COMMITTEE AGENDA TOPICS

I. Subject: Charlotte Knights Stadium Update
Action: Receive an update on the Charlotte Knights progress toward constructing a new stadium in Center City. No action required.

II. Subject: FY2013 ED Strategic Focus Area Plan
Action: Review the revised FY13 ED Focus Area Plan and make a recommendation to City Council for adoption at its April 9 business meeting.

III. Subject: Small Business Month Update
Action: Receive an update on local activities planned for Small Business Month in May. No action required.

IV. Subject: High Growth Entrepreneur
Action: Receive an introduction to the newly formed Charlotte Entrepreneur Alliance (CEA), and receive information in preparation for a formal presentation by CEA and discussion on April 5. No action required.

V. Subject: Privatization Competition Advisory Committee Report
Action: Information only.

COMMITTEE INFORMATION

Present: James Mitchell, Patrick Cannon, Warren Cooksey, David Howard and LaWana Mayfield

Time: 3:00pm-5:25pm

ATTACHMENTS

1. Charlotte Center City Partners Uptown Ballpark Presentation
2. Charlotte Knights Uptown Ballpark Presentation
3. Draft FY2013 Strategic Focus Area Plan
4. Small Business Month Calendar
5. Charlotte Entrepreneurs Alliance
6. Privatization/Competition Advisory Board Annual Report

DISCUSSION HIGHLIGHTS

I. Subject: Charlotte Knights Stadium Update

Chairman James Mitchell opened the meeting and introductions were made.

Presentation by Michael Smith, Charlotte Center City Partners
(Refer to attached PowerPoint for Q&A below)

Cannon: Is there an idea that with the potential of a stadium to come that it would ignite development that much faster than under any other circumstance?

Smith: It is our belief that and it is the belief of our consultants that the introduction of a ballpark into this neighborhood will be a super catalyst for development. There's land assemblage that's already been done adjacent to the ballpark in anticipation of this.

Cannon: What would you think the estimated property tax revenue would look like, number wise?

Smith: I would prefer to work with City staff on that. The reason that we're excited about this project…we think there's an opportunity for this to stimulate that kind of a waterfall that allows this project to have the ability to provide for itself through stimulating a lot of new tax revenue. Can we come back to you with that?

Cannon: You can because that's something very important. The one thing I don't want to see us create is pie in the sky stuff. I want us to be realistic about where we are in the marketplace and what we can anticipate potentially in the future.

Mayfield: Have we looked at what the noise decibel may be with having this type of event and with looking at all of development and having residential surrounding this?

Smith: They're going to have to move hand and foot because there are 72 home baseball games and there will easily be another 40 activity on the street. They're going to have to be designed in a way that accommodates an active urban place.

Mayfield: When there is a baseball game, a football NFL game and a NBA game that's all happening, tying into that noise decibel and the quality of life, has there been any discussion on what that balance is going to look like?

Smith: I've talked to Dan Rajkowski and the Knights and they have good flexibility on how they schedule their baseball games. It's more flexible than the NFL is so I have been assured that we would make the accommodations necessary for those two.

Howard: What do we know about the proposed land uses around the stadium? Do we have that stuff in place already? Do we have the appropriate land use to make that happen, Zoning wise?

Smith: We believe we have the Zoning that we need. We'll look into that.

Cooksey: What kind of pedestrian access is there with the Third Ward neighborhoods west of the track to this area? How easy is it for folks who are in that neighborhood of Third Ward to actually walk to this park?

Smith: It depends on what we do with MLK. When we accommodate high speed rail and we spend the money to build the Red Line and we put in a gateway, that's our opportunity to evaluate the tunnel under the tracks and bring it back and create that connectivity. It would go right in between the Panthers' practice fields and the student center at Johnson & Wales.

Kimble: That Right-of-Way has been preserved for the future.

Smith: Right now, pedestrians come over from Third Ward through the pedestrian way right next to Bank of America Stadium or they go over to 4th Street.

Fallon: The teams that you were comparing us to, are they minor league teams or major league teams?

Smith: They are minor league teams. Most of them are AAA, one is AA and one is single A.

Fallon: How soon do you think the development would come around there after the ballpark is done?

Smith: It will come in phases. I think right after there are two residential developments that will occur quickly. It will be 500 to 700 apartments.

Fallon: Do you have commitments?

Smith: There is 20 story tower that is already planned. There is another that is having a mature conversation with the property owners. They have concepts designed. They have not hired builders; that's where they are in the process. They will be waiting to see what happens here.

Fallon: You said that there are a few people considering investments as such. How do they evaluate their money investments?

Smith: The concept behind this kind of a ballpark oriented development is that there's an investment and a piece of infrastructure. That infrastructure we're recommending is a ballpark, just like the park. And the two of them are in some ways a public asset and a stimulant to private sector development. The private sector, the money is evaluating investments in the residential and stuff around it.

Fallon: What about citywide, it doesn't work out and you need money from the City for operations just to keep it going?

Smith: I don't think that's precedent.

Howard: Are the cities that we've looked at as comparable with the stadium downtown? I'd like to know what actually happened with the redevelopment around those stadiums. Did it happen and how fast did it happen? I think one had been there for ten years, maybe going back to that one and seeing what happened over that ten-year span would be of interest to me.

Kimble: You're going to see some of that in the Knights' presentation, but I think you're asking for additional from the last time. They're going to show some of the stadiums that you saw last night, how much public money, how much private money and we're asking an additional question, but I think we will have to come back.

Howard: That's good to hear. I looked at that part and I did see the real estate build out and what happened with it. Some of what I understand is around TIF. That would be important and how you draw the district.

Smith: David, we've done some of that research and will be glad to begin to put that together. Toby Holmes from our team has done a lot of that research.

Cooksey: Of that 3-D build out that you showed us, what's the incremental difference between the potential build out if this space was just a park, if it were an extension of Romare Bearden Park versus a baseball stadium? In other words, if there was no stadium there, if it were built out as a larger park, presumably there would some economic development around it. What's the incremental increase?

Smith: It's always easier to look back as history is already written. You've got things that are object lessons, but when Novare (?) developed this block here, they were doing that because of the combination of the ballpark and the park. That's why they were willing to provide that money to the park and it was a combination. As I've talked to developers that are now looking at this, they're waiting to see what goes on here. The park is an incredible asset. It will stimulate development. I know that it will be a catalyst and it will cause development to occur faster. I know that the residential piece, workforce housing around the ballpark and a lot of the attracting talents of the 24 to 35 year olds. This will be an incredible magnet for bringing them to Charlotte.

Cooksey: If you have more detail on that, it would definitely be helpful along with Mayor Pro Tem's question.

Mayfield: We've looked at the comparison of other cities. Looking at the City of Charlotte, there were expectations of development with the current sports that we have. What has been the actuals that have happened within the last five to ten years with the development of the NFL and NBA to show that we have the propensity to grow around this area? Has that study been done?

Smith: It's not a specific study. We create regular development reports and show how development occurred. We believe there's a really solid cause and effect between the development of the Time Warner Cable Arena and the amount of dollars that were invested privately into hospitality and tourism, particularly around the EpiCenter, the North Carolina Music

Factory, a lot of investment on College Street around the 7th Street Station. We also think that's a great cause and effect on the residential side because our first two high rise developments of residential were right after the Arena and one was called Courtside and the other was called Court Six. They were even named in a way to make the connections between the Sports industry and the private sector.

Mayfield: If Johnson & Wales and Gateway Village were to expand, have we included the possibility for space being left once all of this is built up for them to be able to expand out?

Smith: That's a great question. Johnson & Wales and Art Gallagher have been good supporters of this project because it's a great amenity for students. These universities that select urban places, it's the full offering or our vanity that they like. We think this also creates a good density that will compliment another employment center. The 2020 Vision Plan calls for the gateway station to be another major employment center. We think those two complement each other very well.

Mayfield: Thinking about the question Mr. Cooksey just asked, has there been any discussion of any other possible locations if we were to just look at the original plan of the growth that could have come from the expansion of Romare Bearden?

Smith: The 2020 Vision Plan called for this to be developed. We envision this as a ballpark neighborhood. Those were the recommendations from our consultants. That's the direction that we've been planning.

Pickering: Why can't we find investors to invest in the project itself? Why does the City need to put up this money?

Smith: I think that will be a good question to talk with City staff about as that develops and as we evaluate what the models are of other cities. I think what you implied is that these moves to urban places make it more accessible, improve quality of life, create pops in development and that it makes it an appropriate way for there to be a public investment to make it in spot enhances the tax growth. There actually is a case where there's a return on investment.

Kimble: The private sector will be involved through naming rights and suite sales and other combinations in concert with the Knights. That's another way the private sector gets involved in the baseball stadium.

Kinsey: Michael you mentioned some workforce housing in this area, I don't know that the cost of the dirt is up there, but is a developer able to do that privately or would they have to come to the City for substance?

Smith: The workforce housing side will be on a project-by-project basis. It will depend on what kind of housing. Do we want affordable housing there or affordable by definition? Ends up being partnerships to be able to buy that down. The market can provide workforce housing on its own.

Howard: Is part of what you're looking at the land use. I'd love to know what other baseball communities look like. What does a typical baseball community look like, especially around the

AAA stadiums? What's the story with the Federal Courthouse? We're waiting on Federal money to move it and once it's moved, what happens to that land?

Smith: Queens University has a first right of refusal to purchase that from the City. It's owned by the City and leased to the Federal government. Bob Conrad is the judge who is in charge of the relocation…we're meeting next week to talk about their plans and their timing. It will likely end up being an academic center.

Howard: Councilmember Pickering just mentioned what a private-funded stadium looks like. Has that happened in other places? Is there a model in this modern day age where there are private stadiums being built by anybody?

Kimble: You're going to see a little bit of that in the Knights' presentation, I believe there might be one.

Fallon: You know the public has been in touch with us. They are citing Whitewater; they are citing NASCAR to us. I understand its tourism money and hospitality. They don't understand it. They've seen more coming into Center City. They see something they don't want to spend money on; they see tough times. How are you going to explain it to them?

Smith: I believe we have to start a journey. I think all we're doing today is getting an ask from the Knights and understanding your questions and your concerns is being a very fair one. And then asking City staff to evaluate and come back. I think you will be amazed at the amount of support in this community on this project. I've never worked on something where there's been so much support and enthusiasm. We've been working on this for six years.

Presentation by Dan Rajkowski, Charlotte Knights
(Refer to attached PowerPoint for Q&A below)

Mitchell: Dan, just for clarification, is this 10,000 seat capacity and 22 suites?

Rajkowski: Yes sir.

Howard: Are you digging down to get that?

Rajkowski: No that's our grade level. The elevations, if you can recall, 4th Street is about 722, Martin Luther King is about 701, so you're looking at really just site cut and 4th Street. It will be almost at grade level on Martin Luther King. In fact, you'll be going up a little bit.

Howard: Can you explain why the White Sox can't build it themselves?

Rajkowski: Number one is the White Sox don't own this franchise. What we have is called the "players on the contract", which all minor league teams have with a major league. They provide us with players and we have a contract that goes until 2014. We have an agreement and they pay for a portion of the salaries and some of the meal money. The players pay for their housing.

We pay for equipment. With that, we work with them closely. They have no ownership. The ownership is 90% Mr. Beaver, and 10% Mr. Allen. With that, major league teams cannot entice or participate how we fund minor league ballparks unless they buy into the ownership. The White Sox have not contributed to this project. They can help by bringing exhibition games. We've been with them for 12 years; 2014 is the original contract.

Howard: 2014 is a scary number, when do you start renegotiating?

Rajkowski: We can't start renegotiating until September of the year of the extension. Each major league team is required under the players on the contract to provide an affiliation with the Charlotte team. Plain and simple, as long as you've got baseball here, you're always going to have AAA baseball. If the White Sox and the Knights decide to part ways for one reason or another, we will have another major league associate.

Mitchell: I believe Ms. Mayfield asked a question about scheduling. Ninety percent of the games are played during what timeframe?

Rajkowski: We play night games. We'll probably have between eight and ten day games. Traditionally, those are focused around children's programs and education days. And then especially in the Center City, you'll have a day game that's going to be a lot of traffic. We are working with the City's traffic department on traffic studies which we are responsible for. We are partnered with the CRVA on that and then Michael had mentioned the flexibility of that schedule. If the Panthers play at 1:00pm, we'll play at 7:00pm or we're not playing at all. You don't want to conflict with that market, we could play double headers on Saturday nights, but you prefer not to with baseball. There is a lot more flexibility and then the opportunity for conflicts, our season ends the first weekend in September. Potential conflicts, you'll probably get two dates that directly conflict with the Panthers; two out of 72 isn't bad.

Cannon: I noticed on your outside events, you're going to have events all year long. Does that factor into the 600,000 attendee number?

Rajkowski: 600,000 is solely for baseball.

Cannon: 600,000 is solely for baseball?

Rajkowski: That's correct.

Cannon: In terms of the number of attendees?

Rajkowski: That's correct.

Cannon: It also reads that you have the potential to host the following events. I don't see the Little League World Series. If you're not thinking about it, I hope you will be. How closely will you be working with the CRVA and Charlotte Center City Partners in terms of other related events? If that something on the Knights' mind?

Rajkowski: Oh absolutely. Certainly that's a primary focus of ours. We have an existing agreement, that while it was in place several years, which we're partnered with CRVA, Center City Partners, the City of Charlotte, Mecklenburg County and the Hospitality & Tourism Alliance. All the organizations that are creating activity and outside events that make these things happen in the City. We're not experts on everything, but we need the community's support to bring these events together. They are already positioned dates that all you have to do is go back and put those in. These partners will have access to the building and normal operating expenses to bring those events in.

Cannon: Is this a part of your event planning right now?

Rajkowski: Oh absolutely.

Cannon: Of those that you have listed in bullets, what have you hosted this far?

Rajkowski: You mean in Fort Mill?

Cannon: Yes.

Rajkowski: We hosted major league exhibition games, conferences, corporate events, job fairs, holiday festivals and health fairs. The ACC tournament was six or seven years ago, which we attempted to bid on, but it's not allowed in the State of South Carolina. We've had concerts; we had collegiate exhibition games last season. We've had a police exhibition game. Charlotte-Mecklenburg Policy will play the Chicago Police next weekend.

Fallon: What's the number of attendees you have in Fort Mill now?

Rajkowski: We drew right at 300,000 last year.

Mitchell: When you look at those conferences up there, which one is headquartered here in Charlotte now?

Rajkowski: The Big South is headquartered in Charlotte.

Mitchell: Have we reached out to them for the possibility of coming here?

Rajkowski: We have had conversations with them. I think it's a very unique opportunity, but also an opportunity that we can, I think say with all confidence, we can land that. It's going to take the partnership of a number of people that we mentioned, working with the City and County.

Mayfield: What is the impact going to be on the residents, potential residents and the students regarding noise?

Rajkowski: There's a lot of research done with Center City and we'll talk a little bit about it. Those are things that our consultants are looking at right now and the effects of it. What we have found in the experience is that we see some of the examples of Columbus Ohio and Toledo Ohio is

that the people that are surrounding themselves around ballparks are there for a reason. The sound systems will be integrated within the facility so you're not looking at a tremendous amount of noise. Our team of architects are working with the City's code folks to discuss all these various types of restrictions.

Cannon: Have the folks in Third Ward still been engaged? Are they familiar with the potential of what could come with this?

Rajkowski: Yes.

Cannon: Have they, Mr. Chairman, also been ok thus far with what may come with this?

Mitchell: Yes, very supportive.

Smith: The Third and Fourth Ward neighborhood associations both passed resolutions in support of baseball.

Cannon: Passed resolutions?

Smith: Yes sir.

Cannon: Because of what's been passed by this Council relative to the noise ordinance, there's been some discussion in the real estate community about what they do to ensure that proper disclosure happens to be a part of what they sell to people so that when they move into the Center City, that they know exactly where they're moving and what they could potentially expect.

Pickering: You mentioned a family of four can attend for under $70. Will that include parking as well?

Rajkowski: We put the parking in at $4.50.

Pickering: We're currently at 300,000 attendees and we're expecting 600,000. What makes us think we can double that number of 300,000?

Rajkowski: I think there are several pieces. We retained a consultant back in 2006 and 2007 independent to come in and evaluate AAA ballparks that were built. We base these numbers on doing a lot of research. We also retain marketing. AAA teams are drawing, the top six that are drawing, are drawing in excess of 600,000. We've seen some of it in the attendance schedules. In our slides, you'll see a history and you'll see comparative cities with populations this size that are drawing in the 600,000 range and you'll see the consistency on how they've done it. We feel very confident with these numbers.

Pickering: Why are we seeing higher numbers currently in Fort Mill?

Rajkowski: There are a lot of reasons. Fort mill is a very rural site with no development around it. It's a clear destination; you drive in, drive out and leave. Until two years ago, we had one

entrance in, which were two lanes. Anytime you have more than 4,000 people at the ballpark, parking was 1 ½ hour to get out. We still have a challenge with that even though we have added lanes. If you get off the interstate and come on July 4th, we encourage you to come; however, you better pack a lunch because it will take you a while to get there. We get to the facility, its' 21 years old, not a bad building, but it's a building that doesn't have the amenities that people expect these days. If you look historically, since their franchise is 20 years old in Fort Mill, the best year they've ever had was 429,000 people. We survive on Fridays and Saturdays; Monday, Tuesday and Wednesday is difficult from a region perspective.

Mayfield: Looking at the projected pricing, has there been any discussion regarding the parking? Parking uptown for current events can range anywhere from $10.00 up to $30.00 for a parking spot. Is there some type of relationship that you have identified to make sure that the parking is affordable?

Rajkowski: Yes, we're investigating. There was a parking analysis done. There's more than adequate parking within walking distance to this facility. The $4.50 is an average and I think that will be more computed by minor league baseball as comparisons and average.

Howard: There was some development that happened around Fort Mill. Coming in, you guys had some new office buildings developed?

Rajkowski: Sun Belt Rentals, …

Howard: That has been since the stadium was built?

Rajkowski: Yes, those were in the last five years.

Howard: How did that happen? Was that Fort Mill providing incentives for them to come?

Rajkowski: I believe its Fort Mill and York County that provided incentives, but I'm not for sure.

Howard: Nothing to do with baseball though?

Rajkowski No.

Howard: Michael, what do we do with the two fireworks display on the Fourth of July? Do we have two of them downtown?

Smith: I'm prepared to help resolve that.

Howard: Sacramento has how many other professional teams? They have the Kings?

Rajkowski: They have the Kings. That's it.

Howard: In this situation, do you know if this is an urban park or a suburban park?

Rajkowski: It's outside the downtown core as I understand it.

Howard: If you had a situation where you could be more centrally located and get parking, would that make a big difference? I'm wondering if that is a difference in the model. Do they get parking dollars that you guys can't get?

Rajkowski: They get parking revenue. Yes, there was onsite parking if I recall. I'll do a little more research on it.

Howard: If the model has been done, I want to know apples to apples on what you're proposing…sites. This is 2000, what was the difference in construction costs? How can you do it privately? What are all those things that have to be lined up for you to do it privately?

Rajkowski: Ok. The next slide is Lehigh Valley, Pennsylvania.

Mitchell: Dan, did the public foot the whole bill of $50M? Was that a bond?

Rajkowski: We had a 100% public funded, 1/3 from the State of Pennsylvania in the form of bonds and hotel/motel tax.

Cannon: Did you receive subsidy in Fort Mill?

Rajkowski: That was before me. The land was donated and the ballpark was built by George Shinn. It is deeded back to the County once the team leaves. The team received property tax incentives. We paid $1.00 per year. We take care of all the maintenance and capital. We pay a ticket tax and then they did the roads and infrastructure to get to the site.

Cannon: Can you get that back to us as a Committee in bullet form?

Rajowski: Ok.

Fallon: Have you done any studies about how much this will take from our other sports and will it hurt what we have now?

Rajkowski: There have been discussions about other sports. From our perspective, I base the question on what's going on a Tuesday night in June in Charlotte. There's no hockey, there might be NBA. Really, we're the only sport in town in the months of June, July and the first week in August. So with that, while you've got the lakes and you've golf. No golf at night. I think it's a great opportunity. To me, disposable income and discretionary dollars are spent all year long when you don't have that type of competition. The only competition that you look at is potentially movies.

Fallon: So you haven't done any real studies yet?

Rajkowski: No.

Mayfield: Dan, can you go back one? (referring to Oklahoma City). Looking at that public buy in, do you have the numbers of the last few years as far as what ticket sales have been and how this money is being paid back into the community? What has been the benefit?

Rajkowski: We do not have those.

Howard: One of the things that I think we weren't looking at in some other projects we've done is we should look models that are not working and why. If you took that attendance and went all the way down with all the AAA's, the ones at the bottom are not as successful as the ones at the top. That's something I would be interested in. What lessons can be learned from that is the point. What lessons can we learn from the guys that are at the bottom when it comes to attendance and income that they raised? I would like for someone to contact Major League Baseball and ask them what a potential likelihood of expanding is and if so, what would the criteria be? I think that would be good information so we'll know exactly what we're up against. I'd like staff to do that.

Kimble: We'll give it a shot.

Howard: What changed from the proposal three or four years ago when you were ready to go? and things got slowed down from the legal standpoint? What changed that requires the City to participate when you were clearly going to do this with just the County participating?

Rajkowski: A lot of things changed *(referring to PowerPoint slide "Request for City Participation").*

Howard: The stadium costs, is that an addition of suites? Why the big difference in construction?

Rajkowski: When these were being priced in construction times, we were in 2006 or 2007; we were at $60M plus. We got down to $50M. We took a couple of elements out of the project. Number two, the construction costs have since gone down in 2008, 2009 and 2010. They're beginning to climb a little bit now, but we had to work hard to make sure we were able to get the building within budget, the amenities that we were able to sell, providing the type of facility I think Charlotte expects and meet the criteria of minor league baseball.

Cooksey: In the funding discussion, what does sponsor founding partnership mean? If someone is going to be one of those, what does that entail?

Rajkowski: We are soliciting up to six founding partners to have inventory in the building. For the most part, the categories are defined. They have to have elements through the building in a designated section in which they will have naming rights. There are a lot of elements built into this package. The commitments are long-term and all the revenue is allocated to these founding partners up to six, while we've allocated directly 100% to debt service on this project.

Cooksey: What's the current value of the team?

Rajkowski: AAA teams, depending on different values that you look at, probably $20M to $22M currently.

Cooksey: What do you estimate the value would go up to if the stadium is built?

Rajkowski: That's hard to tell until you have all the amenities built into it. I wouldn't want to put a number out there.

Cooksey: If I heard correctly, the current ownership structure is at 90/10. Any consideration of raising capital by selling ownership in the team?

Rajkowski: I think that is potentially, but the ability to generate that gap in selling ownership in the team based on the numbers of $22M isn't going to close your gap.

Beaver: We've had some inquiries from a lot of Charlotte people and we would sell out the team to get our share. We probably will have to sell out some of the team.

Cooksey: We got the study from John Connaughton that talked about the economic impacts of sports in general. It strikes me that the Knights dilute the per attendee economic impact of sports rather than enhance it. Any thoughts on the Knights numbers on that math?

Rajkowski: We're not economists; we go through these types of things. I think from our perspective, I wouldn't break it down like that. I understand it has to be about numbers, but I look at the big picture. Some of the things we talked about was what was the quality of life and what does this team bring. What do the outside events bring? We're just talking about scenarios now, not outside events. That's where you're going to see the trigger of tourism dollars and special events. I think that you have to have some faith and confidence that this will work. Do I agree with all of Dr. Connaughton's numbers? No, I didn't agree with some of them. I thought they should be higher. He's an economist and an expert in his field. The value that's talked about today is creating jobs.

Howard: I would like for the CRVA to chime in on minor league sports.

Kimble: Amateur Sports is on your radar screen for the last two years, and yes, it's the combination of all them that adds to the total base.

Cooksey: The City had a ten-year moratorium on subsidizing convention center hotels with the Westin. Are we out of that ten-year contract?

Kimble: No we're not.

Cooksey: How many more years do we have?

Kimble: I'll have to look, but I think it's at least another four or five years.

Cannon: In your opinion, is AAA baseball a stable market to invest in?

Rajkowski: I suppose it depends on the investment in the market that you're looking in.

Cannon: Let's talk about Charlotte. Would it make sense for us in your opinion?

Beaver: I think it would be in this market. You get a lot of people that invest in baseball, just to be in baseball, not looking at the returns, particularly when you get down in the lower league of baseball.

Cannon: Have you all gone and exhausted all that needs to be exhausted with the different financial entities in the private marketplace before you come to ask for the public's participation?

Rajkowski: We have exhausted what we feel are the opportunities to do that. If there is not a mechanism to close that gap, we cannot proceed.

Cannon: You've gone to investors?

Beaver: We have talked to investors, but we know that the value of the team is $25M to $30M. There's 30% that we have to sell out.

Cannon: You've obviously gone to the banks?

Beaver: We met with them two hours ago.

Cannon: Two hours ago? Did they say that they had $11M for you?

Beaver: No, they're waiting to look at the whole package that we've put together.

Cannon: Are you planning to explore PSL's?

Rajkowski: We have explored that. It is an option, but it has not been done in minor baseball. We did investigate it with Muhlman Marketing. The reality is trying to do that in a minor league baseball level with the number of seats that you have to generate that. I recall it would be about a million and a half you're doing it on a club seat level if you're using $1,000 per ticket.

Cannon: How does the County feel about their level of investment here, which is about $8M over 20 years?

Shields: The County's investment has been initially $24M for the purchase of land, which we agreed to lease for $1.00 per year. The other piece was a commitment of $8M. That would be based on taxes that the Knights had already paid. It would be rebated at the time. If the County had been asked to do more, we might have asked for more, but $24M in land and $8M in TIF investments is fairly substantial.

Cannon: If you are granted the $11M, what specifically will you use the money for?

Rajkowski: The majority of it will be directed towards infrastructure and the site.

Cannon: Will you come back and let us know in an itemized document specifically what the remainder will be used for? I'd like to see a breakdown of what you plan to utilize the taxpayer dollars for?

Fallon: Of that $34M source money, how much do you have in place now?

Rajkowski: We have significant partnerships in place, but at this point, it's hard to reveal that due to confidential agreements.

Fallon: A whole, a quarter, a third, 10%?

Rajkowski: More than 10% and less than 60%.

Mayfield: Have you considered the possibility of identifying another location that will be more financially workable, looking at the previous numbers, or that may be more cost effective? Even though the plan calls for it to be in uptown, we have seen across the nation where other communities have moved their baseball on the outskirts of uptown.

Rajkowski: The research and studies were done back in 2004 and 2005. We've invested significant dollars into this site. The study clearly said this was the best location for minor league baseball. This is the best location for us to invest that private money in that location. That's the location…we haven't looked at any others. We have a lease on that property and we think it's the best property for our ball club to be successful.

Howard: Would this work any place else outside of downtown? The places that come to mind are some locations on the eastside and some other ones. I think it would be nice to put that to bed today, whether or not this would be used for instance on Central Avenue somewhere. Does this make sense?

Rajkowski: In order to open a baseball park in 2014, we have to move the dirt in September. To look at another site is impossible. From our own investment perspective, this is the only site. We have a lease until December 31 in York County. If we don't, we have to look at other options for our franchise. This is the best site for this franchise. If we're committing 65% of property dollars, we have to keep our eyes on that prize.

Howard: Economically, why does the central location in the Center City make more sense? Right now, you're in South Carolina. If you came across the line and went to Radiator Specialty. There are sites all over Eastland Mall…other places. Why does this economically make sense?

Rajkowski: I built a ballpark once and that was the number one argument for seven years is where to put it. The site decision was made back in 2004 before I came here. We stayed consistent with it. This has been clearly identified as the best viable site for the franchise to be successful long-term. That's how we got to look at this from an operational perspective. You have Gateway Station and Third Ward neighborhood that's embracing it. You have foot traffic, light rail, downtown Center City workers that will leave their office buildings, and you have a vibrant downtown.

Mitchell: Michael, can you share with us how many employees work downtown and the total number of residents you have living in the Center City?

Smith: Yes, there are 83,000 employees in uptown Charlotte and there are approximately 15,000 residents.

Mitchell: Bobbie, when does your contract expire on the County's side?

Shields: They have until the end of March, 2012 to have two sponsors or they make another deposit. They have until June 30, 2012 to produce a finance plan and they must be under construction by October 1, 2012.

Mitchell: Any feel from the corporate community about baseball downtown from the Chamber's perspective?

English: The Chamber has had a long time position in supporting baseball in uptown Charlotte. It's not just a part of the 2020 vision, but it's been a part of the vision for uptown Charlotte for

a very long time. We believe it's time to get moving and start constructing a baseball stadium in uptown Charlotte.

II. Subject: FY2013 ED Strategic Focus Area Plan

Mitchell: On the ED Strategic Focus Area Plan, you see the changes in yellow. Can I get an approval motion on this?
Cannon: Motion.
Mayfield: Seconded.
Mitchell: All those in favor say aye.
Cooksey: We have already seen in the presentation that there was in the 2020 Area Plan that Council adopted was major pillar uses to describe why we should ultimately be going forward. This plan being incorporated and Council giving any kind of approval to something that we haven't seen details yet on; I just wanted to say that.
Kimble: Anything we do would be brought back to the Committee or Council.
Cooksey: I understood that and appreciate it. I just wanted say it at the adoption.
Mitchell: Any more questions? All those in favor say aye.

VOTE: Cannon made the motion and Mayfield seconded to recommend to City Council to adopt the revised FY2013 ED Strategic Focus Area Plan at its April 9th Council Meeting. The vote was unanimous.

III. Subject: Small Business Month Update

Mitchell: Small Business Update, you go Brad.
Richardson: This is the same document with one exception; we added the Small Business Procurement section starting with the startup which is the first Friday in May. We have moved the Crown of Enterprise Awards from the 17th to the 24th. This is our SBE and MWBE diversity day. We are going to close out the month with that. The City is going to kick off on May 2nd with the Mayor and City Council and close it out at the end of the month with the City and County showing how much you appreciate small businesses. One final thing I will tell you is tomorrow we are going to notify all of the Council Members about our desire to have you recognize these small businesses. We will be working with you to find one in your district or sector that you wish to recognize.
Cooksey: There are numerous opportunities to cross pollinate with National Tourism Week?
Richardson: We are still working on that.
Mitchell: We are back from London on which day?
Kimble: The evening of May 23rd.
Mitchell: So we can attend on the 24th? Mr. Cooksey brought up a good point about National Tourism so if you can work on that.
Kimble: You know Brad used to work for the CRVA so that is where his roots are. He is not going to forget about that.
Mitchell: Mr. Cooksey, there is high energy around High Growth Entrepreneur Policy and Brad is going to talk about that.

IV. Subject: High Growth Entrepreneur Policy

Richardson: This is not our document; this is a document to be shared with you from the group that hopes to present to you on April 4th. This group which is a partnership of the

Charlotte Entrepreneurs Alliance (CEA) largely grassroots grounds swelled group of entrepreneurs in the community. Mr. Cooksey is aware of the players coming to talk to us. Paul Wetenhall came to you back in the fall giving you the beginnings of this work. Our job is to deliver to you. We hope in May, but possibly in June some guidance that you can adopt to City Council. The mission of the group is agreed on by all that are involved. I wanted you to really look at the sub bullet under the second section of who all were in the room at the monthly meeting discussing how we are going to work together in this community to build an ecosystem. Where are the gaps that make this a great place for higher growth companies? In the final thing is there a strategic plan on the way, this is not the City, this is the community. You will see some of the key initiatives under the E2020 Plan. This is the document that they will amplify for you at your next meeting; I just wanted to leave you with some reading material.

Cooksey: I don't think this Committee has some concern but there have been others in the past, so I just wanted to say don't be put off by the vast numbers of organizations being involved. One of the things that I have learned from just watching this sort of thing and from NOC panel is in entrepreneurial ecosystem the more organizations the better. This is a measure of the energy; this is not the sort of thing that you want to look one big group to manage. You want them all communicating with one another and that is what we are seeing, the more players the merrier as they say. That is something that we will have to struggle with as a Council; we need to work with them individually and work with them together. Make sure that there is networking going on but don't be put off by how many there are.

Richardson: During the start-up week, Dan Roselli who runs Packard Place was the emerging center for entrepreneurs is considering a date and wants us to work with you to find a date to host an entrepreneurial CEO forum.

Mitchell: Brad, this is a very important issue for us.

Kimble: It's a very important issue but it's not time sensitive. You all need to judge whether or not I think the Knights' presentation at the next meeting is going to be very likely. You need to tell us if you want to put this one meeting later.

Mitchell: Committee, can we put this one meeting later? O.k., we will put this on the next one. Thank you.

V.Subject: Privatization Competition Advisory Committee Report

Mitchell: Privatization Competition Advisory Committee Report is just for information only.

Kimble: They used to send their reports to Restructuring Government.

Mitchell: The new date now is April 4th at 12 Noon. We can make sure that this is the only agenda item so we get a lot of questions.

Howard: Mr. Reese brought up the point that we should also look at teams that could relocate. So the questions that leads are do you have teams that are on the bubble and feel what the criteria would be if they were looking to move. I want to put the whole major league thing to bed once and for all.

Kimble: You do understand that if a major league team were to even consider relocating here how massive an investment it is to build a place.

Howard: That is the criteria part that I want to make sure of.

Mayfield: I got an e-mail earlier today from the Minority Business Owners in our area that they were not on the calendar and they have reached out to say that you have been very helpful to try and make sure that the African-American groups have something on here. I just wanted to publically thank you for assisting us.

Mitchell: My last comment is a thank you to Ron, Brad, and Pat. I had an opportunity to go to the White House while I was in DC. They wanted to talk about an example of recovery so thank you for your assistance that made me look good.

Meeting adjourned: 5:25p.m.

Economic Development Council Committee
March 15, 2012 at 3:00pm
Room 280

Committee Members: James Mitchell, Chair
Patrick Cannon, Vice Chair
Warren Cooksey
David Howard
LaWana Mayfield

Staff Resource: Ron Kimble, Deputy City Manager

AGENDA

I. CHARLOTTE KNIGHTS STADIUM UPDATE – 45 minutes
Staff: Ron Kimble, City Manager's Office
Presenters: Michael Smith, President, Charlotte Center City Partners; Dan Rajkowski, General Manager, Charlotte Knights; & Don Beaver, Owner, Charlotte Knights.
Action: Receive an update on the Charlotte Knights progress toward constructing a new stadium in Center City. No action required.

II. FY2013 ED STRATEGIC FOCUS AREA PLAN – 15 minutes
Staff: Ron Kimble, City Manager's Office
Action: Review the revised FY13 ED Focus Area Plan and make a recommendation to City Council for adoption at its April 9 business meeting. **Attachment**

III. SMALL BUSINESS MONTH UPDATE – 15 minutes
Staff: Brad Richardson, Neighborhood & Business Services
Action: Receive an update on local activities planned for Small Business Month in May. No action required.

IV. HIGH GROWTH ENTREPRENEUR POLICY – 10 minutes
Staff: Brad Richardson, Neighborhood & Business Services
Action: Receive an introduction to the newly formed Charlotte Entrepreneur Alliance (CEA), and receive information in preparation for a formal presentation by CEA and discussion on April 5. No action required.

V. PRIVITAZATION COMPETITION ADVISORY COMMITTEE REPORT - (Information Only – Attachments)

VI. NEXT MEETING DATE: April 5, 2012 at Noon, Room 280

Future Topics & Tentative Schedule:
- High Growth Entrepreneur Policy (April 5)

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

City Council Economic Development Committee Meeting

15 March 2012

Charlotte CENTER CITY Partners

3rd Ward

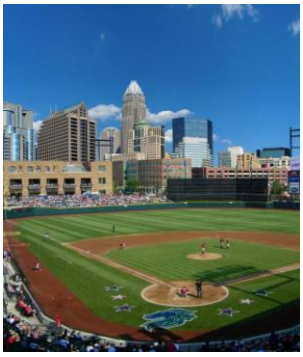
Current Conditions

- 36 acres of vacant or underutilized land

2020 Vision Plan
More than a ballpark

- Cultivate unique neighborhood
- New residential and shops
- Add sports facilities to elevate Charlotte as a destination
- New restaurants & bars

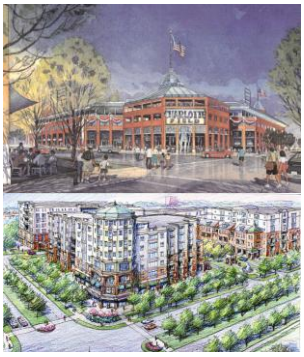
Ballpark Site Selection



Site selection process

- 8 sites evaluated
- Criteria:
  - Regional accessibility
  - Maximize funding by Knights
  - Viability of team

Land Swap Objectives



The Park

- Optimize location of Romare Bearden Park with frontage on South Tryon Street

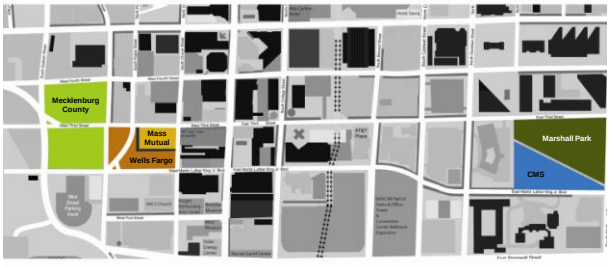
Baseball

- Bring baseball back to Center City Charlotte

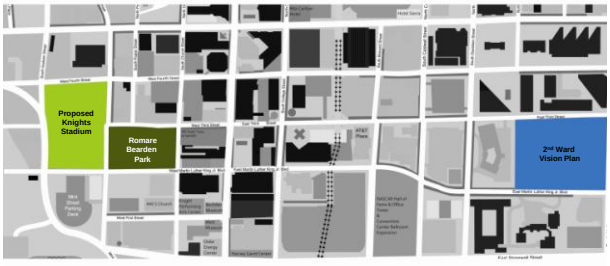
2nd Ward Neighborhood Plan

- Jump start Plan from 2002

Land Swap



Land Swap



Ballpark Oriented Development

Comparable Cities

- 1996 Indianapolis
- 1998 Oklahoma City
- 2000 Louisville
- 2002 Toledo, OH
- 2006 Greenville, SC
- 2008 Columbus, OH
- 2013 Birmingham

Value of Ballpark Oriented Development

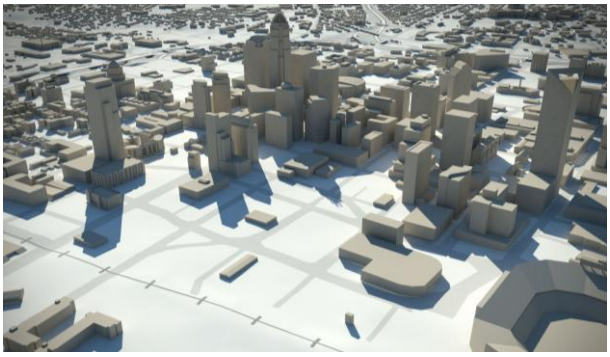
Catalyze over next 10 years:

- $300 – $400MM of new development
  - Office and retail development
  - Over 1,000 units of residential
- New jobs
- New property tax revenue & hospitality sales tax revenue

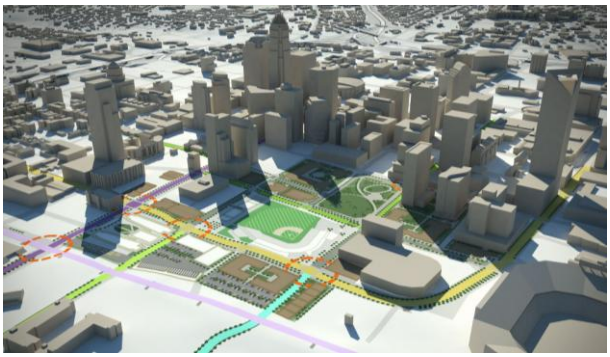
Charlotte's Ballpark Oriented Development

1	3rd & Tryon	1.6 acres
2	Church & MLK	5.2 acres
3	4th & Mint	2.04 acres
4	Trade & Church	0.6 acres
5	3rd & Church	1.1 acres
6	Gateway Station	4.2 acres
7	4th & Graham	2.6 acres
8	Graham & MLK	2.5 acres
9	4th & Mint	4.04 acres
10	Trade & Graham	1.6 acres
11	Mint & MLK	0.64 acres

Charlotte's Ballpark Oriented Development



Charlotte's Ballpark Oriented Development



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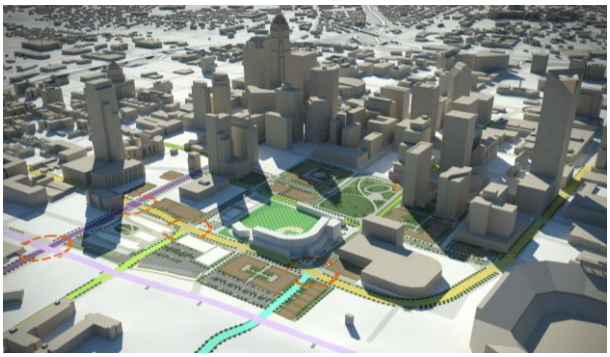

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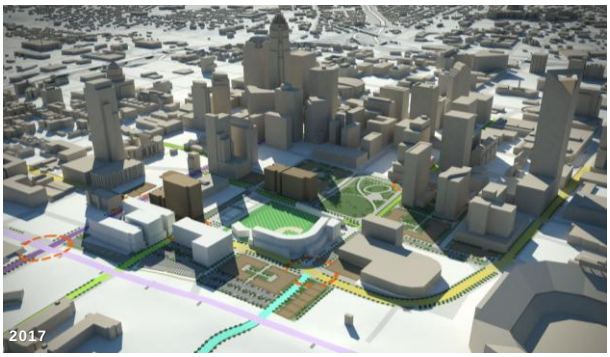
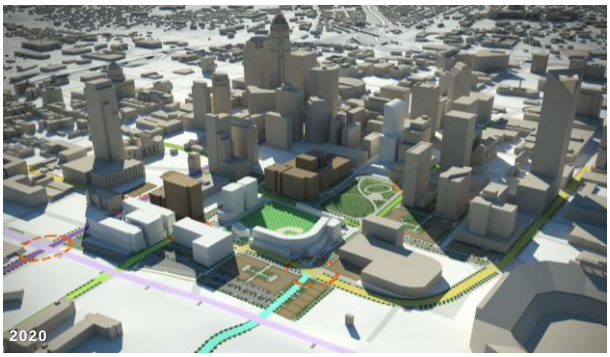
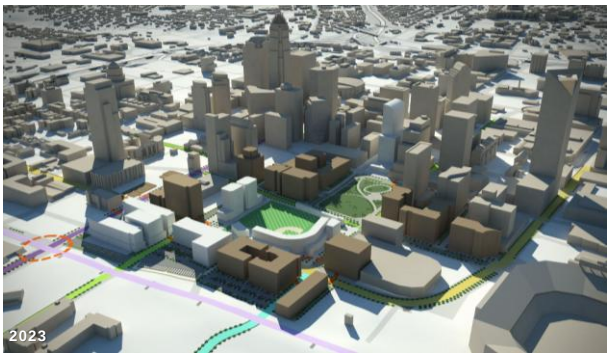


Charlotte's Ballpark Oriented Development



Charlotte's Ballpark Oriented Development



Benefits

- Affordable and accessible family fun
- Workforce and affordable housing
- Neighborhood and hospitality-based retail

Benefits

- Complete neighborhood
- Complements Romare Bearden Park

Building a Great City

City Council Economic Development Committee Meeting

15 March 2012

Charlotte CENTER CITY Partners

Charlotte Knights
Uptown Ballpark

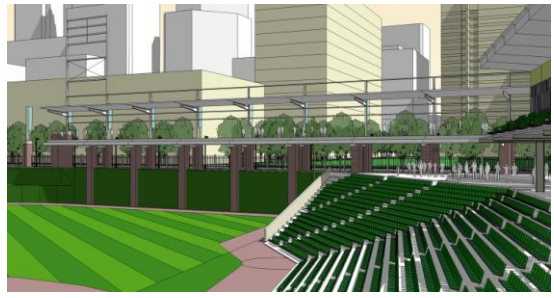
CHARLOTTE UPTOWN DEVELOPMENT
CHARLOTTE KNIGHTS STADIUM
ROMARE BEARDEN PARK

Graham Street
Martin Luther King Street
Fourth Street
Mint Street

View from Romare Bearden Park

5

Outfield Looking toward Romare Bearden Park



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New Ballpark Timeline

- June 2011 — Knights Receive Lease Extension from Mecklenburg County.
- March 31, 2012 — Knights need to have (2) commitment letters from naming rights or founders level partners.
- June 2012 — Knights must be in pre-design phase.
- June 30, 2012 — Knights must submit a complete financing plan in accordance with the lease.
- October 1, 2012 — Knights must begin construction.
- **April 2014** — **New Uptown Charlotte Ballpark opens**

8

Outside Events

In addition to the 72 regular-season Charlotte Knights home games, Knights Ballpark will play host to events all year long. We will be one of the premier outdoor venues in the state.

We have a potential to host the following events:

•Concerts (Stand alone events not connected to a game)

•Amateur, High School and College Baseball Games and Tournaments

•ACC or SEC Baseball Tournament
or other major collegiate baseball tournaments

•Major League Spring Exhibition Games

•Triple-A All-Star Game

•Conferences

•Corporate Events

•Job Fairs

•Holiday Festivals

•Annual Health Fairs

9

NCAA Collegiate Baseball Conference Tournaments

- **NCAA Regional and Super Regional**
  (various sites annually)
- **Colonial Athletic Association**
  - 2009/2010/2011 Brooks Field – Wilmington, NC
  - 2012 Eagle Field at Veterans Memorial Park – Harrisonburg, VA
- **Atlantic Sun**
  - 2009/2012 Melching Field at Conrad Park – DeLand, Florida
  - 2010/2011 Dugan Field at Marsh Stadium – Nashville, TN
- **Mid-Eastern Athletic Conference**
  - 2009/2010/2011 Jackie Robinson Ballpark – Daytona Beach, FL
  - 2012 Mary L. Miller Field – Norfolk St. University – Norfolk, VA
- **Atlantic Coast Conference**
  - 2009/2011 Durham Bulls Ballpark – Durham, NC
  - 2010/2012 New Bridge Bank Park – Greensboro, NC
- **Southeastern Conference**
  - 2009/2010/2011/2012 Hoover, AL
- **Southern Conference**
  - 2009/2012 Greenville, SC
  - 2010/2011 Charleston, SC
- **Big South**
  - 2009 McCormick Field – Asheville, NC
  - 2010 Winthrop Ballpark – Rock Hill, SC
  - 2011 Gray-Minor Stadium/VMI – Lexington, VA
  - 2012 High Point University – High Point, NC
- **Atlantic 10**
  - 2009 Fifth Third Field – Toledo, Ohio
  - 2010/2011 Campbell's Field – Camden, NJ
  - 2012 Fordham University - New York, NY
- **Conference USA**
  - 2009 Pete Taylor Park – Hattiesburg, MS
  - 2010 Cougar Field – Houston, TX
  - 2011/2012 Trustmark Park – Pearl, MS

Other Events

Knights Ballpark will be a state of the art facility that will be much more than just a baseball diamond. The building will be equipped with the following that will allow us to use the building 12 months a year:

- Conference Rooms
- Banquet Space
- Team Store Open 12 months a year
- Potential for additional office/commercial development on property
  - The Knights have dedicated an approximate 100' x 300' space (on the site of the 4th Street Side) for mixed use team related space on the first level with development potential on top of mixed use.

  Discussions are on going with some potential developers for a hotel and restaurant in that space in conjunction with the Knights.

It is estimated that the new ballpark will attract an additional 100,000 people for outside events. Couple that with the estimated attendance of 600,000 for baseball games and a total of 700,000 people will pass through the gates at Knights Ballpark every year.

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From Randy Mobley, President of the International League

- If facility opens in 2014, the Knights would be in an excellent position to host one or both of these national events in the future.
  - Triple-A Baseball All-Star Game
    - Three day mid-July event
    - 600-700 hotel room nights booked
    - Game televised nationally
  - Triple-A Baseball National Championship Game
    - 2012 to be played in Durham
    - Two day event in mid-late September
    - 150-200 hotel room nights booked
    - Game televised nationally
- Charlotte would also be in a position to be considered as a host of the Annual Baseball Winter Meetings
  - Five day event in early December
  - Approximately 2300 attendees from around the world
  - Approximately 12,000 hotel room nights booked
  - Indianapolis recently hosted a successful Baseball Winter Meetings

And more reasons to bring Knights Baseball to the Center City of Charlotte…

Quality of Life

Affordable Family Entertainment

A family of four can go to a Minor League Baseball game and enjoy four hot dogs, four sodas, a program and a souvenir baseball for under $70

Alternate Nightlife Opportunity

Benefit for those that live and work in Uptown Charlotte

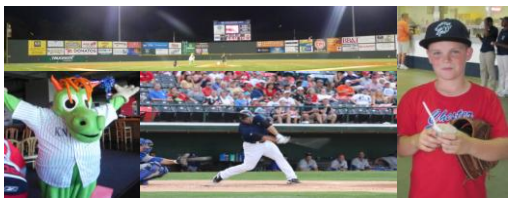
Amenity for the City of Charlotte

Local, Regional and National exposure

"The niche the Knights are best poised to own in Charlotte is 'everyone's game,' and 'the pro sports experience as affordable as it is fun.'"

- 2007 market evaluation by Private Sports Consulting

Affordable Family Fun



COMPARISON OF FAN COST INDEX

LEAGUE	ADULT TICKET	CHILD TICKET	HOT DOG	SODA	BEER	PROGRAM	PARKING	TOTAL*
Triple-A Baseball	8.44	6.98	3.23	2.95	5.46	2.73	4.50	$67.81
Major League Baseball	26.74	26.74	3.79	3.47	5.79	3.48	12.24	$156.36
National Football League	74.99	74.99	4.40	4.09	6.80	4.53	24.13	$368.00
National Basketball Association	49.47	49.47	3.97	3.69	6.37	3.34	13.13	$250.35
National Hockey League	49.66	49.66	3.64	3.46	6.06	2.69	12.20	$247.13

*Total includes 2 adult tickets, 2 child tickets, 4 hot dogs, 2 sodas, 2 beers, parking and a scorecard/program

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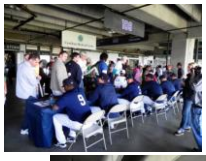
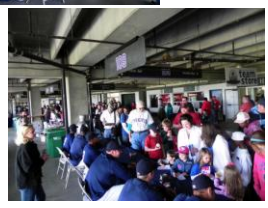
Family Day – Every Sunday

"Kids Run the Bases"
-after the Game

Knights Fest – Fans have a chance to meet the Players



Corporate Outings



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Community

- ***Focus Towards Schools***
  - Education Days at Knights Stadium
  - Efforts with Classroom Central
  - School Fundraising Opportunities
    - Middle School Booster Clubs

Education Days

Helping with Classroom Central

Classroom Visits

High School Sports Management Program

Community

- ***Youth Programs***
  - Little League Baseball Clinics, Work with Challenger Division
  - Charlotte Knights Kids Club
  - Scout Sleepovers
  - …..many more

Community

- ***Community Programs***
  - Men's Shelter
  - Children's Attention Home
  - Operation Christmas Child
  - Visits to Levine Children's Hospital
  - Juvenile Diabetes Research Foundation and Charlotte Radiology Benefits….and more

Models of Success

- Indianapolis, Indiana
- Louisville, Kentucky
- Allentown, Pennsylvania
- Columbus, Ohio
- Sacramento, California
- Toledo, Ohio

AAA Teams with Downtown Ballparks

Stadium Attendance	2011	2010	2009	2008	2007
Sacramento	638,600	677,502	688,430	744,299	749,532
Louisville	601,372	618,535	624,670	638,777	653,915
Indianapolis	580,082	569,969	549,552	606,166	586,785
Columbus	591,884	651,224	666,797	*	*
Lehigh Valley	628,925	645,905	641,335	602,033	*
Toledo	549,436	558,059	559,037	584,596	596,675

•Newer than 5 years
Sources:
•Triple-A Baseball (www.triple-abaseball.com)
•Minor League Baseball (www.milb.com)

21

Louisville Bats
Louisville, Kentucky

Louisville Slugger Field

Opened 2000
Capacity 13,131

Total Project Cost $40 M
Total Ballpark Cost $30 M

Private $5 M

Public $35 M

Source: Louisville Bats Baseball Club

22

Indianapolis Indians
Indianapolis, Indiana

Victory Field

Opened 1996
Capacity 14,500

Total Cost $18 M

Private $4 M

Public $14 M

Source: Indianapolis Indians Baseball Club

23

Columbus Clippers
Columbus, Ohio

Huntington Park

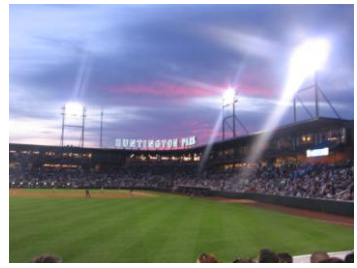
Opened 2009
Capacity 10,000

Total Cost $49 M Building
$10 M Infrastructure
$15 M Land

Private $53.7 M

Public $20.3 M

Source: Columbus Baseball Club



Sacramento River Cats
Sacramento, California

Raley Field

Opened	2000
Capacity	14,680
Total Cost	$42 M
Privately Funded	

Source: Sacramento River Cats Baseball Club

Lehigh Valley IronPigs
Allentown, Pennsylvania

Coca-Cola Park

Opened	2008
Capacity	10,000
Total Cost	$50.25 M
Private	$0
Public	$50.25 M

Source: Philadelphia Business Journal
The Morning Call (Lehigh Valley)
Lehigh Valley Baseball Club

Toledo Mud Hens
Toledo, Ohio

Fifth Third Field

Opened	2002
Capacity	10,300
Total Cost	$42 M
Private	$14 M
Public	$28 M

Source: Toledo Mud Hens Baseball Club

Additional Comparables

Birmingham Barons
Birmingham, Alabama

AA Affiliate of Chicago White Sox

Scheduled to Open – 2013
Capacity: 8,500

Total Cost: $64 M (including land/development)
Building/Construction – estimated upper $30 M to lower $40 M

100% Publicly Funded
- Land – combination of land swap with University of Alabama and purchased land
- 2010 – City increased the lodging tax for the purpose of financing ballpark.
- Team will have lease payment.

Source: Birmingham Barons Baseball Club

Oklahoma City RedHawks
Oklahoma City, Oklahoma

RedHawks Stadium

Opened	1998
Capacity	11,455
Total Cost	$35 M
Private	$ 2 M
Public	$33 M

Source: Oklahoma City Baseball Club

Gwinnett Braves
Lawrenceville, Georgia

Coolray Field

Opened	2009
Capacity	10,427
Total Cost	$64 M
Private	$ 0
Public	$64 M

Source: Gwinnett Braves Baseball Club

Durham Bulls
Durham, North Carolina

Durham Bulls Athletic Park

Opened	1995
Capacity	10,000
Total Cost	$16 M
Private	$ 2 M
Public	$14 M

Source: Durham Bulls Baseball Club

Relocation Impacts and Benefits

A business relocation from South Carolina to Charlotte, North Carolina

Hospitality and Tourism

Projected 700,000 new visitors to the Center City of Charlotte

- Visiting Teams and Fans
- Umpires and Scouts
- Chicago White Sox and MLB Personnel
- Charlotte Knights Players and Families
- Charlotte Knights Fans
- Additional Event Attendees
- Ballpark Restaurant Patrons

Seasonal visitors will use disposable income on hotels, restaurants and shopping. This impact will generate additional tax benefits to the City of Charlotte, Mecklenburg County and the state of North Carolina.

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Economic Impact of the Knights and Development – On Site and 3rd Ward

- According to a 2012 study by John Connaughton, the Uptown Stadium will have these impacts:
  - 2014 Economic Impact of the Ballpark is $38,295,004
  - 2014 Employment Impact is 490 jobs
  - 2014 Non-Baseball Impact is $28,082,774
  - 2014 Non-Baseball Activities is 259 jobs
- TOTAL ONGOING IMPACTS IN 2014
  - $66,377,778
  - 749 JOBS
- 3 YEAR OUTPUT IMPACT FROM CONSTRUCTION
  - $88,491,090
  - 233 Jobs per year from 2012 – 2014 for Construction

Economic Impact of the Knights and Development – On Site and 3rd Ward

- 3 YEAR TOTAL

  (ONGOING AND CONSTRUCTION IMPACT OF PROJECTS)

  $287,624,484

5 YEAR TOTAL

$420,380,080

The Future of Baseball in the Charlotte Mecklenburg Market

June 2004 Study by Gateway Consultants Group

"The 600,000 fans that we think the team could draw would be 600,000 fans coming into Uptown Charlotte during the summer. Most of them would be coming into Uptown on evenings during the workweek when the great majority of the games are played. This is bound to have a positive economic impact on restaurants, shops, bars and parking facilities in Uptown which currently is not capturing those dollars from minor league baseball.....This again will be more discretionary money being spent in the city and the county by out of town visitors."

Tax Benefits

The Knights will generate:

- Property Tax
- Sales Tax
- Prepared Food & Beverage Tax
- Car Rental Tax
- Income Tax
- Admissions Tax

All of these tax benefits are now being enjoyed by South Carolina.

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Addressing Your Questions

How does Charlotte compare to these cities?

Metro Area	Metro Population	Cost-of-Living Index	Median Income	Income Growth %
Allentown-Bethlehem-Easton, PA-NJ	816,012	100	56,982	2.6
Charlotte-Gastonia-Concord, NC-SC	1,745,524	93	53,168	8.3
Columbus, OH	1,801,848	90	52,766	2.1
Indianapolis, IN	1,744,680	100	53,059	4
Louisville, KY-IN	1,259,031	91	47,797	6.2
Sacramento-Arden-Arcade-Roseville, CA	2,127,355	116	60,256	3.8
Toledo, OH	672,220	100	45,657	-1.2

*Cost of Living Index is based on 100 being the national average.

*Income Growth is the increase in household income from 2005 to 2009.

Source: Kiplinger's List of Best Value Cities 2011

Expanded Attendance History

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
International League							6,815,633	6,413,751	6,507,038	6,747,392	6,474,392	6,765,441	7,131,296	7,046,912	6,984,982	6,664,206
Columbus														666,797	651,224	591,884
Indianapolis	537,325	618,125	659,237	658,250	672,209	614,407	571,584	550,319	576,067	585,653	547,768	586,785	606,166	549,552	569,969	580,082
Lehigh Valley													602,033	641,335	645,905	628,925
Louisville						685,863	663,861	669,340	661,966	649,092	643,466	652,692	653,915	638,777	624,670	618,535	601,372
Sacramento						861,808	911,314	817,317	793,142	787,894	755,750	728,227	749,532	744,299	688,430	677,502	638,600
Toledo								567,804	517,331	544,778	532,046	606,457	586,675	564,596	559,037	558,069	549,438

Attendance figures include post-season playoff games.

Source: Triple-A Baseball (www.triple-abaseball.com) and Minor League Baseball (www.milb.com)

On-Going Baseball Impacts South Carolina vs. North Carolina

	Fort Mill		**Charlotte**
	Total Estimated 2011		Total Estimated 2014
Adjusted Directed Revenue generated by the team	$ 6,395,397.00		$ 10,997,199.00
Expenditures by Visiting Clubs, Umpires, and League Officials	$ 394,670.00		$ 431,267.00
On-site Economic Impact	$ 10,848,071.00		$ 26,283,932.00
Off-site Economic Impact	$ 6,472,138.00		$ 12,011,073.00
Total Economic Impact of Knights Baseball	$ 17,320,210.00		**$ 38,295,004.00**
On-Site Employment	187 jobs		309 jobs
Off-Site Employment	121 jobs		181 jobs
Total Employment Impact	308 jobs		**490 jobs**

Charlotte Knights Job Fair

Charlotte Observer 03.08.12

Hundreds wait in line at the Charlotte Knights job fair Thursday, March 8, 2012 at Knights Stadium in Fort Mill, S.C. The Charlotte Knights, the Triple-A affiliate of the Chicago White Sox, held their final job fair of 2012 on Thursday from 5:30 p.m. to 7:30 p.m. at Knights Stadium. The club is once again in search of hard-working game day employees for the upcoming 2012 season in a number of areas, including: ushers, parking, ticket takers, Kids Club attendants, box office ticket sellers, restaurant servers, concession cashiers, warehouse runners, prep cooks, and more. The club's first job fair of the year, on Monday February 20, drew over 500 job seekers, and this job fair seems to have attracted the same or even greater numbers.

DIEDRA LAIRD - dlaird@charlotteobserver.com
Read more here: http://www.charlotteobserver.com/2012/03/08/3081401/charlotte-knights-job-fair.html#storylink=cpy

Employment Impacts in South Carolina

Knights full time and part time employees as well as food service employees:

Employed in 2011	**326 Employees**	**% of Total Employees**
South Carolina Residents	232	71.20%
North Carolina Residents	94	28.80%

Moving to Charlotte will make these jobs that are now filled by South Carolina residents available to North Carolina residents.

Addresses of Season Ticket Holders

Top Zip Codes for 2011 Season Tickets and Mini-Plans (Top 10 in this order)

Season Ticket Holders –

- 29708 Fort Mill/Tega Cay
- 28210 South Charlotte
- 28277 South Charlotte
- 29715 Fort Mill
- 28217 Southwest Charlotte
- 29707 Fort Mill/Indian Land
- 28226 South Charlotte
- 28211 South Charlotte
- 29732 Rock Hill
- 29730 Rock Hill
- 29716 Fort Mill
- 28241 Charlotte / Westinghouse Blvd.
- 28232 Uptown Charlotte
- 28209 South Charlotte
- 28208 Charlotte
- 28173 Waxhaw

- **Mini Plans –**
- 28708 Fort Mill/Tega Cay
- 29715 Fort Mill
- 28277 South Charlotte
- 28210 South Charlotte
- 29707 Fort Mill/Indian Land
- 28211 South Charlotte
- 29732 Rock Hill
- 28278 Steele Creek
- 28173 Waxhaw
- 28217 Southwest Charlotte

Note: As of 2011, 16% of our tickets sold come from Season Tickets and Mini-Plans, 55% from walkup, and 29% from presold groups.

Uptown Charlotte Ballpark Ticket Sales

- Potential Breakdown of typical Knights game:
- Suites, Club Seats, Full Season Tickets, Partial Season Tickets and Mini Plans, Groups/Hospitality Areas: 6,440
- Other Advance Ticket Purchases, Walk-Up: 1,893

Additional Questions:

- Potential for Summer Olympics
- Impact of NFL Schedule
- Youth Employment Possibilities

March 2012

Timeline

Original Deal:

– $34 million project- included infrastructure

What Happened:

– Five lawsuits - 2 ½ year lapse
– Expired Naming Rights Deal
– Economy in recession when lawsuits dismissed
– Construction costs at $54 million in 2011

What To Do:

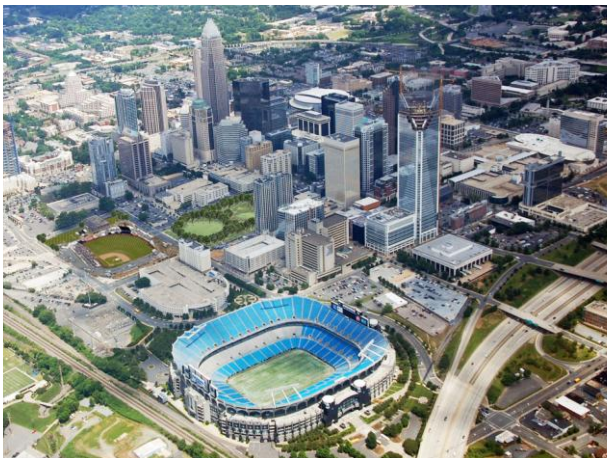
- Project has a gap in project sources of revenue to satisfy a reasonable and obtainable debt service ratio to satisfy lending institutions
- Team establishes new sources of private revenue, through sources of naming rights, founding sponsors, suites under today's "New- Normal Economy"
- Team must reset financing model to meet today's lending requirements and maintain the integrity of the facility while protecting the balance of the operation which is owned and operated by the team.
- Team begins finding long-term partnerships with local community leading companies to raise sources of private revenue from approximately $20 million in revenue to approximately $35 million in revenue. (Revenue generated from sponsorships shall be dedicated solely to the debt source of the building.)
- Investigate other sources in the public sector which may create a more public/private partnership

Request for City Participation

Ballpark Budget: (Building, Infrastructure, Soft Costs, FFE)								$ 54 m
Mecklenburg County Economic Development Grant								$ 8 m
	(Paid back by County in annual installments over 20 years - team must borrow the $8 m)							
Knights - Sources						Present Value		$ 35 m
	Naming Rights							
	Founding Partnerships							
	Pre-Paid Long Term Suites							
Charlotte City - request for participation								$ 11 m
	(Gap in Pro-Forma)							
Total Project Cost								$ 54 m
	(Including Infrastructure)							
		Private		**65%**				
		Public		**35%**				
		(Ratio with City Participation)						
Project Budget Cost as of 08/02/2010								
Team will have to finance $ 43 million of the project.								

Knights – Summary – Schedule
Construction

- 03/08/12 Re-engaged a design team at an aggressive schedule
- 06/04/12 Finalize construction budget
- 09/10/12 On Site
- 10/01/12 Begin Construction
- 12/10/13 Substantial Completion
- 04/01/12 Open Ballpark



Future Home of the
Charlotte Knights

FY2013 Strategic Focus Area Plan - *DRAFT*

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

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

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

Focus Area Initiative	Measure	Prior Year Actual	Current Year Target
Help grow small businesses in our community	Update the City's Small Business Strategic Plan to include the following: • Potential Phase 2 enhancements to the small business web portal; • A review of the City's small business loan programs; • An analysis of the support system for entrepreneurs; • Innovative partnerships to help small businesses to expand sales locally; • Initiatives to strengthen the existing consortium of community resource partners		Plan update adopted by Council and 50% of initiatives underway
	Achieve an increasing percentage SBE utilization through combined formal and informal opportunities.		Meet a combined formal & informal SBE Utilization Goal of 5%.
Continue to focus on job and tax base growth in business corridors.	Along with community partners, implement the City's Business Corridor Strategy, with an emphasis on the priority corridors of North Tryon, Beatties Ford, and Rozzelles Ferry, Wilkinson/Morehead, Eastland area and Independence Boulevard*		Complete 100% of recommendations by year end.

Focus Area Initiative	Measure	Prior Year Actual	Current Year Target
Focus on continuous improvement within the permitting and regulatory environment to facilitate job and tax base growth and to improve the customer experience.	Achieve greater collaboration among the City, County and NCDOT to shorten the time it takes and make it easier to obtain regulatory approvals, including, but not limited to certificates of occupancy.		Eliminate system barriers, conflicts and impediments in the application of regulations.
	Average number of reviews on all land development permitting submissions.		Average ≤ 2.5 reviews on all plans submitted for FY13.
Work with economic development partners to grow and retain businesses in the community's targeted industry sectors of: • Energy/environment • Finance • Health care • Manufacturing, • Defense • Motorsports • Tourism • Film • International firms	Work with recipients of Business Investment Grants to encourage the use of local suppliers and target gaps in the supply chain as either business expansion opportunities for local companies or prospects for recruitment.		Complete supply chain opportunity assessment with 50% of grant recipients by year end.
	Work with tourism partners to develop a plan for growing ~~amateur~~ sports in the Charlotte Region.		Develop a new public/private model for adding amateur sports facilities in the Region.
			Attract sports and sporting events to the City.
	Leverage the Democratic National Convention (DNC) with our partners to: 1) attract corporate relocations to Charlotte; 2) grow customers for existing Charlotte businesses; and 3) promote the future location of consulate offices in Charlotte.		Catalogue, follow up and pursue the contacts gained from the DNC (via the Chamber, City and Charlotte Regional Partnership).

**The 2012 Business Corridor Strategy Update is scheduled for Council consideration on 3/26/12. Recommendations include expanding the use of funds to other commercial corridors within the Business Corridor Revitalization Area, including West Boulevard, Statesville Avenue, Graham Street and Monroe Road, as well as exploring a new funding partnership with the Charlotte-Mecklenburg Development Corporation.*

CHARLOTTE
NEIGHBORHOOD & BUSINESS SERVICES

Charlotte Business Resources.com

Presents

Small Business Month

Key Message:

- Charlotte is a great place to start and grow a small business

Goals:

- Celebrate, educate and inspire
- Recognize small businesses from a wide variety of industries and sectors
- Use *CharlotteBusinessResources.com* as key source of promotion and information

May 2012						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		May 1	2	3	4	5
			Kick-off Event with Mayor/Council 8:00 am		**Charlotte Startup Weekend @ Packard Place**	
6	7	8	9	10	11	12
Start-up Wknd				*Entrepreneur CEO forum with Elected officials – hosted by Packard Place (tentative)*		
13	14	15	16	17	18	19
			Latino Business Recognition 8:00 – 9:30 am *Latin American Coalition*			
SBA's National Small Business Week (May 21 – 25)						
20	21	22	23	24	25	26
	Entrepreneurial Success Conference 8:30 am – 3:00 pm *CPCC*	*Chamber of Commerce – London Video Conference (tentative)*		**Crown of Enterprise Awards** (SBE/MWBE) 5:00 – 8:00 p.m. *City/County*		
27	28	29	30	31		

Revised 3/15/12

Charlotte Entrepreneurs Alliance (CEA)

Mission:

- The CEA's focus is to support, coordinate, represent and inspire high-growth business at all stages of development with an emphasis on technology, energy & finance sectors. The CEA supports a comprehensive view of entrepreneurism through:
    - Supporting local entrepreneurs of all sizes
    - Developing a network of like-minded local professionals with access to a vibrant entrepreneurial meet-up scene leading to increased innovation and start-ups.
    - Representing the community's interests to local and state public policy makers.

About the CEA:

- Founded in the fall of 2011, the CEA is a coordinated effort of local entrepreneurs and professional, technical and capital resources representing a wide cross section of the community.
- The CEA is not managed or housed in any one organization, and includes representation from the following :
    - Support organizations, including Ventureprise (formerly Ben Craig Center), Charlotte Regional Technology Executives Council (CRTEC), Business Innovation & Growth (BIG) Council, Charlotte Start-Up Weekend, Packard Place, CLT Joules (Energy Incubator), Queen City Forward, Bank of America, Small Business Technology Development Center (SBTDC) and the Charlotte Chamber.
    - Entrepreneurial talent from local start-ups, including Cerium Capital , Other Screen, Peak 10, Enventys, Customer Stream, 3dSystems, Red F Marketing, YAP, Target Point, Technology Project Management, and Topics Education.
    - Funding sources, including Inception Micro Angel Fund (IMAF) and Wed3.
    - Public sector leadership, including: City of Charlotte, CPCC Institute for Entrepreneurism, City of Charlotte), Charlotte Research Institute at UNC Charlotte.

The Entrepreneurism 2020 Strategic Plan (E2020 Plan):

CEA is developing a strategic plan to create a strong, vibrant and interconnected Charlotte Entrepreneurial Eco-System that is one of the strongest in the world.

- Key Initiatives of the E2020 Plan include:
    - Develop a comprehensive map of the Charlotte Entrepreneurial Eco-System, as it exists today and a list of gaps (complete)
    - Document the economic impact of high-growth entrepreneurism in Charlotte (complete)
    - Establish the Charlotte Regional Development Fund (CRDF) with a capital raise of $25 million to be an evergreen investment fund for the region and to draw additional investment (underway)
    - Increase representation of Charlotte companies in the NC Idea Grant program (underway)
    - Launch sector-specific initiatives to drive innovation and job growth in energy, finance and technology.
        - CLT Joules Energy Incubator (complete)
        - CLT Pay Initiative (August 2012)
    - Reposition UNCC's Five Ventures Conference into a region wide business plan competition (complete - Charlotte Venture Challenge raised $100k in cash prizes and stronger connections with other groups like Queen City Forward)
    - Establish a Start-Up America Partnership in the Charlotte, NC Region (underway)
    - Develop a community calendar for high growth entrepreneur activities (underway)

CHARLOTTE.

M E M O R A N D U M
FROM THE
OFFICE OF THE CITY CLERK

DATE: March 5, 2012
TO: Economic Development Committee Members
FROM: Stephanie C. Kelly, CMC, City Clerk
SUBJECT: **Privatization/Competition Advisory Board Annual Report**

The attached report of Privatization/Competition Advisory Board is being sent to you pursuant to the Resolution related to Boards and Commissions adopted by City Council at the November 23, 2009 meeting. This resolution requires annual reports from City Council Boards and Commissions to be distributed by the City Clerk to both City Council and to the appropriate Committee for review.

If you have questions or comments for the board, please convey those to staff support for a response and/or follow-up.

Section 6. **REPORTS OF BOARDS, COMMITTEES, AND COMMISSIONS**

The City Council finds it appropriate to periodically review each standing board, committee, and commission to which they make appointments for the purpose of assessing whether said board, committee, or commission should be renewed, dismantled, expanded or its charge redefined. To this end, each board, committee, and commission that is part of the City, or that was established by the City Council, whether acting alone or in conjunction with one or more other local governments, is required to submit annual written reports that must contain in depth reviews of the body's activities, including goals, objectives, successes, problems, and/or the need for City Council assistance. These reports shall be submitted to the City Clerk and will be staggered through the year according to a schedule established by the City Clerk. The City Clerk shall then provide the Mayor and City Council with copies of the reports and refer the reports to the appropriate Council Committee for the Committee's information.

Boards, committees, and commissions that are not part of the City shall submit reports in accordance with the reporting requirements set forth in their contract, if any, with the City.

In addition to required written reports, the City Council may request on a case-by-case basis that an oral report be made to the Council.

Privatization/Competition Advisory Committee
March 2012

To: Mayor and City Council

From: Thomas Pollan Vice Chair, Privatization / Competition Advisory Committee

Subject: Periodic Review of Privatization / Competition Advisory Committee

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The Privatization / Competition Advisory Committee is submitting this report for the period from March 1, 2011 to March 1, 2012.

Establishment:
On November 22, 1993, the Charlotte City Council established the Privatization / Competition Advisory Committee. The committee began holding regular meetings in March of 1994.

Charge to the Committee:

The Committee shall monitor the progress of the City in implementing services contracting and asset management, recommend services and assets to be considered for competition and privatization, and will advise on ways to improve current contracted services with service delivery problems.

- The Committee shall assist and advise the City on issues in implementing the goals and processes adopted by City Council of services contracting and asset management. This may include review of requests for proposal, cost comparison methodologies, bid processes, etc.

- The Committee shall be an advisor to both the City Council and the City Manager on matters regarding privatization and competition, in general. They will review the existing legal system for contracting and may develop and recommend local legislation to modify such systems.

- The Committee shall be a resource regarding concerns about the fairness of any bidding processes. As a result, they may be asked to review bid proceedings and hear grievances from parties involved.

- The Committee will prepare an annual report to City Council.

Members, Meeting Schedules and Attendance Requirements:

The Committee was initially composed of nine (9) members. The Committee was expanded to

eleven (11) members by Council action on November 25, 1996.

The members shall be appointed as follows:

- One (1) chairperson appointed by the Mayor from the body of the Committee;
- Two (2) members by the Mayor;
- Eight (8) members by the Charlotte City Council.

The Committee should be comprised of individuals knowledgeable about management, accounting, human resources, marketing and customer service. Representative skills may include some or all of the following: work management and specifications, cost accounting, customer relations, performance measurement and analysis, employee relations, quality assurance, asset divestment, and procurement and bidding processes.

Committee members shall serve two year staggered terms, each member being limited to two consecutive terms.

The Committee meets once a month with numerous sub-committee and special meetings held on an as needed basis throughout the year.

The committee currently has one Mayoral appointment unfilled; all City Council appointments are current.

Opportunities and Challenges

- Transitioning new members and getting them involved in productive activities will be a priority.

- The committee may explore opportunities to conduct managed competitions for services with a total expenditure of less than the current $500,000 threshold.

- Members are encouraged to actively research new ideas and best practices in public and private sectors for possible adoption by the City. The PCAC must continue to challenge itself to keep abreast of new ideas and innovative methods of service delivery in all areas of the City and communicate these ideas to City staff.

- New five-year competition / privatization plans are completed every year by all City departments in September. The Committee continues to seek new and innovative ideas for managed competition and/or privatization. No new managed competition or new optimization projects were begun during the last year.

- Encourage departmental staff to utilize managed competition in areas previously unexplored. Solid Waste has been a mainstay of the program for many years; the committee views the suspension of Solid Waste from competition as an opportunity to focus on previously unexplored service delivery areas of the City. The committee will

continue to actively look for additional non-traditional services to recommend for consideration to Department Directors for possible privatization and managed competition.

- The Committee is willing and able to assist the City Manager and City Council with special projects or bid reviews for specialized services. Our charge calls for the Committee to be a resource regarding concerns about the fairness of any of bidding processes. As a result, the Committee may be asked to review bid proceedings and make statements regarding the integrity of these processes. We would welcome the opportunity to be utilized in this way by City Council.

- The committee supports the implementation of a modern financial system to better track the reason for expenditures and align the City's business processes with best practices.

- With the economic downturn, there has been an increase in requests internationally and from other United States municipalities to speak with PCAC members and City staff about our managed competition program. Charlotte definitely has one of the most mature managed competition programs in the nation.

- Committee members have developed strong and positive relationships with each Department Director and his/her respective staff to understand services provided to the public and the challenges faced by each department.

Recommendations for City Council Consideration:

No changes are recommended in the make-up of the membership of the Committee or in the method of appointing members.

Asset Management policy enacted by City Council July 25, 1994 needs review by City Council for possible revision, or replacement by an administrative policy.

Redefining of Charge:

The charge of the Committee from City Council is specific and clear; no redefining of the charge is needed or desired at this time.

In closing, the committee requests Council's consideration to work on special projects as City Council may see fit to assign the committee. With a membership of business leaders from a variety of disciplines the PCAC has the potential to address complex issues.

Enclosures: FY2012-FY2016 Five-Year Plan
PCAC Membership Listing

cc: Curt Walton, City Manager
PCAC Members

Competition Plan for FY2012 - FY2016

Fiscal_Year	KBU2	Project_Type	Service	Employees	Annual_Cost
All Years	Budget	Benchmark	Tax Rate Comparison - Top 7 NC Cities	0	$ -
All Years	Budget	Benchmark	Institute of Government Benchmarking Project	0	$ -
FY2012	Budget	Business Analysis	Business Process Improvements (Clarity)	0	$ -
FY2013	Business Support Services	Benchmark	Fleet Asset and Maintenance Services	122	$ 18,539,362.00
FY2016	Charlotte Area Transit System	Benchmark	Water/Sewer Design Services	8	$ 600,000.00
FY2015	Charlotte Area Transit System	Contract Out	Commuter Rail Operations (North Line)	20	$ -
FY2015	Charlotte Area Transit System	Contract Out	Commuter Rail Maintenance (North Line)	10	$ -
FY2015	Finance	Benchmark	Payment Processing	11	$ 598,450.00
FY2012	Human Resources	Benchmark	HR cost per municipal employee	31.75	$ 3,962,117.00
FY2012	Human Resources	Benchmark	Ratio of HR Staff to 100 Municipal Employees	31.75	$ 3,962,117.00
All Years	Police	Benchmark	Emergency Communications	128	$ 6,572,923.81
All Years	Police	Benchmark	Police Services Performance Measures	2240.5	$ 190,661,186.20
All Years	Solid Waste	Benchmark	Residential Refuse, Yard Waste and Bulky Item Collection	180	$ 21,121,101.00
FY2012	Solid Waste	Contract Out	Refuse Truck Lubrications	0	$ -
All Years	Solid Waste	Contract Out	Residential Single Stream Recycling Collection	0	$ -
All Years	Solid Waste	Contract Out	Rollout Cart Service and Maintenance	0	$ -
FY2015	Solid Waste	Contract Out	Multi-Family & Public Facilities Refuse, Recycling and Bulky Item Collection	0	$ -
FY2013	Transportation		Reevaluate CDOT Privatization/Competition Plan--See email sent to D. Elmore 10.10.11	0	$ -
FY2012	Utilities	Business Analysis	Residuals Management	2	$ 5,000,000.00
FY2013	Utilities	Benchmark	Sugar Creek Wastewater Treatment Plant – ISO 14001 Certification (Accreditation)	12	$ 2,500,000.00
FY2014	Utilities	Benchmark	Lee S.Dukes Water Plant – ISO 14001 Certification (may use AWWA standard instead of ISO; Obtain A	8	$ 1,900,000.00
FY2015	Utilities	Benchmark	Customer Service Division	125	$ 6,800,000.00
FY2015	Utilities	Benchmark	Franklin Water Plant – ISO 14001 Certification (may use AWWA standard instead of ISO; Obtain Accre	25	$ 4,306,000.00
FY2013	Utilities	Benchmark	Drafting	4	$ 200,000.00
FY2012	Utilities	Business Analysis	Field Operations – Sewer line cleaning (Reliability Centered Maintenance Program Development)	39	$ 1,800,000.00
FY2012	Utilities	Benchmark	Laboratory Services (Obtain EPA's NELAP Accreditation)	35	$ 3,913,000.00

PCAC Members as of 2012-02-29

Member Name	Home Address	Mobile Phone	Home Phone	Employer
Allen, Emma Shaw	18720 John Connor Road Cornelius, NC 28031	704-996-6476	704-237-3303	
Brown, Christopher	5618 McAlpine Farm Road Charlotte, NC 28226	704-252-0275	704-540-0038	Bank of America / Merrill Lynch
Faulkner, Rodney	1839 Lela Avenue Charlotte, NC 28208	704-777-0507	704-777-0507	Legacy Real Estate Advisors, LLC
Gottehrer, Kevin	818 Museum Drive Charlotte, NC 28207	704-277-0781	704-277-0781	Parker Poe Adams & Bernstein, LLP
Hurlburt, Paul	6826 Wolf Run Drive Charlotte, NC 28277	703-965-1836	704-969-5596	Wells Fargo Funds Management, LLC
Monroe, Erik	6413 Forest Pond Drive Charlotte, NC 28262	704-430-5247	704-430-5247	Charlotte Housing Authority
Murchison, John	820 Brookside Avenue Charlotte, NC 28203	704-906-2718	704-370-6757	Ernst &Young Capital
Payerle, Katherine	319 Hunter Lane Charlotte, NC 28211	704-280-2749	704-366-0286	Robinson Bradshaw and Hinson PA
Pollan, Thomas	751 Edgehill Road Charlotte, NC 28207	704-231-2995	704-231-2995	Pollan Enterprises, LLC