, so our task was to deliver a set of recommendations that would hopefully improve what we have today. We took a look as part of the process the current state and really focused on the parents and the kids with interviews and focus groups. We tried to understand what would strengthen our Out of School Time Program, afterschool, and summer programs. From that work, we wanted to prioritize what our next steps and activities are so we put those in some buckets that we will talk about later. Finally, we wanted to make sure that everybody is fully participating and that we would move forward with some plan and more of a sustainable model. The next slide gives us at a glance who is on the taskforce. Rusty Bryson, Co-Chair and partner in crime and them we have a lot from A to Z folks who are involved in the community; key leaders, grass roots kind of advocates for youth. We have a rich discussion just from having such a diverse prospective of ideas around the table. We started our work in late January getting together as a taskforce. We have had a couple of meetings since then; Councilman Mitchell is also on taskforce. We are real proud to have him involved. This is going to be a tag team effort, so I am going to have Cyndee Patterson to dive into the details and the nuts and bolts of the data. You may ask the question, "Why do we need to do something now"? We have talked about this as a community for quite some time and we know this Out of School Time Program has a direct correlation on the success of youth in our community. Evidence shows time and time again that this is important that a child can develop through the academic, social, emotional and physical opportunities through the After School Programs out of the normal school day and this is a way to achieve that. We also feel that there is a renewed urgency

around education. Everyone knows from a Charlotte perspective that we have project lists underway and we hope to be able to connect in a way that is meaningful and integrate our efforts with that. We also know it's a priority from the Mayor's perspective as well. Then finally as a funder and I personally know this, it's been a challenge to know exactly how to make an impact in a strategic and significant way that is not disjointed. Knowing just how to fund out of school programs; there are so many they are very challenging in terms of their quality. Challenging even in terms of access in the neighborhood so if we can get a grounding, establish the basics of how we will move forward with a more systematic way to approach, we will fuel dollars into that space. Cyndee is going to give us an overview of the data and then walk us through the gaps that we have discovered. We welcome questions and your input.

Patterson: I am Cyndee Patterson. My partners with The Bridgespan Group are on the phone. They did a lot of the national research and a lot of the local data research. We did focus groups with providers, focus groups and interviews with parents all across the community as well as with youth. We got a broad assessment of what was needed in Out School Time, what their experiences were etcetera that drives what you see on this PowerPoint slide. The national research was really a centrally-focused on committees that had a successful project. Who were the committees and why were they successful in communities that were doing a community wide effort, where all the funders were playing together on how to raise the bar. Some of those communities were Louisville, which has some of the best data collection. They have done a really good job of collecting data; D.C., Chicago, New York, Denver and Providence, Rhode Island which is just some of them. Across all of these categories in these buckets, let me say that safety is the most critical component to this issue and it is raised everywhere by parents and providers. A safe place because there are some things out there for after school that may not be safe and I think we are all aware of that. But some of the findings were both from the national work and the local work is that these programs can really help youth succeed. In the academic arena they actually do the bullet points that you see there. Children that are in a quality after school program will have mentoring and academic help. They will also have a lot of ways to learn the social skills of interaction and how they interact with other kids. How they interact with adults all those things that enhance that sense of self becomes a critical part that happens after school. These programs, and I focus again on high quality ones which is what we looked at nationally, really promote safe and healthy behavior. That ranges from how to deal with drugs to how they deal with safe sex and discussions around that. Part of it is having their time well used after school; there is less opportunity for being somewhere they should not be or by happenstance ending up in a jam. Part of it is also the kinds of conversations that happen around these issues particularly as kids get closer to middle school years. Increased health and fitness, wellness, everything from simple things like brushing your teeth; you actually see better body mass index because of the better after school programming. The taskforce talked about what was the vision for Out of School Time in the community. Some of the points raised were: increased awareness that high-quality, full-time afterschool and summer programs can contribute to the academic, social and emotional and physical development of youth. All unsupervised youth have the opportunity to enroll in and attend age-appropriate afterschool and summer programs that are offered four to five days per week throughout the year. Parents, youth and funders have the information needed to make informed choices and advocate for Out of School Time services based on a common and clear set of standards. Clear leadership is responsible for supporting, promoting, and advocating for the Out of School Time sector in Charlotte. Each of the cities I mentioned earlier is not just a champion, which in many cases is the Mayor, but there is also a piece of an organization where there is government or an independent as a non-profit that is actually in the business of being responsible for supporting Out of School Time.

Promoting it being the advocate for it and in most cases being where the feedback would come so that you can find information and also provide information for feedback. Parents and youth drive funding for Out of School Time, but cost and information are still challenges. $40,000,000 is spent in this community annually on Out of School Time. Parent driven fees are $18,000,000 and subsidies in the amount of $12,600,000 provide the most funding for programs. Among parents participating in focus groups, cost is still the top priority; safety and convenience are also among the top priorities, quality caring staff was also noted.

Cannon: With regard to the safety and convenience, can you go over that again with the areas of concerns for parents in these focus groups? Is it the safety of the child with other children or the safety of the child in other areas?

Patterson: The safety of the child in being well supervised, being sure that quality caring staff are trained and people that should be caring for children afterschool.

Cannon: That is the piece that I want to make sure that we highlight. Because over the last couple of weeks, and even some in the past, I have had to entertain calls with regard to whether or not a child or children were safe under the supervision of one who happened to be doing some things that they should not have been doing. Now these kids in this afterschool programs are having to take notes per sea about any level of interaction or questionable behavior that should not be going on. That raises some real concerns for me and one that I hope you will not take lightly. I know we have been hit upon with that is our role and not to get too deep into that, but I will simply say that our money goes a long way in terms of putting children in places where we hope that they will be safe. Away from some of the other elements outside of the afterschool program, but on the inside there remains some questions and concerns that I have in regard to that. I would hope that we as Committee and me as Council will be looking out where they are and the issues that are out there. Because all these places do not deserve, in my opinion, public funding if we are going to have those kinds of things happening within the walls of some of these programs. I am really concerned about that.

Patterson: Yes, thank you. You will notice when we get to another slide is that we do not count in our afterschool count is people that keep a couple of kids in their home. There is no way to monitor that. There is no way to guarantee appropriate training, supervision, all those things, much less the requirements that the State would have if it were a daycare center or an afterschool program. There is a fair amount of that going on in Mecklenburg County because of the two first factors that the parents talked about. Cost and convenience, if you can find a lady in your neighborhood that keeps a couple of kids, there is not a way at any level to monitor that. Most of the time no one knows what is going on.

Cannon: Anyway of driving that and making sure that there is an extended background check if nothing else on that safety side?

Patterson: Yes and that is part of the whole quality proposition that we have been working on. Parents cited several challenges to enrolling their children in programs. Some of those included free or subsidized programs which are scarce and fill quickly. They also found difficulty in finding out about programs that there was no centralized place for information on the programs. There was also a difficulty in finding programs that matched their schedules. There were language barriers especially for Latino parents as well as week by week summer schedules. Focus groups with students identified youth priorities for Out of School Time. The youth ranked experiential learning and sports or recreation as their preferred features. Youth also value a variety in programming, the ability to choose as well as social interactions. There are 500 or more programs and sites identified in the community. Again these are not Mom & Pop little things, they are full-fledged programs. Inventory focused on programs that offered regular structured activities during afterschool and summer; unstructured programs such as home-based childcare, sports leagues and programs occurring during school hours such as

Communities in Schools were not included. Enrollment and quality data collected from 96 providers across more than 500 distinct sites and programs. There were 113 Out of School Time providers indentified in the total. One was CMS, but 17 providers were unresponsive in the survey. The 15 largest providers which in Mecklenburg County make up 80% of county-wide enrollment; Charlotte-Mecklenburg is the largest provider of afterschool services with an enrollment of 6,197 students enrolled. The other large providers include Boys & Girls Club, Boy and Girl Scouts and the Children's Theater of Charlotte. What we found in gaps, this is really the crux of where the committee has spent a lot of their time getting to their recommendations, there are gaps in coverage especially for minorities, several neighborhoods and the older youth. Across Mecklenburg County approximately 18% of youth are in programs during afterschool and approximately 10% of youth are in summer programs. We identified that as a major issue; we felt like there were more children that should belong in afterschool programs than that. It is the minority children that appear to be under-represented. There are approximately 40% of children in afterschool programs are enrolled in programs offered only one day per week. So 18% of youth in afterschool programs, 40% of those are only doing something one day per week. This does not make for quality programming or safe programming. The geographic distribution of programs is uneven; neighborhoods in the east and the southwest which is out Independence Boulevard and South Boulevard were the most under-covered versus county-wide OST. Programs for older youth, middle school, and high school are very limited county-wide. The system had the ability to serve more youth, however cost and information gaps are the most predominant barriers. There is room in the system to serve an additional 20,000 children in the existing programs; however, free programs are in high demand. Fee-based programs could serve an additional 20,000 children with 14,000 in afterschool and the remaining 6,000 in summer school. However, providers cite that the families' instability to pay fees as the major obstacle towards increasing enrollment. A vast majority of open slots are in five-day programs; 50% are at CMS ASEP. Free programs have excess demand of 4,000 slots. Of those in free or reduced subsidy slots, 85% are at higher-quality programs. Parents try to figure out the high quality programs and try to put their children there if they can afford it. Providers cite several causes for extra capacity among fee-based programs such as the parent's inability to afford the fees charged. It is also known that parents are not fully aware of what is available and where. Parents don't necessarily know about the benefits of OST programs. The economy and the rising cost of transportation such as the rise in gas prices. Those providers with waiting lists believe they could serve even more youth if several challenges are addressed. There is limited funding for enrollment, financial aid and high quality staff as well as restrictions on capacity and functionality of the facilities. There are gaps in quality and in leadership that also exist. In the issue of system quality, the majority of youth are in programs of unproven quality; meaning that 60% of our youth are enrolled in programs that meet one or fewer research-based indicators of quality. Currently there is no clear point of view on quality to help make decisions about funding, which is hard for you and hard for us or anyone contributing funding dollars. No coordinated data systems to capture information enrollment and best practices. When it comes to leadership, other communities have established strong coordination and collaboration with a clear leader, standards and aligned funding sources. There is no clear leader in the Charlotte system. Support, advocacy and partnerships are uncoordinated. Do you have any questions? Rusty has data information for you.

Dulin: I don't know whether to agree with those last bullets or not, "No clear leader or support advocacy and partnerships are uncoordinated". Isn't that what we are doing?

Patterson: That is what the Task Force is about getting to; you will see in the recommendations that the Task Force believes that there needs to be a lead agency that is given the resources to develop a database

that parents can interface for afterschool and summer programs. That actually implements quality standards and keeps a ranking on how people are doing on that and makes subsidized quality programming rather than just the low end of the spectrum.

Dulin: We are spending $40,000,000 a year on it?

Patterson: Most of that is parent money; $13,000,000 is subsidized.

Dulin: This is $13,000,000 of public money that according to you all is largely unorganized?

Patterson: There is room for improvement and we tested this question and asked, "Who is the clear leader in the Charlotte-Mecklenburg area around afterschool and Out of School Time"? There is no one clear answer or organization.

Dulin: Not even with 6,100 kids in CMS? CMS is not the leader, YMCA is not the leader, United Way is not the leader, nobody out there?

Bryson: The percentage is there. As we indicated, minority students seem to be underrepresented. That counts all students; that count includes the student that goes to sports camp over the summer. What we found and what we have uncovered is the gaps and where we see the lack of coordination. What we have attempted to which is what we will go over in a minute is try to create the priorities for the funding. We know there is a finite number of dollars out there; that is what we have been told. The problem is solved very easy with money in some cases. We have a finite number of dollars available and those dollars are getting fewer and fewer every year. We have attempted to put some guidelines or priorities around dealing with age groups, dealing with in-school and dealing with summer programs. We are dealing with programs that last one day versus one week. We are trying to create some organization around that and some of the committees that I have been on have a lot of initiatives in the community but they are very community specific.

Mitchell: Over a year ago, I told the providers that we were supporting a committee on the 15th floor and I was told Councilman this is the first time that we have actually sat in the room as your providers 1,400,000. I think everybody is operating in a silo very successfully, but when you talk about coordinating the efforts, that's when it becomes a challenge.

Patterson: It would really do a lot for someone or group that was responsible and could work the collaboration and raise the quality level. CMS has the most kids but they are not one of the top authorities over it. There is a lot of work that goes into this job and there are a lot of people on the ground doing pieces of it, but at this point, that is fragments.

Cannon: I hear finding the appropriate leader or entity that can establish a better reach where there are gaps such as Independence Boulevard and other related areas. Bethlehem Centers of the world that have been around for eons and others like them. I can appreciate as a youth and I can appreciate today, but we need find a way to come up with a better system.

Patterson: Let Rusty talk about where the Task Force is going with all of this.

Mitchell: Rusty, Cyndee brought out in the presentation CMS operates different sites, Bethlehem Center. How many sites do you operate?

Bryson: Currently just one.

Jefferies: Part of the funding is through grant funding, Twenty-First Century. Part of it is through the City and the rest comes through parents.

Dulin: And your name is?

Jefferies: Collette Jefferies. I am the Director of the CMS Afterschool Enrichment Program.

Patterson: Collette, what percent is parent versus subsidies?

Jefferies: Probably about 80% parent paid.

Mitchell: So when I have my daughter at afterschool at David Cox, I was part of the parent catalyst?

Jefferies: Right.

Patterson: So one of the things that we recognize is that the quickest way to more capacity is to figure out how to fund more slots at CMS and work with CMS to raise the quality. CMS is not bad, but they are in the middle of the pack. Those two things; increase the quality level of a lot of slots. Am I saying that right Andrew?

Belton: No one asked me about the quality of our program, so I don't know and can't vouch for what you are saying. I don't know where you got the information. I know where you got the national information came from, but I don't know about CMS.

Patterson: That is a place that could move quickly to scale.

Mitchell: Thank you.

Bryson: Given the vision of the Task Force, we have prioritized several action points to fill the gaps. We focused on engagement, coverage, quality and leadership. When it comes to parent and youth empowerment there is a need to help parents and youth learn about and provide feedback on existing afterschool and summer programs. There needs to be a better use of existing channels such as Parent U and social media as well as creation of a program locator. Our focus was the Pre-K to the senior in high school and they are less than six then your engagement as a parent may be from six grade on. You should shift your thinking to who you engage. Although transportation was not listed as an issue convenience was. In system coverage, an increase of high quality afterschool programs should be offered four or five days per five-week or multi-week summer programs. The data shows more time in out of school programs results in higher level of benefits. In terms of summer programs, it is whether the children keep pace or go backwards. These programs should start in areas and neighborhoods in the greatest need. An effort should be made to connect the Task Force to other reform efforts such as LIFT and advocate for greater funding to increase the number available open slots. In system quality, there is a need to develop quality standards, training and assessments as well as to develop a grant process for awarding funding based on quality; making sure the children are safe in the environment that we have created. In the leadership area, create leadership not a leader, create small "champions circle". Identify clear lead to advocate, support afterschool and summer programs. Moving forward from here is how do we take the prioritized items and move forward with them? The next steps for the Task Force to begin with finalizing recommendation to funders on which gaps in the program coverage to address first, such as elimination of waiting lists versus programs for middle school and high school youth. Also recommend a series of investments to funders, communicate the plan to key stakeholders and develop and share an RFP for a lead organization that is identified through this process. Those are our next steps and those are what we are finalizing at this time. I would like to say personally that I have been honored to be a part of this; Bridgespan have done a tremendous job on the committee and have made it a very easy committee to be a part of.

Patterson: The timeline is probably, I would say late May or early June for final recommendations.

Mitchell: Cyndee, can we open this up to those on the phone to see if they want to make any comments?

Patterson: Andrew and Maria would you like to comment?

Belton: Yes. Thank you very much for the opportunity to present to you. There are two things that I would like to highlight that I find interesting and hopeful about these recommendations. The first is that this is truly a market where parents direct what happens where the individual learns; so different from other services which are very much larger. Here three quarters of the money is directed by the parents, so they really can be an instrument for changing the nature or the quality of providers in the city. They frankly are uninformed about the choices that they can make. There is a tremendous opportunity here to use the small investment made by the parents as a way to put pressure on the system for improvement. The second is we are talking about 18% of children are in programs; that says that 82% more should be in programs. There are about 60% of those kids who go home to a

caring adult, that can be a relative or a parent. The most important thing here I think is to focus on unsupervised children. There are at least 30% of these children who are not going home to a supervised environment; there are obvious challenges associated with that. I would ask how we reach these at-risk children and how we can help parents make informed choices.

Mitchell: Thank you Andrew. Maria any comment?

Orazco: Thank you everyone for the opportunity to speak to this. I agree with Andrew that this is a consumer-driven market where parent and youth can make informed choices.

Mitchell: Thank you everyone. Committee do you have any comments, questions or feedback?

Dulin: Where is the County in all of this?

Patterson: Michelle Lancaster sits on our Committee and they are engaged as far as wanting to know, just like you do what they should do resource wise.

Dulin: What is their current spending?

Patterson: Andrew do you know?

Belton: About $1,600,000 spent by the City direct; spending by the County is about $500,000.

Mitchell: Andrew, can you say that again? The County is spending $1,600,000?

Patterson: No you do. The City spends $1,600,000 and the County is at half a million.

Belton: As you have been talking, I have been searching the most recent. The County approved spending $500,000 and take into account that the County is providing the facilities; that would be included as their contribution.

Mitchell: O.k. They are providing in-kind services.

Dulin: My other feedback to the group is that you all need to button up your communications with these provider ships. I don't know the CMS lady over here but she is not on the same page as you are; some of these others may not be as well. If we want to be done by June; I hate to put some kind of accelerator on you all. I hate to tell you to button that lady up but I think you need to get with her.

Belton: We are planning to meet with providers and we will be sharing that plan with you. We have had several interactions and I do know that we may not have that much conflict.

Dulin: Thank you Andrew. If someone else will go I have made some notes on just about every page. Let me see if there is something else I wanted to speak up on. It's not a surprise but it's good to see it in writing that safety is the most critical component; safety and a healthy behavior.

Patterson: Cost.

Dulin: Yes cost, safety and a healthy behavior, pardon me. Something that I remember that Ms. Carter brought up at one point is transportation. Did I miss that part?

Patterson: The way it has laid itself out is that is mentioned in the top five or six, but because they put convenience at about the third slot down, that to us says a lot about the issue of transportation.

Dulin: Safety and convenience is on the next page; $40,000,000 spent on afterschool annually. That is staggering. I am into business here and I have never seen that number before.

Belton: I think of that in two ways; the first money in your pocket is the parent. The second pile of money is the State and Federal and the main source of money comes from City and County. The second thing I would say is; think about that $40,000,000 as the number of kids served by that $40,000,000. Compare that to the $1,000,000,000 spent on the school system. Obviously there are more kids in the school system but that $1,000,000,000 dwarfs the $40,000,000 spent in out of school.

Dulin: I have a note here too about the rising cost of transportation; so we did mention that somewhere. CMS charges for their afterschool which I agree with.

Patterson: We have a lot of parents that are capable of paying.

Dulin: Even the low income folks should have a little bit of skin in the game if they can. Now for instance a pretty good example of that is pay to play on sports this year. Just the JV football team at Myers

Park, for instance, only about 30 of the parents paid the $100.00 of the 60 or so kids involved. I think other schools could do the same; other parents came together and made sure that those other children could participate. If they have a nominal amount in the program it helps on the parents buy-in too. If they paid $25.00, they are more apt to get their child into that program. Particularly in the summer time when the parents are sleepy too in the mornings; in my house at least. One other thing, Rusty you made the remark that you are looking for leadership not a leader; that is pretty interesting.

Bryson: We did not need a leader but it can be broader than it is.

Dulin: That is more global.

Cannon: Thank you for your ideas. I understand with affordability that can be tough; $2.00 makes a difference in someone's life and you just keep balancing that and understanding that. We can't give anymore than what we have with the core responsibilities that we have. I do have a request that I hope we can get back around safety; you heard my concerns earlier. I would like to ask if we could get a report from the Afterschool Enrichment providers that receive public dollars on any actual and or alleged misbehavior or inappropriate/questionable conduct that have occurred by a worker or supervisor within the last year. Mr. Chairman, this has a timeframe of April 30th for reporting back to Council? Are we still trying to move within that timeframe?

Mitchell: You are correct on your request. I think that is very appropriate.

Cannon: If we are still going by that same timeframe by way of recommendation that we receive that by April 30th?

Kimble: That would make it Friday or Saturday.

Cannon: Then we have a misprint here. This says to make a recommendation back to City Council to meet the April 30th timeframe.

Kimble: They asked for this Committee to bring back a recommendation to City Council by April 30th.

Cannon: When is this going back to full Council?

Kimble: Before you arrived today, after this presentation today, we are going to right into where we think you are in your analysis of the Mayor's Mentoring Alliance, Afterschool Program and Mayor's Youth Employment initiative so we are not done with this issue yet.

Cannon: That is good because I get the sense that there is information that you all will be bringing back to us, so you can bring this back then. What I don't want to do well let me say that I want it back before the budget discussion.

Kimble: We can work on your request for that information but they are working on their timeframe with the recommendations in their report ready to go.

Cannon: What I want to do is make sure is that I am not asking the providers to do something that they can't do. So let me ask would 30 days be a decent time line?

Bryson: Friday is fine.

Cannon: With that comment, I would like to make it two weeks.

Kinsey: I am going to have to leave, but my comment is that we are really talking about two different things. We are talking about what we are going to recommend; that is what is due by the 30th. It doesn't have anything to do with they are doing; they have their own deadline. And one more quick thing, being hopefully a good steward of the public money, the best help I can get from what you are doing right now is to make sure that the money that we are spending is going to quality programs. I have never been 100% sure of that; that's what I think can be the best use for us right now.

Cannon: Yes, the State might have that information but there are some things that probably have not made it to public record per sea. They could be out there so I want to know about anything that has been alleged.

Kimble: All we can do is ask.

Cannon: Yes, I get that. I want to know where and when, exactly as it occurred. We need to know that information.

Mitchell: To all on the Task Force, thank you for coming; Marie and Andrew thank you so much for your comments. Ron, I yield to you to make sure that we stay on time.

Kimble: We put additional information in your packet that you asked to be presented at this meeting. There are three pieces; the chart that shows how much money we as a City organization are spending on afterschool programs right now. You also asked for a history of the Youth Council; we have included that information and we also included the names of the people in the Charlotte-Mecklenburg Workforce Development Consortium and indicating the number of WDB members are authorized by current bylaws.

Richardson: Let me clarify that is the Youth Involvement Council; peer to peer young people sitting on a council that's different than the Youth Council of the Work Force Consortium.

Cannon: I understand that one is adult and one is youth?

Richardson: We have a Youth Council of youth history which no longer exists under the current Workforce Board Youth Council. The Youth Involvement Council (YIC) was a program of the National Conference for Community and Justice (NCCJ) which operated in Charlotte-Mecklenburg from 1927–2005. The YIC was a multicultural leadership program of students (grades 9-12) who met to learn about one another and respond actively to social, educational and political issues. Membership in the YIC was open to all youth in Mecklenburg County; this program no longer exists.

Kimble: We tried to honor all those requests that you made and put them in the advance packets.

Mitchell: Ron and Brad, the Mayor's letter is one issue. He touched on quality; how do we make sure that we are providing money towards quality service. Secondly, the model of how we use the Housing Trust Fund putting true afterschool experts in place to make decisions on where we put our money as opposed to the 12 people at Dyers where it becomes very political for us. Some of us, including myself, don't know the true meaning of afterschool service/afterschool care. I have tried to learn, but until you have actually been to the site and you experience what they go through day after day, it is an enormous task that our providers do. Our hats are off to you; it's not an easy job. It's not profitable, no, not by any means. So let me ask the Committee on the issues that the Mayor raised; one was a new model from the standpoint of taking elected officials out of it and having some entity like the Housing Trust Fund that will look at who is making the request. They would then make a decision like the Housing Trust Fund did then they would send a recommendation to the full Council. Then we would vote on the recommendation from the Housing Trust Fund. There was some discussion that the PCAC has talked about taking on that role themselves. Committee, how do you feel about a new model taking it away from elected officials making decisions on where the money goes to? Give me your initial thought; those are the two issues that the Mayor had better quality and a new model.

Burgess: What did you say that the new model would be?

Mitchell: A similar model like we have in the Housing Trust Fund; we would appoint citizens to serve. Their main responsibility would be to look at the RFP's that are submitted and determine who would get the project.

Burgess: They would have decision making powers and would not have to come back to Council for anything?

Mitchell: They would make recommendations.

Burgess: So it would be coming back to Council anyway?

Mitchell: Right, like the Housing Trust Fund. They make recommendations score it and then they would bring it to us. We would still have to vote on it. I think if I can remember the discussion the Mayor had was

putting true afterschool experts on a committee that would make decisions instead of us twelve sitting around becoming political; who calls us the most, who e-mails us the most.

Burgess: I like what you said about the Housing Trust Fund scores things; might be nice that they scored these programs for us. As far as our thinking goes, this is a ten out of ten. If you are going to approve anything approve this one, it's a slam dunk.

Kimble: You charged staff a lot of times with trying to anticipate what you might want to do. So what we did in anticipation of this meeting was try and frame what we thought we heard from you the two previous meetings about where you want to go on this. Then added some language about the community resource panel that you would like to set up and so Brad has a draft for you to look at. It's not intended to be anything other than a draft to get some talk going here on where you would like to go in your recommendation on the Mayor's Youth Employment Program, Mentoring Alliance & mentoring issues and then where you would like to go on afterschool. Brad will walk you through this; and its here for discussion now so that we can get feedback from you on where your comfort zone is.

Mitchell: Brad, if you will, let's jump down to number two.

Richardson: It doesn't tail off much from what Cyndee and Rusty presented earlier. We heard you say and we have seen the Mayor's letter and this conversation reinforces that a potential recommendation that you may make before full Council at your earliest opportunity will be this one. Work with community resource partners to develop performance criteria for afterschool programs and develop a process to solicit proposals from potential providers by February, 2012 for next year's budget process. You know where you are in this year's budget process; there is not time for that this year. So what we are talking about is receiving the recommendations from the Task Force at the end of May. Using the time from that point forward to do the work that they will likely recommend; setting us up for that discussion a year from now.

Mitchell: Good work staff. Committee do you have any feedback?

Dulin: Ms. Carter brings to our attention that financial partners report in January; so with that report we can go.

Mitchell: Ms. Carter, why don't you join us?

Carter: The financial partners report out in January, and I think this is something of a report out for financial partners consequently, I would say that you would need to get this to them in January.

Mitchell: Rather than in February?

Carter: Yes.

Richardson: From the sense that you have developed this criteria over the next nine months or so the balance of the 2011 calendar year. That' so the providers know in advance what the process will be in evaluating their proposals how we are grading success. The community is not just the Council, but how the community at large will.

Mitchell: I like the model. We have all heard quality, quality, quality and I will be the first one to tell you that I don't know how that looks.

Burgess: Can we up the scoring system? Taking subjective things and making them objective?

Kimble: That would be the work of this group; to be able to feed that toward a conclusion.

Burgess: This is assuming that we are still going to have our $1,400,000 in the budget?

Mitchell: In the budget, right?

Kimble: We are hanging on for dear life and we are o.k. at this point. But next year's budget when the Federal government takes back another stack of money, you will have to be the one.

Dulin: This is non-profit work. I am always the one that tries to get more back into the private sector anyway. I am just one voice on the Committee.

Mitchell: How do you feel about a recommendation working with a community resource partner to develop?

Dulin: That is fine as long as it's not just busy work. Does staff have time to do it along with everything else?

Kimble: I think we believe there is value in setting quality standards and developing a process that when you allocate the money there is performance criteria. We think there is value there. If you think that there is value there too then that is the recommendation that we will make back to Council. We define the process and get to that end result with the recommendation.

Dulin: To the providers in the room, just by raising your hand. The CMS lady, Ms. Jefferies, she was not on the same page as the report. Are there any other providers in the room that are a little bit off the page on the report that was just given? O.k., so you all get together. Part of this is that I would like to keep it as simple as possible.

Mitchell: I guess to me it's about who develops the performance criteria. Do you feel comfortable doing it as twelve officials or do you feel more confident having community resource partners develop that criteria?

Dulin: The question is how do we get to those partners?

Richardson: I think what I heard in the presentation was that one of the recommendations would be to form a group of citizens who are able to bring you and others who are asking for good measure of quality in afterschool. What does that look like; so that would be a resource that you would be able to rely on. This group, whoever they are, it's their determination of what quality is.

Dulin: I have not had a conversation with PD yet; we rotated posts to them last year. I was hoping to get with Jeff to find out; maybe you can help us with that. I have gone to visit them. I was pleased with getting them more money last year.

Mitchell: CMPD?

Dulin: Yes.

Mitchell: Gang of One, o.k., I am with you now.

Dulin: Sorry.

Mitchell: We cut out post funding for two middle schools and we gave more money to the Police Athletic.

Dulin: Yes, and I was pleased with that. They are rocking over there in Greenville.

Mitchell: I guess you are saying you would like for Jeff Hood to…….

Dulin: That is a different subject, Chair. If you want to move forward with this that is alright. We haven't gotten a report or a request from CMPD about what they need either.

Mitchell: Brad, let me do a follow-up if you don't mind. I like the draft, but I want to make sure I am set. Use the Housing Trust Fund model; use the community resource partners that Task Force will recommend.

Kimble: I think that the results that come out from the recommendations from that report will probably lead to very good conclusions.

Mitchell: Each year going forward will we use the community resource to make the recommendations to the City Council? I am just making sure that the Task Force realizes that we need something very stable; this is not a onetime thing. We would like their continued expertise to help us.

Richardson: That is a good point.

Cannon: I think that these folks are professionals; I am comfortable with it.

Mitchell: Could I get a motion then on the item number two to develop a process and take it to City Council?

Burgess: I will make that motion.

Cannon: Seconded.

VOTE: *Recommend to Council to work with community resource partners to develop performance criteria for afterschool programs and develop a process to solicit proposals from potential providers by February*

2012. Motion made by Burgess; seconded by Cannon. The vote was unanimous with Kinsey absent for the vote.

Mitchell: I made a mistake, Mayor Pro Tem told me to mention that Council member Carter has important information about funding. Ms. Carter, could you just share that for the record so that we are clear?

Carter: There is a parallel situation for zero to five children; CPCC is the state body that evaluates childcare and educational quality. It is a well established program, but it's a parallel situation, it's not funded. They have a community board that governs the local issues but a State board that adjudicates there. CPCC also does evaluations for them in this program so there might be in the Department of Education some folks that could help.

Mitchell: Thank you. To the providers in the room thank you for doing this work without a lot of recognition. It would be nice if we can schedule a tour of afterschool sites and facilities. Ron and Brad, can you talk to Bethlehem Center, Roswell Avenue, Belmont Center, Beatties Ford Road, and Ashley Park? We can choose one of these. It could be an hour and a half on the bus, but it would be afterschool touring or if you think it's better to chose one. I will leave it up to providers and staff to decide.

Dulin: I think just one.

Mitchell: Visit one site? O.k., thanks everyone.

Richardson: We have one more part, go back to youth employment. It was an important part of our last two meetings. This is what we heard you say; we anticipated the meeting to move quickly to get your deadline in to Council by April 30th. We took the liberty of drafting something that we thought you might approve. The first one sub-bullet is to request the Charlotte–Mecklenburg Workforce Development Board (WDB) to redirect $100,000 of Federal Workforce Investment Act (WIA) funds to support a jobs program for eligible youth. If approved, funds would be available in July FY2012 and assist in a summer jobs program for 2012. The Workforce Board would issue an RFP for services but the earmarked funds would be available for the jobs programs that the Mayor's Youth Program could access as well as others. The point is increasing funds for employment opportunities in the community. The second bullet point is the new community framework, the same framework you heard talking about on the afterschool space. We shared with you at the last meeting this is happening in the youth employment spaces as well under the Workforce Development Board Youth Council. I reminded you last time that the Mayor has appointment authority over the Workforce Development Board and the Youth Council, so they have asked the Mayor to be an Honorary Chair and be the community champion for youth employment; that is the sub-bullet. What we are asking is that staff work with the Workforce Development Board to develop and refine a new community framework for employment within that broader context of youth development, through a reconstituted Youth Council. We also think that this would be the place to tuck in recommendations or enhancements to the Mayor's Mentoring Alliance; you referenced this in the letter as well. We deleted a reference to removing funds from the Goodwill Youth Job Connection after we sent some push backs and what that might do to that Program. We did not include that and I wanted to make you aware of that point.

Mitchell: Once you told me that there were two full-time people; I don't want to put no one out of a job. Is there a motion?

Cannon: I will make that motion.

Burgess: I will second.

VOTE: *Recommend to Council to request the Charlotte-Mecklenburg Workforce Development Board to redirect $100,000 of Federal Workforce Investment Act Funds to support a jobs program for eligible youth. Work with the Workforce Development Board to develop and refine a new community*

framework to address youth employment with a broader context of youth development that includes education, health and safety, housing and community life functioning. Motion made by Cannon and seconded by Burgess. Kinsey was absent for the vote.

Mitchell: Thank you Brad and thank you staff. I would like Ms. Independence to introduce the next item.

Kimble: This item we don't think that you or I are going to be in a position to make a recommendation. They are going to share a lot of information and follow back up with you.

Osborne: We are going to ask for recommendation for Plan review, so I would like to defer to the next meeting if at all possible.

Mitchell: From a scheduling standpoint, and I want to be sensitive to the fact that Nancy and staff would like to get this behind them. If we were to run on May 12th, we would miss one Council Meeting which is May 10th. Does that impact us trying to wrap this up by the end of May? Staff, we need to bring this to closure.

Carter: That might be helpful because they are coming out to the District 5 Meeting this Thursday and can have some feedback.

Osborne: That is fine.

Mitchell: This will be our number one item on May 12th and we can make a recommendation to Council on May 23rd. Ron is that possible? And to Ms. Carter's point, her town hall meeting will allow more input. We can incorporate that into the discussion on May 12th, with the goal to make recommendation to Council on May 23rd.

Cannon: So are we going to have four items on that May 12th agenda potentially?

Kimble: We will work through it and determine if all four need to be on there or bounce one off because this one bounced on. We will work it out.

Cannon: I would hope that you would keep the Mosaic Village on there and the corridor revitalization.

Kimble: We can leave Mosaic Village on provided that we continue to get information that we have asked for from the developers so that we can have a meaningful discussion with the Committee.

Mitchell: Ms. Independence, thank you for your patience. We are adjourned.

Adjourned: 5:50 p.m.

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Economic Development Council Committee
Tuesday, April 26, 2011 at 4:00pm
Charlotte-Mecklenburg Government Center
Rooms 270-271

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

Staff Resource: Ron Kimble, Deputy City Manager

AGENDA

I. YOUTH INITIATIVES – 60 minutes

Staff: Brad Richardson, Neighborhood & Business Services

Action: Receive a presentation on the Foundation for the Carolinas "Out of School Time Report" and receive an update from staff on the new community framework for youth services. Committee will be asked, if it is ready, to make a recommendation to City Council to meet the requested April 30th timeframe for reporting back to Council. **Attachments**

II. INDEPENDENCE BOULEVARD AREA PLAN – 30 minutes

Staff: Alysia Osborne, Planning & Brian Horton, CDOT

Action: Further discuss citizen and Council feedback on the Plan, and if ready, consider recommending the adoption of the draft *Independence Boulevard Area Plan,* Volume I: The Concept Plan with recommended changes, and receive Volume II: The Implementation Plan as information.
Attachment

III. CRVA April Barometer Report – Information Only (Attachment)

IV. NEXT MEETING: Thursday, May 12 at 3:30pm, Room 280

Possible Topics: Mosaic Village Student Housing
Business Corridor Revitalization Strategy Update
Processing Historic Landmarks

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

Driving Charlotte's Economy

CHARLOTTE SMALL BUSINESS WEEK

MAY 16 - 20, 2011

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http://smallbizweek.charlottenc.gov

CALENDAR

Friday – May 13

- Charlotte Start-up Weekend 2 *(Kaufmann Foundation)*

Monday – May 16

- Small Business Week Kick-off with Mayor and Council *(City)*
- Women In Business Forum *(Federal Reserve Bank)*
- Lunch -- Charlotte International Community Awards *(CIC)*

Tuesday – May 17

- 'How to do Business with the Federal Government and City/County" *(GSA and City)*
- Lunch & learn -- Collaboration and Partnership for SBEs *(City and partners)*
- Lunch – Latin American Chamber of Commerce regular monthly lunch @ Mint Museum *(LACC)*
- Seminar of City Resources for Small Businesses *(City)*

Wednesday – May 18

- Entrepreneurial Success 2011 *(CPCC)*
- Lunch & Learn -- "Innovation and Creativity in Strategic Planning and Marketing" *(The MLC Group and Asterisk Creative)*
- Social Media Options for Small Businesses *(FreeMoreWest Business Assoc.)*
- Social Entrepreneurship and Innovation *(Packard Place/ Sharon Lachow-Blumberg)*

Thursday – May 19

- Access to Capital Conference *(City and Chamber)*
- Charlotte-Mecklenburg Black Chamber of Commerce Monthly Meeting *(Black Chamber)*

Friday – May 20

- Networking to Grow Your Business *(Employers Association)*
- Business Advisory Committee meeting *(BAC)*
- Small Business of the Year Awards Luncheon *(Events and Celebrations Inc.)*
- Annual MecDec event @ The Square *(May 20th Society)*

Saturday – May 21

- Charlotte Small Business Week Expo of Small Businesses *(Charlotte League of Businesses)*
- Small Business Seminars *(Events and Celebrations, Inc)*

After School Activities Funding

NEIGHBORHOOD & BUSINESS SERVICES

	FY05	FY06	FY07	FY08	FY09	FY10	FY11
Greater Charlotte Enrichment Program	605,854	605,854	605,854	605,854	664,953	605,854	605,854
Bethlehem Center Enrichment Program	199,207	199,207	199,207	199,207	199,207	199,207	199,207
CMS Afterschool	185,576	185,576	185,576	185,576	185,576	185,576	185,576
Northwest Afterschool Program	60,000	60,000	60,000	60,000	60,000	60,000	60,000
St Paul Enrichment Program	57,735	57,735	57,735	57,735	57,735	57,735	57,735
YWCA Scattered Site Daycare	114,546	114,546	114,546	129,546	139,546	134,546	134,546
Total	**$1,271,617**	**$ 1,271,617**	**$1,271,617**	**$1,286,617**	**$1,355,716**	**$1,291,617**	**$ 1,242,918**

CHARLOTTE-MECKLENBURG POLICE DEPARTMENT

	FY05	FY06	FY07	FY08	FY09	FY10	FY11
Boys & Girls Clubs		13,651					
Danger Involved with Gangs (DIG)		33,572	19,555				
Gang of One Xtreeme Challenge		4,767					
Hidden Valley After school grant		5,280					
Gang of One No Easy Walk					82,728	27,130	
Partners in Out of School Time (P.O.S.T.)				282,204	586,596	454,414	
Right Moves for Youth (RMFY)	3,835	4,635	4,450	3,510	12,995	87,964	126,762
McCrorey YMCA						14,692	
Race 2 Inspire Stimulate & Educate (RISE) Program					4,600		
Do the right thing (DRT)						5,000	5,000
Police Activities League (PAL)	295,510	316,833	328,597	410,133	676,193	565,153	310,449
Total	**$ 299,345**	**$ 378,738**	**$ 352,602**	**$ 695,847**	**1,363,112**	**1,154,353**	**$ 442,211**

Youth Involvement Council (YIC)

- The Youth Involvement Council (YIC) was a program of the National Conference for Community and Justice (NCCJ) which operated in Charlotte-Mecklenburg from 1927 – 2005.
- The YIC was a "multicultural leadership program" of students (grades 9 - 12) who met to "learn about one another and respond actively to social, educational, and political issues" (source: archival NCCJ website).
- Membership in the YIC was open to all youth in Mecklenburg County.
- In 2001, the City discontinued funding of the NCCJ (after providing approximately $40,000 in previous years) citing that the NCCJ program had been refocused and was receiving funds from Mecklenburg County.
- In 2005, the NCCJ National organization closed and the NCCJ Charlotte Chapter became an independent nonprofit. It was rebranded as Charlotte Coalition for Social Justice (CSL).
- In 2010, CSL lost County and United Way funding and no longer operates.

Youth Council Membership Listing

Charlotte-Mecklenburg Workforce Development Consortium

(Local Area Name)

*Indicate the number of WDB members authorized by current bylaws: **[_10__]**

	Member's Name and Title	Employer/Agency or Sector Represented	Individual/Agency Address, Telephone Number (e-mail address as appropriate)	WDB Member?	Term (begin and end dates)
1	*Robin Strayhorn, **(Chair)** Sales Recruiter	Private	Reliance First Capital 14120 Ballantyne Corporate Place Suite 200 Charlotte, NC 28277 704-970-1448 rstrayhorn@reliancefirstcapital.com	Yes	7/1/10-6/30/12
2	Kimberly Hammonds **(Vice Chair)**	Government Voc Rehab	Vocational Rehabilitation 5501 Executive Center Drive Suite 101 Charlotte, NC 28212 704-568-8804	no	7/1/10-6/30/12
3	*Mr. Jimmy Chancey, Director, Career and Technical Education Charlotte-Mecklenburg Schools	Education K-12	Charlotte-Mecklenburg Schools 700 E. Stonewall Street, 4th Floor Charlotte, N.C. 28230 Phone: (704) 343-6200 Fax: (704) 343-6202 j.chancy@cms.k12.nc.us	Yes	7/1/09-6/30/11
4	Ms. Linda Ejlali, JobLink Manager	JobLinks	Eash Charlotte JobLink Career Center 10801 Monroe Rd. Matthews, NC 28105 704-847-2660 linda.ejlali@ncmail.net	No	7/1/09-6/30/11
5	Dawn Hill, Program Manager, MYEP – Mayor's Youth Employment Program	Government City Ec. Dev.	City of Charlotte Economic Development Office 600 East 4th Street, Suite 138 Charlotte, NC 28202 704-336-4445 Tel dhill@ci.charlotte.nc.us	No	7/1/10-6/30/12

6	Tricia Nielsen, Phoenix Project Coordinator	Government Department of Social Services	Youth & Family Services 720 E. 4th St. Charlotte, NC 28202 704-336-3290 neilsps@co.mecklenburg.nc.us	No	7/1/09-6/30/11
7	Chris Campbell, Assistant Director Client Services	Charlotte Housing Authority	Charlotte Housing Authority 326 Benjamin Street Charlotte, NC 28236 704-336-8555 campbellc@cha-nc.org	no	7/1/10-6/30/12
8	open	Non-Profit		No	
9	open	Job Corp	Job Corps	no	
10	Christine McKinley, Division Recruiting Specialist	Private	Family Dollar 10301 Monroe Rd Matthews NC 28105 704-814-3580 cmckinley@familydollar.com	no	7/1/10-6/30/12
11	open	Parent		no	
12	Officer Lisa Speas, CMPD	Law Enforcement	CMPD/Steele Creek Youth Network 1750 Shopton Rd Charlotte, NC 28217 704-336-8360 Lspeas@cmpd.org	no	7/1/10-6/30/12
13	Keith Smith, Attorney	Government Justice	Meck. Co. Attorney's Office 720 E. 4th Street, Suite 500 Charlotte, NC 28202 keith.smith@mecklenburgcountync.gov (704) 336-4967	no	7/1/09-6/30/11
14	open	Goodwill Industries of the Southern Piedmont	2122 Freedom Drive Charlotte NC 28208 www.goodwillsp.org	no	

Duplicate form as necessary. **SHOW ALL VACANCIES**

Out of School Time Task Force Update to Economic Development Committee

April 26th, 2011

The charge of the Out of School Time Task Force

- Deliver to the community and the Catalyst Fund a set of recommendations to improve the Out of School Time system in Charlotte-Mecklenburg
- Publicly represent the Task Force and its recommendations/activities
- Contribute to and participate in a plan to engage the community further

Key stakeholders in the sector were represented on the Task Force

Rusty Bryson, *Co–chair*
Managing Director
Cary Street Partners

Laura Belcher
Senior VP, Chief Financial & Operations Officer
Arts & Science Council (ASC)

Brett Loftis
Executive Director
Council for Children's Rights

Kwain Bryant
Senior Consultant
Empowerment Exchange

Joni Trobich
President
Mecklenburg PTA Council

Ann Clark
Chief Academic Officer
Charlotte-Mecklenburg Schools

Brian Collier
Senior Vice President, Community Philanthropy
Foundation for the Carolinas

Alisa McDonald, *Co-chair*
VP, Foundation & Community Affairs
Duke Energy

Michelle Lancaster
General Manager
Mecklenburg County

Pamela J. Wideman
Housing Services Manager
Neighborhood & Business Services
City of Charlotte

Lydia Garza Olmstead
Director Preschool
St. John's Baptist Church

Lauren Woodruff
Vice President
Bank of America

James Mitchell
Charlotte District 2
City Councilman

Why now?

- Out of School Time programs (afterschool and summer) can **help Charlotte's youth**
  - Evidence shows that Out of School Time programs can help a child **develop academically, socially, cognitively, and physically**
- There is a **renewed urgency** around education and youth development issues in Charlotte
  - Project LIFT
  - Mayor Foxx's priorities
- Funders want to fund Out of School Time, but **have identified several challenges to doing so**
  - **Lack of information** about what programs and their quality
  - Opportunity for more **collaboration and coordination**

High-quality afterschool and summer programs can help youth succeed in Charlotte

Improves academic performance

- Better grades, test scores, and school attendance
- Lower dropout rates
- Decrease in summer learning loss

Enhances social and emotional skills

- Higher self-esteem and confidence
- Better social and communication skills

Promotes safe and healthy behaviors

- Increased knowledge of safe sex and avoidance of sexual behavior
- Avoidance of drugs and alcohol
- Reduction in juvenile crime and juvenile victims

Increases health and wellness

- More knowledge of nutrition and physical activity
- Improved health statistics (e.g. BMI)
- More positive body image

Vision for Out of School Time in the community

- Increased awareness that high-quality, full-time afterschool and summer programs **can contribute to the academic, social and emotional, and physical development** of youth
- All unsupervised youth should have **the opportunity to enroll in and attend** age-appropriate afterschool and summer programs that are offered **4 to 5 days per week throughout the year**
- Parents, youth, and funders have the **information needed to make informed choices and advocate** for Out of School Time that meets their needs
- All programs deliver **high-quality** Out of School Time services based on a common and clear **set of standards**
- **Clear leadership** is responsible for supporting, promoting, and advocating for the Out of School Time sector in Charlotte

Gaps-parent and youth empowerment

Parents and youth drive funding for Out of School Time, but cost and information are still challenges

- ~$40M+ is spent annually on Out of School Time in Charlotte– **parent driven fees (~$18M) and subsidies ($12.6M) provide the most funding** for programs
- Among parents participating in focus groups, **cost is still the top priority**
  - -Safety and convenience are also among the top priorities
  - -Quality/caring staff was also noted
- Parents cited **several challenges to enrolling their children in programs**, including:
  - -**Free/subsidized programs** fill quickly
  - -Difficulty in finding out about programs – **no centralized place for information**
  - -Difficulty of finding programs that **match their schedules**
  - -**Language barrier**, especially for Latino parents
  - -Week-by-week summer schedules
- Focus groups with students identified youth priorities for out-of-school time
  - -Youth ranked **experiential learning and sports/recreation** as their preferred features
  - -Youth also **value a variety in programming**, the ability to choose, and social interactions

Source: Lee Institute focus groups with parents and youth

Gaps-coverage

500+ distinct programs/sites identified in the community

- Inventory focused on programs that **offered regular structured activities** during afterschool and summer; unstructured programs (e.g. home-based childcare, sports leagues) and programs occurring during school hours (e.g. Communities in Schools) were not included
- Enrollment and quality data collected from **96 providers across more than 500 distinct sites/programs**
  - -113 OST providers identified in total, but 17 providers were unresponsive
- The 15 largest providers (all with enrollments of >500 and included in data) in Mecklenburg County **comprise 80% of county-wide enrollment**
  - -Charlotte Mecklenburg Schools is the largest provider of afterschool services (6,197 students enrolled)
  - -Other large providers include Boys & Girls Club, Boy and Girl Scouts, Children's Theater of Charlotte

Gaps-coverage

Gaps in coverage are present, especially for minorities, several neighborhoods and older youth

- Across Mecklenburg County **18% of youth** are in programs during afterschool and **10% of youth** are in summer programs
- **Minority children appear to be under-represented**
- ~40% of children in afterschool programs are enrolled in programs **offered only one day per week**
- Geographic **distribution of programs is uneven**
  - -Neighborhoods in the East and Southwest (Independence Avenue, South Blvd) were the most under-covered versus county-wide OST
- **Programs for older youth are limited** county-wide

Source: OST program landscape and data analysis

Gaps-coverage

System has ability to serve more youth, however cost and information gaps are barriers

- There is **room in the system** to serve an additional ~20K children in existing programs; however, **free programs are in high demand**
  - -Fee-based programs could serve an additional ~20K children (~14K in afterschool, ~6K in summer); however, providers cite families' inability to pay fees as a main obstacle towards increasing enrollment
  - -Vast majority of open slots are in 5 day programs; ~50% are at CMS ASEP
  - -Free programs have excess demand of ~4K slots, ~85% are at higher-quality programs
- Providers cite several causes for extra capacity among fee-based programs:
  - -Parents **cannot afford** fees
  - -Parents **are not fully aware** of what is available
  - -**Parents don't necessarily know about the benefits** of OST programs
  - -Rising transportation costs (rise in price of gas)
- Those providers with waiting lists believe they could serve even more youth if **several challenges** are addressed:
  - -Limited funding for enrollment/financial aid and high quality staff
  - -Restrictions on capacity/functionality of facilities

Source: OST program landscape and data analysis; POST interviews

Gaps in quality and leadership also exist

System quality

- Majority of youth are in programs of unproven quality
  - ~60% are enrolled in programs that meet one or fewer research-based indicators of quality
- No clear point of view on quality to help make decisions about funding
- No coordinated data systems to capture information on enrollment and best practices

Leadership

- Other communities have established strong coordination and collaboration, with a clear leader, standards, and aligned funding sources
- There is no clear leader in Charlotte
- Support, advocacy, and partnerships are uncoordinated

The Task Force has prioritized several actions

Parent and youth empower-ment

- Help parents and youth learn about and provide feedback on afterschool and summer programs
  - -Better use existing channels (i.e. Parent U) and social media
  - -Create a program locator

System coverage

- Increase high-quality afterschool programs offered 4 or 5 days per week or multi-week summer programs
- Start in neighborhoods of need
- Connect Task Force to other reform efforts, such as LIFT
- Advocate for greater funding to increase # of slots

System quality

- Develop quality standards, training and assessments
- Develop grant process for awarding $ based on quality

Leadership

- Create small "champions circle"
- Identify clear lead to advocate, support afterschool and summer programs

Next steps for the Task Force

- Finalize recommendation to funders on which gaps in program coverage to address first
  - -Eliminate waiting lists vs. programs for MS/HS youth?
- Recommend series of investments to funders
- Communicate the plan to key stakeholders
- Develop and share RFP for lead organization

DRAFT

Economic Development Committee
Draft Recommendation to City Council on Youth Development
April 26, 2011

The Economic Development Committee was tasked by City Council to review Mayor Foxx's letter on youth development (dated March 7, 2011) and report back by the end of April. The review was to focus on delivering services more efficiently to achieve greater results with no increase in City funding.

Following discussion at three committee meetings, the committee recommends the following to City Council:

I. <u>Youth Employment</u>

- Request the Charlotte-Mecklenburg Workforce Development Board (WDB) to redirect $100,000 of federal Workforce Investment Act (WIA) funds to support a jobs program for eligible youth.
    - If approved, funds would become available in FY12 and assist in a summer jobs program for 2012.
- Work with the WDB to develop and refine a new community framework to address youth employment, within a broader context of youth development, that includes education, health and safety, housing, and community life functioning --- through a reconstituted community Youth Council.
    - The WDB has requested that Mayor Foxx serve as the honorary chair and "community champion" for the Youth Council.
    - Incorporate enhancements to the **<u>Mayor's Mentoring Alliance</u>** under this new community framework.

II. <u>After School Programs</u>

- Work with community resource partners to develop performance criteria for afterschool programs, and develop a process to solicit proposals from potential providers by February, 2012.
    i. Implement new model beginning July 1, 2012.

Independence Boulevard Area Plan

Proposed Changes to April 2010 Draft

April 20, 2011

#	Recommendation and Location	Purpose of Change	Current Text, Map or Graphic in Draft Plan	Proposed Revision (BOLD TEXT)
1.	Page iii, First bullet, Transportation	Revise reference to the proposed future right-of-way for Independence Boulevard to reflect the March 21, 2011 text amendment that eliminated the transitional setback along portions of Independence Boulevard.	Independence Boulevard should be developed within a 250 feet envelope west of WT Harris Boulevard and a 280 feet envelope east of WT Harris to the Plan Area boundary.	**Independence Boulevard should be developed within a 250 feet envelope east of Sharon Forest Drive to WT Harris Boulevard and a 280 feet envelope east of WT Harris to the Plan Area boundary.**
2.	Page 50,51	Revise Figure 8 - Freeway Cross-section and text describes the proposed future right-of-way for Independence Boulevard to reflect the March 21, 2011 text amendment that eliminated the transitional setback along portions Independence Boulevard.	Existing Condition: Independence Boulevard in this section has three lanes in each direction and auxiliary lanes in various locations. Rights-of-way vary between locations along the corridor. The adopted right-of-way envelope for the roadway is 250 feet west of WT Harris Boulevard, and 280 feet east of WT Harris Boulevard. Proposed Roadway Facility: Recommended width includes allowance for: • Three travel lanes in each direction • HOV lanes on inside of travel lane • Transit facility (BRT/LRT) in median • Additional widening for right turn lane may be required in some circumstances in accordance with CDOT standards. • Paved shoulders. Tree planting is required with spacing, irrigation, subdrainage, and adequate soil	**See Revised Proposed Cross-section for Independence Boulevard - Attachment #1.** Existing Condition: Independence Boulevard in this section has three lanes in each direction and auxiliary lanes in various locations. Rights-of-way vary between locations along the corridor **Constrained Section: NCDOT has already converted Independence Boulevard to an expressway west of Albemarle Road and will soon extend this conversion to Sharon Forest Drive. Given these recent and committed highway improvements, no additional right-of-way will be reserved for properties west of Sharon Forest Drive. However, future transportation projects, such as transit stations and/or managed lanes, may require additional right-of-way acquisition.** **Future Section: The adopted right-of-way envelope is 250 feet east of Sharon Forest Drive to WT Harris and 280 feet east of WT Harris to the City limits.**

#	Recommendation and Location	Nature of Change	Current Text, Map or Graphic in Draft Plan	Proposed Revision (Bold Text)
2.	(*continued)*	*(continued)*	space for roots per the Charlotte Tree Ordinance within a landscaped buffer.	Proposed **Regional Transportation** Corridor: Recommended width includes allowance for: • Three travel lanes in each direction. • HOV lanes on inside of travel lanes. • Transit facility (BRT/LRT) in median. • Additional widening for right turn lanes maybe required in some circumstances in accordance with CDOT standards. • Paved shoulders. Tree planting is required with spacing, irrigation, subdrainage, and adequate soil space for roots per the Charlotte Tree Ordinance within a landscaped buffer.
3	Page 45, Map 14	Replace Map 14 with Attachment #2 which includes modifications to the future transportation network.	Map 14 – Future Transportation Network	**Attachment #2 – Future Transportation Network**
4.	Page 14, 16	Modify Future Land Use Recommendation for Parcel Identification Number 19106121. The land use policy in the current draft has the parcel split with institutional and retail/office land uses. The recommended future land use should be retail/office which is consistent with the existing land use and zoning.		**Modify Recommended Future Land Use for Parcel Identification Number 19106121 from retail/office and institutional to retail/office.**

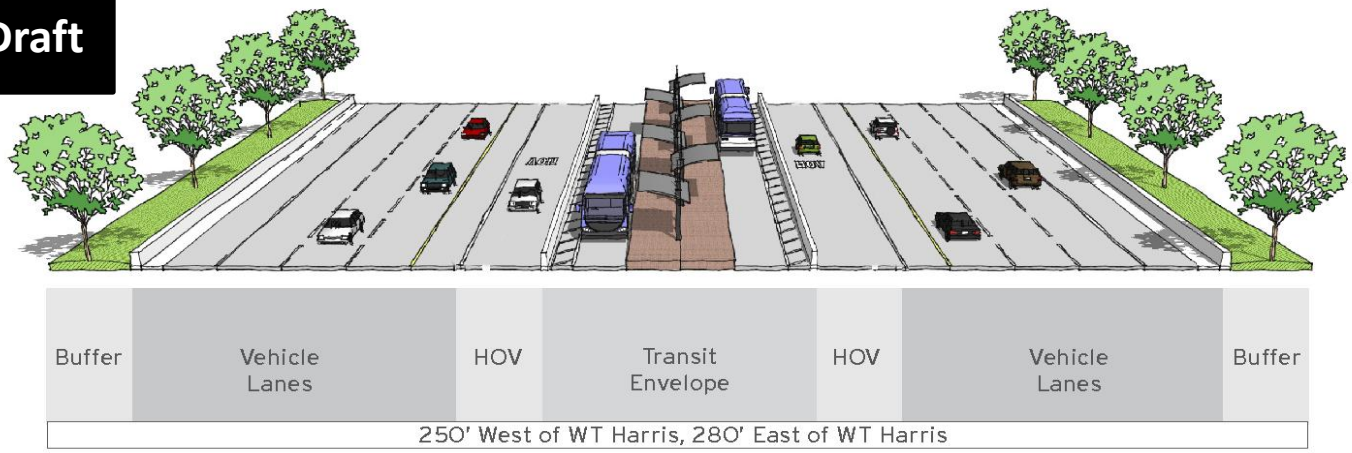
#	Recommendation and Location	Nature of Change	Current Text, Map or Graphic in Draft Plan	Proposed Revision (Bold Text)
5.	Page 19, LU-5	Add language to encourage use of existing residential structures along Monroe Road to maintain residential character in areas between proposed nodes.		**ADD TEXT: Adaptive reuse of existing residential structures is strongly encouraged.**
6.	Page 20, LU-9	Add language to specify a residential density for the future land use recommendation.		**ADD TEXT: Residential densities up to 8 DUA with townhome type development will be considered appropriate at this location.**
7.	Page 56 and Figure 16 on Page 57,	Delete Local Residential Street Cross-section graphic and supporting language. This cross-section was initially included to illustrate side street requirements within the proposed PED overlay district. PED side street specifications are provided on Page 59.	Figure 16 – Local Residential Street Cross-section. Local Residential Street Description: Local streets provide access to residential neighborhoods or mixed-use development. The majority of Charlotte's streets are classified as local streets and are typically built through the land development process. Proposed Curb to Curb: The recommended width for these streets is 27 feet from back of curb to back of curb for streets with moderate levels of traffic. For streets with higher levels of traffic, 35 feet from back of curb to back of curb may be required. The preferred right-of-way width is 50 to 60 feet, depending on the travel lane requirement. • One travel lane in each direction shared with bicyclists. • On-street parking on both sides. Curb	**Delete Figure 16 – Local Residential Street Cross-section and Language on Page 56.**

#	Recommendation and Location	Nature of Change	Current Text, Map or Graphic in Draft Plan	Proposed Revision (Bold Text)
7.	(*continued)*	*(continued)*	extensions may be used to narrow street width at intersections and other locations where on street parking is not appropriate. • Widening for left turn lanes onto thoroughfares may be required in accordance with CDOT standards. Proposed Behind the Curb: Minimum building setback is determined by zoning classification. A planting strip and sidewalk is required behind the curbline in accordance with the Urban Street Design Guidelines. The planting strip provides buffer from traffic to pedestrians on the sidewalk, and tree planting is required with spacing, irrigation, subdrainage, and adequate soil space for roots per the Charlotte Tree Ordinance. The minimum sidewalk width for local residential streets is six feet, unless located within ¼ mile of a transit station, then the minimum sidewalk width is eight feet.	*(continued)*
8.	Page 79, 80	Revise proposed PED Overlay boundary for Area #6 to remove **Parcel Identification Number 16110712.**	Proposed PED Overlay Map #18 , Area #6	**Remove Parcel Identification Number 16110712 from Area #**6, Proposed PED Overlay Map #18 , Area #6

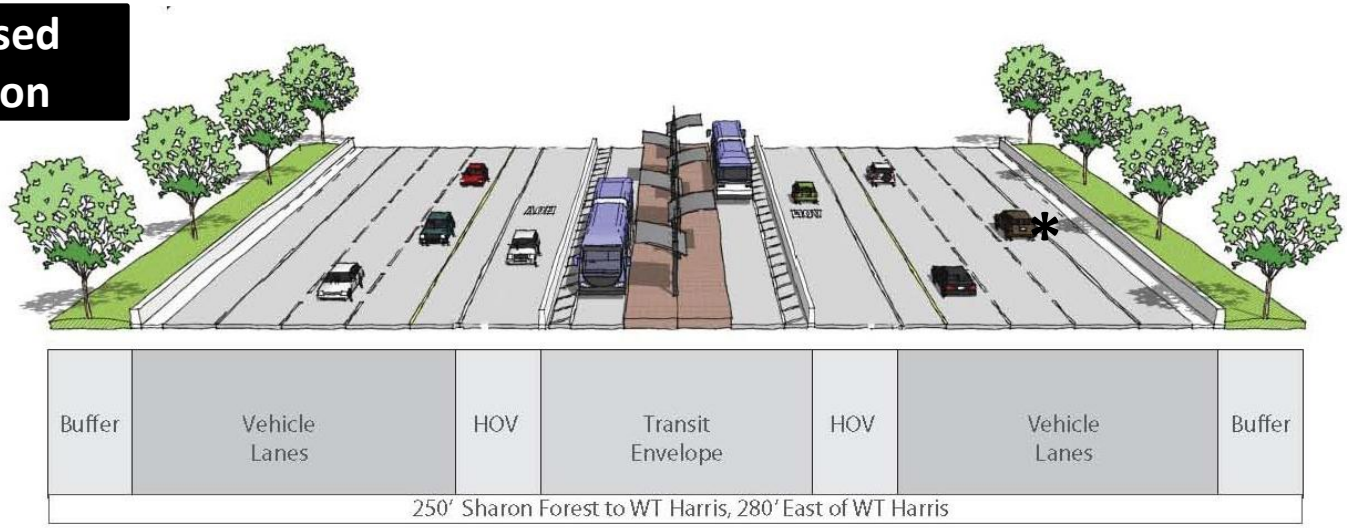
*General note: In addition, minor typographical changes that do not impact the intent of the plan will be made.

Future Cross-section for Independence Boulevard

Current Draft



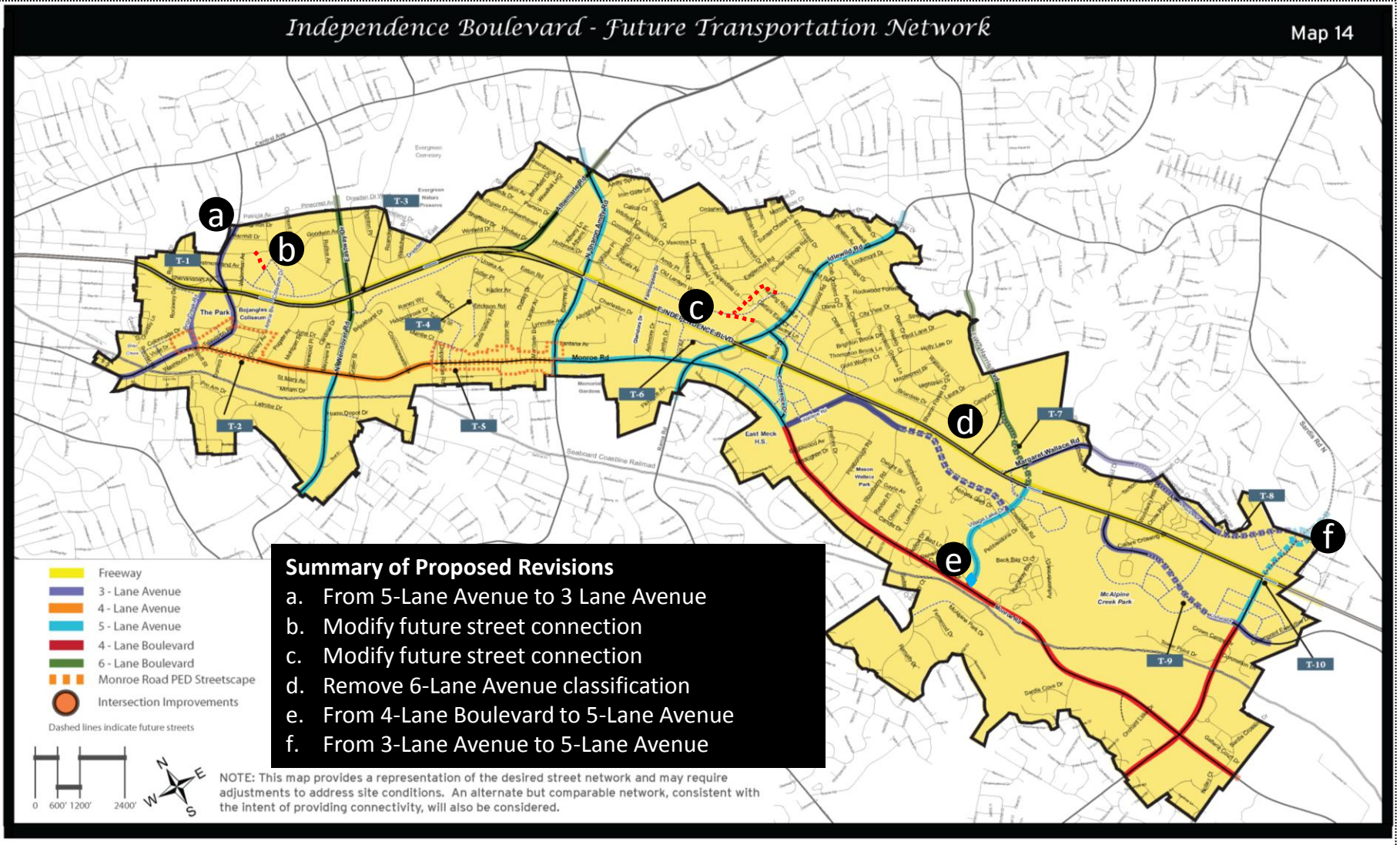
Proposed Revision



*** Indicates the proposed changes to the *Independence Boulevard Area Plan* to reflect the March 21, 2011 text amendments to eliminate the transitional setback along portions of Independence Boulevard.**

Independence Boulevard Area Plan

Proposed Revisions – ***April 13, 2011***



Summary of Proposed Revisions

a. From 5-Lane Avenue to 3 Lane Avenue
b. Modify future street connection
c. Modify future street connection
d. Remove 6-Lane Avenue classification
e. From 4-Lane Boulevard to 5-Lane Avenue
f. From 3-Lane Avenue to 5-Lane Avenue

The Charlotte BAROMETER Report

An Official Publication of the Charlotte Regional Visitors Authority

APRIL 2011

National & International Business & Convention

CONVENE MEETINGS MARKET SURVEY

According to ***Convene***'s 2011 meetings market survey, nearly half (46%) of respondents expect 2011 attendance will increase over 2010. The same amount (46%) expect attendance in the coming year will stay the same. Only 8% expect a decrease, less than half the number of respondents who expected attendance to slide in 2010. As far as exhibitor sales go, two-thirds of survey respondents (64%) expect the number of 2011 exhibitors to stay the same. Nearly one-third (29%) expect the number of exhibitors to grow in 2011. Just 7% anticipate a decrease in the number of exhibitors in 2011 fewer than half the number that thought there would be a decrease in 2010.

The most common expenses meeting planners incur in running their largest event are (average % of budget): food & beverage (32%), audio-visual (15%), registration-housing (8%), staff travel & accommodations (8%), decorator/labor (8%), speakers & entertainment (7%), marketing/promotion (7%), space rental (6%), destination management (2%), security (2%), insurance (2%) and other (4%).

Local Perspective

CHARLOTTE AREA LODGING – FEBRUARY SMITH TRAVEL RESEARCH

February occupancy surpassed 60% in the Charlotte area for the first time in two years. February also marks 16th straight month of Charlotte area demand increases.

February **occupancy** was 60.8% in the Charlotte market, up 3.4% from February 2010. Charlotte area occupancy has risen in 14 consecutive months. Year to date, area occupancy is 54.6%, up 5.4% from the same period last year. By comparison, year to date occupancy has also increased 5.4% in the US and in NC; year to date occupancy is up 5.6% in the Top 25.

Charlotte area room **demand** grew 5.4% in February, for a total of 547,879 rooms sold during the month, establishing a new record total for February. February marks the 16th consecutive month the area has experienced demand increases. Year to date, Charlotte area room demand has increased 7.2% from the same period last year. By comparison, year to date demand has grown 6.5% in the US, 7% in NC and 6.8% in the Top 25.

Charlotte market **average daily rate** (ADR) was $83.55 in February, up 1.4% from February 2010. That's the 8th straight month of rising rates in Charlotte. Year to date, Charlotte average rate is $81.72, up 3% from the same period last year. By comparison, year to date ADR has risen 2.7% in the US, 2% in NC and 3.7% in the Top 25.

Charlotte market **revenue per available room** (RevPAR) was $50.78 for February, up 4.9% from February 2010. RevPAR has improved in the market for 13th consecutive months. Year to date, RevPAR is $44.64 in Charlotte, up 8.6% from the same period last year. By comparison, year to date RevPAR is up 8.3% in the US, 7.6% in NC and 9.5% in the Top 25.

MECKLENBURG COUNTY HOSPITALITY TAX COLLECTIONS-- FY11 THROUGH FEBRUARY

Mecklenburg County **6% regular occupancy tax collections** total $15.2 million fiscal year to date through February, a 15% increase from the same period last fiscal year.

Mecklenburg County **2% NASCAR Hall of Fame tax collections** total $5.1 million fiscal year to date through February, also a 15% increase from the same period last year.

Mecklenburg County **1% prepared food & beverage tax collections** total $13.6 million fiscal year to date through February, a 6% increase from the same period last year.

National Leisure & Tourism

US TRAVEL ASSOCIATION TRAVEL SENTIMENT INDEX

The **US Travel Association**'s Traveler Sentiment Index™ (TSI) soared to its highest level since April 2007 in February and now stands at 95.2, up 9.2% from October 2010, and at its highest point since April 2007. Travel Horizons™ revealed a substantial increase in the "affordability of travel" index, suggesting that consumers are increasingly more positive about their ability to afford to travel than just three months ago.

The February survey also showed that 59% of U.S. adults intend to take a leisure trip between now and July 2011, up from 56% last February. An estimated 138 million U.S. adults now expect to take at least one leisure trip between now and July, while 24% (55 million) have already decided not to travel for leisure purposes. The remaining 40 million U.S. adults, however, have yet to decide whether or not to take a leisure trip during the next six months, creating an opportunity for destinations to entice this large block of "undecided's" to travel to their destinations.

Economy

US TRAVEL & TOURISM SPENDING GREW IN 4TH QUARTER

According to the **US Bureau of Economic Analysis**, real spending on travel and tourism increased at an annual rate of 2.5% in the fourth quarter of 2010, following an increase of 8.6% in the third quarter of 2010. By comparison, real gross domestic product (GDP) increased 2.8% in the fourth quarter, after increasing 2.6%in the third quarter. Overall growth in prices for travel and tourism goods and services accelerated increasing 3.4% in the fourth quarter of 2010 following a 0.2% increase in the third quarter. The slowdown in real spending on tourism mainly reflected a deceleration in international air transportation, primarily due to a strong upturn in prices and a slowdown in revenue; airlines imposed higher surcharges to recover increased fuel costs. Real travel and tourism spending turned up in 2010, increasing 3.4% after two consecutive years of decline. Overall price growth for travel and tourism goods and services increased 3.9% in 2010 after a decrease of 4.3% in 2009.

Media

MARCH 2011 VOCUS

During March 2011 Vocus identified 6,344 news items on key words tracked by the CRVA. By category, the top five were: Time Warner Cable Arena (18%), Democratic National Convention (8%), NASCAR Hall of Fame (7%), Charlotte Tourism (7%) and Charlotte Sports (5%). By media, 49% of March's news clips were picked up by Online Consumer sites, followed by Online News & Business sites (27%), Television Program (7%), Newspaper (7%) and Community Newspaper (2%). A total of 87% of March's media hits took place outside of the Charlotte Region.

Sources for this Publication

- **Convene**
- **Mecklenburg County Tax Office**
- **Smith Travel Research**
- **The Conference Board**
- **The TAP Report**
- **US Bureau of Economic Analysis**
- **US Department of Labor**
- **US Travel Association**
- **Visit Charlotte/CRVA**
- **Vocus**

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Inside This Report

- **Barometer Summary (p. 1&2)**
- **Hospitality Industry Statistical Report (p. 3)**
- **Definite Bookings (p. 4)**
- **Pace Report (p. 5)**
- **Charlotte Convention Center Tradeshow & Convention Booking Outlook (p. 6)**
- **Hospitality Industry Sales Activities (p. 7)**
- **Lost Business Report (p. 8)**
- **Occupancy Tax Collections (p. 9)**
- **Prepared F&B Tax Collections and The Economy (p. 10)**

HOSPITALITY INDUSTRY STATISTICAL REPORT
March 2011

Charlotte Market Lodging Production					
	Charlotte Market	**North Carolina**	**Competitive Set**	**United States**	**Top 25**
February 2011 Occupancy %	60.8	51.9	55.0	55.7	63.3
% Change	3.4	4.8	4.3	5.2	5.8
February 2011 ADR $	83.55	76.47	86.75	98.95	118.04
% Change	1.4	1.0	1.1	2.5	3.9
February 2011 RevPAR $	50.78	39.71	48.02	55.15	74.67
% Change	4.9	5.8	5.4	7.9	10.0
2011 YTD Occupancy %	54.6	47.1	51.0	51.5	59.2
% Change	5.4	5.4	5.7	5.4	5.6
2011 YTD ADR $	81.72	75.83	86.33	97.99	116.38
% Change	3.0	2.0	1.8	2.7	3.7
2011 YTD RevPAR $	44.64	35.75	44.36	50.41	68.99
% Change	8.6	7.6	7.6	8.3	9.5

Source: Smith Travel Research-Stats lag by one month

Comp Set includes: Tampa, Atlanta, Indianapolis, Baltimore, Minneapolis, St. Louis, Greensboro, Raleigh, Cincinnati, Columbus, Philadelphia, Pittsburgh and Nashville

Charlotte Douglas International Airport Aviation Production				
	Month of February	**% Chg from Feb '10**	**2011 YTD**	**YTD % Chg from '10**
Passenger Enplanements	1,412,548	9%	2,866,807	9%
Passenger Deplanements	1,411,878	9%	2,884,316	9%

Source: Charlotte Douglas International Airport-Stats lag by one month

Visit Charlotte Definite Room Night Production				
	Month of March	**Change from March 2010**	**FY 2011 YTD**	**YTD Chg (%) from FY10**
Total Room Night Production	12,531	-11,656	414,533	146,192 (54.5%)
Visitor Economic Development ($)	8,796,420	-1,883,450	307,968,718	105,761,094 (52.3%)
Number of Definite Bookings	33	-9	296	34 (13.0%)
Average Size of Definite Bookings	380	-196	1,400	376 (36.7%)
Total Attendance	27,050	-27,560	620,638	66,028 (11.9%)
Convention Center GSF Booked	120,000	-1,180,000	15,020,000	3,940,000 (35.6%)

Visit Charlotte Lead Room Night Production				
	Month of March	**Change from March 2010**	**FY 2011 YTD**	**YTD Chg (%) from FY10**
Total Room Night Production	108,529	17,694	778,346	-77,577 (-9.1%)
Number of Lead Bookings	70	13	617	89 (16.9%)
Average Size of Lead Bookings	1,550	-44	1,262	-359 (-22.1%)

Visit Charlotte Housing Bureau Production			
	Month of March	**FY 2011 YTD**	**YTD% Chg from FY10**
Total Reservations Produced	1,389	7,968	73.7%
Total Room Nights Produced	6,480	32,200	257.7%

Visit Charlotte Leisure Tourism Promotion & Production			
	Month of March	**FY 2011 YTD**	**YTD % Chg from FY10**
Advertising Impressions	4,307,100	49,610,474	N/A
Visit Charlotte Web Site Visitors (Google)	96,293	789,672	0.9%
Motor Coach Group Bookings (Passengers)	485	3,767	15.4%

DEFINITE BOOKINGS
March 2011

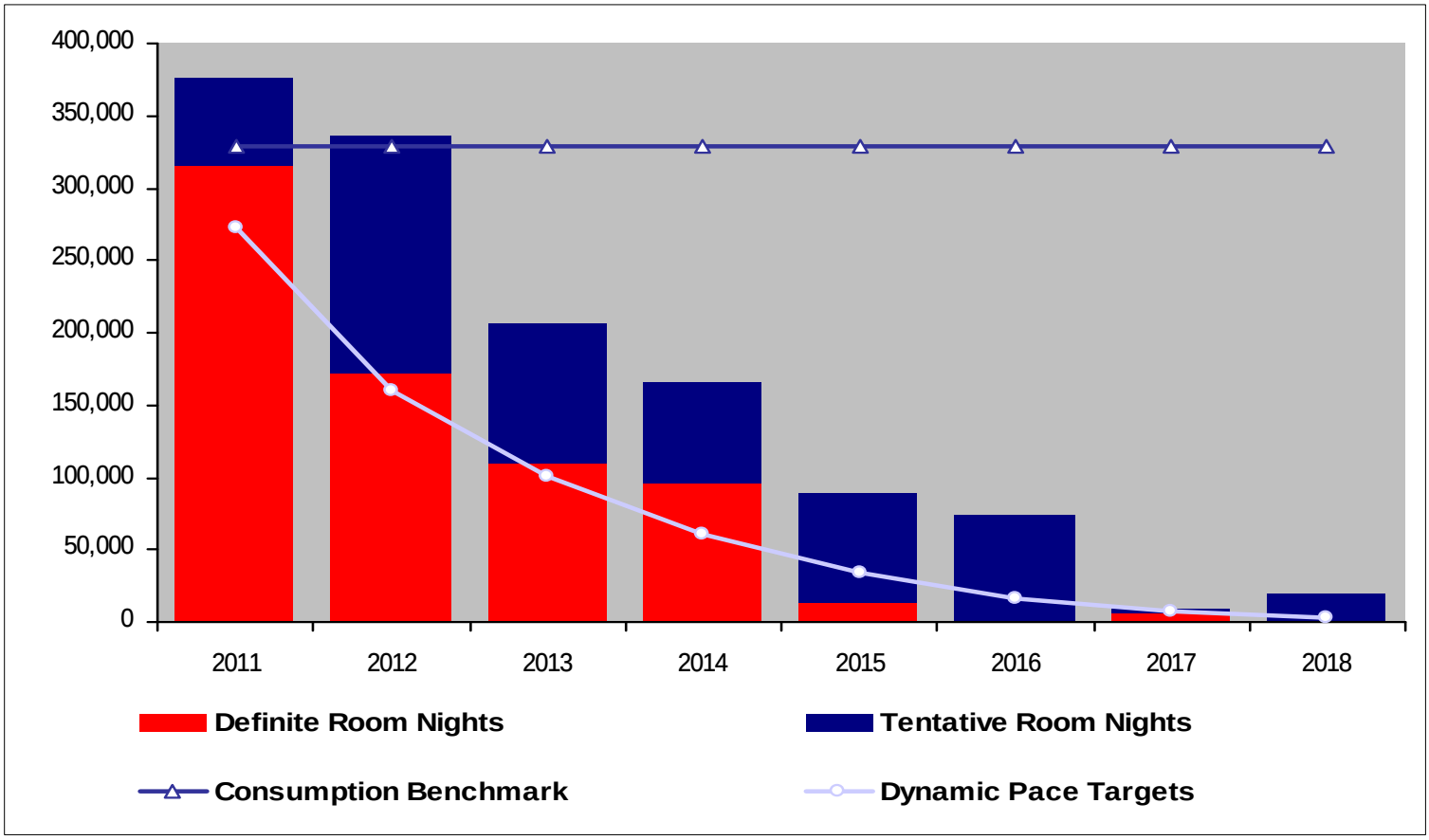
Charlotte Convention Center							
Group Name	**Meeting Type**	**Event Date**	**Days**	**Exhibit Gross Sq Ft**	**Total Room Nights**	**Attend**	**Visitor Econ. Dev. ($)**
Mack Trucks Inc. ®	Meeting	Jun 11	1	40,000	76	75	23,550
Event Marketing Services ®	Consumer	Nov 11	2	80,000	3,030	10,000	1,340,000
Total				**120,000**	**3,106**	**10,075**	**1,363,550**

Conference Sales					
Group Name	**Event Date**	**Days**	**Total Room Nights**	**Attendance**	**Visitor Econ. Dev. ($)**
W.H. Gill & Associates Inc.	Mar 11	2	65	30	18,840
Visit Charlotte – CRVA Lead Training	Mar 11	1	N/A	80	N/A
BASS/ESPN Outdoors ®	Mar 11	4	1,160	3,000	1,608,000
North Carolina National Softball Association – 7 events ®	Various	2 avg.	658	4,000	1,072,000
Football Club Carolina Alliance	Apr 11	2	66	400	107,200
Council of Chief State School Officers	May 11	3	424	175	164,850
The University of Arizona	May 11	3	105	30	28,260
Winder & Samiljan Wedding	May 11	3	50	60	56,520
Wells Fargo ®	May 11	1	415	2,000	628,000
North Carolina AAU Gymnastics	Jun 11	2	200	1,250	335,000
Council of Great City Schools Client Family Reunion	Jul 11	3	64	100	94,200
South Park Youth Association	Jul 11	5	735	500	335,000
Dawson, Walker, Smith, Brown Family Reunion	Aug 11	2	66	75	47,100
HME News/United Publications	Sep 11	2	210	200	125,600
Airline Transport Association	Sep 11	4	425	150	188,400
United States Environmental Protection Agency	Nov 11	4	990	550	690,800
Cincinnati Insurance Company	Feb 12	1	170	450	141,300
Jenkins – Drummond Family Reunion	Aug 12	2	90	150	94,200
The Washington Center	Aug 12	8	1,205	275	690,800
Society for Music Theory	Oct 12	3	593	400	376,800
Total			**9,425**	**16,975**	**7,432,870**
GRAND TOTAL			**12,531**	**27,050**	**8,796,420**

Sports & Leisure Spending DKS&A 2007 Charlotte Update (attendance x $134 x # days)
Convention & Conference Spending 2005 DMAI ExPact Study (attendance x $314 x # days)
® Repeat Business

$8,796,420 spending generates $13,370,342 in local tourism economic impact, sustains 89 jobs and results in $369,165 in state & local tax collections

Eight Year Dynamic Room Night Pace Report
(As of 3/1/11) Trends Analysis Projections, LLC

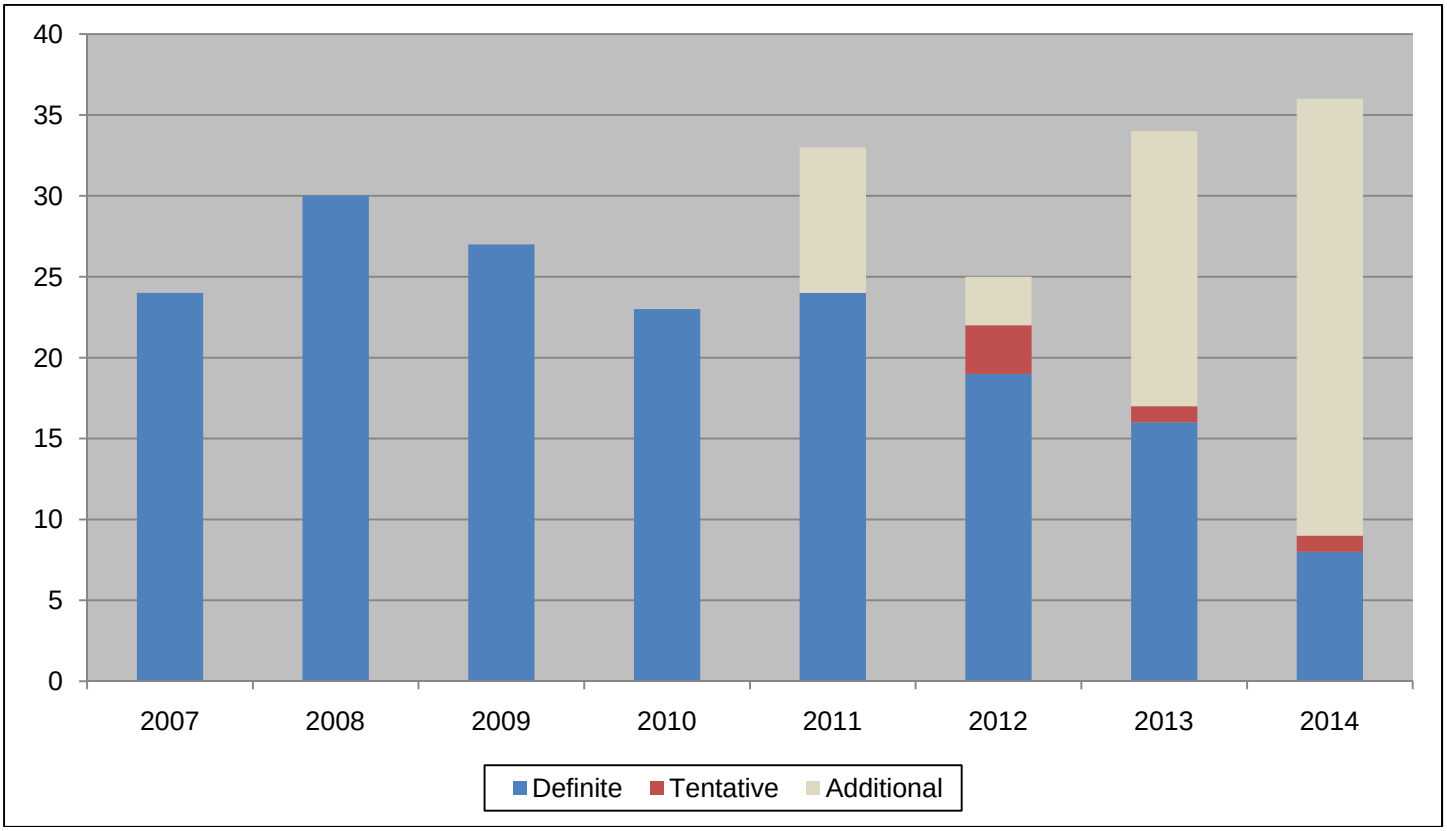


Eight Year Dynamic Room Night Pace Report
(As of 3/1/11) Trends Analysis Projections, LLC

	2011	2012	2013	2014	2015	2016	2017	2018	Total
Charlotte Definite Room Nights	315,761	171,812	109,365	95,691	13,483	0	5,937	0	712,049
Pace Target	272,478	160,669	100,020	61,434	33,852	15,730	7,071	2,857	654,111
Pace Percentage	116%	107%	109%	156%	40%	0%	84%	0%	109%
Tentative Room Nights	60,694	163,922	97,186	70,589	74,670	74,270	3,525	18,730	563,586
Consumption Benchmark	328,653	328,653	328,653	328,653	328,653	328,653	328,653	328,653	2,629,224
Peer Set Pace Percentage	98%	89%	90%	88%	125%	111%	94%	240%	96%

Peer Set Data includes Charlotte, Baltimore, Louisville, Pittsburgh and Tampa

Charlotte Convention Center
Tradeshow & Convention Booking Outlook
(As of 4/5/11)



Charlotte Convention Center
Tradeshow & Convention Booking Outlook
(As of 4/5/11)

Fiscal Year	2007	2008	2009	2010	2011	2012	2013	2014
Definite Bookings	24	30	27	23	24	19	16	8
Tentative Bookings	0	0	0	0	0	3	1	1
Subtotal	24	30	27	23	24	22	17	9
Definite Target	20	21	26	30	33	25*	34*	36*
Variance	4	9	1	-7	-9	-3	-17	-27

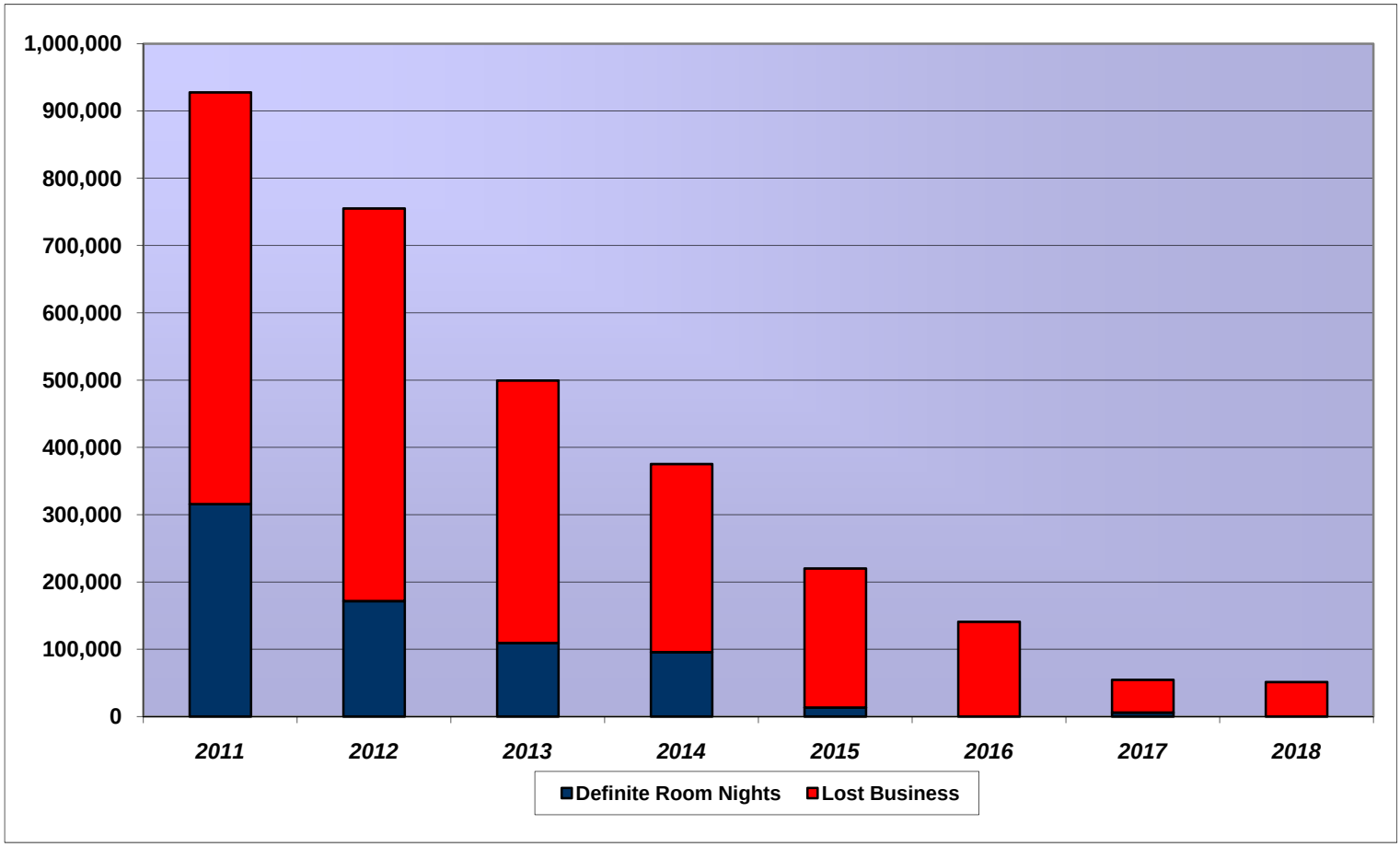
*new goal beginning FY11

HOSPITALITY INDUSTRY SALES ACTIVITIES
March 2011

Site Visits			
Group Name	**Venue**	**Total Room Nights**	**Total Attendance**
DEFINITES			
US Environmental Protection Agency – Energy Star Conference (November, 2011)	Hotel	990	550
Americans for the Arts (November, 2012)	Hotel	870	600
TENTATIVES			
American Association on Intellectual & Developmental Disabilities (May, 2012)	Hotel	755	400
Albert Harris High School Reunion (August, 2012)	Hotel	200	250
American Association of Motor Vehicle Administrators (August, 2012)	CCC	1,987	550
Amateur Athletic Union (TBD)	TBD	TBD	TBD

Trade Shows & Events (attended by staff)	
Event Name	**Location**
Conference Direct	Washington, DC
North Carolina Amateur Sports	Burlington, NC
North Carolina Governor's Conference	Asheville, NC
Meetings Industry Council	Denver, CO
Sales Calls	Philadelphia, PA

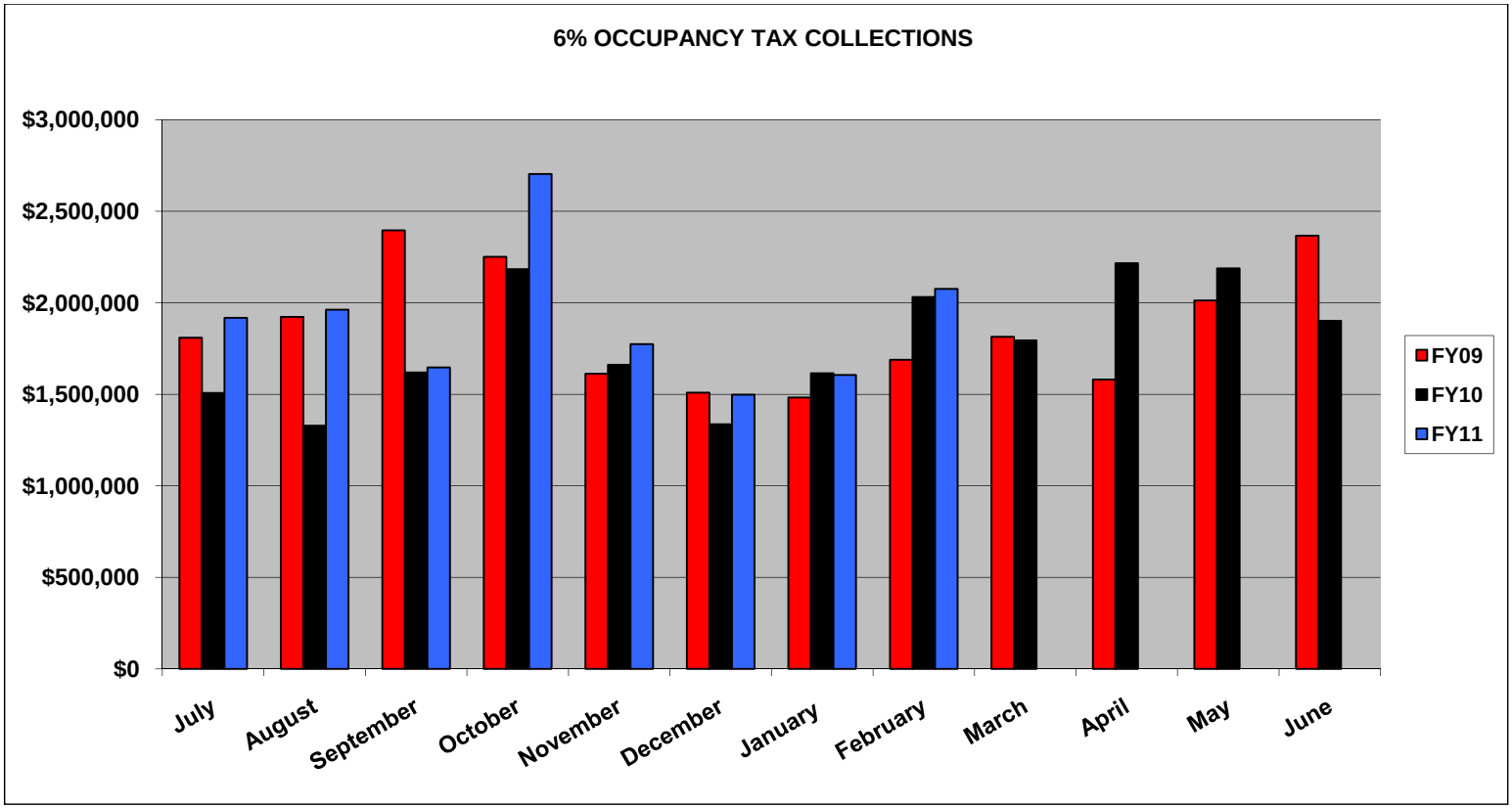
Visit Charlotte Pace vs. Demand Comparison – Lost Business (As of 3/1/11)Trends Analysis Projections, LLC

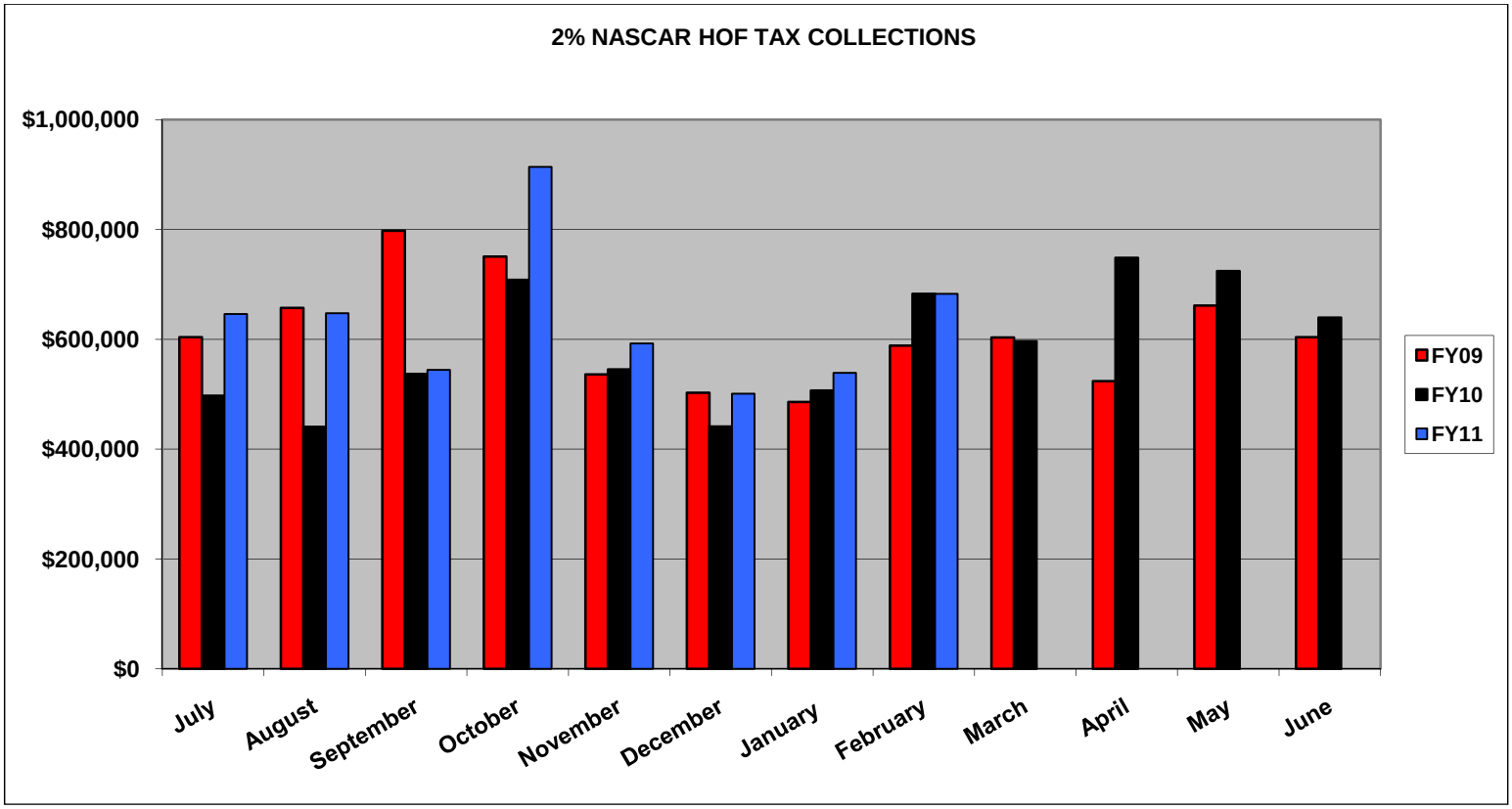


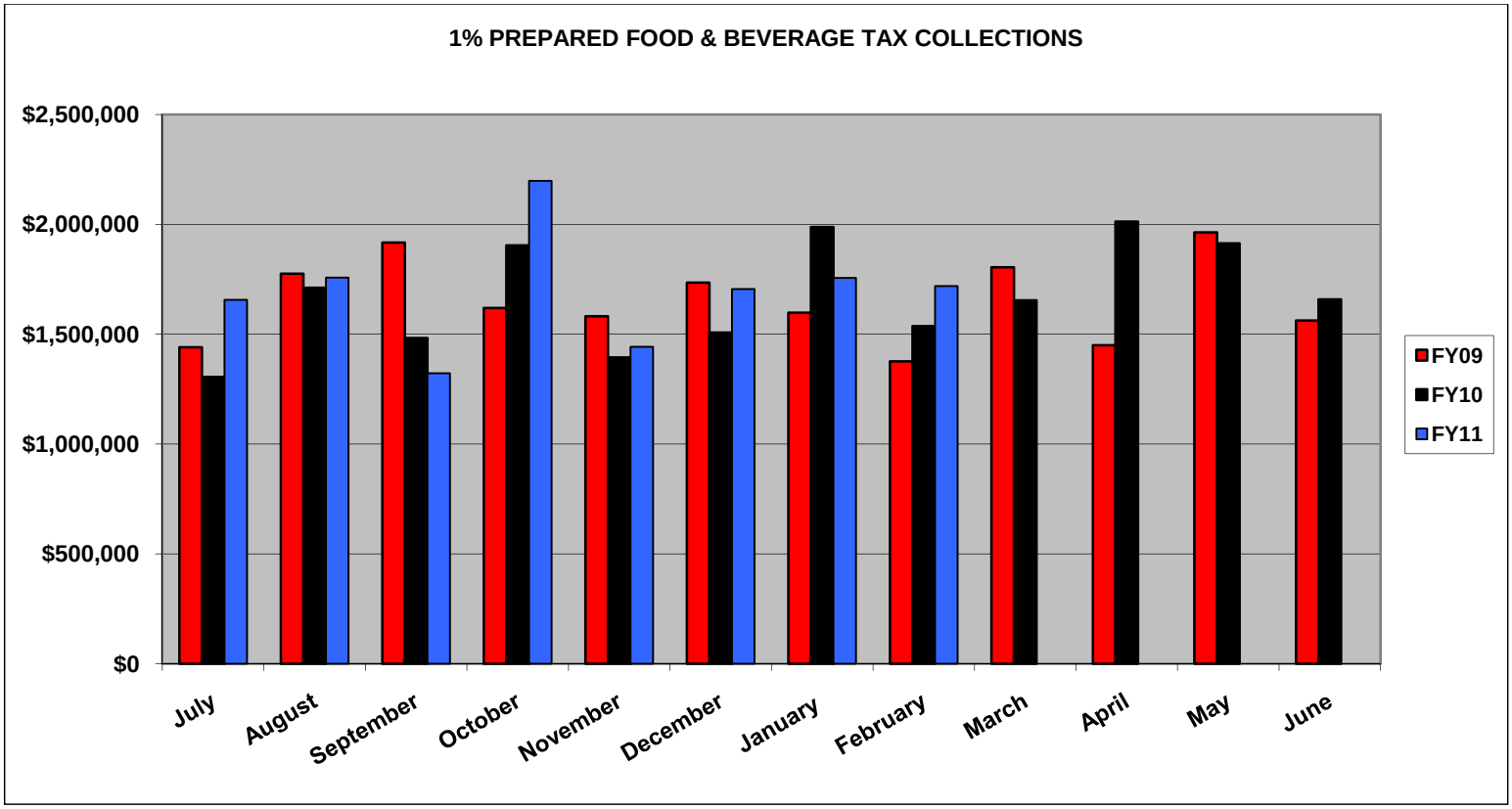
Visit Charlotte Pace vs. Demand Comparison – Lost Business (As of 3/1/11)Trends Analysis Projections, LLC

	2011	2012	2013	2014	2015	2016	2017	2018	Total
Charlotte Definite Room Nights	315,761	171,812	109,365	95,691	13,483	0	5,937	0	712,049
Pace Target	272,478	160,669	100,020	61,434	33,852	15,730	7,071	2,857	654,111
Pace Percentage	116%	107%	109%	156%	40%	0%	84%	0%	109%
Total Demand Room Nights	927,751	755,247	499,521	375,351	220,026	140,924	54,464	51,292	3,024,576
Lost Room Nights	611,990	583,435	390,156	279,660	206,543	140,924	48,527	51,292	2,312,527
Conversion Percentage	44%	18%	18%	11%	6%	0%	14%	0%	31%
Peer Set Conversion Percentage	26%	20%	21%	20%	25%	25%	17%	18%	23%

Peer Set Data includes Charlotte, Baltimore, Louisville, Pittsburgh and Tampa


6% OCCUPANCY TAX COLLECTIONS
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
July
August
September
October
November
December
January
February
March
April
May
June
FY09
FY10
FY11


2% NASCAR HOF TAX COLLECTIONS
$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
July
August
September
October
November
December
January
February
March
April
May
June
FY09
FY10
FY11



THE ECONOMY
February 2011

	2010	2011	% Change
Consumer Confidence Index	46.4	72.0	55.2%
Consumer Price Index (CPI)	216.741	221.309	2.1%
Unemployment Rate			
- National	9.7%	8.9%	-8.2%
- State	11.4%	9.7%	-14.9%
- Local	12.8%	10.7%	-16.4%