COMMITTEE AGENDA TOPICS

I. Subject: First Ward Project
Action: Levine Properties has requested a modification of its First Ward Redevelopment Agreement with the City to enable public parking requirements to be met with an above grade deck rather than an underground deck. This item was referred by the City Manager to the Economic Development Committee on June 13, 2012. If ready, the Committee is asked to recommend the modification to the full Council for consideration at the July 23rd Council Business Meeting.

II. Subject: Youth Programs
Action: At the April 9, 2012 Council Dinner Meeting, Council requested staff consider the development of a Charlotte Youth Council and a name change for the Mayor's youth programs. Staff will present considerations and options regarding these items, seeking direction from the Committee on a path forward.

COMMITTEE INFORMATION

Present: Patrick Cannon, Warren Cooksey, David Howard and LaWana Mayfield
Absent: James Mitchell
Time: 3:00p.m.–4:10p.m.

ATTACHMENTS

1. First Ward Redevelopment Project Presentation
2. Impact on Possible Name Change for Mayor's Youth Employment Program and Mayor's Mentoring Alliance
3. Charlotte Youth Council Presentation

DISCUSSION HIGHLIGHTS

Subject I: First Ward Project

Vice Chair Patrick Cannon opened the meeting with introductions.

Cannon: Levine Properties has requested a modification of its First Ward Redevelopment Agreement with the City to enable public parking requirements to be met with an above grade deck rather than an underground deck. This item was referred to us by Manager Walton on the 13th. The Committee is asked to recommend the modifications to the full Council for consideration at the July 23rd meeting.

Kimble: We have been in deliberation and consultation with Levine Properties and their team, the County, the City and the Levine Team. We believe that what you are going to see today is something that you would think would be a great alternative to what we agreed to before. We are going to walk you through all the details. Mr. Cooksey has to leave in about 50 minutes so we are hopeful that we can get completely through this item and we could answer all of your questions. If you are in a position today to make a recommendation that will be your judgment and your determination, but we believe we might have a long enough dialogue for you to receive that amount of comfort and be willing to make a recommendation. If not, we will have to bring it back to another ED Committee meeting in July, but we really need to try to fast track this, but not faster than you want to go. Peter Zeiler is going to walk you through the history of this, what was on the table before in agreement, what are some of the tweaks to this agreement that were acceptable to us and believe that we can make a staff recommendation to you to proceed this way.

Cannon: Let me ask you a question and thank you for the summation of that. This question is going to be for Levine Properties. Mr. Levine, would this proposed property in the future be one that could potentially be a property that would be up for bid for another parking company to manage that property or not?

Levine: The proposal that will be shared with you is really the construction of two above ground decks and our company, Secure Parking is only in the surface parking lot business, so it may well be that these may go up for bid, but we don't know that at this time.

Cannon: Because we don't know that, I want to be in full disclosure. Many of you, if you haven't seen my shirt today, it does represent another parking deck and we may or may not be participants in what might be if something goes out for bid and with that being said, if it is okay with the Committee, I would like to yield this subject matter to Councilmember Howard and I will excuse myself from this discussion.

Mayfield: Made a motion to allow Councilmember Howard to Chair this portion of the ED Committee meeting.

Howard: Seconded the motion and it was recorded as unanimous. We will proceed with the presentation.

Zeiler: We will run you through the background of the project; explain what the proposed modifications are and what the implications are for the existing development agreements that are in place.

(PowerPoint Presentation) Just a quick recap for folks who may not recall this project or weren't around when it was originally voted on, this is a comprehensive mixed-use redevelopment of approximately eight blocks under the control of one owner. It will result in a mixed-use development of residential, hotel, office, retail, you name it, it's going to be here including a new 3.2 acre County park. Estimated build out when this is completed is roughly about $700 million. There are four partners in this project, Levine Properties, University of North Carolina at Charlotte, the City and of course Mecklenburg County.

This map **(slide four)** shows the outline of the project area. The buildings that are shown in white would be new buildings that would be constructed. These are for illustrative purposes only. These aren't the specific buildings in the specific locations and of course you can see the green space in the middle which will be the new park. It is key to remember that this red outline what is the tax increment capture area, which is being used for some of the financing for this project.

Howard: Just for the records, the UNC building is in the gray, not in white. Everything in white is additional construction, right?

Zeiler: Yes. There are close to nine or ten different agreements and the City is a participant in three of those agreements. One is an Economic Development Grant Agreement and that has two portions. The first portion is a five-year tax increment grant to fund the acquisition of land for a portion of the park parcels. The second portion of that Economic Development Grant is a ten-year increment capture to provide financing for the two parking decks. That one is valued at $29.750 million and you can see roughly here based on the current tax rate, the City's participation would be roughly $10.1 million. There is an infrastructure reimbursement grant for the needed roadway and utility improvements at $5,085,000. That is financed through the existing CIP Program and then there is a parking deck operation and maintenance agreement which really doesn't have any cost to the City or County. It is just an agreement going forward on how to manage the parking. The only portion of these agreements that would be amended by this modification is the $29.75 million, the ten-year tax increment grant.

As the agreement exists today, Levine Properties is agreeing to provide 1,335 public parking spaces, 305 of those are parking for the University of North Carolina-Charlotte (UNCC). UNCC is going to participate by contributing $4.2 million to that construction costs. Then there would be 1,030 public spaces and that would be for general use on weekends for transit parking and for some contracted parking during the week. The parking was to be provided across two decks, one would be a below grade deck adjacent to UNCC and below the park. There would be an above grade deck east of Brevard, somewhere between 7th and 9th. The agreement talks about these decks being able to be built either simultaneously or in phased to purchase. We call them above grade deck and below grade deck specifically here because as we move through this presentation, trying to understand how these decks relocate to different places become a little bit tricky so we want to have specific names tied to specific facilities.

This is what the agreement looks like right now. Number one here is the below grade deck. That is roughly 465 spaces, 65 of which would be for UNCC, the remaining 400 would be for public parking. There would be a second deck, the above grade deck, which was approximately 1,300 spaces, 240 for UNCC, roughly 630 public and then approximately 430 private spaces that would be used for any development that is attached to that parking deck. You can see how the below grade deck is currently an "L" shape that would come underneath a proposed parking podium that is part of the future development that has been discussed as part of the general build-out in this project.

We've been in discussions, staff from the City and County, along with UNCC have been in discussions with Levine Properties since September of 2011. We indicated some concerns; we indicated some of our topics that we would like to see flushed out in this proposal. Levine Properties has responded and has brought forward this final presentation that we feel adequately addresses the concerns that staff had brought up at that time. The proposed modifications are this: The first phase would be to abandon the construction of the below grade deck and relocate those spaces to a new deck located on 10th Street. This parking deck at 10th Street was part of the overall plan originally and was going to be a private deck that did not have any public participation and was part of the $700 million ten-year build-out. That would take that planned deck and turn it into a larger joint built deck, partially financed by the City and the County. That deck would have 1,376 spaces, 730 of them would be for the general public, all 305 UNCC spaces would be contained in that deck instead of split across the two decks as previously thought. Then there would be 341 private residential spaces that would support the parking needs of a residential development that would be attached to this deck.

Howard: The general public in this situation that is not part of the City agreement? Those are spaces that were the 300 in the original public numbers? The 400 that were in one on the previous slides was part of our agreement, right?

Zeiler: It is part of our agreement for providing $1,030 public parking spaces. This would be 730 of those 1,030 general parking spaces. We mentioned that there was a planned private deck also adjacent to UNCC that would have been on top of the underground deck. The idea is to take that planned deck and convert that into a public participation deck, so that deck would have a total of 350 spaces, 300 of them would be general public parking. Between that and the 730 at the 10th street deck, we now have our 1,030 in public parking. There would be 50 private spaces so we have a map on the next slide that I think will help clarify that.

Mayfield: Bullet two is looking at converting the planned private parking. Is there going to be a proposal for additional private parking that is going to be coming later?

Zeiler: Yes. Again, this deck comes out at 350 spaces, 300 of which would be general public spaces, 50 would be private spaces. Both of these decks would be constructed at the same time. We wouldn't have the phase approach that was contemplated for the above grade deck and the below grade deck in the original agreement.

The second phase of this project would be to construct a third deck that would be in the location of the planned above grade deck and that would have a total of 900 spaces. What would happen then once that third deck is constructed is that 300 of the 730 spaces that are in the 10th street deck that are public would be transferred to the new above grade deck. Instead of having the public parking spread across two parking decks, we would now have the public parking in three separate decks.

Mumford: Essentially what is going on here is to bring that parking closer back to the original intent which was near the public facilities, the Arena and ImaginOn.

Zeiler: This would show what the final build-out would be after Phase 1 and Phase 2 are completed. The first deck would be the 10th Street deck or the one we are pointing out as number one here. At the end of the day, that would have 305 UNCC spaces so all of UNCC's parking needs would be met there. You would have 430 public spaces and 641 private spaces. The parking deck which would be adjacent to the UNCC building would still have the 350 spaces, 300 public, 50 private then the above grade deck would have 900 spaces, 300 of which are public, 600 of which are private to support hotel, residential or other development that would be wrapped around that parking deck.

This is a schematic of what the 10th Street deck would look like and this gives you a sense of the type of development that would come out of the ground with the parking deck. So you would have a five-story stick built residential development that would tie into the development. So this would have a walk-way that comes straight over to UNCC so you would have a pathway that creates a beginning of a campus feel.

The impact on the Economic Development Grant is good news. We usually don't see these things where someone comes to us and say we'd like to modify this and have you give us less money. Usually it is the other way around, let' modify it and give us more money. What we currently have is $18.1 million for the below grade deck and $11.59 million for a total of $29.75 million in total tax increment support over ten years to support the two decks as imagined. Because this proposal has the 10th Street deck being built above grade, the construction cost is significantly less. We can get better efficiencies, we can design the deck differently, and we wind up being able to cut that subsidy down to $16.69 million. The park deck, again above grade better efficiencies, that subsidy comes to $7.01 million so we wind up moving our joint cap between the City and the County from $29.75 million down to $23.7 million, about a 22% reduction in the total cap.

There are a number of good reasons to recommend this modification. The first is that currently the project is very difficult to finance. Taking this amount of cost out of the project makes it financeable. The project can meet its December 2012 groundbreaking deadline and the City/County agreement is reduced by 22%. Both parking decks are constructed simultaneously, all public, and UNCC parking is delivered quickly and more quickly than anticipated originally anticipated in the development agreement. The agreement also has some affordable housing provisions. The proposed residential project attached to the 10th Street deck would satisfy all of the affordable housing provisions within the agreement. Instead of waiting for the next phases of residential to begin, this project would contemplate both decks going at the same time with the residential going in, breaking ground sometime in the very near future and being able to deliver those affordable housing provisions almost immediately. The other benefit of this modification is UNCC is able to meet all their parking needs at one time immediately instead of having to move across two decks and have that time span of waiting for the two different decks to be built in phases.

This is the projected schedule that there would be groundbreaking sometime in December 2012 for the loading dock and the park deck with that work wrapping up in October of 2013. The City infrastructure work which consist of the Brevard and 8th Streets adjustments would start in January 2013 along with the parking podium deck. Those would wrap up early middle to early 2014. The park would begin in February 2013, wrap up in 2014. The 10th Street parking deck starts in March, the 10th Street apartments would the month afterwards. Market Street, which is a new street being cut into the project would start in 2013. Phases two and three would start in 2014 and 2015.

If you folks are ready to make a recommendation today, we would recommend approval of this modification to City Council for consideration at the July 23rd meeting. On August 14th, our partners at the County would take that to their full Commission for consideration.

Mayfield: Looking at this proposal and the grant, if we move forward with this to go to the full Council and it is approved, that changes that total grant amount? Would there be an opportunity later if there are any costs run overs to come back for any additional funding or is that going to be a cost that is consumed by them?

Zeiler: That is already addressed in the development agreement. Any cost overruns are born by the developer. This is a hard cap of what our participation is. It is not the entire construction cost; it is our participation in a portion of the total deck construction costs.

Mayfield: So this $6 million that we potentially could be saving, once this $6 million is taken off, then that is completely off the table moving forward?

Howard: That is property tax we keep.

Mayfield: But my question was to insure that we wouldn't be coming back to have this conversation again to increase it because we are looking at a reduction right now.

Howard: It is just a change in type of construction taking the cost down.

VOTE: Cooksey made a motion and Mayfield seconded to recommend the First Ward Project modification (to enable public parking requirements to be met with an above ground deck rather than an underground deck) to the full Council for consideration at the July 23rd Council Business Meeting. The vote was unanimous (Cooksey, Mayfield & Howard), with Mitchell being absent for the vote and Cannon excused.

Subject II. Youth Programs

Cannon: The next item is Youth Programs. The Committee will recall that this is something I think the Mayor has some level of interest in, I certainly had some interest in it and Councilmember Mitchell had some interest in it to insure that our youth will continue to

have some level of involvement. We used to have many years ago a Youth Involvement Council. This will take on maybe a different structure in the way of look. One of the issues that came up when we were talking about the name and whether or not to keep and/or delete the Mayor's title off it and I think during that discussion it was suggested that maybe the title remain because having the Mayor's Youth Council probably makes it stand out a little further and maybe the youth of this community would like to have that on their resume in the future. With that, at the April 9th Council Meeting, we requested staff to consider the development of a Charlotte Youth Council and of course the name change for the Mayor's Youth Program if we saw fit.

Kimble: This is one where we definitely need the input and the direction from the Committee. It was referred here to consider a name change and how do you constitute and would it be good to put a youth involvement or youth council in place and I think Mr. Howard had an intern that worked for him that gave some great ideas. We've given all of that to Neighborhood & Business Services. Tom Warshauer and Aisha Alexander are ready to present to you today and walk you through some of the ideas. Clearly, this is for the Committee to give us your read on what you would like to give back to Council.

Cannon: Thank you, we are excited to receive the presentation.

Warshauer: We have two components, I'm going to talk to you a little bit about the Mayor's Youth Employment Program and possibly a name change and Aisha is going to talk with you about the Youth Council. Regarding the name change, you have a handout in your package about the name change and we really don't have a recommendation to make for you but we have some discussion points to talk with you about on the name change as we took a look at the possibility of that. We realize that there is a Mayor's Youth Employment Program as well as a Mayor's Mentoring Alliance and this was really a good time for us to be talking about these. They come under new management, the Mayor's Youth Employment Program came over to our area just about a year ago and we've been working really hard to realign the youth programs that we have into a more cohesive set of programs and we've been taking a look at developing new marketing materials for the Mayor's Youth Employment Program and the Mayor's Mentoring Alliance, so the timing is a good time for us to settle on a name. It is a great time for us to be having this discussion.

We do realize as we were looking at this that there is broad community recognition and support for the names that exist. They've been out there for a long time, the Mayor's Mentoring Alliance since 1996, the Mayor's Youth Employment Program for longer than that. These are programs that have broad community support and we think that when we go out and talk to employers, they like to know that the Mayor is involved. It opens doors; it is not just a Charlotte program. You can have a Charlotte HVAC system. The Mayor immediately connects it to government and opens doors for us when we are going out to talk to people so there is grand recognition for the Mayor's name in association with both the programs that we have. As well for the kids, particularly the youth that we are dealing with. They love the idea that the Mayor may be present or an elected official may be present. The Mayor is a celebrity, you all are celebrities, you engage them. People love the association of actually having their photograph with leadership in the community

so that adds a lot of value to in people. We also believe that when they have it on their resume it means something more quickly to people when they take a look at the exchange they have. We think the Mayor's association; the Mayor's name being associated has had value both on recruiting participants on the participants' side as well as recruiting participants from the youth side of the program. There are other youth initiatives that are underway in Charlotte that are also being rebranded at this time. There is the Youth Works which is part of Charlotte Works, WBT funded activities. Rebranding, rethinking things at this time is a good thing for us to be doing but we don't have any driver telling us we ought to leave that name unless you all really feel that the name is inappropriate for some reason.

Cannon: Any feedback on thoughts of the Committee about the name itself?

Howard: I think we should leave it where it is.

Mayfield: You think of the Mayor's International Cabinet awards, that was started by former Mayor Vinroot and still today it brings a lot of people out in celebration of it.

Warshauer: We will consider that we will leave our names as they are and move forward with rebranding these. You may see some different graphics associated with them.

Howard: If I remember this right, it was the Mayor's question as to whether the Mayor's name should stay on this. Can anyone share what his thoughts were because I can't remember?

Kimble: I think it has been in place for a number of years. It was an opportunity to say we are in this together, what do you think of the name. He wanted opinions from the Councilmembers.

Cannon: In addition, the Mayor didn't want it to seem like because he is currently in office that somehow or another it was going to be self-serving for him. I think the message that was conveyed thereafter happened to be well what happens when you are not Mayor and the next Mayor comes. This has been around forever and to the point relative to Mayor Vinroot, no one today is associating too much I don't believe, Mayor Vinroot with what he established back then, even though it happened under his leadership. I think the same would hold true for Mayor Foxx. We bring this back into fruition maintaining the mayoral title there, I don't think in 80 years somebody will look back and begin to wonder about that piece of it. But he just didn't want it to be self-serving I believe and when he got the feedback from whichever Councilmember it happened to be that day, he said okay, I get it. I think at that point it was sort of that tag or that brand meant something and I think he grasped that. Is that pretty much what you got in feedback?

Warshauer: I think he wanted to make sure that you all realize that it is not his, it is the office of the Mayor and that he wants to have a check in with people around that and see if there was any real desire to change it but I don't think he was pushing for this to be changed.

Cannon: Are we talking in terms of titles? It is Mayor's Youth Council?

Alexander: We are not close to there yet.

Howard: I just want to tell the Committee what has been on my heart for a while. When I first got elected, actually going back to when I first involved with public service, back when I worked for the NAACP a long time ago. In talking to former Senator and Commissioner Jim Richardson, we used to talk about this whole idea of a youth council and what voice the youth could bring to conversations that happen in this community in general. It is one of those things that have just sort of stayed with me. When I had an opportunity and I made a list of things I wanted to work on as a Councilman and this is one of the first things that came up. Not knowing what to do with it, I knew I had an idea. We had an intern, Karen Evans, and she didn't make it today. She actually left me and went to work for the DNC. She did some great work on some research understanding what my passion was and trying to figure out what the best models were. I wanted you to understand why this is important to me. This community has given me a lot of opportunities and I'd love to have that same exposure for other young people in this community because we need to make sure we are training the people that take these seats in the future, and other positions in this community.

Alexander: We are going to stay way overhead and just get some guidance from you all on which way you wish to go. We will start with a little bit of background and then present an option that we think is viable and then look at some next steps. A little bit of history looking at the Youth Involvement Council (YIC), which was a part of the National Conference (NCCJ). It operated a Youth Involvement Council with the City and United Way sponsorship. This was a multicultural leadership program available to high school students. It was somewhat of a mock council. The participants got the opportunity to interact with Council, make decisions to award grant funding and participate in lots of leadership opportunities. In the 2000's, NCCJ became part of the Piedmont NCCJ so we don't have a local chapter here and YIC folded along with that. As a side note, I am a product of the 1997 YIC class so I don't know if that is a growing endorsement or a bad thing, but I will say that out of the 25 that were in my class, I believe there are 12 who are elected officials, working with municipalities or state or federal government.

Looking at best practices as Mr. Howard mentioned, the research done by Karen Evans, she mainly looked at San Francisco, California and Seattle, Washington. Some of the common practices in those cities are that elected bodies appoint youth council members. They all have at least one fulltime staffer and that is something important to note. Funding was allocated through the city's budget.

Cannon: They had at least one full-time staffer dedicated just to that responsibility?

Alexander: Yes, dedicated just to that responsibility and funding dedicated specifically to that responsibility. There is a big focus on training and education. They hold annual youth conferences for youth across the city and they participate in lobbying for youth issues that come out of those youth conferences. Essentially they participate in writing some white

papers and presenting them to the Council to make decisions. The State of North Carolina also serves youth advocacy and involvement and actually has a strong framework for supporting youth councils. It is existing already and there are over 30 youth councils existing and are viable across North Carolina. They also have one full-time staff member or two part-time staff members working as program coordinators. There are some as close as Lake Norman, Concord, and Gastonia operating right around us.

Cannon: Are there any gray levels we've been able to look at in terms of pay ranges for those types of folks?

Alexander: With respect to best practices, they usually look at high school age and some go down to middle school, 8th grade, 7th grade, but that is as low as they go.

Cannon: In terms of the paid person?

Alexander: Oh, the paid person, the age of them?

Cannon: No, the pay level.

Alexander: No, we don't have any information on that.

Cannon: Would you be so kind as to research that and bring that back to us just to give us an idea about what that might look like?

Mumford: We have been looking at all of these activities under the direction you all gave us a while back, which was to use existing resources. While our use is being transparent with other communities that have done this, but we don't go into these things looking for additional responsibility and resources. We want to make sure we are sticking to the direction that you all gave us.

Cannon: Understood. I just think it is important for us to have some level of an idea and thank you for continuing to travel down the road Council has directed.

Alexander: The recommendation we are going to make is along those lines. Youth councils throughout North Carolina basically work on those same initiatives to carry out projects that benefit youth so there is a big service line component. A lot of focus on leadership development and responsibility. Initiating programs and projects that benefit youth so there are a lot of mini-grant programs associated with the Youth Council to provide grants for youth serving organizations and youth led organizations to carry out projects within the community.

Mayfield: Thinking about the grant, even though we don't have the model we've seen previously here in Charlotte, are we in a position where we can apply for some of these grants to assist or is that just more information on best practices?

Howard: It's the other way around. They made grants.

Alexander: They also operate a statewide youth council and basically they ask for delegates from all of the local chapters and send delegates to the state. They assist newly organized councils; they promote youth involvement in community affairs and decision making. They have a mini-grant program as well so the youth delegates actually vote on youth projects to be able to give out mini-grants and most of them are service learning community based and improving quality of life projects. Looking at some other best practices from The National League of Cities and the Forum for Youth Investment, they created six keys to creating effective youth councils. One of the programs they highlighted was actually the North Carolina Systems of Youth Councils. The first three look at laying the solid foundation. They stressed an aggressive recruitment strategy, making sure your council was very diverse, having a very sound infrastructure and a supportive work environment. The last three focus on what the youth should participate in, capacity building, making sure there is motivation and then providing real opportunities for access, not just something where they are coming in and meeting that they are really able to make some decisions is very important.

Howard: In most of the councils that are set up across North Carolina, is there a prescribed way that they are set up or do they all kind of do their own thing? Would being involved with the North Carolina Council dictate how we ran the local council?

Alexander: They are all set up a little bit differently. North Carolina provides some guidance and a lot of tools to help you get set up and some guidance around best practices, but they don't tell you have to do this in this particular structure.

What we mulled around as an option is to create opportunities for youth involvement with a specific scope and responsibility, utilizing best practices, so looking back on the research that we got from Karen and Mr. Howard, were the best practices from across the state. We would like to look at a program or platform that builds off of the Neighborhood Matching Grant platform. The Charlotte Youth Council could consist of appointed representatives from Council and the Mayor and they could learn how to manage and allocate funding to priorities that build school and neighborhood partnerships and to improve quality of life youth led projects so they could actually get experience at managing and allocating funds with a budget. They could educate peers about grant opportunities for community-based projects and act as advocates within their schools about service learning and grant opportunities for youth led projects. Review proposed neighborhood matching grant projects similar to the Neighborhood Matching Grant process as well as what the North Carolina State Youth Council platform looks like, and award grants to youth led projects. We would consider education and leadership development are certainly key so we want opportunities, education and service learning opportunities for them to be able to have some real civic engagement and civic education on how to manage a city. We would want them to attend Council meetings, shadow their Councilmembers, participate in workshops with City departments, partner organizations and also work closely with other nearby youth councils that have been established for a long period of time.

On the next steps, we would like to refine the proposed concept based on your feedback, meet with partners to gauge interest, collaborate with the North Carolina office and consider staff and funding capability.

Cooksey: I appreciate the research about other areas. What other kind of things like this that we have a compilation going on in the City and the County? We know the kids voting have become generic and they've changed that recently, but they team up with the League of Women Voters to use Civic 101. Just goggling around, I found a Charlotte Youth Council at 610 Baldwin Avenue that I had not heard of before but didn't know what was going on with that youth council. I'd be interested in knowing what else is going on locally. One of the models we got on this sort of thing, going back to the Mayor's Mentoring Alliance in 1996, I remember hearing a story in uptown and it was a case of folks went to then Mayor McCrory and said we think you should be more involved in mentoring. What he did first was go around looking at everything else that was going on and created an Alliance rather than a whole new program. So I'd be interested in knowing more about what all is going on.

Alexander: The councils that we mentioned are the ones that have direct engagement with the governing structure of their city.

Cannon: I think in terms of where you are going also is to say look, we are tweaking such that it fits Charlotte and what it is that we might be able to have these youth engage in exposure wise and otherwise. It is good to get that information back to see what they are doing where.

Warshauer: That is one of the reasons we meet with our partners to gauge interest. We know that a number of these have staff, have very robust programs that they are doing for the youth. If we are going to in this direction, we want to see what other agencies we may be able to partner with and to make sure we can do this and it is done as efficiently as we can for our community within the resources that we have. That is a part of the research we want to do as we go down the road. Make sure we are not duplicating something that is happening and so we can be a good partner with other agencies that are out there and make sure it will be useful.

Howard: When we were going through this research process, they were going through the process of making a change and the director approached me because she got excited about maybe there would be some type of collaboration. The difference with me would be the fact that when it comes to matters dealing with youth in this community, one that came to mind right away was the curfew and some other things. I would like for this to be another advisory body of Council. That is what I would like and how we man it, I'm totally open to that. If it is done with an outside agency, I don't care about that part of it and it may come back and say we should or we shouldn't or we partner, but to me it is also about an advisory role. It is not just about leadership capacity. A lot of what I've seen with those groups that you are talking about and their leadership capacity and some civic engagement. I am talking about something higher with this one, but it could be that as well. That is the difference that I saw and I think it comes with leaving the Mayor's name

on it, being appointed by a Councilmember would be life changing to some of these kids and getting involved early on. It won't change everybody, but it will help the ones that get involved and who knows what we are training for the future.

Mayfield: The statement I'm sure you already have in your plan and that is after that collaboration making sure that we are a part of who we have to report back to find out who are the partnering agencies that we are looking at. As far as looking at this, the capability of staff adding one more piece opposed to are we looking at it in a way where if there is opportunity for partner organization to lead this, whether that organization is Smart Start or the Y or whoever it is, if there is already expertise in leading it and we'll just be the partner organization where you still have the local and still have the support of Council opposed to absorbing more responsibility. When the report comes back to us, would it be a comprehensive report of if staff takes it on; this is what it looks like? If community partners take it on, this is what it could possibly look like. That way, we don't send you back out again to get more information to just bring all of that back so when we are looking at it, we can be as thorough as possible and then a year or two from now. If we move forward, we don't say well I don't remember seeing that and having that discussion and having all the information available to us.

Cannon: It is going to be important to me that this is something that is set apart from the typical entities that are out there. There may be some overlap in their potential, but what is that one driver that sets it apart from anything else. We know it is something that the Mayor and Council would be making appointments to, but in terms of its aim and its mission, what will set it apart from the other youth involvement councils or whatever it is that may be out there. The second thing, on the advisory piece to the Council, I think that is a good idea. I think there was some level of discussion about how we tie these youth into workforce development because we were really trying I think to spin off of opportunities that may afford our youth some other engagements. This might be something where you decide to streamline and engage in something else more specific. I believe it is important to make sure that we have a very good mix in the way of a pool. I can see that this will be something that will catch a lot of the eyes and attention of many teachers, parents as well as our youth. I remember in the days of Citizens Review Board when we had 346 applicants to apply for that board. I think we are going to surpass that when this comes out maybe. I've gotten the question from parents and students from private schools as much as I've gotten it from teachers and parents and kids of public schools so I'd want to know at some point, what would it look like in terms of who is eligible per se. What is that demographic between age and all those kinds of things? That is going to be important to me.

Warshauer: That is one reason we would like to have you all make the appointments.

Cannon: If I can get some help with those things, I think that will be helpful.

Howard: Part of this report did have recommendations and I would like if we could to share with Council what my recommendations were to looking at all of this. We are talking about 13 to 19, talked about a process that they would go through and talked about the

appointment process. We even got as far as how many meetings they could miss and that whole thing. The Council got one; the Mayor got four, just stuff like that for a total of 15. We spent a lot of time talking whether it should be 21 or 12 and came back with it being an odd number.

Cannon: I see what your next steps are so with what has been put out on the table; will you all come back with something in the way of structure?

Kimble: I think we are covered under the referral that was made that we can keep in Committee for as long as it takes for us to give you some suggestions and some best practice specific information, then you kind of frame it and we make a full recommendation back to the Council at that time. The only question will be the first item, keeping the name the same. Do you want that to travel back separately or do you want that to travel with this research and this best practice?

Howard: These are different.

Kimble: I think they are too and when we bring it back they keep the name change the same, we can do that technically by a memorandum and in that memorandum we can tell them that we are continuing the Committee work on the youth council.

Cannon: In terms of the term because I'm thinking about the number of kids that might want to serve on this, is there something with regard to term, would that be one year to give people time to transition out and others to come in?

Mayfield: The recommendation in here was two years.

Alexander: YIC was two years.

Howard: This was looking at a wide range of cities, Monroe, Boston, Dallas, so these were the best practices out of that.

Cannon: I guess I'm going back to my years in student council.

Mumford: I think it is important to keep some consistency on the board so a two-year term would allow half to start with a one year and half to start with a two-year so we are staggering. We wouldn't want to start this a new every time.

Cannon: We can have maybe two four-year terms for Council?

Mayfield: Is there a component that has the parent engagement in it? Was it in there, but just wasn't in today's proposal because it would have been too long? In my opinion, there has to be a piece where there is a parent engagement and a commitment to make sure because if we are moving forward with it once everything comes back, if we put a requirement of attendance and participation that is largely going to be based on,

depending on what the age group is, the parents participation. This will be an opportunity also to engage the family unit to be a part of it.

Alexander: That is a good point, but out of all the programs I've researched, I don't think any of them mentioned a parent engagement.

Mayfield: It is sort of an expectation that the cream of the crop that will fall into this, but if we are trying to keep it broad enough to really get a diverse group, there may be some challenges. If that is something that is addressed on the front end, then we will be able to start having our pieces in place to assist with that and to help alleviate whatever the concerns or the problems may be.

Alexander: One reason we don't have a completely flushed out or I didn't present the specific details is we were asked to get if you all want us to move forward down this road.

Cannon: I think you are going to get a nod from us today to proceed.

Kimble: Your nod is good because it is staying in Committee for us to go do what you said.

Mayfield: My piece is just more clarification on these things so we don't send you back again and delay the process. Here some things to think about so it comes up then you will actually know what we did.

Warshauer: This is exactly the conversation we wanted to have with you all for you all to give us some direction on how broad you wanted us to go and what were some of the questions so we could do more work on it.

Cannon: Please let us know at some point how we would move to sort of get a word out. Would it be through area organizations that already exist like Girl Talk, PAL, or whatever to just make sure there is diversity across the board? Also, I don't this should just be the norm where we are just appointing people. I want to see these youth really come and show a level of interest. For instance, Discovery Place has a program where these youth if they have an interest in participating, they are writing essays as to why, they are also getting references. They are really engaging and it can be a limping and grueling process but it is really important. And if it is too much let us know that too because we don't want to be overkill.

Warshauer: One of the questions we wanted to really relate to resources was how large an effort do you want us to do so we may have to put in a couple of options, what we can do and what the impact would be on the resources we have, depending on how broad it gets. It looks like you want a fairly robust youth council and we will take a look at how we can manage on that proposal.

Mayfield: I just want to piggy back on what you were saying where the idea of letters of recommendation and writing a 500 word essay. Again, that is great for that group that parents are active and they are already on a targeted path. With those that would also

possibly excel and benefit, that doesn't necessarily have that push and that direction making sure that this is diverse enough so that student would have the opportunity to find out about it through school. That is one of the main reasons why I really want to look at what if any other organizations we have out there where it might fit in a little better. Still I think it would be great for us to be a partner and the logo and the symbol and the name association would still get it the accreditation that it needs, but we can't be everything for all people so making sure we stay in our lane and expanding our lane as much as we can, so when you come back having that all encompassed, if community, public/partnerships where we are always pushing, if that is the case, this is what it could look like. If we house it, this is what it would look like.

Howard: We talked about resources and I just didn't want to let go of the fact that if there are other efforts we can piggy back with I'm all for that.

Cannon: Anything else on this topic from the Committee? Great job staff and thank you for bringing this forward to us.

Howard: I knew staff was off working on employment programs and some of the other programs you gave us a presentation on about a month ago, but I was blown away with how much you are doing and I want to commend you publicly. I think the whole direction we are going with this is the right direction because it is comprehensive in nature and not just one office. I was extremely impressed when we had the budget conversation and you presented so I like the way it is going.

Warshauer: We really appreciate it and love what we have been able to do and we appreciate your support.

III. Next Meeting Date – July 19th 3:00 p.m. Room CH-14

Kimble: Here is the bottom line, while Committees might get to take the summer off; this Committee has so much work in its backlog that we are not going to be able to give you the summer off. This is what we have in the pipeline and if you see it differently, let us know, but these are coming to you on the 19th of July and the 16th of August.

Adjourned: 4:10p.m.

Economic Development Council Committee
June 21, 2012 at 3:00pm
Room CH-14

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

Staff Resource: Ron Kimble, Deputy City Manager

AGENDA

I. FIRST WARD PROJECT– 50 minutes

Staff: Peter Zeiler, Neighborhood & Business Services

Action: Levine Properties has requested a modification of its First Ward Redevelopment Agreement with the City to enable public parking requirements to be met with an above grade deck rather than an underground deck. This item was referred by the City Manager to the Economic Development Committee on June 13, 2012. If ready, the Committee is asked to recommend the modification to the full Council for consideration at the July 23rd Council Business Meeting.

II. YOUTH PROGRAMS – 25 minutes

Staff: Tom Warshauer & Aisha Alexander, Neighborhood & Business Services

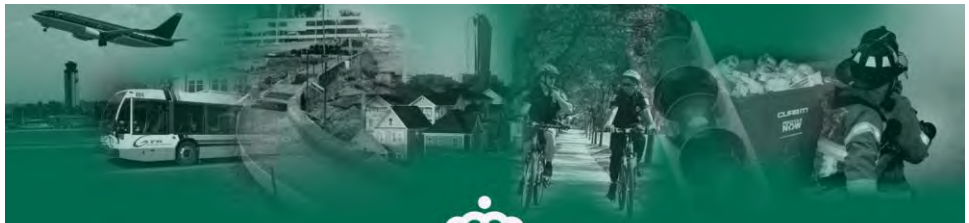
Action: At the April 9, 2012 Council Dinner Meeting, Council requested staff consider the development of a Charlotte Youth Council and a name change for the Mayor's youth programs. Staff will present considerations and options regarding these items, seeking direction from the Committee on a path forward.

III. NEXT MEETING DATE: July 19 at 3:00pm, Room CH-14

Future Topics & Tentative Schedule:

- Carolina Theatre Proposals (July 19)
- Out of School Time RFP Process (July 19)
- Business Investment Program Revisions (August 16)
- High Growth Entrepreneurship Strategy (August 16)
- Disparity Study Process Updates (monthly)

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



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NEIGHBORHOOD & BUSINESS SERVICES

First Ward Redevelopment Project

Economic Development Committee
June 21, 2012

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First Ward Project

- Project background
- Review of 2009 Agreement
- Modification request from Levine Properties
- Staff Recommendation
- Projected Schedule
- Next steps

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Project Background

- Comprehensive mixed-use redevelopment of eight city blocks in First Ward under the control of one owner
- Includes a new 3.2 acre County park
- Estimated build-out cost of $700 million over 10 years
- Public-private partnership between:
  - Levine Properties
  - University of North Carolina Charlotte
  - City
  - County

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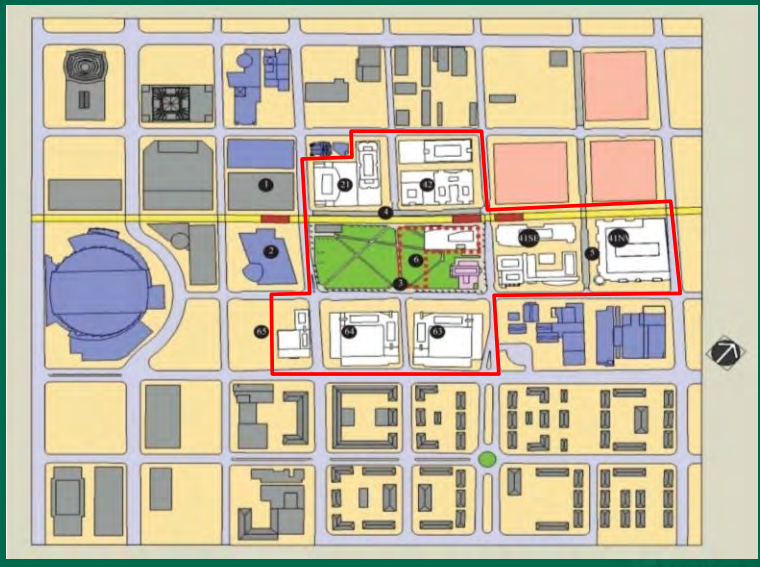
Project Background



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Project Background

The City's participation in the project is outlined in three agreements approved by City Council in 2009:

1. Economic Development Grant Agreement
   - Five year, 45% tax increment grant for a portion of the park (City - $2,135,000)
   - *Ten year, 45% tax increment grant to help provide public parking (City ($10,115M)/County $19,635M=$29,750,000)** estimated based upon current tax rate*
2. Infrastructure Reimbursement Grant for needed roadway and utility improvements (City - $5,085,000)
3. Parking Deck Operation and Maintenance Agreement (City/ County – operational only, no money)

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Project Background

- Levine Properties agreed to provide 1,335 public parking spaces.
  - 305 spaces for UNC-Charlotte, for which the university contributes $4.2 million
  - 1,030 spaces for general public use
- Public parking spaces were to be provided in two parking facilities:
  - A Below Grade Deck* under the park and adjacent to UNC-Charlotte
  - An Above Grade Deck* east of Brevard between 7th and 9th
  - Decks could be built simultaneously or phased

* Specific terms in Agreement

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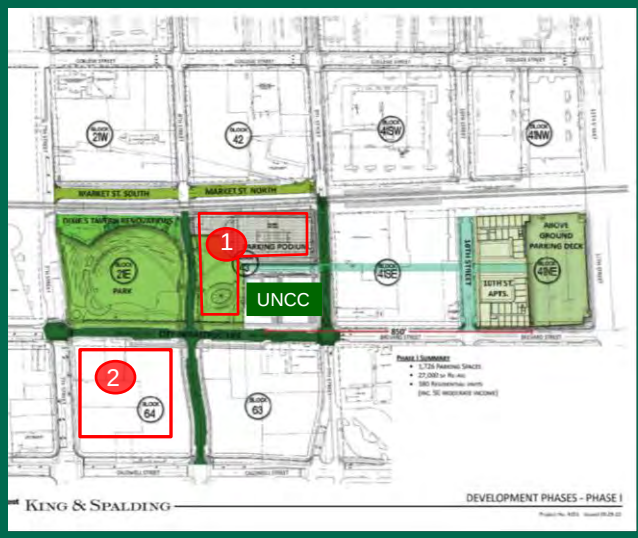
Project Background



Current Agreement

1. Below Grade Deck
465 Spaces
- 65 UNC – Charlotte
- 400 Public

2. Above Grade Deck
Approx. 1,300 spaces
- 240 UNC- Charlotte
- 630 Public
- 430 Private (approx.)

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Project Background

- In September 2011, Levine Properties requested modification to the parking portion of the ED Grant Agreement due to the lack of available financing for the project, the cost of the underground parking deck and other factors.
- From October 2011 to April 2012, Levine Properties, UNCC, the City and the County jointly evaluated options for replacing the Below Grade Deck with an alternate deck.
- In May 2012, Levine Properties presented staff with a final proposal for Council consideration.

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Proposed Modifications

Phase 1 (2012/2013)

- Abandon Below Grade Deck and relocate spaces to planned private parking deck at 10th Street (10th Street Deck).
  - 1,376 total spaces
    - 730 General public
    - 305 UNC-Charlotte staff/students
    - 341 Private/residential
- Convert planned private parking deck adjacent to UNC - Charlotte to public parking (Park Deck).
  - 350 total spaces
    - 300 General public
    - 50 Private spaces
- All public parking is delivered simultaneously

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Proposed Modifications

Phase 2 (2014)

- Construct Above Grade Deck as planned as part of a mixed used development between 7th & 8th, Brevard & Caldwell
  - 900 total spaces
- Transfer 300 public spaces in 10th Street Deck to this deck to be proximate to public amenities (park, arena, children's theatre/library).
- Public parking is redistributed between all three decks

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Proposed Modifications

Proposed final build out

1. 10th Street Deck
1,376 spaces
- 305 UNC – Charlotte
- 430 Public
- 641 Private

2. Park Deck
350 spaces
- 300 Public
- 50 Private

3. Above Grade Deck
900 spaces
- 300 Public
- 600 Private

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Proposed Modifications

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Proposed Modifications

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Impact on Economic Development Grant

- Value of Economic Development Grant Agreement would be reduced
- Current Grant Value
  - Below Grade Deck $18,150,495
  - Above Grade Deck $11,599,505
  - Current Grant Total $29,750,000
- Proposed Grant Value
  - 10th Street Deck $16,690,910
  - Park Deck $ 7,014,882
  - Amended Grant Total $23,705,792
- Park Deck is substituted for the Above Grade Deck in Agreement

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Staff Recommendation

- Staff recommends these modifications for the following reasons:
  - Project can secure funding and break ground before expiration of Agreement in December 2012.
  - City/County Economic Development Grant Agreement obligation reduced by $6,044,208 (22%).
  - Both parking decks constructed simultaneously, all Public and UNCC parking delivered earlier than previously projected.
  - All affordable housing obligations delivered in first phase adjacent to 10th Street deck.
  - UNC-Charlotte parking needs are satisfied in first phase.

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Projected Schedule

Activity	Start	End
Loading dock / Podium (parking deck) foundation	Dec. 2012	Oct. 2013
City Infrastructure	Jan. 2013	Jan. 2014
Parking Podium (deck)	Jan. 2013	April 2014
Park	Feb. 2013	April 2014
10th Street Parking Deck	March 2013	Nov. 2014
10th Street Apartments	April 2013	Dec. 2014
Market Street	December 2013	May 2014
Phase II	2014	
Phase III	2015	

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Next Steps

- July 19 – If ready, recommend approval of modification to City Council for consideration
- August 14– County consideration

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Impact of Possible Name Change for
Mayor's Youth Employment Program and Mayor's Mentoring Alliance

Background

Mayor's Mentoring Alliance started in 1996 in an effort to connect youth to positive role models in their lives. The role of the MMA is to market and promote opportunities for mentoring youth in Charlotte.

Mayor's Youth Employment Program was developed to create meaningful opportunities with local businesses and government, where youth are exposed to careers and gain an understanding of the skill sets and qualifications necessary to succeed in future employment.

Impact of Possible Name Change

Council requested staff consider the potential impact of removing "Mayor" from the titles of the Mayor's Youth Employment Program and the Mayor's Mentoring Alliance. Items for consideration include:

- **Timing**
  - The Mayor's Youth Employment Program and Mayor's Mentoring Alliance have both undergone program revisions, expansion, new management and renewed efforts in the past year. As a part of these efforts, the programs have been creating new marketing and promotional materials.

- **Community Recognition**
  - Both programs are well-established and have benefited from the tradition and prestige of Mayoral support. A name change at this time could result in confusion among partners and the public.

- **Perception.**
  - The loss of "Mayor" in the title of each program may result in less interest and support from potential external partners and reduced student population. Businesses, parents and students like the direct association with community/political leadership.
  - Both organizations may be seen as less without "Mayor" in their titles.

- **Other Youth Initiatives**
  - YouthWorks, a CharlotteWorks initiative, was recently convened to provide youth with "necessary skills, knowledge and abilities to successfully prepare for and obtain career-oriented employment as adults."

CHARLOTTE
ECONOMIC DEVELOPMENT

Charlotte Youth Council

Economic Development Committee
June 19, 2012

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Outline

- Background
  - Youth Involvement Council History
  - Best Practices
- Options
- Next Steps

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Youth Involvement Council History

- The National Conference for Community Justice (NCCJ) operated a Youth Involvement Council (YIC) with City & United Way sponsorship
- YIC was a multicultural leadership program for high school students. Members had the opportunity to:
  - Speak out about the concerns of teens
  - Volunteer to help with community projects
  - Stand up for human rights
  - Serve on boards and commissions
  - Be a decision maker
  - Get involved with community affairs
  - Explore career options
- In the mid 2000's NCCJ-Charlotte ceased operations and became part of NCCJ-Piedmont/Triad and YIC was dissolved

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Best Practices

- The Office of Councilmember David Howard focused its research of two best practice youth commissions:
  - San Francisco, California
  - Seattle Washington

Seattle Youth Commission

- Some common practices in both cities:
  - The elected body appoints youth council members
  - At least one full time staffer
  - Funding allocated through city budget
  - Focus on training and education
  - Host annual youth conferences
  - Participate in lobbying for youth issues

SF Youth Commission

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Best Practices

- The State of North Carolina Office of Youth Advocacy & Involvement provides a framework and convening body for youth led councils
- There are over 30 Youth Councils operating in North Carolina cities
- Youth Councils throughout North Carolina work to:
  - Carry out projects that benefit youth
  - Learn the skills of leadership and responsibility
  - Initiate programs and projects that benefit youth and the community
  - Represent youth in matters of civic interests

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Best Practices

- The Office of Youth Advocacy & Involvement operates the State Youth Council
  - Comprised of Local Youth Council representatives across the state
  - Assists newly organized councils
  - Promotes youth involvement in community affairs and decision making
  - Provides mini-grants to local Youth Councils
    - Funds are utilized as seed money for youth initiated and organized projects
    - Projects are approved by youth delegates

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Best Practices

- The National League of Cities and the Forum for Youth Investment have created "6 Keys to Creating Effective Youth Councils":
  1. An aggressive recruitment strategy for diversity
  2. Ensure a sound infrastructure
  3. Provide a supportive work environment
  4. Build youth capacity
  5. Deepen youth motivation
  6. Negotiate authentic opportunities for access

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Charlotte Youth Council Option

- Create opportunities for youth involvement with specific scope and responsibilities, utilizing best practices
- Building off the Neighborhood Matching Grant (NMG) platform, the Charlotte Youth Council could:
  - Consist of Council and Mayoral appointed representatives
  - Learn to manage and allocate funding to priorities that build school/community partnerships and improve quality of life
  - Educate peers about a grant opportunities for community-based projects
  - Review proposed grant projects, similar to the NMG process and the NC State Youth Council
  - Award grants to youth led service learning activities

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Charlotte Youth Council Option

- Education and leadership development should be key:
  - Provide Opportunities to attend Council meetings and shadow Council Members
  - Participate in workshops with City Departments and partner organizations
  - Work collaboratively with other nearby Youth Councils:
    - Lake Norman
    - Concord
    - Gastonia

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Next Steps

- Refine proposed concept based on Council feedback
- Meet with partners to gauge interest
- Collaborate with the NC Office of Youth Advocacy & Involvement
- Consider staff and funding capacity

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