

## Public Records Request #1953

The following materials have been gathered in response to public records request #1953. These materials include:

- Email Correspondence
- Text Message Correspondence

This information was provided as a response to a public records request on 1/14/20 and is current to that date. There is a possibility of more current information and/or documents related to the stated subject matter.

### Further Information

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For further information about this request or the Citywide Records Program, please contact:

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Citywide Records Program Manager  
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Charlotte, NC 28202  
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Amelia Knight  
Public Records Specialist  
City of Charlotte/City Clerk's Office  
600 East 4<sup>th</sup> Street, 7<sup>th</sup> Floor  
Charlotte, NC 28202  
Amelia.Knight@charlottenc.gov

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**From:** Mayfield, LaWana  
**Sent:** Monday, November 19, 2018 6:57 PM  
**To:** James Mitchell  
**Subject:** Accepted: [EXT] CIAA Host Advisory Committee Meeting

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**From:** Mayfield, LaWana  
**Sent:** Monday, November 19, 2018 6:57 PM  
**To:** Beth Butler  
**Subject:** Accepted: [EXT] Fwd: [EXT] CIAA Host Advisory Committee Meeting

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**From:** Mayfield, LaWana  
**Sent:** Tuesday, July 17, 2018 1:33 PM  
**To:** Oliver, Kimberly  
**Subject:** Accepted: CIAA Economic Impact Meeting

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**From:** Palmer, Jocella  
**Sent:** Wednesday, November 7, 2018 10:26 AM  
**To:** Mitchell, James  
**Subject:** Accepted: Presentation to the CIAA 2020-2023

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**From:** Kelly, Brent  
**Sent:** Monday, January 7, 2019 8:10 PM  
**To:** Harlow, Justin  
**Subject:** CIAA - my comments

Charlotte has been proud to host the CIAA tournament for the past 12 years. The tournament has grown into a mega-event generating more than \$50 million on Charlotte's economy in 2018.

Charlotte looks forward to hosting the tournament in 2019 - right after the NBA all-star game and again in 2020.

I understand Charlotte made a competitive bid, but Baltimore really stood out with their offer. With most of the CIAA schools being in NC it makes sense for the fans for this event to come back to the Queen City in the future. With that said I wish Baltimore and the CIAA much success in 2021-2023.

Sent from my iPhone

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**From:** Mitchell, James  
**Sent:** Tuesday, July 24, 2018 1:48 AM  
**To:** Jones, Marcus; Lyles, Viola; Tom Murray  
**Cc:** mike.butts@charlottecrva.com; Dodson, Tracy; Ed Driggs; Harlow, Justin; Mayfield, LaWana; Newton, Matthew; Mitchell, James  
**Subject:** CIAA Bid 2001-2023-Monday, August 27, 2018  
**Importance:** High  
**Categories:** Committees

Mayor & City Manager,

Today the Economic Development Committee heard a great presentation from Mike Butts and Heath on the Economic impact of the 2018 CIAA Basketball Tournament. The Economic Development Committee did vote 3-0 to recommend to the City Council the endorsement of the CRVA to make a bid for the CIAA 2021-2023. Two committee members were not present for the vote vice-chair Ed Driggs had to leave to enjoy his two week vacation, and Councilmember Justin Harlow had conflicts at work. However, we did have Councilmembers Bokhari, Egleston, and Winston in attendance, and they shared their support for Economic Development Committee's recommendation. The CIAA deadline for bids are due **September 9, 2018**, with the final decision to be announced **by December 31, 2018**.

Could we add the CIAA Bid to the City Council's agenda for Monday, August 27, 2018 for Council action?

Public Service is My Business  
James Mitchell, Jr.  
City Council At-Large  
704-336-3430 office  
704-576-0429 mobile  
James.mitchell@charlottenc.gov

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**From:** Mitchell, James  
**Sent:** Monday, December 3, 2018 7:04 AM  
**To:** Tom Murray; mike.butts@visitcharlotte.com  
**Cc:** Lyles, Viola; Jones, Marcus; Cunningham, Kay; Mitchell, James  
**Subject:** CIAA Bid-2021-2023

Team,

Looking forward to our meeting this morning in the Mayor's office. After reviewing the Bid I have the following questions;

Support Letters:

Governor Cooper's support letter (He wrote one) is missing from our Bid.

No letter from the Charlotte Hornets?

No corporate support letter from a corporation that is donating funds.

Hotels

How many of the 5,200 hotel rooms are under the CIAA block? What is the hotel rate?

Have we establish the participation goals for the Minority Vendor Programs?

Mike can you provide the hotel grid?

Have we identify a corporate executive to join us for Bid presentation?

Thank you

Councilmember Mitchell

Sent from my iPhone



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**From:** Mitchell, James  
**Sent:** Wednesday, August 22, 2018 7:30 AM  
**To:** Jones, Marcus; Lyles, Viola  
**Cc:** Mitchell, James; Cunningham, Kay; Tom Murray; mike.butts@charlottecrva.com  
**Subject:** CIAA Bid-Agenda for August 27, 2018

**Importance:** High

Mayor and City Manager,

The Economic Development committee voted on July 23 to recommend 3-0 in favor of supporting the CRVA bid application for the CIAA 2020-2023 basketball tournament. It was the Economic Development committee's goal to have this item place on the City Council Agenda for Monday, August 27 for City Council to vote on our recommendation. I don't think closed session is necessary due to lack of financial information that is required in the bid package.

Public Service is My Business  
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James.mitchell@charlottenc.gov

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**From:** Mitchell, James  
**Sent:** Wednesday, August 22, 2018 7:24 AM  
**To:** Lyles, Viola; Tom Murray; fwhitfield@hornets.com  
**Cc:** Jones, Marcus; Mitchell, James; Cunningham, Kay  
**Subject:** CIAA Bid-Follow up items

**Importance:** High

Team,

Just a follow up on our “Action Items” from our August 14, 2018 2:00 pm conference call regarding the CIAA Bid.

Current rent for the 3 days use of Spectrum Center (Thursday, Friday, & Saturday)? (Tom )

Market rent the CRVA should be paying for the rental of Spectrum Center (Thursday, Friday, & Saturday) per the Hornets? (Tom)

Conversation with Commissioner Williams (James-Friday, August 17, -complete)

**If we need more time to prepare our bid will give us additional 2 weeks if we request.**

Conversation with President Clarence Armbrister-Johnson C. Smith (James-Monday, August 20 3:00 pm-complete)

**Has agreed to serve as the host school for the upcoming 2019 tournament.**

**Did participate in the site visit in Baltimore, Maryland**

Conversation with President Anderson-Chairman of the CIAA Board (James)

**Waiting to confirm our conference call on Friday, August 24, 2018**

Conversation with Dr. Jenkins-Livingstone (James)

**Waiting to confirm our conference call on Friday, August 24, 2018**

I will be back in town Friday available to get an update heading to Wake Forest University to enroll my youngest Blessing, and attend Parents orientation.

Public Service is My Business

James Mitchell, Jr.

City Council At-Large

704-336-3430 office

704-576-0429 mobile

James.mitchell@charlottenc.gov

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**From:** Mitchell, James  
**Sent:** Tuesday, November 27, 2018 9:56 PM  
**To:** Tom Murray; Mike Butts  
**Cc:** Lyles, Viola; Mitchell, James; Jones, Marcus  
**Subject:** CIAA Presentation-Game plan

**Importance:** High

Tom,

After talking to Councilmembers in Norfolk, VA, and Baltimore, MD, I'm very concerned about our presentation on Tuesday, December 3rd. They are bringing their "A" teams and their "A" games; and bringing gifts to the Board of Directors members. Both teams are coming in Monday night to do prep work for their presentations. Let's make sure we have our "A" team/plan. Here are my suggestions for a successful outcome.

- Need to review both bids you submitted. (Questions will be asked about our corporate support.)
- Determine a practice time for the TEAM
- Select a gift we can present to the Board of Directors members
- Make sure our TEAM for the presentation consists of: the Mayor, Tom, Fred Whitfield (Hornets) or Donna (Hornets), the city manager, a corporate supporter, and myself. We all do NOT have to speak, but should be present for Q&A and moral support.

I can make myself available Friday and Monday for practice.

Public Service is My Business  
James Mitchell, Jr.  
City Council At-Large  
704-336-3430 office  
704-576-0429 mobile  
James.mitchell@charlottenc.gov

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**From:** Walker, Jordan-Ashley  
**Sent:** Tuesday, January 8, 2019 10:03 AM  
**To:** Lyles, Viola; Eiselt, Julie; Mitchell, James; Winston, Braxton; Ajmera, Dimple; Egleston, Larken; Harlow, Justin; Mayfield, LaWana; Phipps, Gregory; Newton, Matthew; Bokhari, Tariq; Driggs, Edmund; Jones, Marcus  
**Cc:** Joy-Hogg, Sabrina; Dodson, Tracy; Eagle, Kim; Pleasant, Danny; Kay, Jason; Hazel, Sarah; Kelly, Brent  
**Subject:** CIAA Tournament Announcement

Mayor and Council,

The Central Intercollegiate Athletic Association (CIAA) is announcing today that it will be holding its annual men's and women's basketball tournament in Baltimore, effective 2021-2023. The tournament will remain in Charlotte through 2020, per the existing agreement with the CIAA.

Please see below for some messaging points and frequently asked questions, should you be contacted by the media:

- We will approach these next two tournament years the way we always have: with an enthusiastic attitude to make every tournament the very best fan and student athlete experience that it possibly can be.
- While we are disappointed that CIAA will be moving in 2021 to a new host city, we realize it's a common practice for sporting events to rotate host cities. By 2020, Charlotte will have hosted this event for 15 consecutive years, which is an incredible run and not often encountered in the meetings and events world. We congratulate Baltimore on this significant accomplishment.
- Our city pursues hundreds of bid opportunities a year. We've got the NBA All-Star Game right around the corner followed by the ACC Basketball Tournament. Then the Wells Fargo Championship, three major NASCAR races, the CONCACAF Gold Cup and the potential for another international soccer game. Layer in the Belk Kick-Off Game, ACC Football Championship and Belk Bowl and it's apparent we are a four-season sports town.
- To date, Charlotte has contributed more than \$13.7 million in scholarship dollars, divided among the 12 conference schools. By the last year of the tournament in 2020, that number will reach \$16.8 million.

**Was the bid competitive enough?**

The Charlotte Regional Visitors Authority (CRVA) compiled the bid, and they are confident in what was submitted. Like other destinations, our city pursues hundreds of bid opportunities a year. Recruiting meetings and events is an extremely competitive business and we know we have a first-class sales team.

**Why do you think the tournament is moving? Was safety a concern?**

While the CIAA can speak specifically to their decision, what we know is that it's customary for sporting events to rotate cities. Charlotte serves as an exceptional backdrop for any event with its walkable footprint, competitive venues and accessible amenities.

**What is the city's commitment to recruiting diverse events?**

The CRVA has always pursued business related to diverse market segments and has had considerable success in recruiting multicultural and African-American conventions, meetings and events. In the last decade, we've generated more than 63,000 room nights specific to these markets, not including CIAA-related business. In the next decade, we already have approximately 33,000 room nights on the books and much more in the pipeline.

**What will your relationship with CIAA look like moving forward?**

We have a very close relationship with CIAA and will continue to foster that in the years to come. Furthermore, the CIAA headquarters are located in Charlotte and they are a vital part of our business community. This doesn't change. We look forward to furthering that relationship and will look for other potential bid opportunities where we can work together.

**Jordan-Ashley Walker**

**Charlotte Communications & Marketing**

City of Charlotte

[600 E. Fourth Street, Suite 200, Charlotte, NC 28202](#)

Office: 704-336-4936    Mobile: 704-614-8513

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**From:** Kelly, Brent  
**Sent:** Monday, August 13, 2018 4:27 AM  
**Subject:** Committee Chair Updates - August 14, 2018 Strategy Session  
**Attachments:** Committee Update Packet - City Council Strategy Session 08142018.pdf

Mayor and Council,

One of the agenda items for the City Council Strategy Session on Tuesday 8/14 at 5 pm in room 267 is a committee update from each chairperson.

To ensure shared information the attached .pdf file includes the presentation materials from each council committee meeting as well as a committee update summary. since your last strategy session.

The first page of the attachment is a table of contents, that outlines the 153 pages by committee. If you are interested in the committee summaries only they are represented in pages 2-9 as follows:

<b>Committee Chair Summary</b>	<b>Page #</b>
Transportation and Planning	2
Environment	3
Housing & Neighborhood Development	4-5
Economic Development	6-7
Community Safety	8
Intergovernmental Relations	9

To expedite committee updates to City Council, going forward committee-meeting summaries will be completed and sent to City Council each Thursday (for the preceding week).

Please let me know if you have any questions. Have a good week.

bk



**Brent J Kelly**

**Chief Marketing Officer**

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## Strategy Session Committee Updates

<b>Committee</b>	<b>Page #</b>
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## Transportation and Planning Committee Update

August 14, 2018

**Committee Members:** Greg Phipps (Chair), Julie Eiselt (Vice Chair), Dimple Ajmera, Larken Egleston, Braxton Winston

**Committee Purpose Statement:** The committee reviews and recommends policies to foster a comprehensive transportation network that encourages livable places for people and businesses.

**Committee Chair Update:**

At its June 25, 2018 meeting, the committee considered the following:

- **School Zone Traffic Policy**

The city's current school zone traffic safety program, originally adopted in 2004, was highlighted by the Charlotte Department of Transportation (CDOT) staff. In its future meetings, the committee will discuss the existing policy against evolving community expectations and best practices. CDOT is planning on a series of stakeholder discussions.

Traffic safety around schools is particularly sensitive due to the concentration of children and adults walking, bicycling, riding school buses and driving in those areas. CDOT administers school zone traffic safety measures under the umbrella of City Council's adopted [Transportation Action Plan](#) and its [Vision Zero](#) program. The committee will consider potential policy updates by the end of 2018 following community engagement efforts.

- **Neighborhood Traffic Calming Policy**

Over the summer, staff will compare traffic calming approaches used in other communities to Charlotte practices. The committee will discuss findings and potential enhancements to criteria during its fall meetings. The 2018 bond funding might provide opportunities to enhance traffic calming opportunities.

The Council-adopted [Transportation Action Plan](#) addresses traffic calming to improve safety and neighborhood livability. The traffic calming policy includes criteria for adding speed humps and all-way stop signs along local residential streets. Most streets that qualified for traffic calming under current criteria have been treated.

CDOT installed almost 2,000 speed humps and 353 all-way stops since the program started in 1994. The City discontinued funding speed humps in 2012 but continues to review and approve installations meeting the criteria where speed humps may be funded by the neighborhood or through neighborhood matching Grants. Approximately 25 speed humps have been installed in the past six years. CDOT has an additional 1,800 requests for speed humps that they are now reviewing with a new lens.

- **Comprehensive Plan**

Planning staff provided a brief overview of upcoming comprehensive plan milestones. Staff presented a more thorough briefing to Council at its July 23 Action Review meeting.

- **Transit Oriented Development (TOD) Ordinance Status Update**

Planning staff provided the committee a brief status report and timeline for near-term ordinance changes related to transit oriented development districts.

**Next Meeting:**

The committee's next meeting is scheduled for August 27, 2018 at 10:30 a.m. in Room 280.



## Environment Committee Update

August 14, 2018

**Committee Members:** Dimple Ajmera (Chair), Larken Egleston (Vice Chair), Matt Newton, Greg Phipps, and Braxton Winston

**Committee Purpose Statement:**

The committee reviews and recommends policies related to air and water quality, land preservation and energy and resource conservation to protect our resources and better manage growth.

**Committee Chair Update:**

At its June 4, 2018 meeting, the Committee discussed the following:

- **Energy Resolution**

Staff provided information and guided discussion of an updated draft resolution as a follow-up to questions from the April 30 committee meeting. The committee discussed two options for the final clause of the resolution:

1. "Now, Therefore, Be It Resolved that, the City will strive to source 100% of its energy use in its buildings and fleet from zero carbon sources, including renewables and nuclear, by 2030." OR
2. "Now, Therefore, Be It Resolved that, the City will strive to source 100% of its energy use in its buildings and light duty vehicle fleet from zero carbon sources, including renewables and nuclear, by 2030."

The committee discussed financial implications to City operations for the resolution, whether the resolution covered the entire community or just City operations, whether to include the whole fleet or light duty vehicles only in the final clause of the resolution, and generally, how achievable the targets in the final clause would be for the City organization.

The committee voted to recommend that full Council consider adoption of the resolution with the final clause including the full City fleet in the targets (option 1). The full Council adopted the Sustainable and Resilient Charlotte by 2050 Resolution on June 25, 2018.

**Next Meeting:**

The next committee meeting is scheduled for September 10 at noon in Room 280. Tentative topics include an update on the development of the Strategic Energy Action Plan.



## Housing & Neighborhood Development Committee Update

August 14, 2018

**Committee Members:** LaWana Mayfield (Chair), Ed Driggs (Vice Chair), Larken Egleston, Justin Harlow, and Matt Newton

**Committee Purpose Statement:**

The committee reviews and recommends policy related to comprehensive initiatives designed to create affordable housing and provide opportunities that align with creating great neighborhoods.

**Committee Chair Update:**

Since Council's last Strategy Session the committee has met twice; on June 13, 2018 and July 18, 2018 and discussed the following:

- **Housing Charlotte Framework**

The Housing Charlotte Framework was reviewed and recommended to full Council for consideration at the July 23 Action Review meeting.

The Framework establishes a collaborative effort among the City and community partners, such as the Foundation For The Carolinas (FFTC), Local Initiative Support Corporation (LISC), and the Leading on Opportunity Council for the allocation of private and public resources to guide the City's affordable housing investment, and modifications to other City policies such as the Housing Locational Policy, Affordable Housing at Transit Station Areas, Naturally Occurring Affordable Housing, Tax Relief Grants, and the Voluntary Housing Density Bonus.

Council will be asked to approve the Housing Charlotte Framework at the August 27 Business meeting.

- **Housing Locational Policy**

At the July 18 meeting the committee discussed options for revising the Housing Locational Policy. The policy has been discussed at multiple meetings and is also a recommendation included in the Housing Charlotte Framework.

The current Locational Policy serves as a guide for the location of new affordable multi-family housing developments. The goal of the revised policy is to better reflect Charlotte's current housing landscape, needs, and priorities such that policy waivers become unnecessary. The new policy will also be a more viable tool to help guide the location of new affordable multi-family housing developments in areas of high opportunity.

A draft site scoring matrix that, in addition to updating the policy's permissible and non-permissible areas, was developed to assist staff with evaluating developer proposals for Housing Trust Fund and other City support. It would also provide greater transparency to developers and the community, allowing everyone to know the City's priorities. The proposed matrix would score the location of a project based on Council's priorities and is also consistent with the Leading on Opportunity Report:

- Proximity to transit oriented development, and amenities such as grocery stores and banks;
- Diversity of the unit mix (AMI) of the development, and the overall existing poverty of the area;
- Access to jobs, and
- Whether or not the community is experiencing gentrification or is in danger of doing so.

Staff plans to move forward with fully developing the site scoring matrix, and to conduct community outreach on the locational policy and proposed scoring matrix over the next 30-45 days. The community engagement meetings



## Housing & Neighborhood Development Committee Update

will take place 6:30-8:00 pm on the following dates (*locations are still being confirmed as of the date this update was written, and are subject to change*):

1. Tuesday, August 21 – Southwest Charlotte (tbd)
2. Thursday, August 23 – Southeast Charlotte (Myers Park United Methodist Church)
3. Tuesday, August 28 – Northwest Charlotte (East Stonewall Baptist Church)
4. Thursday, September 6 – Uptown (CMGC)
5. Tuesday, September 11 – Northeast Charlotte (tbd)

These dates and the meeting locations will be provided to Council so they may invite constituents to attend.

### **Next Meeting:**

The next meeting is scheduled for Wednesday, September 12 at 2:00 pm in Room 280. The proposed agenda will consist of the Housing Locational Policy, to include feedback received at the community meetings and other updates.



## Economic Development Committee Update

August 14, 2018

**Committee Members:** James Mitchell (Chair), Ed Driggs (Vice Chair), Justin Harlow, LaWana Mayfield and Matt Newton

**Committee Purpose Statement:**

The committee reviews and recommends policies to maintain, increase, and enhance the quality and number of jobs available in the city and expand economic opportunity to all residents.

**Committee Chair Update:**

Since Council's last Strategy Session, the committee met three times; June 14, June 25, and July 23 and discussed the following:

- **Charlotte Business INClusion (CBI) / Disparity Study Part II Update**

The Disparity Study Part II and Charlotte Business INClusion (CBI) were discussed over the last three Committee meetings where staff reviewed information on Good Faith Efforts (GFE), Construction Manager at Risk contracts, expanding the CBI geographic area, and Economic Development's strategy for capacity building and connecting MWBEs.

CBI's mission is to promote diversity, inclusion and local business opportunities in the City's contracting and procurement process for businesses located in the Charlotte region. Staff provided the committee with information on CBI's engagement and outreach efforts, including their citywide strategic framework for growing MWBEs, AMP UP Charlotte and an upcoming community engagement campaign which will highlight opportunities where there have, historically, been few MWSBE responders.

Staff reviewed and discussed the following policy recommendations:

1. Reduce GFE point value from "15" to "10" for the categories around breaking down work and negotiating in good faith with MWSBEs.
2. Request CBI Advisory Committee to review opportunities for "new" GFE categories.
3. Remove policy language that goals are "negotiated" for Construction Manager at Risk contracts.

Staff will continue to explore opportunities to eliminate or reduce delayed payments between primes and subcontractors.

The committee heard also discussed Economic Development's strategy for capacity building and connecting MWBEs. The strategy focuses on forecasting schedules, identifying opportunities, preparing firms, and cultivating new opportunities. Staff will continue to update the Committee on this effort at upcoming meetings.

- **Economic Development Committee Retreat**

At the July 23 meeting Tracy Dodson shared with the committee that an outside facilitator would moderate the Committee retreat on August 16 with a focus on topics to prepare a comprehensive strategic economic development plan for the City of Charlotte.

- **CIAA Update**

During the July 23 meeting Mike Butts and Dillard Heath provided the committee with an update on the economic impact of the 2018 CIAA Tournament in Charlotte. The economic impact totaled \$50.5 million and supported 436 jobs. Our current contract runs thru 2020.



## Economic Development Committee Update

CIAA has issued a bid for responders to host their tournament from 2021-2023. The following suggestions were made by the Committee for the CIAA Tournament:

- Market the CIAA hotel room blocks by linking the CIAA website to the City's website, CRVA, Charlotte's Got a Lot and Music Everywhere Charlotte
- Extend the invite for other Councilmembers to participate in the CRVA/City's check presentation for scholarships to CIAA during the tournament finals

### **Next Meeting:**

The next meeting will be the retreat on Thursday, August 16 at noon at the Goodwill Opportunity Campus. The committee will focus on preparing a comprehensive strategic economic development plan.



## Community Safety Committee Update

August 14, 2018

**Committee Members:** Julie Eiselt (Chair), Braxton Winston (Vice Chair), Tariq Bokhari, Justin Harlow, and James Mitchell

**Committee Purpose Statement:**

The committee reviews and recommends policies that enable residents and visitors to engage with, and build and maintain confidence in the city's public safety agencies.

**Committee Chair Update:**

The committee met on June 11, 2018 and discussed the following:

- **Police Foundation Report**

The committee voted unanimously to recommend that full Council vote to receive the report with an addendum to the event timeline.

The discussion included the status of the report recommendations, specifically focusing on the status of the report's recommendations from each of the six pillars; (1) Policies, Protocols, and Strategies, (2) Training and De-Escalation, (3) Equipment and Technology, (4) Social Media and Communication, (5) Transparency and Accountability, and (6) Police-Community Relationships. The discussion also included specifics around the need to collaboratively work with community partnerships to engage everyone around the status of the report recommendations.

The committee also focused on Pillar Two, highlighting how CMPD has met all the recommendations from the report related to training and de-escalation. The Charlotte Police Crisis Response Team (CPCRT) was emphasized as an asset for CMPD in regards to situations with individuals in mental health crisis.

Due to the size of the report, please access using this link: [Police Foundation Report](#).

**Next Meeting:**

The next committee meeting is scheduled for August 28 at 10:00 am in Room CH-14. Tentative agenda items include discussion of enhanced community engagement for issues of police-community relations.

**Committee Members:** Tariq Bokhari (Co-Chair), Larken Egleston (Co-Chair), Mayor Lyles, James Mitchell, Greg Phipps

**Committee Purpose Statement:**

The committee reviews and recommends intergovernmental relations policies and relationship-building activities in the state and federal legislative and executive branches.

**Committee Chair Update:**

The Intergovernmental Relations Committee (IRC) met on June 25, 2018. Three agenda items were covered:

- **Strategic Plan**

The committee unanimously approved a revised strategic plan including:

- i. The IRC's guiding principles, including relationship development, trust, and nimble action;
- ii. The Legislative Pipelining criteria process by which issues are included on the legislative agenda and/or put in a "Parking Lot", with key emphasis on evaluating whether an issue is currently actionable, positively impacts relationships, examines the likelihood of success;
- iii. IRC Key Relationship Zones are available for Council committees to engage with the IRC to develop proposals regarding subject-matter issues that arise in focus area committees to develop policy legislative policy;
- iv. Identifies the key state and federal relationship stakeholders with whom the IRC and the City can develop important working relationships; and
- v. Explains the IRC policy of continuous learning regarding legislative issues.

The committee discussed its special relationship building role and expertise as the key to successfully working toward the City's legislative and emerging opportunities.

- **State and Federal Legislative Update**

The discussion included City Wins from the legislative session, including several in which the Mayor, IRC, or other council members successfully used relationship building to help protect and advance City priorities.

- **Upcoming Actions**

**General Assembly 101:** Council Members participated in a Power Hour on June 27 during which Dana Fenton and Jason Kay shared how the General Assembly works and how issues and bills are effectively navigated through the legislative process.

**Next Meeting:**

The next committee meeting is scheduled for Monday, September 17 at 2:00 in Room 280.





## Transportation and Planning Committee Update

August 14, 2018

**Committee Members:** Greg Phipps (Chair), Julie Eiselt (Vice Chair), Dimple Ajmera, Larken Egleston, Braxton Winston

**Committee Purpose Statement:** The committee reviews and recommends policies to foster a comprehensive transportation network that encourages livable places for people and businesses.

**Committee Chair Update:**

At its June 25, 2018 meeting, the committee considered the following:

- **School Zone Traffic Policy**

The city's current school zone traffic safety program, originally adopted in 2004, was highlighted by the Charlotte Department of Transportation (CDOT) staff. In its future meetings, the committee will discuss the existing policy against evolving community expectations and best practices. CDOT is planning on a series of stakeholder discussions.

Traffic safety around schools is particularly sensitive due to the concentration of children and adults walking, bicycling, riding school buses and driving in those areas. CDOT administers school zone traffic safety measures under the umbrella of City Council's adopted [Transportation Action Plan](#) and its [Vision Zero](#) program. The committee will consider potential policy updates by the end of 2018 following community engagement efforts.

- **Neighborhood Traffic Calming Policy**

Over the summer, staff will compare traffic calming approaches used in other communities to Charlotte practices. The committee will discuss findings and potential enhancements to criteria during its fall meetings. The 2018 bond funding might provide opportunities to enhance traffic calming opportunities.

The Council-adopted [Transportation Action Plan](#) addresses traffic calming to improve safety and neighborhood livability. The traffic calming policy includes criteria for adding speed humps and all-way stop signs along local residential streets. Most streets that qualified for traffic calming under current criteria have been treated.

CDOT installed almost 2,000 speed humps and 353 all-way stops since the program started in 1994. The City discontinued funding speed humps in 2012 but continues to review and approve installations meeting the criteria where speed humps may be funded by the neighborhood or through neighborhood matching Grants. Approximately 25 speed humps have been installed in the past six years. CDOT has an additional 1,800 requests for speed humps that they are now reviewing with a new lens.

- **Comprehensive Plan**

Planning staff provided a brief overview of upcoming comprehensive plan milestones. Staff presented a more thorough briefing to Council at its July 23 Action Review meeting.

- **Transit Oriented Development (TOD) Ordinance Status Update**

Planning staff provided the committee a brief status report and timeline for near-term ordinance changes related to transit oriented development districts.

**Next Meeting:**

The committee's next meeting is scheduled for August 27, 2018 at 10:30 a.m. in Room 280.



Charlotte City Council  
Transportation & Planning Committee  
Summary Minutes  
June 25, 2018

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**COMMITTEE AGENDA TOPICS**

- I. School Zone Traffic Policy
- II. Traffic Calming Policy
- III. Comprehensive Plan
- IV. TOD Ordinance Status Update

**COMMITTEE INFORMATION**

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**Committee Members Present:** Greg Phipps (Chair), Julie Eiselt (Vice Chair), Dimple Ajmera, and Larken Egleston

**Committee Members Absent:** Braxton Winston

**Guest(s):**

**Meeting Duration:** 10:35 – 11:35

**ATTACHMENTS**

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- 1. Agenda – June 25, 2018
- 2. School Zone Traffic Policy
- 3. Neighborhood Traffic Calming Policy

**DISCUSSION HIGHLIGHTS**

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Council member Phipps called the meeting to order and asked everyone in the room to introduce themselves.

**I. School Zone Traffic Policy**

Debbie Smith provided the Committee with an overview of the current Council adopted School Zone Policy, future efforts and the 2018 schedule. The Transportation Action Plan adopted by City Council in February 2017 included an objective that intends for all school zones to meet the standards for signs, pavement markings and other safety features set forth in the School Zone and Crossing Policy. Additionally, the Charlotte Walks Pedestrian Plan; also adopted by Council in 2017; takes the School Zone Policy a step further and intends to update the 2004 School Zone Crossing Policy. The reason for the updated policy is to make the city streets a safe, useful and inviting environment. Citywide there are 260 schools to include private, charter and public schools. The 260 schools are made up of; 87 elementary, 24 middle schools, 10 K-12, 17 High Schools and 4 other schools. This policy is intended to address Kindergarten through 12<sup>th</sup> grade. Daycares, preschools and colleges are not eligible under our current policy. Currently schools with a population of greater than 200 are eligible for this program. The policy developed in 1981 by Charlotte

Department of Transportation had its' last updated in 2001. Currently there is an opportunity to update the policy and align it with today's current standards.

Challenges:

- Elaborate point system within current policy
- Limited flexibility; rigid policy
- Limiting to High Schools

Opportunities:

- Peer-city literature review for best practices nation wide
- Greater flexibility
- Opportunity to expand to high schools

Schedule: *Aggressive schedule has been set.*

- April/May -Conducted Request for Qualifications from consulting firms. A consulting firm has been selected and contract negotiations are in progress.
- June – Select Consulting Firm
- July to September – Stake holder meetings
- November/December – Draft policy

## II. Neighborhood Traffic Calming Policy

Liz Babson gave the committee an overview of the current Council adopted Neighborhood Traffic Calming policy. The current policy was adopted in 1994 and revised in 2006. Currently there is no funding to implement this program, neighborhoods are left to fund it on their own or seek funding through the neighborhood matching grant program.

The Transportation Action Plan is the policy that establishes the programs, policies and projects that are necessary for us to keep pace with growth in Charlotte. Neighborhood Traffic Calming is an objective in the plan.

Traffic calming measures Include:

- Speed humps
- Multi way stops
- 25 MPH speed reduction on residential streets

The criteria for this program applies to residential streets only. This policy is an important part of what is needed to preserve and protect the neighborhood streets as places safe to travel, no matter the mode of transportation, and important to keep speeds low.

Criteria for Speed Humps:

- Posted speed limit of 25 mph
- 85<sup>th</sup> percentile speed greater than 5mph over posted speed limit
- Minimum of 1,000 vehicles per day
- Street width less than 40 feet
- Crash data analysis
- Primary emergency service routes not eligible
- Petition requires 60% of abutting property owners' support

#### Criteria for Multi-way Stops:

- Through streets must carry a minimum of 600 vehicles per day
- Petition process requires 60% of property owners' support within a 1200 foot radius of the intersection
- Combine speed humps and multi-way stops if volume greater than 2500 or speeding problem exists

#### Criteria – Speed Limit Reductions:

- Standard first step in neighborhood traffic calming
- Transportation Director can administratively establish 25mph or can be approved through a petition process

Funding for speed humps was discontinued in 2012. Currently the only funding options are self-funding by the neighborhood or neighborhood association and neighborhood matching grant program. Over the past six years, 25 speed humps have been installed. At present more than 1800 request have been documented.

#### Next Steps:

- Review current policy
- Evaluate other communities
- Reinstate the program under new 2018 bond funding
- Transportation & Planning Committee consider revisions to existing policy – fall of 2018

### **III. Comprehensive Plan**

Garet Johnson gave an update to the Committee referencing May's Committee meeting presentation of the comprehensive plan and ways to move forward having a more robust engagement and broadening the place types initiative with a deeper dive in the form of a comprehensive plan. Currently staff is putting together an RFQ to bring on a consultant to help with the effort. While working on the Comprehensive Plan staff will bring other deliverables such as the Unified Develop Ordinance and more particular the update of the Transit Oriented Zoning Districts. During June 25, Action Review Meeting a presentation will be given to ensure everyone on Council knows planning staff is proceeding on the path with robust community engagement and a comprehensive plan, with an opportunity for Council to ask questions and voice concerns.

### **IV. TOD Ordinance Status Update**

Monica Holmes gave the Committee a brief update of where Staff is with the TOD to keep them informed. TOD-A has been released which is a preview into what TOD would look like. Staff received over four hundred (400) comments from the Ordinance Advisory Committee on the first draft. All comments have been organized by topic and looking back at the draft to determine where additional conversations are needed. The Ordinance Committee took a tour of the entire Blue Line stopping at 5-6 different stations and talked about the environment and pointing out what the buildings looked like, the future for those buildings and what they could be. The tour gave them an opportunity to see where an ordinance should go and what the draft looks like. (For example, how tall is 65 feet, etc. talking about that in real time on the tour) A full draft will be released by the end of summer, to include TOD-A, B, C and D; keeping on track for a fall text amendment.

Key components of the draft are; height bonuses and incentives for affordable housing, higher design standards. In parallel to working on TOD mapping options are being researched to include how to convert current property and the corrective rezoning process.

**Transportation & Planning Committee Agenda**  
**Tuesday, June 25, 2018**  
**10:30 – 12:00 p.m.**  
**Charlotte-Mecklenburg Government Center**  
**CMGC 280**

**Committee Members:** Greg Phipps, Chair  
Julie Eiselt, Vice Chair  
Dimple Ajmera  
Larken Egleston  
Braxton Winston

**Staff Resource:** Danny Pleasant, City Manager's Office

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**I. School Zone Traffic Policy – 15 minutes**  
*Resource: Debbie Smith, Transportation*

Transportation staff will provide the Committee an overview of the current Council adopted school zone policy. Staff will review the schedule for considering updates.

*Action: For information only*

**II. Traffic Calming Policy – 15 minutes**  
*Resource: Liz Babson, Transportation*

Transportation staff will provide the Committee an overview of the current council adopted Neighborhood Traffic Calming Policy. Staff will review the schedule for considering updates.

*Action: For information only*

**III. Comprehensive Plan - 5 minutes**  
*Resource(s): Taiwo Jaiyeoba, Planning*  
*Garet Johnson, Planning*

Planning Staff updated the Committee last month on the initiative to expand the Place Type work to allow time to develop a Comprehensive Plan. Staff will brief the Committee about how the information will be shared with full Council at the Action Review Meeting later in the day


*Action: For information only*

**IV. TOD Ordinance Status Update – 5 minutes**  
*Resource(s): Taiwo Jaiyeoba, Planning*  
*Monica Holmes, Planning*

Planning staff will provide a status and timeline update on the near-term ordinance update related to the Transit Oriented Development Zoning Districts.

*Action: For information only*

**Next Scheduled Meeting: September 24, 2018 at 10:30 a.m. in Room 280**



# School Zone Policy Discussion

Transportation and Planning Committee  
June 25, 2018



1




## Today's Discussion

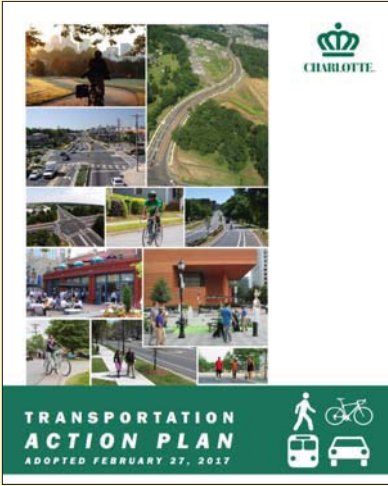
- For Information Only
- Current Policy
- Future Efforts
- Schedule




2

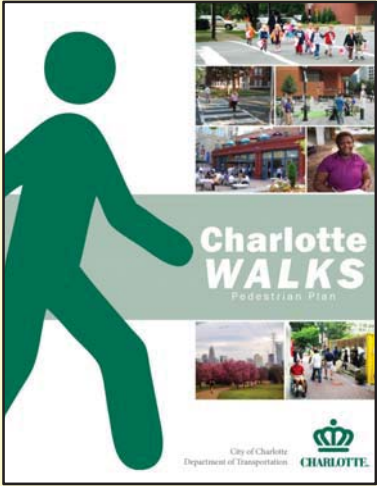
 **CHARLOTTE.**

## Policy Documents




**TRANSPORTATION ACTION PLAN**  
ADOPTED FEBRUARY 27, 2017





**Charlotte WALKS**  
Pedestrian Plan

City of Charlotte  
Department of Transportation




3







	<b>School Zone Policy</b>
<u>Challenges</u>	<u>Opportunities</u>
<ul style="list-style-type: none"><li>• Elaborate point system</li><li>• Limited flexibility</li><li>• High Schools</li></ul>	<ul style="list-style-type: none"><li>• Peer-city literature review</li><li>• Greater flexibility</li><li>• Expand to high schools</li></ul>
7	

	<b>2018 Schedule</b>
<ul style="list-style-type: none"><li>• <b>April/May – Request for Qualifications</b></li><li>• <b>June – Select Consulting Firm</b></li><li>• <b>July to September – Stakeholder Meetings</b></li><li>• <b>November/December – Draft Policy</b></li></ul>	
8	



## Neighborhood Traffic Calming Policy

Transportation & Planning Committee

June 25, 2018



### Overview



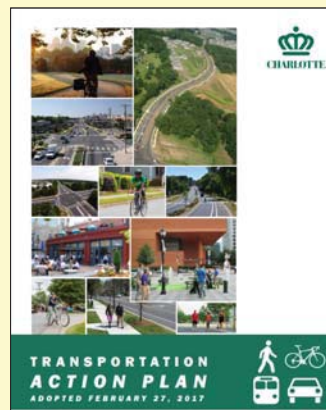
- **Policy Review**
- **Program Criteria**
- **Current State**
- **Next Steps**



## Transportation Action Plan

### Objective 2.8

The city will continue to implement traffic calming in an effort to improve safety and neighborhood livability, promote transportation choices and meet land use objectives.



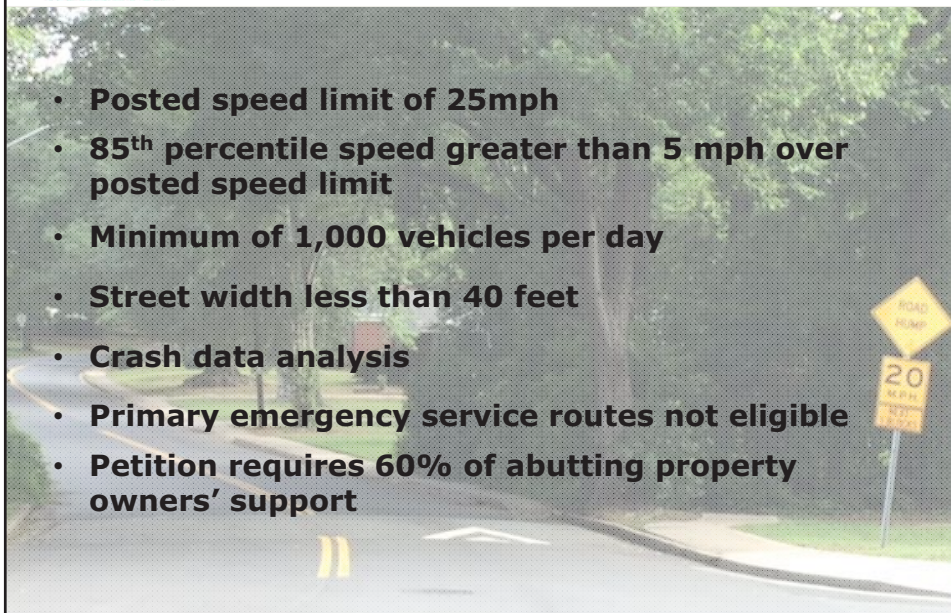
## Neighborhood Traffic Calming Policy

- **City Council adopted policy**
- **Originally adopted in 1994 and revised in 2006**
- **Measures include:**
  - Speed humps
  - Multi-way stops
  - Speed limit reduction
- **Criteria only applies to residential streets**
- **Neighborhood, Neighborhood Association/Homeowners Association petition process**
- **Appeal process for residents**



## Criteria – Speed Humps

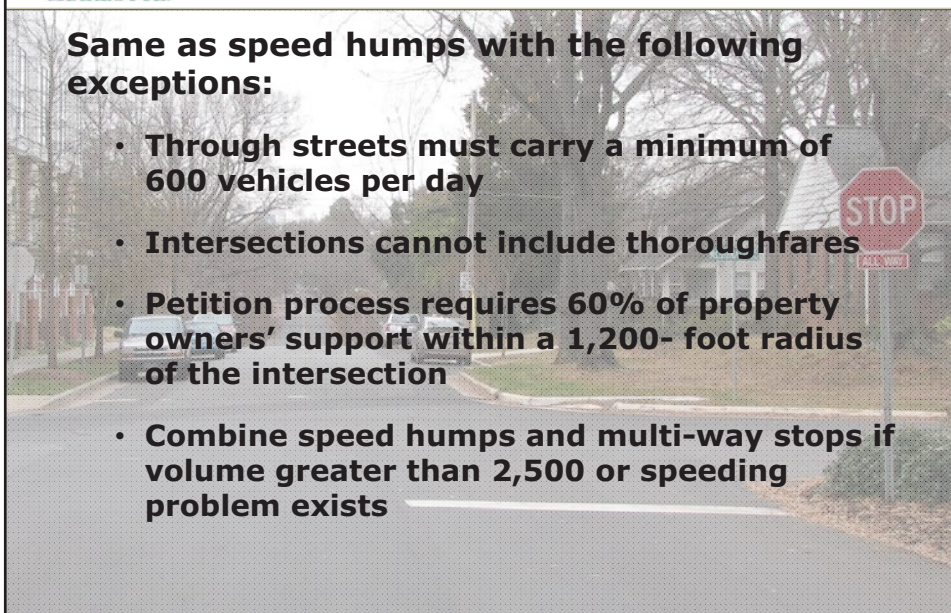
- **Posted speed limit of 25mph**
- **85<sup>th</sup> percentile speed greater than 5 mph over posted speed limit**
- **Minimum of 1,000 vehicles per day**
- **Street width less than 40 feet**
- **Crash data analysis**
- **Primary emergency service routes not eligible**
- **Petition requires 60% of abutting property owners' support**





## Criteria – Multi-way Stops

**Same as speed humps with the following exceptions:**


- **Through streets must carry a minimum of 600 vehicles per day**
- **Intersections cannot include thoroughfares**
- **Petition process requires 60% of property owners' support within a 1,200- foot radius of the intersection**
- **Combine speed humps and multi-way stops if volume greater than 2,500 or speeding problem exists**

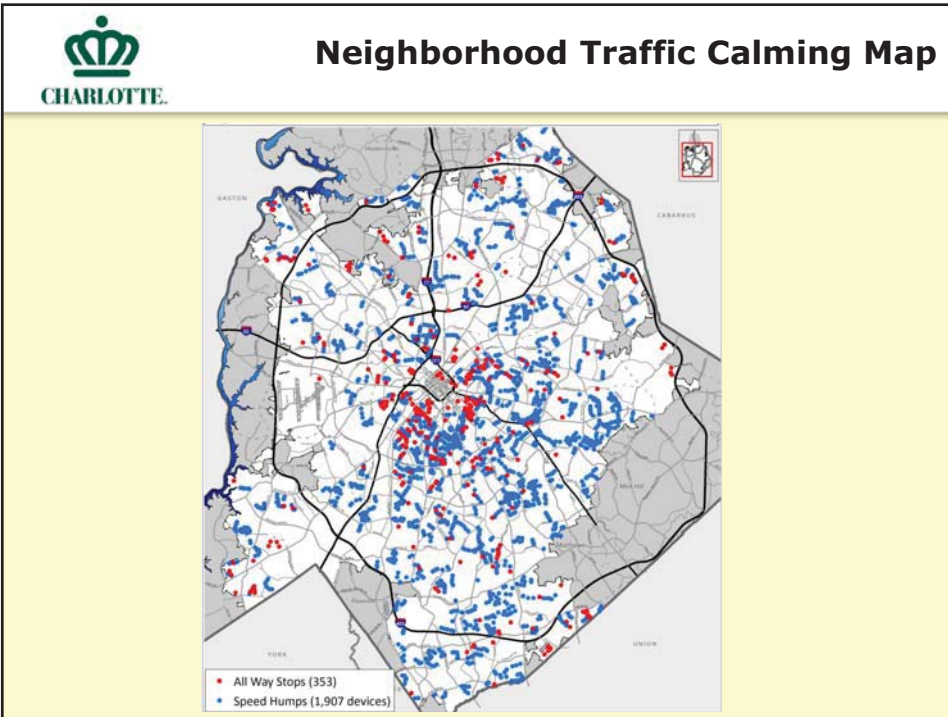


 **Criteria – Speed Limit Reductions**



- **Standard first step in neighborhood traffic calming**
- **Transportation Director can administratively establish 25mph *or* can be approved through a petition process**

 **Neighborhood Traffic Calming Map**



• All Way Stops (353)  
• Speed Humps (1,907 devices)



### Current State

- **Capital funding of speed humps was discontinued in 2012**
- **Self-funding or Neighborhood Matching Grant are only funding options since the program was eliminated**
- **Approximately 25 installed in six years**
- **More than 1,800 requests for speed humps are documented (may be multiple requests for the same street)**



### Other Traffic Calming Projects



**Roland Street Choker**

**8<sup>th</sup> Street Mini-circle**



 **Other Traffic Calming Projects**

 **Chicane on Ivey Drive**

**Raised intersection @ Camden Road and Worthington Avenue**

 **Bulb-out on Pegram Street @ 16<sup>th</sup> Street**



 **Next Steps**

- **Over the coming months:**
  - Review current policy
  - Evaluate other communities
- **Reinstate program under new 2018 bond funding**
- **Transportation & Planning Committee consider revisions to existing policy – fall 2018**



## Environment Committee Update

August 14, 2018

**Committee Members:** Dimple Ajmera (Chair), Larken Egleston (Vice Chair), Matt Newton, Greg Phipps, and Braxton Winston

**Committee Purpose Statement:**

The committee reviews and recommends policies related to air and water quality, land preservation and energy and resource conservation to protect our resources and better manage growth.

**Committee Chair Update:**

At its June 4, 2018 meeting, the Committee discussed the following:

- **Energy Resolution**

Staff provided information and guided discussion of an updated draft resolution as a follow-up to questions from the April 30 committee meeting. The committee discussed two options for the final clause of the resolution:

1. "Now, Therefore, Be It Resolved that, the City will strive to source 100% of its energy use in its buildings and fleet from zero carbon sources, including renewables and nuclear, by 2030." OR
2. "Now, Therefore, Be It Resolved that, the City will strive to source 100% of its energy use in its buildings and light duty vehicle fleet from zero carbon sources, including renewables and nuclear, by 2030."

The committee discussed financial implications to City operations for the resolution, whether the resolution covered the entire community or just City operations, whether to include the whole fleet or light duty vehicles only in the final clause of the resolution, and generally, how achievable the targets in the final clause would be for the City organization.

The committee voted to recommend that full Council consider adoption of the resolution with the final clause including the full City fleet in the targets (option 1). The full Council adopted the Sustainable and Resilient Charlotte by 2050 Resolution on June 25, 2018.

**Next Meeting:**

The next committee meeting is scheduled for September 10 at noon in Room 280. Tentative topics include an update on the development of the Strategic Energy Action Plan.





Charlotte City Council  
Environment Committee  
Summary Minutes  
June 4, 2018

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### COMMITTEE AGENDA TOPICS

- I. Energy Resolution

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### COMMITTEE INFORMATION

**Committee Members Present:** Dimple Ajmera (Chair), Larken Egleston (Vice Chair), Matt Newton, Greg Phipps, Braxton Winston

**Guest(s):** Tariq Bokhari

**Staff Resources:** Kim Eagle, City Manager's Office  
Rob Phocas, Sustainability Office

**Meeting Duration:** 12:04 PM – 1:02 PM

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### ATTACHMENTS

1. Agenda – June 4, 2018
2. Presentation – Low Carbon Future Resolution
3. Document – Draft Resolution of the City of Charlotte City Council in Support of a Sustainable and Resilient Charlotte by the Year of 2050
4. Handout – City Lab Article – Bloomberg Challenge

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### DISCUSSION HIGHLIGHTS

Chairwoman Ajmera called the meeting to order at 12:04pm and asked everyone in the room to introduce themselves. She also provided a brief historical overview of how the energy resolution conversation took shape throughout the past year.

#### **Energy Resolution**

Kim Eagle then discussed the vision and goal of the meeting prior to Rob Phocas beginning the Energy Resolution presentation. Rob Phocas presented information on the Energy Resolution history, the requirements of the strategic plan as well as the context for why the City set this as an organizational goal. Mr. Phocas defined specific terminology within sustainability and resiliency as a means of standardizing the conversation in accordance with global cities. Staff also referred to a recent article about a Bloomberg competition for sustainability requiring the Mayor to write a letter of intent by June 16 if interested.

Staff provided information on the feedback received and the corresponding proposed edits. City staff gave the Committee two options for the final clause of the draft resolution:

1. “Now, Therefore, Be It Resolved that, the City will strive to source 100% of its energy use in its buildings and fleet from zero carbon sources, including renewables and nuclear, by 2030.” OR
2. “Now, Therefore, Be It Resolved that, the City will strive to source 100% of its energy use in its buildings and light duty vehicle fleet from zero carbon sources, including renewables and nuclear, by 2030.”

Vice Chair Egleston asked staff about the achievability of the resolution if the Committee incorporated heavy-duty vehicles in the fleet goal. Mr. Phocas acknowledged the difficulty in achieving the goal, but did not deem it impossible to fulfill as a City. Council member Winston asked what decision the Committee needed to make about the proposed edits as well as what marginal difference existed in emissions between heavy- and light-duty vehicles. Council member Newton inquired about if “zero carbon” excludes coal and natural gas in addition to what type of federal funding and grant opportunities existed for the City to pursue. Vice Chair Egleston reiterated his initial question about how realistic and attainable of a goal it is to incorporate heavy-duty vehicles in the strategic plan. Council member Phipps asked where the resolution defined the difference between the municipality and City proper as it pertains to reaching the strategic energy goals. Council member Bokhari then inquired about the energy resolution’s financial implications and how it would affect the City’s future budgets. Discussion was had around those posed questions and the Committee voted on the resolution.

**MOTION AND VOTE:** Motion made by Council member Winston and seconded by Council member Newton to make a recommendation to the full City Council for consideration at a future Council meeting to adopt the energy resolution with the “Now, Therefore, Be It Resolved that, the City will strive to source 100% of its energy use in its buildings and fleet from zero carbon sources, including renewables and nuclear, by 2030” as the final clause. Committee members voted 3:1 with Council member Phipps opposed.

Meeting adjourned at 1:02 p.m.

# Environment Committee

Monday, June 4, 2018; 12:00 – 1:30 p.m.  
Charlotte-Mecklenburg Government Center  
Room 280

Committee Members: Dimple Ajmera, Chair  
Larken Egleston, Vice Chair  
Matt Newton  
Greg Phipps  
Braxton Winston

Staff Resource: Kim Eagle, City Manager's Office

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## AGENDA

### I. Energy Resolution

*Staff Resources: Kim Eagle, City Manager's Office  
Rob Phocas, Sustainability Office*

Staff will provide an update on the Energy Resolution work to date. Staff has incorporated stakeholder and committee member feedback into the draft resolution.

*Action:* Vote to adopt the resolution

**Attachment:** 1. Draft resolution

**Next Meeting:** Monday, September 10 at Noon in Room 280

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Distribution: City Council  
Bob Hagemann

Marcus Jones, City Manager  
Stephanie Kelly

Executive Team  
Environmental Cabinet

***DRAFT***

**RESOLUTION OF THE CITY OF CHARLOTTE CITY COUNCIL IN SUPPORT OF A LOW CARBON FUTURE BY THE YEAR 2050**

WHEREAS, the Charlotte City Council committed in the FY 2018-2019 Environment Focus Area Plan to “become a global leader in environmental sustainability, balancing economic growth with preserving our natural resources;” and,

WHEREAS, Charlotte will strive to become a low carbon city by 2050, spanning all sectors, to bring city-wide greenhouse gas emissions to below 2 tons CO<sub>2e</sub> per person annually; and,

WHEREAS, Charlotte is currently developing a Strategic Energy Action Plan (SEAP), which will contain short, medium and long term actions to deliver deep reductions in carbon emissions spanning all sectors so that the CO<sub>2e</sub> targets can be met; and,

WHEREAS, a low carbon city is delivered through processes, strategies, practices, tools, and institutional structures that promote collaboration among city, public, private, academic, and nonprofit constituencies to develop and implement long-term, deep reductions in carbon emissions, and,

WHEREAS, these processes, strategies, and collaborations will balance economic considerations with advancement toward the 2050 goal, and

WHEREAS, low carbon cities improve their environmental sustainability, social capital and economic mobility through growth in clean energy industries and workforce development opportunities; and,

NOW, THEREFORE, BE IT RESOLVED that the City of Charlotte will strive to become a low carbon city by 2050 and will develop a Strategic Energy Action Plan to be presented to City Council.

NOW, THEREFORE, BE IT FURTHER RESOLVED that the City of Charlotte will continue the work currently underway to advance short term goals for reductions in energy consumption in city operations as a first step on the path towards a low carbon future.

Adopted on this \_\_\_<sup>h</sup> day of \_\_\_, 2018.

**RESOLUTION OF THE CITY OF CHARLOTTE CITY COUNCIL IN SUPPORT OF A SUSTAINABLE AND RESILIENT CHARLOTTE BY THE YEAR 2050**

WHEREAS, the Charlotte City Council committed in the FY 2018-2019 Environment Focus Area Plan to “become a global leader in environmental sustainability, balancing economic growth with preserving our natural resources;” and,

WHEREAS, Charlotte will strive to become a low carbon city by 2050, spanning all sectors, to bring city-wide greenhouse gas emissions to below 2 tons CO<sub>2</sub>e per person annually; and,

WHEREAS, Charlotte is currently developing a Strategic Energy Action Plan (SEAP), which will contain short, medium and long terms actions to deliver deep reductions in carbon emissions spanning allsectors so that the CO<sub>2</sub>e targets can be met; and,

WHEREAS, a low carbon city is delivered through processes, strategies, practices, tools, and institutional structures that promote collaboration between city, public, private, academic, and nonprofit constituencies to develop and implement long-term, deep reductions in carbon emissions, and,

WHEREAS, these processes, strategies, and collaborations will balance economic considerations with advancement towards the 2050 goal, and

WHEREAS, low carbon cities improve their environmental sustainability, social capital and economic mobility through growth in clean energy industries and workforce development opportunities; and,

NOW, THEREFORE, BE IT RESOLVED that the City of Charlotte will strive to become a low carbon city by 2050 and will develop a Strategic Energy Action Plan to be presented to City Council.

NOW, THEREFORE, BE IT FURTHER RESOLVED that the City of Charlotte will continue the work currently under way to advance short term goals for reductions in energy consumption in city operations as a first step on the path towards a low carbon future.

NOW, THEREFORE, BE IT FURTHER RESOLVED that the City of Charlotte will strive to source 100% of is energy use in its buildings and fleet from zero carbon sources, including renewables and nuclear, by 2030.

Adopted on this \_\_\_<sup>h</sup> day of \_\_\_, 2018.



## Low Carbon Future Resolution

Environment Committee

June 4, 2018



## Agenda

- History/Requirements/Context
- Terminology
- Low Carbon Future
- April resolution
- Proposed Edits
- Action



## Resolution History

- In November 2017, staff presented City Council with a resolution that would, among other items, commit the City to 100% renewable energy by 2050.
- City Council voted to send the resolution to the Environment Committee for further discussion.
- Charge to Environment Committee includes:
  - Draft a resolution appropriate and tailored for Charlotte
  - Develop an action plan for how goal(s) would be achieved
- April 30<sup>th</sup> Committee meeting –draft resolution presented


3



## Requirements

- Striving to meet requirements of Global Covenants of Mayors:
  - i) Register Charlotte's commitment
  - ii) Complete greenhouse gas emissions inventory and report to CDP
  - iii) Create targets and establish a system of measurement
  - iv) Establish a Sustainable Energy Action Plan
- Objective – Align with Paris Climate Agreement goal


4



## Context

- Charlotte wants to be global leader
  - first time Charlotte has ever done:
    - A Sustainable Energy Action Plan
    - Circular Economy Strategy
- As with all cities, this will require new approaches to challenges:
  - innovation, creativity, partnerships, persistence & commitment
- Long time frame (with intermediary requirements)
- Not just focused on energy
- Charlotte faces unique challenges

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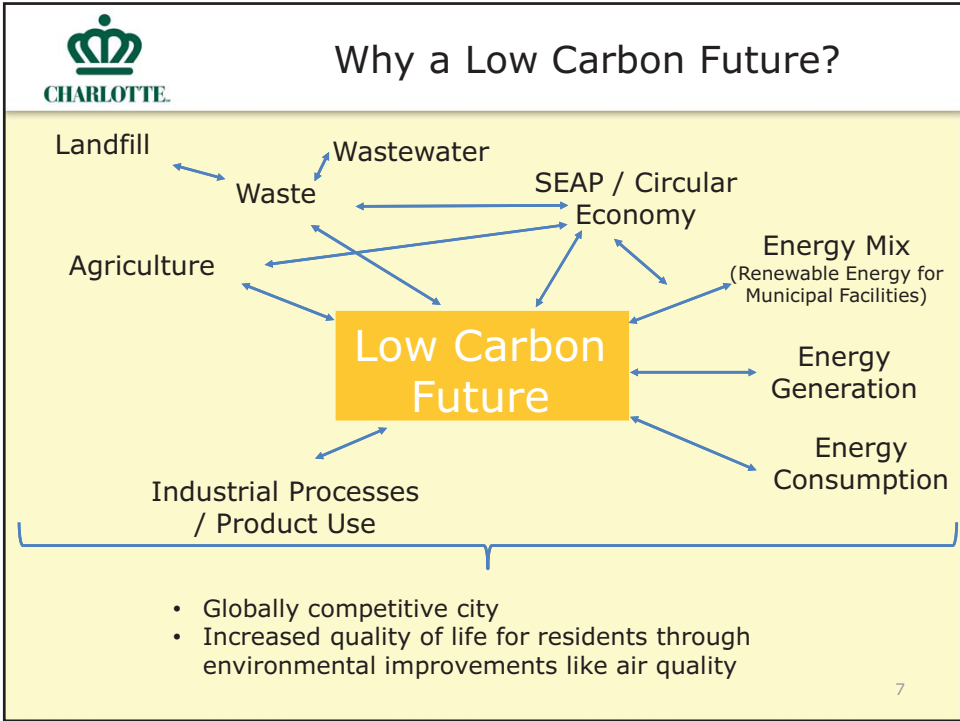


## Terminology

Energy Term	Definition	Notes
Renewable Energy	Wind, Solar (PV/CST), Hydro/Wave, Geo-Thermal, Bio-Energy. (plus storage)	100% is usually associated with high capacity requirements if based upon intermittent renewables (alongside storage) to meet peak demand. Costs in strategies often ignore demand and focus on consumption. The Resolution wants to be mindful of both in the time horizons.
Clean Energy	Usually Renewables + Nuclear, <i>but can be</i> Renewables only <i>With some</i> Including Natural Gas and 'clean coal'	-want to avoid confusion on terms.
Zero Carbon Energy / Fossil Free Energy	Renewables + Nuclear (if necessary)	-It refers to no GHG emissions other than those released when combusting/distributing/producing bioenergy. It does not mean nuclear will be in mix, but it does keep the door open.
Low Carbon	Spans all GHGs across all sectors: energy; waste; industrial processes; agriculture	-Does not mean that zero carbon dioxide is ruled out in any or all sectors. It recognizes that all emissions must be included.

6





- 
- Goals of a Resolution**
- Demonstrate Council’s commitment:
    - Low Carbon Future
      - Set End Goals
      - Through SEAP & Circular Economy
    - High Level – Not Specific Details
    - Call to action to our partners and community
- 8



## April Draft Resolution Summary

- Encompasses City's commitment to the Global Covenant of Mayors
- Broadens to a Low Carbon Future umbrella
  - 100% Clean Energy falls under this broader approach
- Specifies that the SEAP will be completed to provide an action plan
- Calls for continued work to reduce energy consumption in city operations in the short-term

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## Feedback on April Resolution-Generally

- Oversight in April Resolution over CO<sub>2</sub>e
  - This addresses several points highlighted
    - Technical aspects (emissions included)
    - Which sectors are included
- Ownership of goals
  - Municipal vs. City proper
- Terminology (clean / renewable)
- Questions around magnitude and timing of transformation

10



## First proposed edit to April Resolution

“WHEREAS, Charlotte will strive to become a low carbon city by 2050, **spanning all sectors**, to bring city-wide greenhouse gas emissions to below 2 tons **CO<sub>2</sub>e** per person annually;”

11



## Proposed edits

- 1) New reference to "all sectors" - this includes energy, waste, product use and agriculture.
- 2) Use of CO<sub>2</sub>e (equivalent) in the 2050 target.

12



## First Proposed Edit

The 2050 target goal of <2 tons CO<sub>2</sub>e includes all greenhouse gases (*including methane*) across all sectors, which means it addresses emissions reductions across all sectors (energy, waste, agriculture, product use).

13

CO<sub>2</sub>e (equivalent)

- Standard unit for measuring GHG emissions inventories –
  - expresses impact of each different greenhouse gas in terms of the amount of CO<sub>2</sub> that would create the same amount of impact.
- 1 kg of methane is equivalent to 25 kg of CO<sub>2</sub> over 100 years.

14



Second Proposed Edit – New Clause

“Now, Therefore, Be It Resolved that, the City will strive to source 100% of its energy use in its buildings and fleet from **zero carbon sources**, including renewables and nuclear, by 2030.”

*OR*

“Now, Therefore, Be It Resolved that, the City will strive to source 100% of its energy use in its buildings and **light duty vehicle fleet** from **zero carbon sources**, including renewables and nuclear, by 2030.”

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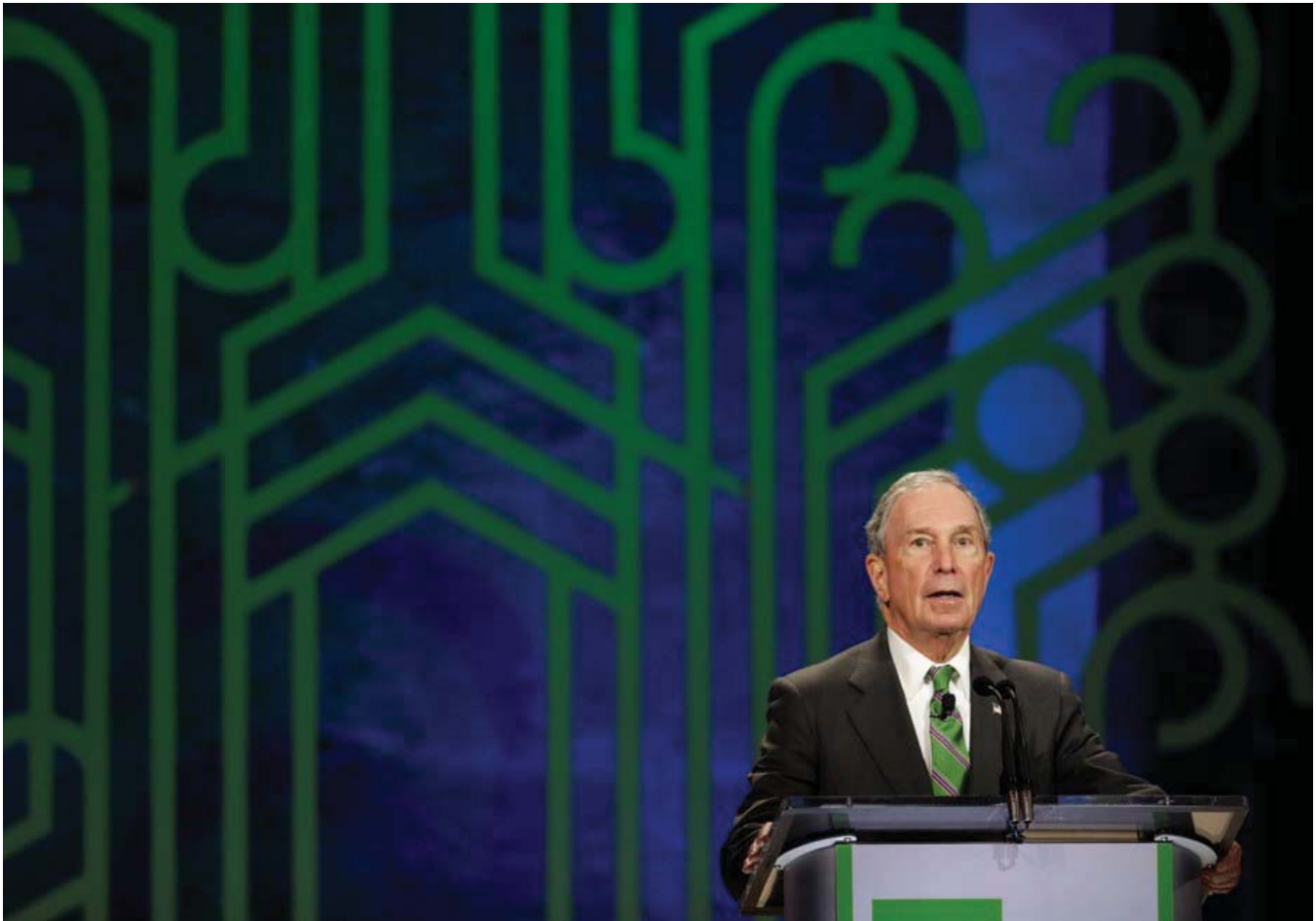


Requested Action

Environment Committee votes to approve low carbon resolution and send to full City Council for consideration and adoption in June.

16

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Michael Bloomberg awards cities for creating innovative projects to tackle climate change in 2016. This year, the stakes are higher. // Rebecca Blackwell/AP

## One Year After Trump Left the Paris Agreement, Who's Still In?

SARAH HOLDER JUN 1, 2018

**City and state coalitions just announced they'll be setting their own climate goals.**

When Trump pulled out of the Paris climate agreement last June, cities and states promised they'd fill the environmental vacuum. If the U.S. would no longer deliver on its commitment to lower carbon emissions 26 percent from 2005 levels by 2025, as the international agreement had stipulated, local leaders would. "We're going to do everything America would have done if it had stayed committed," said former mayor of New York Michael Bloomberg at the time.

A full year has passed since that commitment was broken and another was made. And while states and cities have taken climate action on the ground—banning hydrofluorocarbon pollutants (California); divesting pension funds from fossil fuel companies (New York State and several cities), and levying harsher-than-ever emissions regulations (California again)—it's been difficult to measure their collective progress toward fulfilling the accord, which traditionally does not accept members other than countries in its ranks. So to mark the June 1 anniversary, states and cities have set themselves a new raft of green goals.

Starting today, Bloomberg Philanthropies, the ex-mayor's charitable foundation, is holding an American Cities Climate Challenge. In October, the foundation will give away \$70 million divided up among 20 "Leadership Cities" — those that propose the most compelling projects to reduce emissions in the building and transportation sectors, or that are already climate leaders in their states. Any of the 100 largest cities in the U.S. that have publicly pledged to uphold the Paris agreement are eligible to compete. More than half of those large cities have already signed the joint document We Are Still In, but the remaining cities have until June 19 to add their names. Cities' applications are due on July 18, and the program will span two years.

"We hear from mayors all the time that they want to do more, that they want to push farther on buildings, push farther on transportation," said Jim Anderson, head of the government innovation program at Bloomberg Philanthropies. "But we also recognize that they need some help."

The U.S. Alliance on Climate Change also announced eight new initiatives this week, focused on sustainable infrastructure, renewable energy, carbon storage, and clean transportation. Created by New York Governor Andrew Cuomo, California Governor Jerry Brown, and Washington State Governor Jay Inslee in the days after Trump's Rose Garden announcement, the Alliance has grown to include governors from 16 states and Puerto Rico. Together, this group represents 40 percent of the U.S. population and has a collective economy worth \$9 trillion.

These tandem announcements themselves represent little more than a commitment to future action, and, in the case of some of the Alliance's initiatives, a commitment to start a committee to *then* plan for future action. Next steps for both groups will be announced at the Global Climate Action Summit in September. But the announcements are a signal to the rest of the world that although nationally, the U.S. has broken from global consensus, citizens on the ground are dedicated to lowering emissions.

The moves are far from purely symbolic, insisted Antha Williams, head of environmental programs at Bloomberg Philanthropies. She expects the challenge to foster a range of local-level projects—from “no-brainers,” like buying more renewable energy or removing permitting barriers for solar on municipal buildings, to transformative policies, such requiring building energy efficiency retrofits or adding parking charges to encourage public transportation use.

Focusing on the building and transportation sectors is a shortcut to progress, she said, because together they're responsible for almost 90 percent of the emissions from U.S. cities. “The great news is that mayors have a ton of authority over those two sectors,” Williams said. “So by working in cities and [in] the biggest, most polluting cities on carbon and transport, we can get pretty far, pretty fast.”



The Alliance's efforts, meanwhile, are targeted at the state level. They include a solar soft-costs initiative to drive down permitting, installation, and other non-hardware costs of solar, and offset some federal tariffs. With the help of NY Green Bank, the group is looking into opening new green banks, which work with private-sector investors to fund sustainable infrastructure projects. Following California's lead in phasing out hydrofluorocarbons, it's launching a super-pollutant challenge to reduce short-lived climate pollutants. And it's rolling out an initiative to get more electric vehicles on the roads, while pushing back against any federal weakening of a clean car standard.

Setting these goals as a team allows for valuable information-sharing, said Julie Cerqueira, the executive director of the U.S. Climate Alliance. California is holding webinars on how to inventory and set policy around HFCs; New York and Massachusetts have spent \$1.5 million on a climate-change clearinghouse filled with state-specific climate data tools, a database model that could be duplicated elsewhere. Broad buy-in is also necessary to compel market-level innovation and lower costs, especially for states that have fewer resources. To deploy more EVs, faster, "whether or not through some kind of coordinated procurement across the states, they can also help to move the market, thereby reducing the cost of those vehicles to make it more affordable to a larger number of states," said Cerqueira.

These initiatives are meant to fill federal gaps, but not all of them can be filled by localities, Cerqueira says. "There's a ton that states and cities can do, and we're seeing this incredible groundswell," she said. "But ... at the end of the day, it's not an excuse for the federal government to continue to cede the leadership on climate change."

Bloomberg's team was more sanguine. Between the city-level initiatives and Beyond Coal, a campaign with the Sierra Club to close down coal-fired power plants, Williams says they could tackle up to 65 percent of the reductions by 2025. "The experts tell us we can get there, and we don't need to wait for action from Washington."

Still, even when you add them together, these coalitions don't make a quorum. The Alliance has representation from less than half of the states in the U.S., and of the three Republican governors who've joined, all of them represent blue states: Vermont, Maryland, and Massachusetts. While the big cities that have signed onto the Paris accord and are therefore eligible for Bloomberg's challenge are more diverse, many are Democrat-led.

## Recommended

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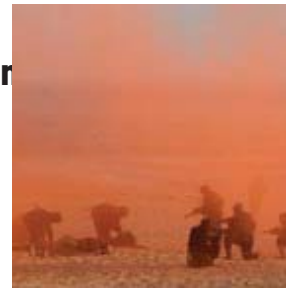
**Climate Change Will Not Make Us Nicer**

AMANDA KOLSON HURLEY  
MAR 19, 2018



**3 Questions for Cities One Year After the Paris Agreement**

GREG SCRUGGS  
DEC 14, 2016



**The Cities at Risk of Climate-Driven Conflict**

THOR BENSON  
MAR 21, 2018

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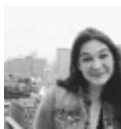
Research indicates, however, that despite a small conservative showing in these sorts of public coalition groups, support for climate resilience policy is more bipartisan than it seems. According to [an analysis by the Boston University Initiative on Cities](#), while Republican mayors "shy away from climate network memberships and their associated framing of the problem," they do "advocate locally for policies that help advance climate goals for other reasons, such as fiscal responsibility and public health." Open climate leadership by some states and cities could encourage quiet, policy-driven support from others.

The real test will come in September, when city and state leaders across the country gather in California for the global climate summit. There, they will announce the level of U.S. emissions recorded in the past year—and how much lower it’s really gotten—and leaders of the initiatives spearheaded by the Alliance will outline more specific action plans. In October, Bloomberg Philanthropies will announce its 20 winning cities and they’ll embark on the two-year program.

“When we look around the world right now and we think about the real climate standouts, you might think of Oslo or Stockholm,” said Williams. “But we think there’s an opportunity to be thinking of cities like Pittsburgh or San Diego among those ranks.”

## About the Author

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### Sarah Holder

🐦 [@PTSARAHDACTYL](#) / 📡 [FEED](#)

[Sarah Holder](#) is an editorial fellow at CityLab.

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## Housing & Neighborhood Development Committee Update

August 14, 2018

**Committee Members:** LaWana Mayfield (Chair), Ed Driggs (Vice Chair), Larken Egleston, Justin Harlow, and Matt Newton

**Committee Purpose Statement:**

The committee reviews and recommends policy related to comprehensive initiatives designed to create affordable housing and provide opportunities that align with creating great neighborhoods.

**Committee Chair Update:**

Since Council's last Strategy Session the committee has met twice; on June 13, 2018 and July 18, 2018 and discussed the following:

- **Housing Charlotte Framework**

The Housing Charlotte Framework was reviewed and recommended to full Council for consideration at the July 23 Action Review meeting.

The Framework establishes a collaborative effort among the City and community partners, such as the Foundation For The Carolinas (FFTC), Local Initiative Support Corporation (LISC), and the Leading on Opportunity Council for the allocation of private and public resources to guide the City's affordable housing investment, and modifications to other City policies such as the Housing Locational Policy, Affordable Housing at Transit Station Areas, Naturally Occurring Affordable Housing, Tax Relief Grants, and the Voluntary Housing Density Bonus.

Council will be asked to approve the Housing Charlotte Framework at the August 27 Business meeting.

- **Housing Locational Policy**

At the July 18 meeting the committee discussed options for revising the Housing Locational Policy. The policy has been discussed at multiple meetings and is also a recommendation included in the Housing Charlotte Framework.

The current Locational Policy serves as a guide for the location of new affordable multi-family housing developments. The goal of the revised policy is to better reflect Charlotte's current housing landscape, needs, and priorities such that policy waivers become unnecessary. The new policy will also be a more viable tool to help guide the location of new affordable multi-family housing developments in areas of high opportunity.

A draft site scoring matrix that, in addition to updating the policy's permissible and non-permissible areas, was developed to assist staff with evaluating developer proposals for Housing Trust Fund and other City support. It would also provide greater transparency to developers and the community, allowing everyone to know the City's priorities. The proposed matrix would score the location of a project based on Council's priorities and is also consistent with the Leading on Opportunity Report:

- Proximity to transit oriented development, and amenities such as grocery stores and banks;
- Diversity of the unit mix (AMI) of the development, and the overall existing poverty of the area;
- Access to jobs, and
- Whether or not the community is experiencing gentrification or is in danger of doing so.

Staff plans to move forward with fully developing the site scoring matrix, and to conduct community outreach on the locational policy and proposed scoring matrix over the next 30-45 days. The community engagement meetings



## Housing & Neighborhood Development Committee Update

will take place 6:30-8:00 pm on the following dates (*locations are still being confirmed as of the date this update was written, and are subject to change*):

1. Tuesday, August 21 – Southwest Charlotte (tbd)
2. Thursday, August 23 – Southeast Charlotte (Myers Park United Methodist Church)
3. Tuesday, August 28 – Northwest Charlotte (East Stonewall Baptist Church)
4. Thursday, September 6 – Uptown (CMGC)
5. Tuesday, September 11 – Northeast Charlotte (tbd)

These dates and the meeting locations will be provided to Council so they may invite constituents to attend.

### **Next Meeting:**

The next meeting is scheduled for Wednesday, September 12 at 2:00 pm in Room 280. The proposed agenda will consist of the Housing Locational Policy, to include feedback received at the community meetings and other updates.



Charlotte City Council  
Housing and Neighborhood Development Committee  
Summary  
June 13, 2018

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**COMMITTEE AGENDA TOPICS**

- I. Housing Funding Support Requests
- II. *Housing Charlotte* Strategic Framework

**COMMITTEE INFORMATION**

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**Committee Members Present:** LaWana Mayfield (Chair), Ed Driggs, Larken Egleston, Justin Harlow, Matt Newton

**Other City Council Members**

**Present:** n/a

**Committee Members Absent:** n/a

**Staff Resources:** Debra Campbell, Assistant City Manager  
Pamela Wideman, Housing & Neighborhood Services

**Meeting Duration:** 2:00 PM – 3:00 PM

**Meeting Video:** <https://www.youtube.com/watch?v=v2fE9G5IPc4>

**ATTACHMENTS**

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- 1. Presentation – Emergency Solution Grant Allocations
- 2. Presentation - Community Housing Development Organization HOME Allocations
- 3. Presentation – *Housing Charlotte*, A Framework for Building and Expanding Access to Opportunity through Housing Investments

**DISCUSSION HIGHLIGHTS**

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Council member Mayfield called the meeting to order and asked everyone in the room to introduce themselves.

**Emergency Solution Grant Allocations**

Pamela Wideman reviewed the background of the federal Emergency Solutions Grant (ESG) program, and shared that ESG funds are the only federal funding source available to support emergency shelters. She reminded the Committee that these projects are part of the continuum of housing support provided by the City. Pamela walked the Committee through the three funding requests that require City Council approval: 1. Salvation Army Center of Hope, 2. Men’s Shelter, and 3. The Relatives. She also shared the various funding requests that, due to their dollar threshold, have already been reviewed and approved by staff.

**MOTION AND VOTE.** Motion made by Council member Driggs and seconded by Council member Newton to recommend that City Council approve the ESG funding requests as proposed. The vote was unanimous in favor of the motion.

### **Community Housing Development Organization HOME Allocations**

Pamela Wideman reviewed the definition of a Community Housing Development Organization (CHDO). There are currently five certified CHDOs in Charlotte. Staff meets with these organizations quarterly, and each is encouraged to bring proposed projects forward during the annual funding cycle. This year, two of the organizations (CrossRoads Corporation and the Charlotte Mecklenburg Housing Partnership) requested funds for their Elizabeth Heights and Druid Hills projects respectively. Pam walked the Committee through each of these two proposals. Councilmember Harlow asked what would happen if the City did not expend all of the CHDO funds. Pam explained that, due to the required set-aside of 15%, if we did not expend the funds we would be obligated to return any unused funds to HUD.

**MOTION AND VOTE.** Motion made by Council member Driggs and seconded by Council member Egleston to recommend that City Council approve the CHDO funding requests as proposed. The vote was unanimous in favor of the motion.

### **Housing Charlotte Strategic Framework**

Debra Campbell opened the conversation by reminding the Committee that this meeting is one of many at which the Committee has had an opportunity to discuss the housing framework. At today's meeting, the Committee is being asked to take action to approve the framework document, and to move it forward to full Council for consideration. Debra reminded the Committee that the intent of the framework has always been to provide guidance for how to make housing investments when and if funding sources are available; it has never been the intent to provide specific information on how to spend the proposed \$50 million housing bond funds should those be approved by voters in the fall. Debra also explained that the framework is not just about housing units, but is also about strategically locating those units in areas where they can revitalize and uplift neighborhoods and people, by building and expanding access to opportunity with housing investments.

Council member Newton asked how the locational policy relates to the objective to expand the supply of affordable rental and owner occupied housing. He also asked if/how the two opportunity maps are intended to direct investment. Pamela Wideman explained that the Committee will consider revisions to the Housing Locational Policy later this summer, and that the locational policy will still apply to any proposed housing investments that Council is asked to consider. Pamela also explained that the key strategies reflected in the framework represent best practice tools that are used across the country. She explained that the opportunity maps are not suggesting that housing investments will be made in any particular area. The maps are intended to serve as information only - a guide to help identify areas that could be targeted for housing investments in the future, for example, in an effort to help get lower income residents close to transit opportunities. There is no policy tied to the maps. Council will still have the opportunity to vote on every project, and there will be policies in place, like the Housing Locational Policy, to direct resources. The Charlotte Housing framework will act as a guide only.

Council member Egleston expressed concern that the framework does not clearly state that some of the proposed strategies/tools will only be viable if the private sector comes to the table. He also expressed concern that the pie charts on page 21, and particularly that which reflects the 40%/41%/19% for new construction, preservation and anti-displacement respectively, are not clearly noted as being an example only; if hard numbers are prescribed they should be more scientifically arrived at.

Committee members discussed that the framework is comprehensive, and represents the many conversations that the Committee has had. They also acknowledged that there is a body of work to be undertaken around housing related policies and programs, which will begin once the framework is approved.

**MOTION AND VOTE.** Motion made by Council member Egleston and seconded by Council member Harlow to move the framework forward to full Council for consideration and approval at their July 23 business meeting. The vote was unanimous in favor of the motion

Meeting adjourned at 2:59 pm.



**City Council**  
**Housing and Neighborhood Development Committee**

**Wednesday, June 13, 2018**

2:00 p.m.

Charlotte-Mecklenburg Government Center  
**Room CH-14**

**Committee Members:** LaWana Mayfield, Chair  
 Ed Driggs, Vice Chair  
 Larken Egleston  
 Justin Harlow  
 Matt Newton

**Staff Resource:** Debra Campbell, Assistant City Manager  
 Pamela Wideman, Director, Housing & Neighborhood Services

**AGENDA**

**I. Housing Funding Support Requests**

The Committee will receive information on the annual allocation of federal HOME funds to Certified Housing Development Organizations (CHDO).

*Action: Approve the CHDO funding recommendation and forward to full Council for consideration and approval at the July 23 Council business meeting.*

**II. Housing Charlotte Strategic Housing Framework**

The Committee will continue its review of the *Housing Charlotte* Strategic Housing Framework’s key strategies and tools for expanding the supply of diverse price point housing, preserving existing housing stock, and supporting family self-sufficiency.

*Action: Complete review of the Housing Charlotte framework, and forward to full Council for consideration and approval.*

**Next Meeting:** July 18 - 2:00 p.m.

Topics: Policies	Housing & Neighborhood Development Committee		Council Briefing	Council Meeting Vote/Decision
	Information	Recommendation		
Housing Locational Policy	February 28, 2018 March 27, 2018	July	TBD	TBD
Strategic Housing Framework	April 20, 2018 May 16, 2018 June 4, 2018	June 13, 2018		
Pilot Displacement Assistance Program	TBD	TBD	TBD	TBD
Topics: Projects				
Housing Funding Support Requests*	June 13, 2018	June 13, 2018	TBD	July 2018

\*Housing funding support requests will be considered by the Committee throughout the year as needed



  
**Charlotte**  
HOUSING & NEIGHBORHOOD  
SERVICES

**Community Housing Development Organization  
HOME Allocations**

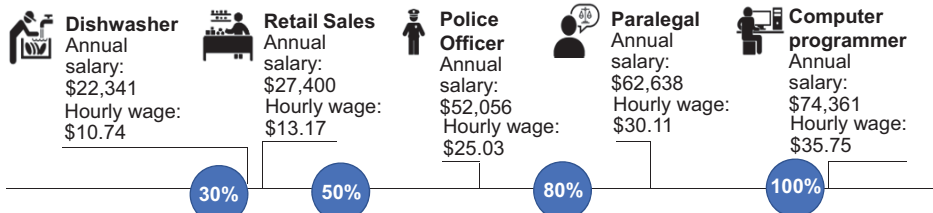
**Housing and Neighborhood Development Committee  
June 13, 2018**

**Briefing Objectives**

- ▶ Background
- ▶ Community Housing Development Organizations (CHDO)
  - ▶ Definition & Criteria
  - ▶ Certified Members
  - ▶ HUD Set-Aside Requirement
- ▶ 2018 Development Funding Recommendations
- ▶ Next Steps



## Background - Who Needs Affordable Housing



AMI	Family of Four	Max. Monthly Rent
30%	\$22,250	\$556
50%	\$37,050	\$926
60%	\$44,460	\$1,112
80%	\$59,300	\$1,483
100%	\$74,100	\$1,853
120%	\$88,920	\$2,223

Sources: 2017 Paycheck to Paycheck Database; 2018 HUD Income Limits

## Community Housing Development Organization Definition and Criteria

A Community Housing Development Organization (CHDO):

- Is a private nonprofit, community-based service organization that has paid staff with the capacity to develop affordable housing for the community it serves.
- Provides programs and services, and engages in activities, that promote and support a community.
- Must meet criteria around legal status and organizational structure.
- Must demonstrate fiscal soundness, capacity, and experience.

## Community Housing Development Organization Certified Members

Certified CHDO Members:

- Belmont CDC
- CrossRoads CDC
- Charlotte-Mecklenburg Housing Partnership
- Friendship CDC
- Mosaic Development Group



Norris Avenue



Norris Avenue



Heflin Street

## Community Housing Development Organization Set Aside

- The City is a recipient of HOME funds from the U.S. Department of Housing and Urban Development (HUD)
- The City is designated as a Participating Jurisdiction by HUD
- As a Participating Jurisdiction, the City must allocate at least 15% of its HOME funds to CHDOs for housing developments serving households earning 80% (\*\$59,300) and below the Area Median Income (AMI)

\* HUD 2018 80% of AMI for a family of four

## Community Housing Development Organization Set Aside

Funding Source	Amount
2017 HOME Allocation	\$2,330,231
15% CHDO Set-Aside: Prior Year Balance:	\$349,535 <u>\$301,760</u>
<b>Available Balance</b>	<b>\$651,295</b>
CHDO Funding Requests (2):	\$650,000

## CrossRoads Corporation Elizabeth Heights Homeownership



District 1  
Orange and Heflin Streets  
New Construction

Number of Units	8
CHDO Request	\$500,000
Total Cost	\$2,120,800
Affordability Period	15 Years
Leverage Ratio	1:4
AMI	≤ 80%

## Charlotte Mecklenburg Housing Partnership Druid Hills Homeownership



District 2  
1000 Rodey Ave.  
1001 & 1101 Holland Ave.  
New Construction

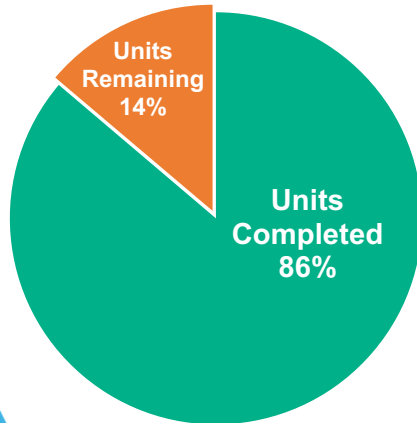
Number of Units	3
CHDO Request	\$150,000
Total Cost	\$724,050
Affordability Period	15 Years
Leverage Ratio	1:5
AMI	< 80%

### Next Steps

- With Committee approval, City Council to consider CHDO funding recommendations at the July 23 business meeting

## Production Towards 5,000 Units Goal

January 1, 2016 – May 30, 2018





### 86% Units Completed/Committed

Multifamily New Construction	2,526
Multifamily Housing Rehab	270
Single Family Housing Rehab	485
Down Payment Assistance	595
Voluntary Restricted Multifamily	400
Single Family New Construction	34
<b>TOTAL:</b>	<b>4,310</b>

## Charlotte Mecklenburg Housing Partnership Druid Hills Homeownership





  
**Emergency Solution Grant Allocations**  
Housing & Neighborhood Development Committee  
June 13, 2018

**Emergency Solution Grant Briefing Objectives**

- ▶ Background
- ▶ Request for Proposal Process
- ▶ Proposal Evaluation Criteria
- ▶ FY2019 Emergency Solution Grant Recommendations
- ▶ Next Steps



## Emergency Solution Grant Background

- ▶ Emergency Solution Grant (ESG) funds are **allocated annually** by the U.S. Department of Housing and Urban Development Department (HUD)
- ▶ ESG is the **only federal funding available to support emergency shelters**
- ▶ On any given night an average of:
  - ▶ **400 women and children** are staying at the Salvation Army, Center of Hope
  - ▶ **350 men** are staying at the Men's Shelter of Charlotte

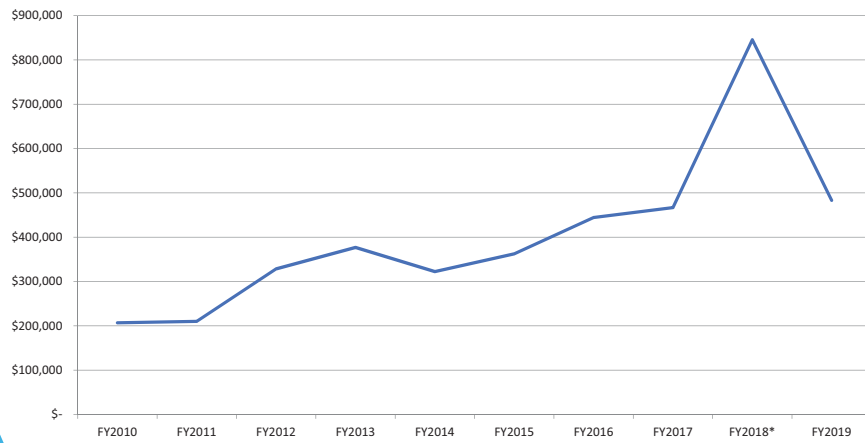
## Emergency Solution Grant Background

Program components:

- ▶ **Street Outreach:** Connects unsheltered homeless individuals or families with shelter, housing or social services
- ▶ **Emergency Shelter:** Provides funding to operate a shelter and provide essential services (case management, education assistance, life skills, etc.)
- ▶ **Prevention:** Financial assistance and services to present an individual or family from becoming homeless
- ▶ **Rapid Re-Housing:** Financial assistance and services to assist an individual or family living in a shelter or in place not meant for human habitation to move quickly in to permanent housing
- ▶ **Data Collection:** Participating in local Homeless Management Information System

## Emergency Solution Grant Funding FY2010 – FY2019

Funded Amount



\*City was awarded one-time supplemental dollars in FY2018

## Request for Proposal Process



## Key Proposal Evaluation Criteria

Service Alignment	Agency Experience	Financial Strength
<ul style="list-style-type: none"><li>• City Focus Areas</li><li>• Program Objectives</li><li>• Housing and Urban Development</li></ul>	<ul style="list-style-type: none"><li>• Impact on Community</li><li>• Capacity</li></ul>	<ul style="list-style-type: none"><li>• Agency and Program Budget</li><li>• Leverage of City Funds</li></ul>

## Emergency Solution Grant Recommendation Salvation Army, Center of Hope

- Provide emergency shelter to women and children experiencing homelessness
- Assist households with Rapid Re-Housing Assistance
- Assist with Homeless Management Information System data collection
- **Total request: \$108,200**



**Salvation Army, Center of Hope**  
534 Spratt Street  
District 2

## Emergency Solution Grant Recommendation Men's Shelter of Charlotte

- ▶ Provide emergency shelter to men experiencing homelessness
- ▶ Assist households with Rapid Re-Housing Assistance
- ▶ Assist with Homeless Management Information System data collection
- ▶ **Total Request: \$117,325**



**Men's Shelter of Charlotte**  
1210 North Tryon Street  
District 1

## Emergency Solution Grant Recommendation The Relatives Crisis Center

- ▶ Provide temporary shelter and support services to children and youth, with a focus on keeping families together
- ▶ Offer 24-hour crisis hotline, walk-in crisis support, aftercare services and parenting support
- ▶ Funding will be used for building improvements
- ▶ **Total Request: \$190,000**



**The Relatives**  
1100 East Boulevard  
District 1

## Emergency Solution Grant Recommendations (under \$100,000)

Organization	Funding	ESG Program Component	Target number to be served
Community Link	\$45,000	Prevention	15 Households
Friendship Community Development Corporation	\$8,294	Emergency Shelter; Data Collection	60 Households
Safe Alliance	\$13,950	Emergency Shelter	90 Households
Supportive Housing Communities	\$95,199	Rapid Re-Housing	17 Households
<b>Total</b>	<b>\$162,443</b>		

## Emergency Solutions Grant Funding per Agency FY2015 – FY2019

Agency	FY15	FY16	FY17	FY18*	FY19
Charlotte Family Housing	\$62,816	\$0	\$10,000	\$0	\$0
Community Link	\$32,600	\$99,987	\$95,500	\$40,000	\$45,000
Friendship Community Development Corporation	\$8,730	\$8,730	\$8,730	\$8,730	\$8,294
<b>Men's Shelter of Charlotte</b>	<b>\$94,637</b>	<b>\$142,424</b>	<b>\$142,612</b>	<b>\$263,162</b>	<b>\$117,325</b>
<b>The Relatives</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$190,000</b>
Safe Alliance (formerly United Family Services)	\$12,512	\$12,512	\$12,512	\$15,000	\$13,950
<b>Salvation Army</b>	<b>\$99,474</b>	<b>\$110,825.00</b>	<b>\$129,439</b>	<b>\$309,012</b>	<b>\$108,200</b>
Supportive Housing Communities	\$0	\$67,812	\$67,812	\$118,594	\$95,199

\*City was awarded one-time supplemental dollars in FY18

## Next Steps

On July 23, 2018, City Council will consider approval of FY2019 Emergency Solution Grant recommendations



## Economic Development Committee Update

August 14, 2018

**Committee Members:** James Mitchell (Chair), Ed Driggs (Vice Chair), Justin Harlow, LaWana Mayfield and Matt Newton

**Committee Purpose Statement:**

The committee reviews and recommends policies to maintain, increase, and enhance the quality and number of jobs available in the city and expand economic opportunity to all residents.

**Committee Chair Update:**

Since Council's last Strategy Session, the committee met three times; June 14, June 25, and July 23 and discussed the following:

- **Charlotte Business INClusion (CBI) / Disparity Study Part II Update**

The Disparity Study Part II and Charlotte Business INClusion (CBI) were discussed over the last three Committee meetings where staff reviewed information on Good Faith Efforts (GFE), Construction Manager at Risk contracts, expanding the CBI geographic area, and Economic Development's strategy for capacity building and connecting MWBEs.

CBI's mission is to promote diversity, inclusion and local business opportunities in the City's contracting and procurement process for businesses located in the Charlotte region. Staff provided the committee with information on CBI's engagement and outreach efforts, including their citywide strategic framework for growing MWBEs, AMP UP Charlotte and an upcoming community engagement campaign which will highlight opportunities where there have, historically, been few MWSBE responders.

Staff reviewed and discussed the following policy recommendations:

1. Reduce GFE point value from "15" to "10" for the categories around breaking down work and negotiating in good faith with MWSBEs.
2. Request CBI Advisory Committee to review opportunities for "new" GFE categories.
3. Remove policy language that goals are "negotiated" for Construction Manager at Risk contracts.

Staff will continue to explore opportunities to eliminate or reduce delayed payments between primes and subcontractors.

The committee heard also discussed Economic Development's strategy for capacity building and connecting MWBEs. The strategy focuses on forecasting schedules, identifying opportunities, preparing firms, and cultivating new opportunities. Staff will continue to update the Committee on this effort at upcoming meetings.

- **Economic Development Committee Retreat**

At the July 23 meeting Tracy Dodson shared with the committee that an outside facilitator would moderate the Committee retreat on August 16 with a focus on topics to prepare a comprehensive strategic economic development plan for the City of Charlotte.

- **CIAA Update**

During the July 23 meeting Mike Butts and Dillard Heath provided the committee with an update on the economic impact of the 2018 CIAA Tournament in Charlotte. The economic impact totaled \$50.5 million and supported 436 jobs. Our current contract runs thru 2020.



## Economic Development Committee Update

CIAA has issued a bid for responders to host their tournament from 2021-2023. The following suggestions were made by the Committee for the CIAA Tournament:

- Market the CIAA hotel room blocks by linking the CIAA website to the City's website, CRVA, Charlotte's Got a Lot and Music Everywhere Charlotte
- Extend the invite for other Councilmembers to participate in the CRVA/City's check presentation for scholarships to CIAA during the tournament finals

### **Next Meeting:**

The next meeting will be the retreat on Thursday, August 16 at noon at the Goodwill Opportunity Campus. The committee will focus on preparing a comprehensive strategic economic development plan.





Charlotte City Council  
Economic Development Committee  
Summary  
July 23, 2018

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**COMMITTEE AGENDA TOPICS**

- I. Charlotte Business INClusion (no action required)
- II. CIAA Update(no action required)
- III. Discuss August 27<sup>th</sup> Meeting Schedule (action required)

**COMMITTEE INFORMATION**

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**Council Members Present:** James Mitchell, Ed Driggs, Matt Newton and LaWana Mayfield

**Others:** Councilmembers Bokhari, Egleston and Winston

**Staff Resources:** Tracy Dodson, City Manager's Office  
Kevin Dick, Economic Development Department  
Randy Harrington, Management & Financial Services  
Nancy Rosado, Management & Financial Services  
Thomas Powers, City Attorney's Office

**Guests:** Mike Butts, Visit Charlotte  
Dillard Heath, Charlotte Regional Visitors Authority

**Meeting Duration:** Noon – 2:30PM

**ATTACHMENTS**

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- 1. Agenda – July 23 2018
- 2. Presentation – Charlotte Business INClusion
- 3. Presentation – 2018 CIAA Tournament Survey Results & Economic Impact Report

**DISCUSSION HIGHLIGHTS**

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Chairman Mitchell called the meeting to order and asked the audience to introduce themselves. He recognized Randy Harrington for his dedication and service to the City of Charlotte as CFO and Budget Director and congratulated him on his new position as town manager for the Town of Holly Springs in Wake County. He turned the meeting over to Tracy Dodson to introduce the agenda topics.

## **I. Charlotte Business INclusion**

Tracy Dodson introduced the Charlotte Business INclusion topic and turned it over to Kevin Dick to start the presentation. Kevin shared information with the Committee on the Economic Development strategy for capacity building and connecting MWBEs, which included the framework on the Phase I & II forecast schedule, identification of areas with no/low MWBE and firms that are not certified to expand their offerings to compete for City contracts. He also noted the AMP Up Charlotte capacity building pilot program that we are testing and noted future vendor opportunities, particularly with the NBA and additional City outreach efforts.

Nancy Rosado continued the presentation with responses to the Committee's questions from the June 25<sup>th</sup> meeting around Good Faith Efforts and Construction Manager At Risk Contracts. Thomas Powers continued the presentation and shared information on the NC General Statutes regarding payments to subcontractors and the construction payment process.

*Committee Members asked staff to bring back information on the following for discussion:*

- Identify ways to help our current certified MWSBEs who have not been awarded City contracts before the contracts are presented to City Council for approval.
- Bring back information on certified SBE's that have not been awarded City contracts.
- Identify the first point of contact for Councilmembers to call in order to respond to constituent inquiries related to Charlotte Business INclusion. They also asked how opportunities with primes and subcontractors could be strengthened.

### *Staff Assignment*

Chairman Mitchell asked staff to schedule a time to recognize the businesses that were chosen to participate in the AMP Up Charlotte Program at the August or September City Council meeting.

## **II. Discuss Economic Development Committee Retreat**

Tracy Dodson shared with the Committee that John Martin, CEO and Managing Partner, Southeast Institute of Research would moderate the ED Committee Retreat on August 16<sup>th</sup> with a focus on topics to prepare a comprehensive strategic economic development plan for the City of Charlotte.

The Committee changed the starting time of their Retreat on August 16<sup>th</sup> from 1:00pm to Noon with an ending time of 4:00pm. The location will be the Goodwill Opportunity Campus. A motion was made by Councilmember Mayfield and seconded by Councilmember Newton to change the starting time of the August 16<sup>th</sup> Retreat from 1:00pm to Noon. The vote was 3:0 (Mitchell, Mayfield and Newton) with Councilmembers Driggs and Newton being absent for the vote.

## **III. CIAA Update**

Mike Butts and Dillard Heath provided the Committee with an update on the economic impact of the 2018 CIAA Tournament in Charlotte. They also shared the following dates associated with the upcoming CIAA bid for 2021-2023. The intent to acknowledge Charlotte's bid is due on July 24, 2018. The bid proposal is due on September 9<sup>th</sup> and a decision will be made by CIAA on December 14<sup>th</sup>.

*The following suggestions were made by the Committee for the CIAA Tournament:*

- Market the CIAA hotel room blocks by linking the CIAA website to the City's website, CRVA, Charlotte's Got a Lot and Music Everywhere Charlotte
- Extend the invite for other Councilmembers to participate in the CRVA/City's check presentation for scholarships to CIAA during the tournament finals.

A motion was made by Councilmember Mayfield and seconded by Councilmember Newton to support Charlotte's bid for the 2021-2023 CIAA Tournament. The vote was 3:0 (Mitchell, Mayfield and Newton) with Councilmembers Driggs and Newton being absent for the vote.

#### **IV. Discuss August 27<sup>th</sup> Meeting Schedule**

The Committee rescheduled their August 23<sup>rd</sup> meeting at noon to August 27<sup>th</sup> at 2:00pm, Rooms 270-271.

The meeting adjourned at 2:30p.m.

**City Council  
Economic Development Committee**

Monday, July 23, 2018 at Noon  
Room CH-14

Committee Members: James Mitchell, Chair  
Ed Driggs, Vice Chair  
Justin Harlow  
LaWana Mayfield  
Matt Newton

Staff Resource: Tracy Dodson, City Manager's Office

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**AGENDA**

**I. Charlotte Business INclusion – 60 minutes**

*Staff: Nancy Rosado, Management & Financial Services; Kevin Dick, Economic Development; and Thomas Powers, City Attorney's Office*

Action: Staff will present information on the following: (1) Economic Development Strategy for Growing MWBEs; (2) Good Faith Efforts; (3) Subcontracting Goal Process for Construction Manager at Risk Contracts; and (4) NC General Statutes Regarding Payments to Subcontractors.

**II. CIAA UPDATE – 25 minutes**

*Guests: Mike Butts, Vice President of Sales & Executive Director, Visit Charlotte; Dillard Heath, Director of Business Insights & Analytics, Charlotte Regional Visitors Authority*

Action: Mike Butts and Dillard Heath will provide an update to the Committee on the economic impact of the CIAA tournament in Charlotte and share dates associated with the upcoming CIAA bid.

**III. Discuss August 27<sup>th</sup> Meeting Schedule – 5 minutes**

**IV. Next Meeting: ED Committee Retreat, Thursday, August 16<sup>th</sup> (1:00-4:00pm – TBD)**

Topics: Policies	Economic Development Committee		Council Action Review	Council Meeting Vote/Decision
	Information	Recommendation		
Policy Review (Business Investment Grant)	TBD			
Policy Review (Tax Increment Grant) (Corridor Revitalization Grant)	TBD			
Disparity Study Part II	June 14 & June 25			
Project PIECE	TBD			
CRFE Update/Innovate Charlotte	TBD			
Topics: Projects				
Amateur Sports/Memorial Stadium	April 26	April 26	May 14	May 30
Eastland Redevelopment	April 26	May 24	TBD	TBD
LYNX Gold Line Impacts (CATS)	September/October		TBD	



## Charlotte Business INClusion



Economic Development Committee Meeting

July 23, 2018



### Agenda

- **Economic Development Strategy for Capacity Building and Connecting MWBEs**
  - MWBE Business Opportunity Areas
  
- **Good Faith Efforts**
  - FY18 Bid Awards through GFEs
  - FY18 Bid Rejections
  - Policy Recommendations
  
- **Construction Manager at Risk Contracts**
  - Current CBI Subcontracting Goal Process
  - Policy Recommendations
  
- **NC General Statutes Regarding Payments to Subcontractors**
  - City of Charlotte Construction Payment Process

2



Economic Development - Charlotte Business Inclusion Strategy

**Forecast** – Corporate Procurement/Charlotte Business Inclusion/Economic Development

Phase I

- First ever City-wide forecasting schedule of City’s procurement needs to identify associated MWBE opportunities
- Develop database of planned city procurements
- Early notification for business planning
- Enhanced transparency for greater inclusion

Phase II

- One stop portal with enhanced forecasting features that allow businesses to plan and prepare for future city vendor solicitation opportunities
- Increased transparency and communication of opportunities to business community

3



Economic Development - Charlotte Business Inclusion Strategy

**Identify** – Areas with no/low MWBE availability

- Departments with most opportunities surveyed by Charlotte Business Inclusion
  - Engineering and Property Management
  - Charlotte Area Transit System (CATS)
  - Charlotte Water
  - Aviation
- Departments asked to look at areas with projects where no goals had been set because availability of firms was low

4





Economic Development - Charlotte Business Inclusion Strategy

**Identify** – Areas with no/low MWBE availability

MWBE BUSINESS OPPORTUNITY AREAS		
CONSTRUCTION	PROFESSIONAL SERVICES	GOODS/COMMODITIES
Electrical (General)	Architectural Engineering	De-icing Materials
Plumbing	Landscape Architectural	Airfield Lighting
HVAC	Real Estate (eminent domain, condemnation)	Veterinary Equipment
Millwork	Easement Clearing	Solid Waste Bags
Steel (Structural & Misc)	Electric & Gas Utility Services	Training Materials
Glass	Exterminator (Bird Nesting)	Lab Supplies
Fire Protection	Easement Clearing	Animal Food
Masonry	Aerial Imagery	Degreasing Materials
Pre-cast Concrete	Benefits Consulting	Passenger Tickets w/Magnetic Strips
Welders	Petroleum Fuel	Windshields

5



Economic Development - Charlotte Business Inclusion Strategy

**Prepare**





- Short Term – Identify firms with capacity that aren't certified
- Medium Term – Build capacity in early stage companies
  - o e.g. – (improve financial management ability, assist with obtaining licensing, business planning, marketing)
- Help firms expand offerings

6





Economic Development - Charlotte Business Inclusion Strategy





**Prepare**

- AMP Up Charlotte: 6 – 8 Month Capacity Building Program
  - 20 early stage businesses have begun programs with nationally-recognized curriculum
  - Business types consistent with City procurement opportunities
  - Potential, sustainable capacity-building model for ongoing City and private MWBE efforts
- CPCC – business classes and licensing opportunities
- Other Charlotte Business Resources Partner programs
- Measurable Impacts
  - Increase in MWBE spending

7



Economic Development - Charlotte Business Inclusion Strategy

**Cultivate**

- Help companies start that can grow into City contractors
- Leveraging and collaborating with private sector collaboration and leveraging to grow, mentor and prepare companies





8







Economic Development - Charlotte Business Inclusion Strategy

**Cultivate**

Events

- Black Enterprise Doing Business In Charlotte Event - June 9
  - Over 200 business owners throughout region
- City/NCDOT Joint Outreach Meeting - June 26
  - 27 construction-related and professional services firms
- Large City outreach meeting planning for FY19

Measurable Impacts:

- Enhanced relationships with between city and business community
- Increase in certified firms
- Increase in goal percentages

9



Economic Development - Charlotte Business Inclusion Strategy






**Certify**

- Online certification (coming Fall 2018)
- Community Recruitment and Outreach Strategy
  - Town Hall Meeting with NC Department of Administration in September 2018
  - Strengthen partnerships with NC Historically Underutilized Business (HUB) Office and Carolinas-Virginia Minority Supplier Development Council (CVMSDC)
  - Expand outreach to entire geographic area
  - Intentional marketing of CBI Program to business networks in the “no/low MWBE business opportunity areas”
  - PR opportunities with local media and social media outlets

10





## Responses to Economic Development Committee Questions from June 25, 2018 Meeting

11



### Good Faith Efforts

*FY18 Analysis (as of 6/25/18)*



- A total of 13 Good Faith Effort (GFE) reviews were completed by staff in FY18
  - Seven (7) bids were awarded through GFEs
  - Six (6) bids were rejected for CBI non-compliance
  - The table below highlights the GFEs claimed/awarded for all 13 GFE reviews
- Staff rigorously evaluates "claimed" GFE points



Good Faith Efforts Categories*	Points	Frequency Claimed	Frequency Awarded
Contacts	10	92%	46%
Making Plans Available	10	92%	38%
Breaking Down Work	15	85%	46%
Working with MSBE Assistance Organization	10	38%	15%
Attendance at Pre-Bid	10	77%	77%
Bonding or Insurance Assistance	20	46%	23%
Negotiating in Good Faith	15	54%	31%
Financial Assistance	25	38%	23%
Entering into Joint Venture	20	0%	0%
Quick Pay Agreement	20	38%	31%

*\*Required by State of NC*

12





**Good Faith Efforts**  
FY18 Analysis (as of 6/25/18)

Seven (7) awarded bids satisfied GFE requirements

Project	Bidder	Established Goal(s)	Committed Goal(s) at Bid	GFE Points Awarded
American Airlines Line Maintenance Hanger Expansion	Messer Construction	MBE: 6% SBE: 12%	MBE: 1.97% SBE: 11.53%	SBE-80 MBE-80
North Tryon St. Business Corridor Project	Sealand Contractors	MBE: 5% SBE: 22%	MBE: 16.36% SBE: 17.65%	SBE-60
Airport Vehicle Maintenance Facility Construction	Walbridge Southeast	MBE: 6% SBE: 10%	MBE: 16.62% SBE: 8.41%	SBE-110
Gum Branch Outfall Replacement	Sanders Utility Construction	MSBE: 8%	MSBE: 5.29%	65
Marlow-Waverly Water Quality Enhancement Project	United Construction Company	MBE: 5% SBE: 16%	MBE: 3.76% SBE: 16.8%	MBE-55
Sugar Creek 54 inch Sanitary Sewer Rehabilitation	Instituform Technologies	MSBE: 7%	MSBE: 0%	60
Airport Main Data Center Utilities Upgrade Construction	Edison Foard	MBE: 4% SBE: 8%	MBE: 31.66% SBE: 5.73%	SBE-120

13



**Good Faith Efforts**  
FY18 Analysis (as of 6/25/18)

Six (6) bids rejected due to CBI non-compliance  
*(not meeting the subcontracting goal(s) at bid and unable to document GFEs)*

Project	Bidder	Established Goal(s)	Committed Goal(s) at Bid	GFE Points Claimed	GFE Points Awarded
Airport Vehicle Maintenance Facility Construction	KMD	MBE: 6% SBE: 10%	MBE: 0% SBE: 0.41%	65	SBE-10 MBE-30
Scofield Rd. Storm Drainage Improvement Project	Zoladz Construction	MBE: 6% SBE: 18%	MBE: 7.6% SBE: 12.57%	105	SBE-0
1419 North Graham St Roof and Window Replacement	Rike Roofing Services (1 <sup>st</sup> lowest bidder)	MSBE: 15%	MSBE: 1.8%	60	10
1419 North Graham St Roof and Window Replacement	TeamCraft Roofing (2 <sup>nd</sup> lowest bidder)	MSBE: 15%	MSBE: 0%	0	0
FY2018 Sanitary Sewer Rehabilitation	AM-Liner East Contracting	MSBE: 10%	MSBE: 8.69%	55	MSBE-10
Royston Rd Channel Stabilization	Sunrise Repair and Construction	MBE: 10%	MBE: 0%	115	MBE-10

14





### Good Faith Efforts



**Policy Considerations:**

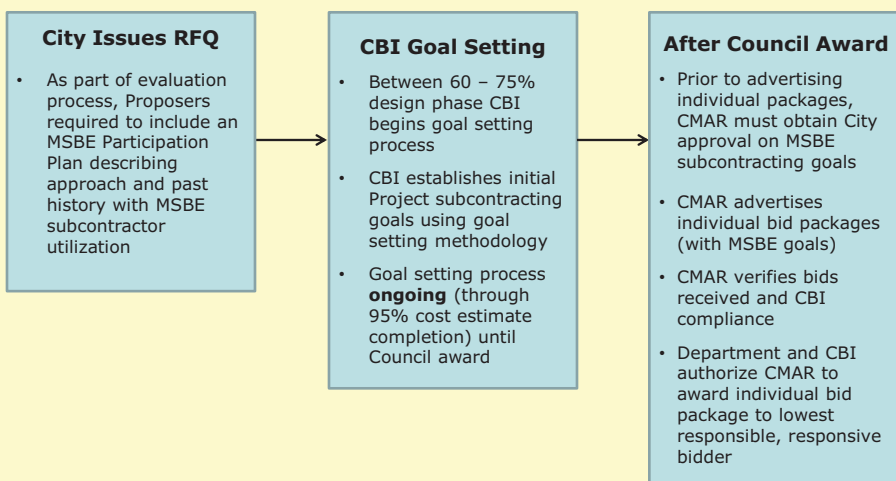
1. Reduce GFE point value from "15" to "10" for the following GFE categories\*:
  - Breaking Down Work
  - Negotiating in Good Faith with MWSBEs
  
2. Charge CBI Advisory Committee (CBIAC) to review opportunity for "new" GFE categories
  - CBIAC to submit recommendations to staff by August 16<sup>th</sup>
  - ED Committee to review final recommendations at August 27<sup>th</sup> ED Committee Meeting

*\*Supported by CBI Advisory Committee*



### Construction Manager at Risk Contracts

**CBI Subcontracting Goal Process (current)**





### Construction Manager at Risk Contracts



**Considerations:**

1. Remove policy language that goals are "negotiated." By practice staff has consistently derived goals by formula and stuck to the goal.

17



### NC General Statutes Regarding Payments to Subcontractors



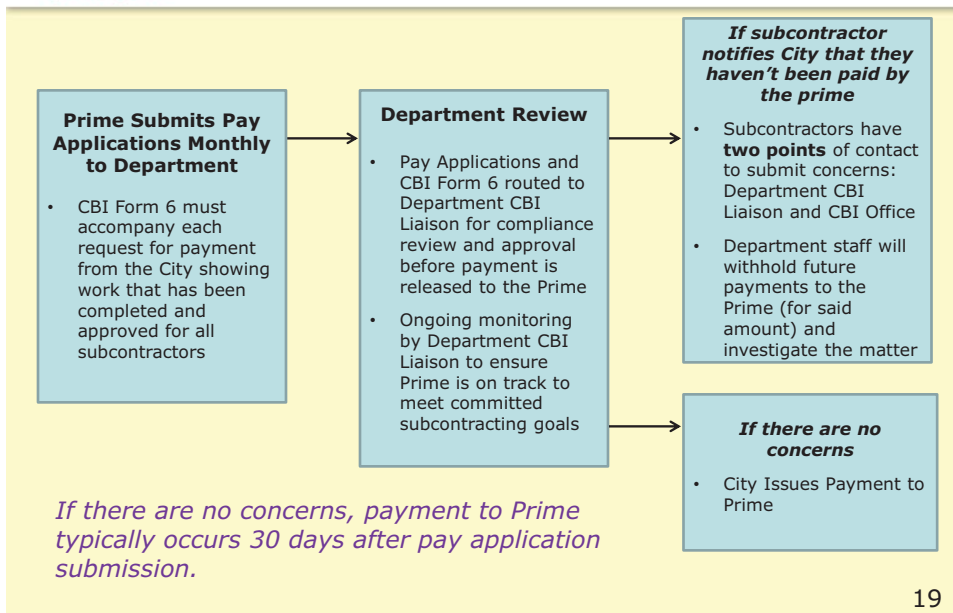
- Require prime contractors to pay subcontractors in a timely manner?
  - Answer - No
  - Reason - N.C.G.S. 160A-20.1
    - o Cannot require a bidder to perform an action that the City could not impose on non-bidder
- Require prime contractors to pay subcontractors within seven days of receiving payment from the City?
  - Answer - Yes
  - Reason - N.C.G.S. 143-134.1

18





### Construction Payment Process





## 2018 CIAA Tournament Survey Results & Economic Impact Report

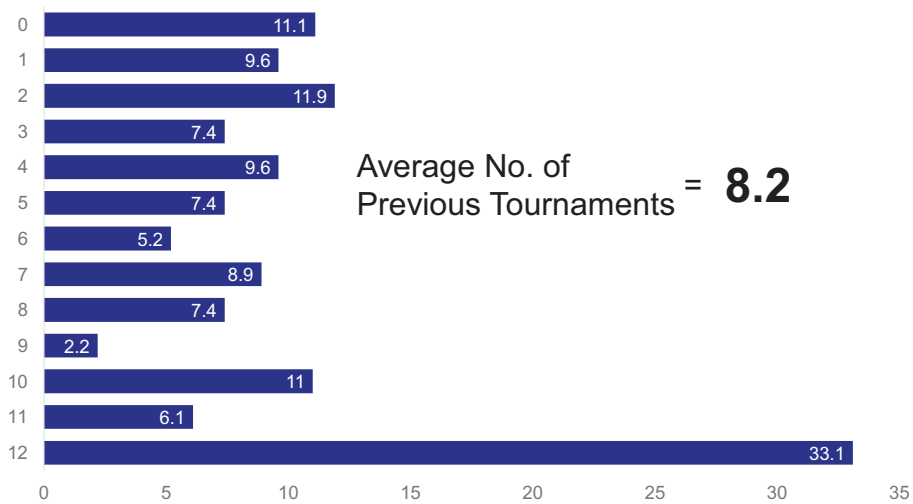
Presented by: CRVA Research

### Methodology

- This study surveyed attendees of the 2018 CIAA Basketball Tournament held in Charlotte, NC February 27 to March 3, 2018.
- “Attendees” include individuals who attended basketball games, Official CIAA Events and non-official events that occurred February 27 to March 3, 2018.
- The survey link was distributed via email and social media through CIAA and member schools.
- This study had 619 completed responses.
- Out-of-town spending by visitors and organizations was classified into NAICS industry codes.
- IMPLAN’s input-output methodology was used to calculate indirect and induced spending, and total economic impact

# 2018 Tournament Experience

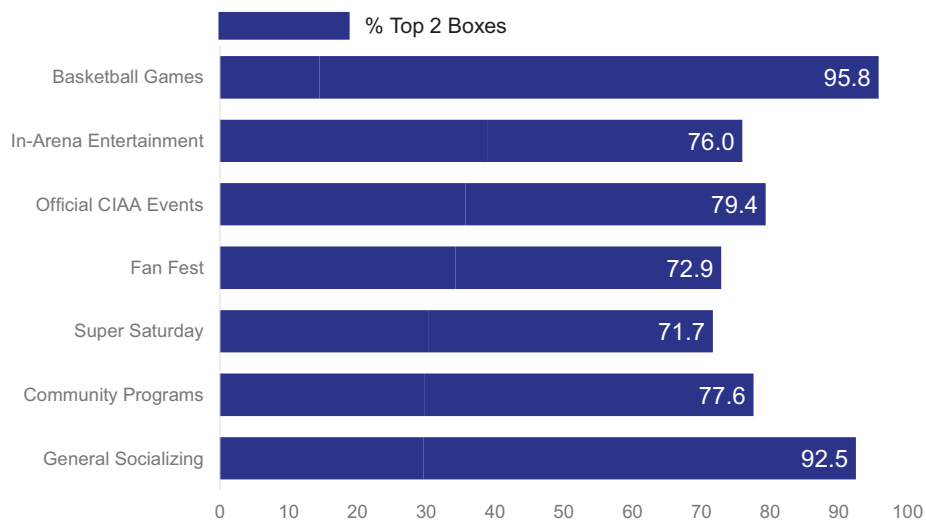
1 in 3 attendees have been to every CIAA Tournament in Charlotte



Source: 2018 CIAA Tournament: All Fans, N=619

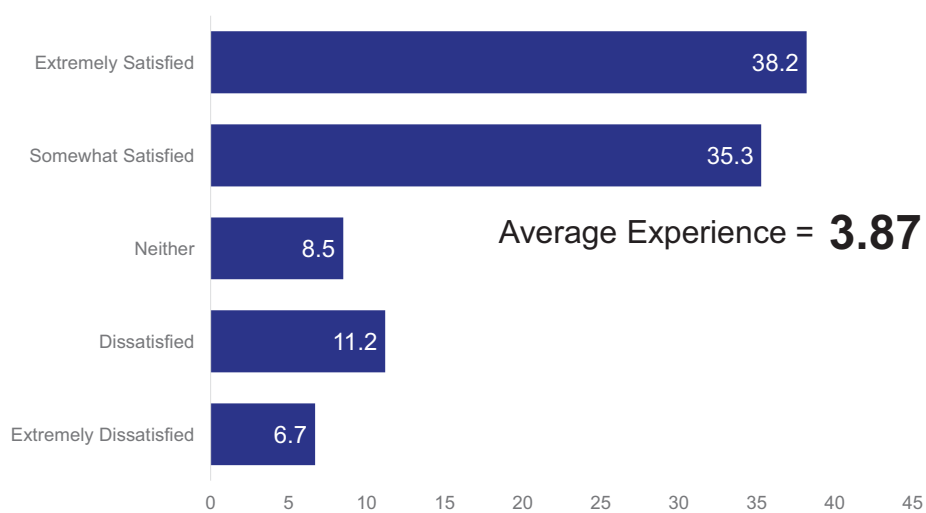


## Basketball & socializing rank as top 2 tournament elements as most important



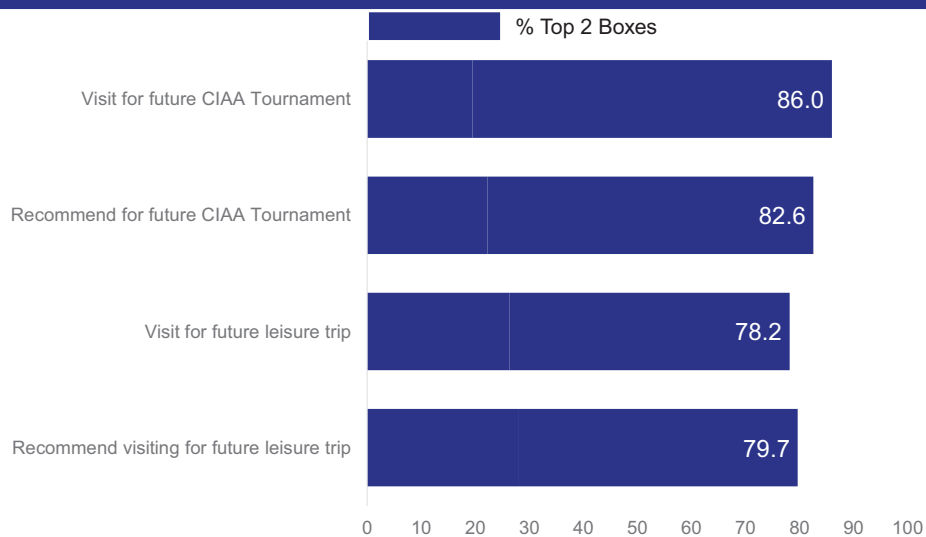
Source: 2018 CIAA Tournament: All Fans, N=669

## Nearly 3 in 4 attendees are satisfied with the overall 2018 tournament experience



Source: 2018 CIAA Tournament: All Fans, N=673

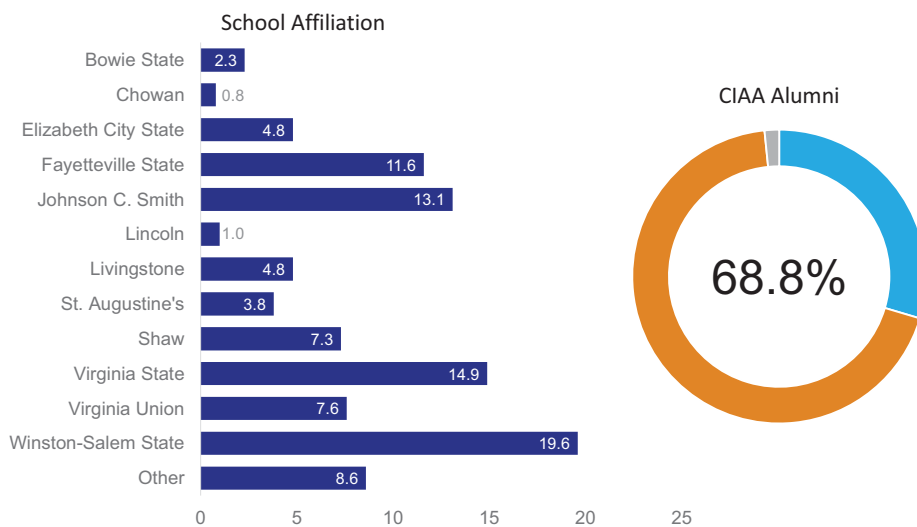
## Experience leads to likely return trips and recommendations to friends & relatives



Source: 2018 CIAA Tournament: All Fans, N=673

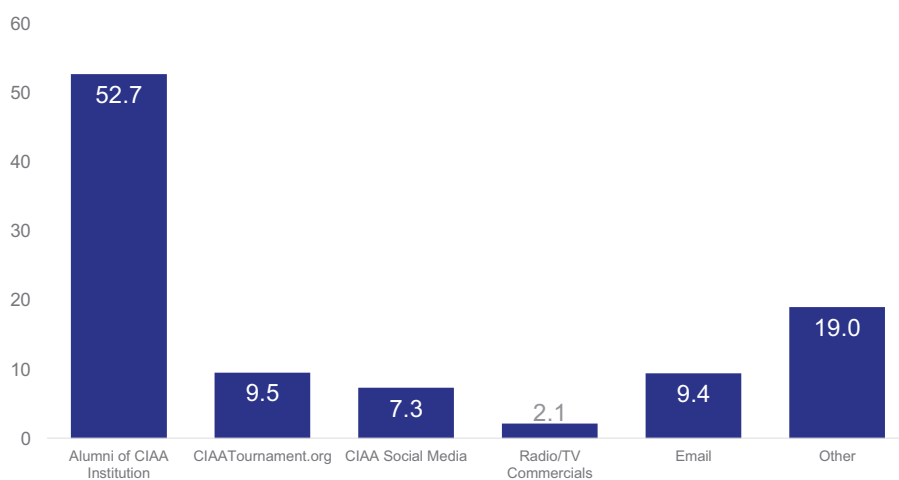
Marketing &  
Communications

## More than 2 in 3 attendees are CIAA Alumni



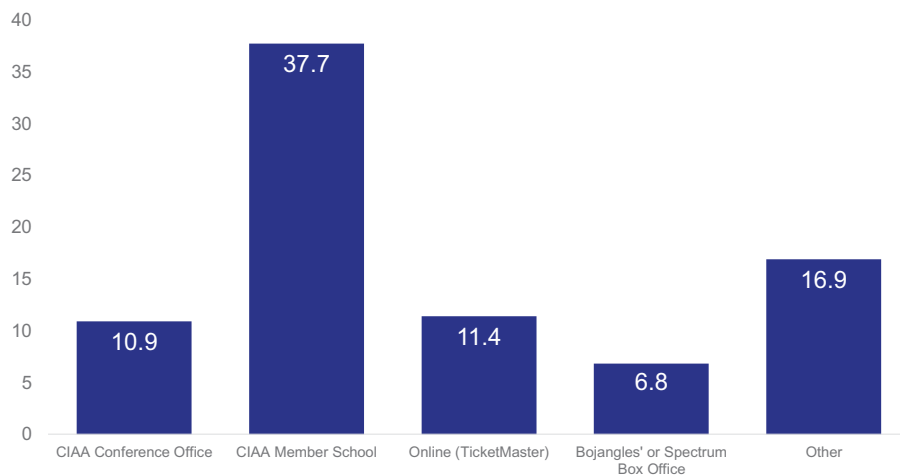
Source: 2018 CIAA Tournament: All Fans, N=673

## Member schools are conduit to fan base



Source: 2018 CIAA Tournament: All Fans, N=673

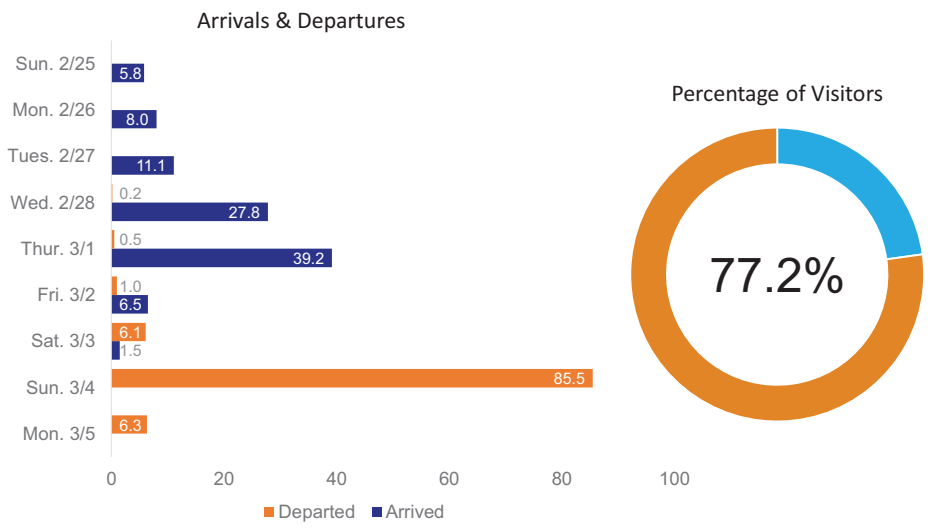
## Ticket sales match communication channels



Source: 2018 CIAA Tournament: All Fans, N=673

## Visitor Attributes

## More than 3 in 4 attendees traveled to Charlotte for the weekend

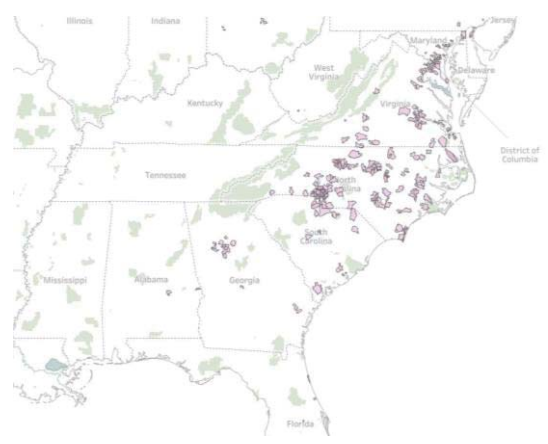


Source: 2018 CIAA Tournament: All Fans, N=673

## 39% of attendees live in North Carolina

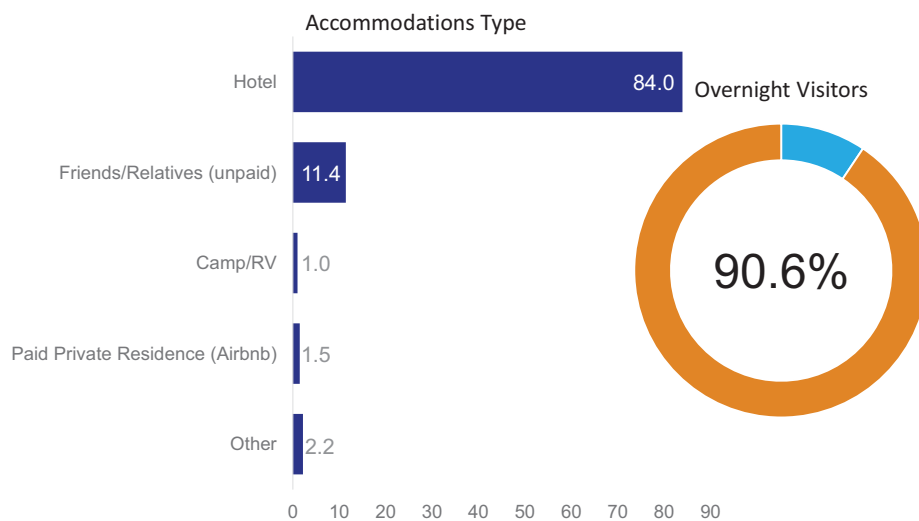
**Top Markets for CIAA Attendees**

Charlotte	30.1%
Raleigh-Durham	13.5%
Washington, D.C.	11.8%
Richmond	8.0%
Greenboro-High Point-Winston-Salem	7.8%
Norfolk	4.7%
Atlanta	3.6%
Baltimore	3.1%
Greenville, NC	2.7%
New York	2.4%



Source: 2018 CIAA Tournament: All Fans, N=673

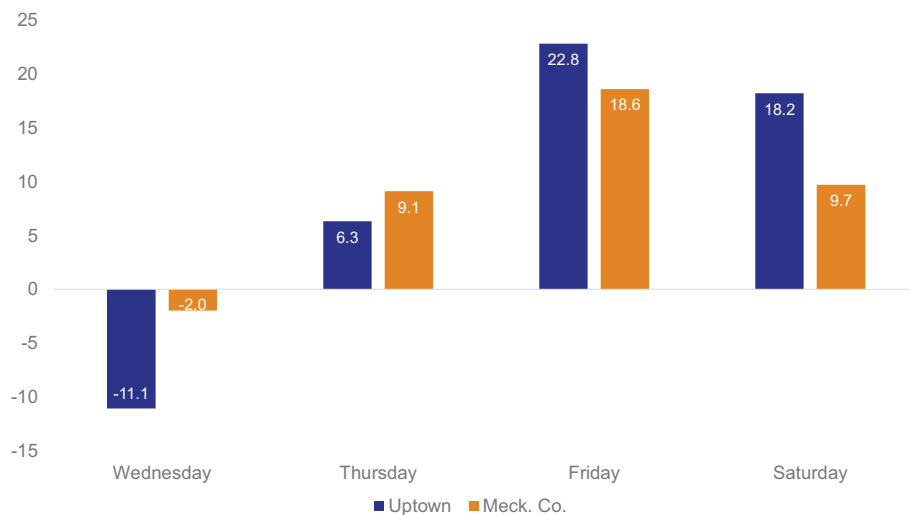
## Most visitors stay overnight, and in hotel accommodations



Source: 2018 CIAA Tournament: Non-Charlotte Residents, N=466

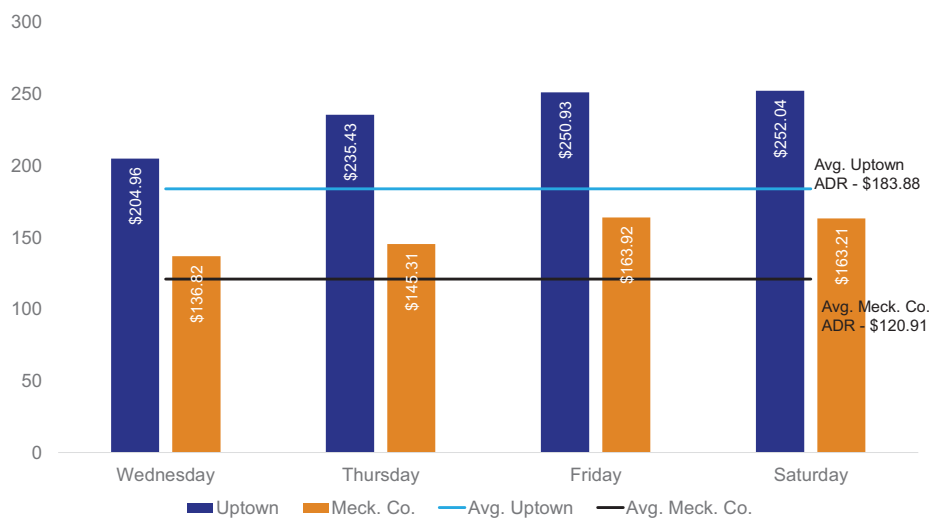
## Economic Impact

## Significant hotel demand growth over 2017, largely in new Uptown supply



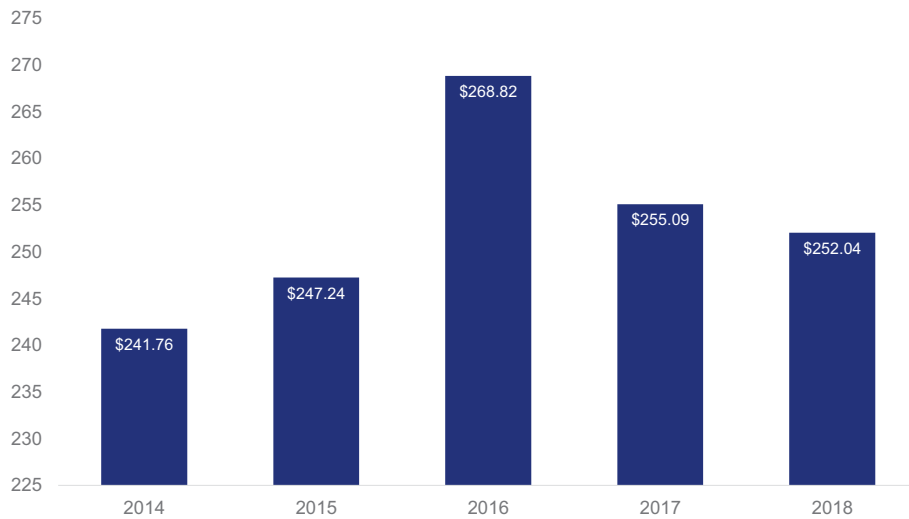
Source: STR

## Rate premiums on Uptown hotels



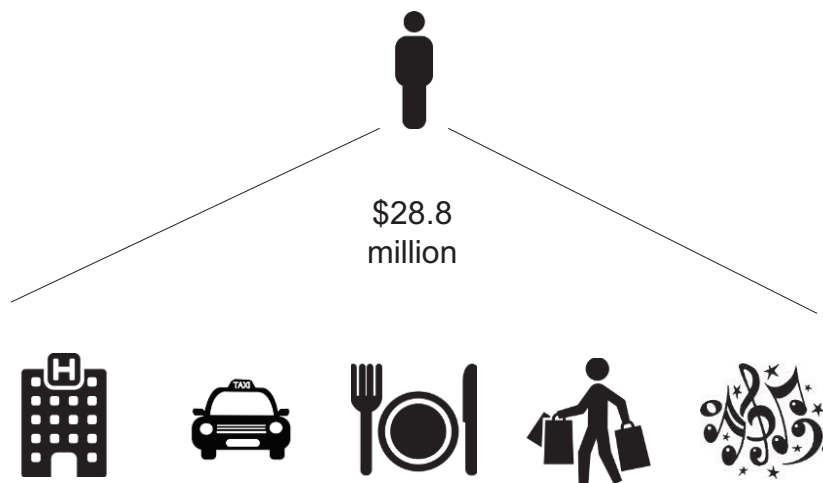
Source: STR

## Peak hotel rates have come down for consecutive years



Source: STR

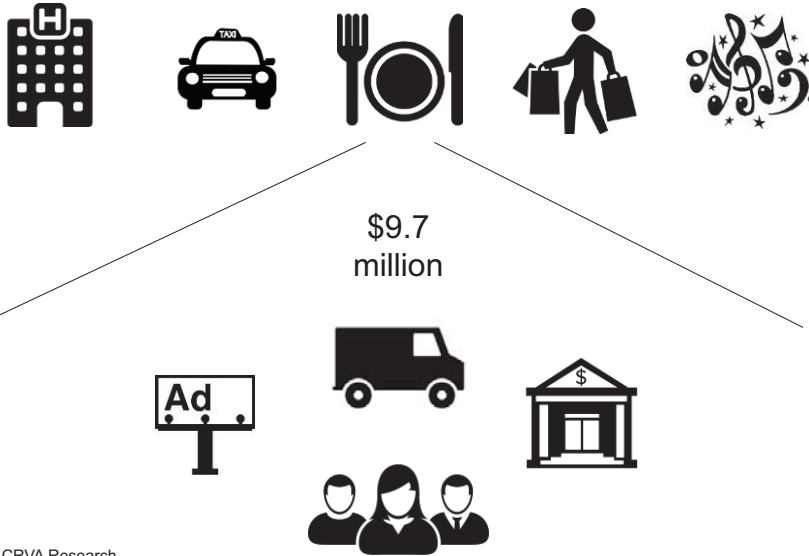
## Visitors spent \$28.8 million



Source: CRVA Research

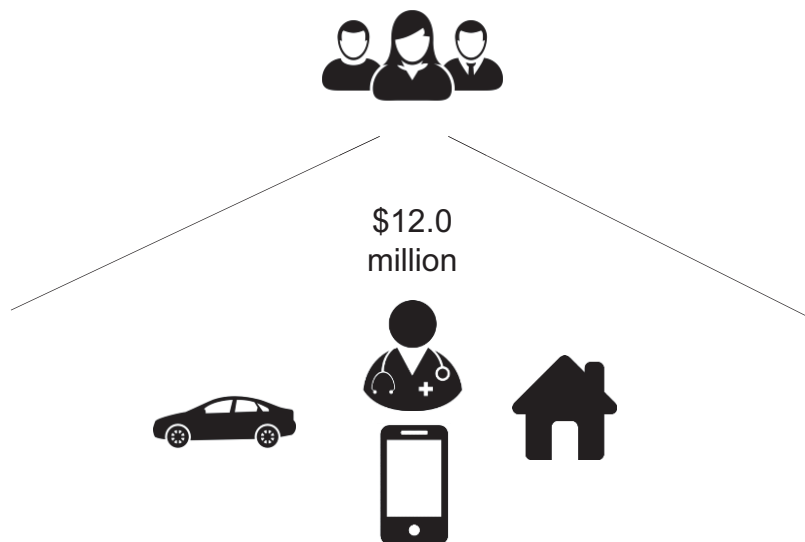


## \$9.7 million is generated to support CIAA demand



Source: CRVA Research

## Employment supported by CIAA invests another \$12 million into local economy



Source: CRVA Research

## Economic Impact in Summary

**\$50.5 million** Economic Impact

**\$28.8 million** Direct Spending

**\$2.0 million** Local Taxes

**436** Jobs Supported

Source: CRVA Research

City of Charlotte-CRVA Support

## More than \$1.5 million in Annual Student Scholarships



Source: CRVA

## Additional Event Support

Office relocation subsidy - \$171,168 to date

Diversity Consultant - \$80,000

Event Services - \$88,000

- Welcome Banners

- Bojangles' Cosliseum Shuttle

- Staff & VIP Meals

- VIP Transportation

- Parking Expenses

- Hotel Welcome Package

- Curb Control

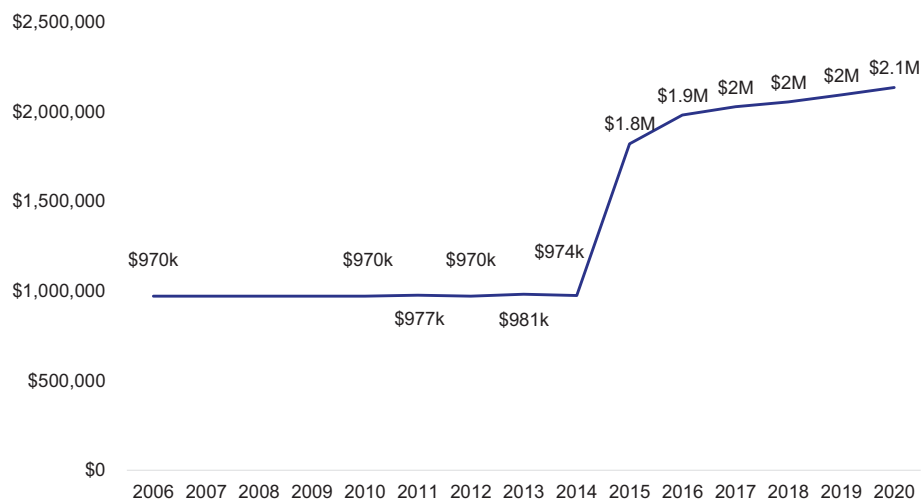
- Volunteer Coordination

Spectrum Arena Fees - \$410,000

Free Rent at the Charlotte Convention Center

Source: CRVA

# \$2 million in Total Annual CIAA Support



Source: CRVA



Charlotte City Council  
Economic Development Committee  
Summary  
June 25, 2018

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**COMMITTEE AGENDA TOPICS**

- I. Charlotte Business INClusion (no action required)
- II. Set Date for Eastland Proposal Selection (action required)
- III. Discuss Economic Development Committee Retreat (action required)

**COMMITTEE INFORMATION**

---

**Council Members Present:** James Mitchell, Ed Driggs, Justin Harlow, Matt Newton and LaWana Mayfield

**Others:** Mayor Pro Tem Eiselt, Councilmembers Bokhari and Egleston

**Staff Resources:** Tracy Dodson, City Manager's Office  
Kevin Dick, Economic Development Department  
Randy Harrington, Management & Financial Services  
Nancy Rosado, Management & Financial Services  
Bob Hagemann, City Attorney's Office  
Thomas Powers, City Attorney's Office

**Meeting Duration:** 11:30 AM – 1:18PM

**ATTACHMENTS**

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- 1. Agenda – June 25, 2018
- 2. Presentation – Charlotte Business INClusion
- 3. Handout – CBI Form 5: Good Faith Efforts and Statement of GFE Compliance – MSBE Goal
- 4. Handout - Good Faith Efforts

**DISCUSSION HIGHLIGHTS**

---

Chairman Mitchell called the meeting to order, asked the audience to introduce themselves and turned it over to Tracy Dodson to introduce the first topic.

### **I. Charlotte Business INclusion**

Tracy Dodson introduced the Charlotte Business INclusion topic, noting the agenda outline of the presentation. She particularly noted the capacity building strategy on how we are growing businesses and where the gaps are and turned it over to Kevin Dick to start the presentation. Kevin shared information on the evolving framework with the Committee on the Economic Development Department and Charlotte Business INclusion's joint capacity building strategy.

Nancy Rosado continued the presentation on the strategic framework for growing MWBEs, Charlotte Business INclusion's engagement and outreach efforts, Good Faith Efforts, FY18 construction subcontracting, policy geographic area and alternative construction agreements. She also noted Charlotte Business INclusion is implementing an online application process for certifications for small businesses in the next few months.

Committee Members asked staff to bring back information on the following for discussion:

- Monthly report to City Council on spend tracking for primes and subcontractors.
- Notify Council prior to their Council Meetings on what RFP's are being issued and how many have gone out.
- CBI to work with City departments to ensure the City protects subcontractors when primes are slow paying them.
- Identify weaknesses to set higher goals for Good Faith Efforts used to award City contracts.
- MBE/SBE breakdown on Good Faith Efforts.

Chairman Mitchell thanked staff for bringing back information as a follow-up to the June 14<sup>th</sup> meeting and addressing the Committee's concerns. He thanked Sam Montanez for his work with the CBI Advisory Council. He also asked staff to send information in the Council-Manager Memo on the new AMP UP CLT Initiative.

### **II. Set Date for Eastland Proposal Selection**

The Committee scheduled their next meeting on Monday, July 23, 2018 at Noon. One item for discussion will be the Eastland proposal selection.

### **III. Discuss Economic Development Committee Retreat**

The Committee changed the date of their Retreat from July 19<sup>th</sup> to Thursday, August 16<sup>th</sup> from 1:00-4:00pm, location (TBD).

The meeting adjourned at 1:18p.m.

**City Council  
Economic Development Committee**

Monday, June 25, 2018 at 11:30am  
Room CH-14

Committee Members: James Mitchell, Chair  
Ed Driggs, Vice Chair  
Justin Harlow  
LaWana Mayfield  
Matt Newton

Staff Resource: Tracy Dodson, City Manager's Office

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**AGENDA**

- I. Charlotte Business INclusion – 60 minutes**  
*Staff: Nancy Rosado, Management & Financial Services & Kevin Dick, Economic Development*  
Action: Staff will present information on the following: (1) Strategic Framework for Growing MWBEs; (2) Good Faith Efforts; (3) CBI Policy Geographic Area; and (4) CBI Policy for Alternative Construction Agreements, such as Construction Manager at Risk contracts.
  
- II. Set Date for Eastland Proposal Selection - 5 minutes**  
*Staff: Tracy Dodson, City Manager's Office*  
Action: Staff will discuss with the Committee a July date for the Eastland proposal selection.
  
- III. Discuss Economic Development Committee Retreat – 5 minutes**  
*Staff: Tracy Dodson, City Manager's Office*  
Action: Staff will discuss the agenda outline for the ED Committee Retreat on July 19<sup>th</sup>.
  
- IV. ED Committee Retreat: Thursday, July 19, 2018 (1:00pm – 4:00pm), TBD**

Topics: Policies	Economic Development Committee		Council Action Review	Council Meeting Vote/Decision
	Information	Recommendation		
Policy Review (Business Investment Grant)	TBD			
Policy Review (Tax Increment Grant) (Corridor Revitalization Grant)	TBD			
Disparity Study Part II	June 14 & June 25			
Project PIECE	TBD			
CRFE Update/Innovate Charlotte	August 23			
<b>Topics: Projects</b>				
Amateur Sports/Memorial Stadium	April 26	April 26	May 14	May 30
Eastland Redevelopment	April 26	May 24	TBD	TBD
LYNX Gold Line Impacts (CATS)	September/October		TBD	

**CBI FORM 5: Good Faith Effort (GFE) and Statement of GFE Compliance**

Bidder Name:	
Project Name:	
Project Number:	

Per Part B, Section 5 of the CBI Policy, if a Bidder has not fully met the established Subcontracting Goal(s) for this project, then the Bidder must document it has met the GFE requirements by completing this Form. GFE Points will be calculated, independently, for each Subcontracting Goal that is not met. For instance, if the Bidder fails to meet both the SBE Goal and the MBE Goal that was set with respect to African American, Native American, and Hispanic firms, the Bidder will have to earn the minimum GFE points for SBEs and also the minimum GFE Points for MBEs.

Detailed information of the City's GFE requirements can be found in the CBI Policy, Part B, Section 5. The Bidder must submit CBI Form 5 within three (3) Business Days after the City requests it, unless specified otherwise in the City Solicitation Documents. Failure to do so constitutes grounds for rejection of the Bid. Below is a list of Good Faith Efforts as defined in Part B, Section 5.3. To the left of each item is the number of points assigned to that item. Please place an "X" in the first column for each item you are claiming credit. Failure to achieve the minimum number of Good Faith Efforts points stated in the box below constitutes grounds for rejection of your bid.

**NOTE: All actions necessary to earn GFE Points must be undertaken prior to Bid Opening.**

<b>Total Available GFE Points is: 155</b>		<b>Minimum Number of GFE Points Required for this Project is: 50</b>
Points	Good Faith Effort (GFE)	
<input type="checkbox"/>	10	<p><b>Section 5.3.1: Contacts.</b> The Bidder must contact SBEs and MBEs in a manner reasonably calculated to meet the established Subcontracting Goal(s) for the Contract. Factors considered may include but are not limited to:</p> <ul style="list-style-type: none"> <li>(a) The number of available SBEs and MBEs contacted;</li> <li>(b) Whether the Bidder directed its contacts to SBEs and MBEs listed as performing scopes of work sufficient to meet the SBE Goal and MBE Goal;</li> <li>(c) Whether the contacts were made at least <b>10 Days</b> before Bid Opening;</li> <li>(d) How the contacts were made and whether they were documented in a verifiable way (and in compliance with any forms provided by the City);</li> <li>(e) Whether the substance of the Bidder's solicitation was reasonably sufficient to generate a response from SBEs and MBEs ;</li> <li>(f) Whether the Bidder promptly and adequately responded to inquiries received from SBEs and MBEs ; and</li> <li>(g) Whether the Bidder made follow up contacts to SBEs and MBEs that did not respond to the Bidder's initial contact.</li> </ul>
<input type="checkbox"/>	10	<p><b>Section 5.3.2: Making Plans Available.</b> To receive credit for this GFE, the Bidder must: (i) make "Project Documents" (as defined below) available for inspection by SBEs and MBEs at least <b>10 Days</b> before Bid Opening; and (ii) notify the SBEs and MBES contacted under GFE 5.3.1 of the way in which Project Documents will be made available.</p> <p><b>A Bidder may receive credit for GFE 5.3.2 only if it receives credit for GFE 5.3.1 (Contacts), and only if it responds promptly to any requests made for access to the Project Documents.</b></p>
<input type="checkbox"/>	15	<p><b>Section 5.3.3: Breaking Down Work.</b> The Bidder must demonstrate to the City's satisfaction that it broke down or combined elements of work into economically feasible units to facilitate SBE and MBE participation. In awarding points the City will consider the number and dollar value of the scopes of work the Bidder listed in its written invitation for SBE and MBE participation, whether those scopes would be sufficient to meet the established Subcontracting Goal and how the Bidder notified SBEs and MBEs of its willingness to break down the work into such units. Simply restating the City's subcontracting scopes as listed in the City's Solicitation Documents will not earn this GFE. <b>A Bidder may receive credit for this GFE only if it receives credit for GFE 5.3.1 (Contacts).</b></p>



<input type="checkbox"/>	10	<p><b>Section 5.3.4: Working With MBE/SBE Assistance Organizations.</b> The Bidder must document that it worked with an MBE/SBE Assistance Organization (as defined below), to provide assistance in recruiting MBEs/SBEs for the Contract for which Bids are sought.</p> <ul style="list-style-type: none"> <li>• A “<b>MBE/SBE Assistance Organization</b>” is an organization identified by the City of Charlotte and listed in the City Solicitation Documents as providing assistance in the recruitment of MBEs/SBEs.</li> </ul>
<input type="checkbox"/>	10	<p><b>Section 5.3.5: Attendance at Pre-Bid.</b> To receive credit for this GFE, the Bidder must attend any pre-bid meetings scheduled by the City for the Contract in question.</p>
<input type="checkbox"/>	20	<p><b>Section 5.3.6: Bonding or Insurance Assistance on Construction Contract.</b> The Bidder must assist a SBE and/or MBE in getting required bonding or insurance coverage for the Contract at issue or provide alternatives to bonding or insurance for SBEs and/or MBEs. To document satisfaction of this GFE, the Bidder must submit: (a) the name of the SBE and/or MBE; (b) a description of the assistance the Bidder provided; (c) the date the Bidder provided the assistance; (d) the name of a contact person with the SBE and/or MBE who can verify that the Bidder provided the assistance; and (e) any additional information requested by the City. No credit will be given for assistance provided to an Affiliate of the Bidder. In deciding whether to award points for this GFE, the City will consider how significant and meaningful the assistance was, how many SBEs and/or MBEs it was offered to, and what impact it likely had on the Bidder's efforts to recruit SBEs and/or MBEs for the project.</p>
<input type="checkbox"/>	15	<p><b>Section 5.3.7: Negotiating in Good Faith with MBEs/SBEs.</b> The Bidder must: (a) demonstrate that it negotiated in good faith with interested SBEs and/or MBEs (which means showing at least some back and forth negotiation between the Bidder and SBEs and/or MBEs); (b) demonstrate that it did not reject any SBEs and/or MBEs as unqualified without sound reasons based on their capabilities; (c) document in writing the reasons for rejecting any SBEs and/or MBEs for lack of qualification.</p>
<input type="checkbox"/>	25	<p><b>Section 5.3.8: Financial Assistance.</b> The Bidder must provide one of the following types of assistance to an SBE and/or MBE in connection with the Contract: (a) assistance in obtaining equipment, a loan, capital, lines of credit, (b) joint pay agreements or guaranties to secure loans, the purchase of supplies, or letters of credit, including waiving credit that is ordinarily required; or (c) assistance in obtaining the same unit pricing with the Bidder's suppliers as the Bidder. To receive credit for this GFE, Bidders must document: (a) the name of the SBE and/or MBE; (b) the description of the assistance the Bidder provided; (c) the date the Bidder provided the assistance; and (d) the name of a contact person with the SBE and/or MBE who can verify that the Bidder provided the assistance. No credit will be given for assistance provided to an Affiliate of the Bidder. In deciding whether to award points for this GFE, the City will consider how significant and meaningful the assistance was, how many SBEs and/or MBEs it was offered to, and what impact it likely had on the Bidder's efforts to recruit SBEs and/or MBEs for the project.</p>
<input type="checkbox"/>	20	<p><b>Section 5.3.9: Entering Into Joint Venture.</b> To receive credit for this GFE, the Bidder must demonstrate that it negotiated a Joint Venture or partnership arrangement with one or more SBEs and/or MBEs, as applicable, on the Contract. To receive credit for this GFE, Bidders must document; (a) the name of the SBE and/or MBE; (b) a description of the Joint Venture or partnership; (c) evidence of the date the SBE and/or MBE entered into the agreement; and (d) the name of a contact person with the SBE and/or MBE who can verify the terms of the agreement. No credit will be given for a joint venture with an Affiliate of the Bidder.</p>
<input type="checkbox"/>	20	<p><b>Section 5.3.10: Quick Pay Agreements on the Construction Contract Up For Award.</b> For purposes of this Section, the term “Quick Pay Commitment” means an agreement or policy commitment to pay <b>all SBEs and/or MBEs participating</b> in the Contract within <b>20 Days</b> after the Contractor confirms that the MBE/SBE has properly performed and the MBE/SBE's work has been properly completed. To receive credit for this GFE, Bidders must provide the City with a copy of the Quick Pay Commitment and documentation showing that the Bidder informed each SBE and/or MBE about the Quick Pay Commitment as part of the Bidder's SBEs and/or MBEs contacts under Section 5.3.1. No Bidder will receive credit for (i) any statement indicating that the Bidder will consider entering into a Quick Pay Commitment or (ii) any statement made verbally but not in written form to communicate the Quick Pay Commitment. <b>A Bidder may receive credit for this GFE only if it receives credit for GFE 5.3.1 (Contacts)</b></p>

**Total GFE Points (Claimed by Bidder)** \_\_\_\_\_ **Total GFE Points Earned (Assessed by City)** \_\_\_\_\_

## **Section 5: Good Faith Efforts**

- 5.1. If a Bidder has not fully met each Subcontracting Goal established for a Contract, then it must document that it has made Good Faith Efforts with respect to each unmet Goal.** Failure to do so constitutes grounds for rejection of the Bid. "Good Faith Efforts" are referred to in this Section as "GFEs".
- 5.2. Minimum GFE Points.** For each unmet Subcontracting Goal on a Contract, a Bidder must earn at least 50 GFE points from the GFE categories described in Section 5.3 (the "Minimum GFE Points"). The Program Manager may change the Minimum GFE Points from time to time or with respect to certain Contracts, and may add, exclude or modify certain GFE categories based on the nature and amount of the Contract.
- 5.3. GFE Categories.** Bidders that fail to meet one or more of the Subcontracting Goals established for a Contract must earn the Minimum GFE Points from the GFEs listed below. The Minimum GFE Points will be calculated, independently, for each Subcontracting Goal that was unmet. For instance, if a Bidder failed to meet both the SBE Goal and an MBE Goal that was set with respect to African American, Native American and Hispanic firms, the Bidder would have to earn at least 50 points from the list below with respect to SBEs, and at least 50 points with respect to MBEs (the latter being African American, Native American and Hispanic firms combined).

In deciding whether to award points for GFEs, the City will assess whether the efforts employed by the Bidder are those that a prime contractor would reasonably be expected to take if actively and aggressively trying to meet each Subcontracting Goal established for the Contract. This assessment will be made on a case by case basis taking all available facts into account. The focus will be on the likely effectiveness of steps taken. Mere pro forma efforts will not be sufficient.

In awarding points for GFEs, the City may also take into account: (1) the Bidder's past performance in meeting MWBE and SBE goals; and (2) the performance of other Bidders in meeting the established Subcontracting Goals on the Contract up for award. For example, when the apparent low bidder fails to meet a Subcontracting Goal, but other Bidders meet it, the City may reasonably raise the question of whether, with additional reasonable efforts the apparent low Bidder could have met the goal.

- 5.3.1. Contacts (10 Points).** The Bidder must contact SBEs and MWBEs in a manner reasonably calculated to meet each Subcontracting Goal established for the Contract. Factors considered may include but are not limited to:
- (a) The number of available SBEs and MWBEs contacted;
  - (b) Whether the Bidder directed its contacts to SBEs and MWBEs listed as performing scopes of work sufficient to meet each Subcontracting Goal;
  - (c) Whether the contacts were made at least **10 Days** before Bid Opening;

- (d) How the contacts were made and whether they were documented in a verifiable way (and in compliance with any forms provided by the City);
- (e) Whether the substance of the Bidder's solicitation was reasonably sufficient to generate a response from SBEs and MWBEs;
- (f) Whether the Bidder promptly and adequately responded to inquiries received from SBEs and MWBEs; and
- (g) Whether the Bidder made follow up contacts to SBEs and MWBEs that did not respond to the Bidder's initial contact.

**5.3.2 Making Plans Available (10 Points).** To receive credit for this GFE, the Bidder must: (i) make "Project Documents" (as defined below) available for inspection by SBEs and MWBEs at least **10 Days** before Bid Opening; and (ii) notify the SBEs and MWBEs contacted under GFE 5.3.1 of the way in which Project Documents will be made available. As used herein, Project Documents means any project descriptions, construction plans, specifications or requirements that are necessary for SBEs and MWBEs to bid on the project. The ways a Bidder may make Project Documents available include:

- (a) Providing a telephone number or email address for requesting copies of the Project Documents via email, fax, regular mail or other means of document transfer; or
- (b) Providing an address within the Charlotte CSA where SBEs and MWBEs can have physical access to review the Project Documents at no cost; or
- (c) Posting the Project Documents on a website that SBEs and MWBEs can access at no cost.

**A Bidder may receive credit for GFE 5.3.2 only if it receives credit for GFE 5.3.1 (Contacts), and only if it responds promptly to any requests made for access to the Project Documents.** Some plans and designs for City buildings and infrastructure may be restricted from disclosure under federal Homeland Security laws. If the City Solicitation Documents indicate that the Project Documents are restricted from disclosure, the Bidder shall comply with the City's instructions in making such documents available for review. For example, the City Solicitation Documents may require that SBEs and MWBEs sign a confidentiality agreement in a form approved by the City as a condition to disclosure.

**5.3.3. Breaking Down Work (15 Points).** The Bidder must demonstrate to the City's satisfaction that it broke down or combined elements of work into economically feasible units to facilitate SBE and MWBE participation. In awarding points the City will consider the number and dollar value of the scopes of work the Bidder listed in its written invitation to bid for SBE / MWBE participation, whether those scopes would be sufficient to meet the Subcontracting Goals and how the Bidder notified SBEs and MWBEs of its willingness to break down the work into such units. Simply restating the City's subcontracting scopes as listed in the City's RFP is not sufficient to earn this GFE, but rather Primes must provide written documentation to demonstrate negotiations with MWSBEs to breakdown or combine elements of work. **A Bidder may receive credit for this GFE only if it receives credit for GFE 5.3.1 (Contacts).**

**5.3.4. Working With SBE and MWBE Assistance Organizations (10 Points).** The Bidder must document that it worked with an SBE Assistance Organization and/or MWBE Assistance Organization (both as defined below), as applicable, to provide assistance in recruiting SBEs and MWBEs for the Contract for which Bids are sought.

- **A MWBE Assistance Organization** is an organization identified by the North Carolina Office of Historically Underutilized Businesses and listed in the City Solicitation Documents as providing assistance in the recruitment of MWBEs.
- **An "SBE Assistance Organization"** is an organization identified by the City of Charlotte and listed in the City Solicitation Documents as providing assistance in the recruitment of SBEs.

In deciding whether to award points for this GFE, the City will consider the timing and nature of how the Bidder worked with the SBE or MWBE Assistance Organization, and whether such effort was reasonably likely to result in significant SBE/MWBE participation for the Contract at issue.

**5.3.5. Attendance at Pre-Bid (10 Points).** To receive credit for this GFE, the Bidder must attend pre-bid meetings scheduled by the City for the Contract in question.

**5.3.6. Bonding or Insurance Assistance on Construction Contract (20 Points).** The Bidder must assist an SBE or MWBE in getting required bonding or insurance coverage for the Contract at issue or provide alternatives to bonding or insurance for SBEs and MWBEs. To document satisfaction of this GFE, the Bidder must submit: (a) the name of the SBE or MWBE; (b) a description of the assistance the Bidder provided; (c) the date the Bidder provided the assistance; (d) the name of a contact person with the SBE or MWBE who can verify that the Bidder provided the assistance; and (e) any additional information requested by the City. No credit will be given for assistance provided to an Affiliate of the Bidder. In deciding whether to award points for this GFE, the City will consider how significant and meaningful the assistance was, how many SBEs and MWBEs it was offered to, and what impact it likely had on the Bidder's efforts to recruit SBEs and/or MWBEs for the project.

**5.3.7. Negotiating in good faith with MWBEs and SBEs (15 Points).** The Bidder must: (a) demonstrate that it negotiated in good faith with interested SBEs and MWBEs (which means showing at least some back and forth negotiation between the Bidder and SBEs or MWBEs); (b) demonstrate that it did not reject any SBEs or MWBEs as unqualified without sound reasons based on their capabilities; (c) document in writing the reasons for rejecting any SBEs or MWBEs for lack of qualification.

**5.3.8. Financial Assistance (25 Points).** The Bidder must provide one of the following types of assistance to an SBE or MWBE in connection with the Contract: (a) assistance in obtaining equipment, a loan, capital, lines of credit, (b) joint pay agreements or guaranties to secure loans, the purchase of supplies, or letters of credit, including waiving credit that is ordinarily required; or (c) assistance in obtaining the same unit pricing with the Bidder's suppliers as the Bidder. To receive credit for this GFE, Bidders must document: (a) the name of the SBE or MWBE; (b) the description of the assistance the Bidder provided; (c) the date the Bidder provided the assistance; and (d) the name of a contact person with the SBE or MWBE who can verify that the Bidder provided the assistance. No credit will be given for assistance provided to an Affiliate of the Bidder. In deciding whether to award points for this GFE, the City will consider how significant and meaningful the assistance was, how many SBEs and MWBEs it was offered to, and what impact it likely had on the Bidder's efforts to recruit SBEs and/or MWBEs for the project.

**5.3.9. Entering Into Joint Venture (20 Points).** To receive credit for this GFE, the Bidder must demonstrate that it negotiated a Joint Venture or partnership arrangement with one or more MWBEs and/or SBEs, as applicable, on the Contract. To receive credit for this GFE, Bidders must document: (a) the name of the MWBE and/or SBE; (b) a description of the Joint Venture or partnership; (c) evidence of the date the SBE and/or MWBE entered into the agreement; and (d) the name of a contact person with the SBE and/or MWBE who can verify the terms of the agreement. No credit will be given for a joint venture with an Affiliate of the Bidder.

**5.3.10. Quick Pay Commitment on Contracts Up For Award (20 Points).** To receive credit for this GFE, Bidders must provide the City with: (i) a copy of the Bidder's Quick Pay Commitment related to the specific project; (ii) documentation indicating that all MWSBEs notified under GFE 5.3.1 Contacts have received a written copy of the Bidder's Quick Pay Commitment prior to the Bid opening (see Quick Pay Commitment definition in CBI Policy, Part A, Appendix 1). Bidders will not receive credit for this GFE if: (i) the Quick Pay Commitment has a statement indicating that the Bidder *will consider* entering into a Quick Pay Commitment; or (ii) the Bidder only verbally communicated the Quick Pay Commitment to the Subcontractor. **A Bidder may receive credit for this GFE only if it receives credit for GFE 5.3.1 (Contacts).**

In addition to the above, the City may also take into account: (1) the Proposer's past performance in meeting MWBE and SBE goals; and (2) the performance of other Proposers in meeting the established Subcontracting goals on the Contract up for award. For example, when a Proposer fails to meet a Subcontracting Goal, but other Proposers meet it, the City may reasonably raise the question of whether, with additional reasonable efforts the Proposer in question could have met the goal.

**5.4. GFE Documentation.** To demonstrate GFE compliance, a Bidder shall complete such forms and provide such documentation as may be required by the City in the City Solicitation Documents or requested by the City at any time (the "GFE Documentation"). The Bidder must submit the GFE Documentation within the time specified by the City. If the City does not specify a time, the Bidder must submit GFE Documentation within **3 Business Days** after the City requests it. The City may request GFE Documentation from all Bidders, or may limit such request to one Bidder or a group of Bidders (including the lowest Bidders, a group of randomly selected Bidders, Bidders that have had compliance issues in the past or such other categories as the City may deem appropriate).

Regardless of when the GFE Documentation is due, **all actions necessary to earn the GFE points must be undertaken prior to Bid Opening.**



Charlotte City Council  
Economic Development Committee  
Summary  
June 14, 2018

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**COMMITTEE AGENDA TOPICS**

- I. Disparity Study Part II Update (no action required)
- II. Discuss Economic Development Committee Retreat (action required)

**COMMITTEE INFORMATION**

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**Council Members Present:** James Mitchell, Ed Driggs, Justin Harlow, Matt Newton and LaWana Mayfield

**Others:** Councilmembers Bokhari and Winston

**Staff Resources:** Tracy Dodson, City Manager's Office  
Nancy Rosado, Management & Financial Services  
William Haas, Engineering & Property Management  
Bob Hagemann, City Attorney's Office  
Thomas Powers, City Attorney's Office

**Meeting Duration:** 12:00 PM – 1:47PM

**ATTACHMENTS**

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- 1. Agenda – June 14, 2018
- 2. Presentation – MSBE Construction Subcontracting Goals Methodology
- 3. Presentation – Disparity Study: Phase II Update
- 4. Handout – CBI Sub Goals Worksheet for Edifice CMPD Central Project
- 5. Handout – CBI Form 5: Good Faith Efforts and Statement of GFE Compliance – MSBE Goal
- 6. Handout - CBI Policy – Good Faith Efforts (Construction & Commodities)

**DISCUSSION HIGHLIGHTS**

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Vice Chairman Driggs called the meeting to order and asked the audience to introduce themselves. Chairman Mitchell joined shortly thereafter, introduced the topics and turned it over to Tracy Dodson to introduce the first topic.

### **I. Disparity Study Part II Update**

Tracy Dodson introduced the Disparity Study topic and turned it over to Nancy Rosado and William Haas for the presentations. As a follow-up to the June 11<sup>th</sup> Council Meeting, William Haas gave an overview of construction delivery methods, construction manager at risk (CMAR) overview, and CMPD Central Division Station Project (contract value/bid packages).

Nancy Rosado gave a presentation on the CBI subcontracting goals methodology, including a detailed overview of how SBE and MBE subcontracting goals are established on construction projects.

Committee Members asked staff to bring back information on the following for discussion:

- Information on the other bidders that responded to the CMPD Central Division Station RFQ
- Good Faith Efforts Overview
- Good Faith Efforts of Nashville, Austin, Orlando
- Strategic Framework for Growing MWBEs
- CBI Policy Geographic Area
- CBI Policy for Alternative Construction Agreements

Bob Hagemann, City Attorney, answered the Committee's questions around Good Faith Efforts, subcontracting goal methodology, and CMPD Central contract.

### **II. Economic Development Committee Retreat Discussion**

The Committee decided to hold a retreat on Thursday, July 19, 2018 from 1:00pm-4:00pm, location (TBD). Tracy Dodson shared with the Committee her vision for the retreat to discuss the ED Strategic Plan and policy prioritization.

The meeting adjourned at 1:47p.m.



**City Council  
Economic Development Committee**

Thursday, June 14, 2018 at 12:00pm  
Room CH-14

Committee Members: James Mitchell, Chair  
Ed Driggs, Vice Chair  
Justin Harlow  
LaWana Mayfield  
Matt Newton

Staff Resource: Tracy Dodson, City Manager's Office

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**AGENDA**

**I. Disparity Study Part II Update – 60 minutes**

*Staff: Nancy Rosado, Management & Financial Services; Robert Hagemann, City Attorney's Office*  
Action: Staff will present and discuss with the Committee proposed changes to the Charlotte Business INCLUSION MWSBE certification and eligibility requirements.

**II. Discuss Economic Development Committee Retreat – 5 minutes**

*Staff: Tracy Dodson, City Manager's Office*

**III. NEXT MEETING DATE: Monday, June 25, 2018 at 11:30am, Room CH-14**

Topics: Policies	Economic Development Committee		Council Action Review	Council Meeting Vote/Decision
	Information	Recommendation		
Policy Review (Business Investment Grant)	TBD			
Policy Review (Tax Increment Grant) (Corridor Revitalization Grant)	August 23			
Disparity Study Part II	June 14			
Project PIECE	TBD			
CRFE Update/Innovate Charlotte	August 23			
<b>Topics: Projects</b>				
Amateur Sports/Memorial Stadium	April 26	April 26	May 14	May 30
Eastland Redevelopment	April 26	May 24	TBD	TBD
LYNX Gold Line Impacts (CATS)	September/October		TBD	





## MSBE Construction Subcontracting Goals Methodology



Economic Development Committee Meeting  
June 14, 2018



### Agenda







- **Construction Delivery Methods**
- **Construction Manager at Risk (CMAR) Overview**
- **CMPD Central Division Station Project**
  - Contract Value
  - Bid Packages
- **CBI Subcontracting Goal(s) Methodology**
  - Project Specific Subcontracting Goal(s) Calculation
  - Calculation for CMPD Central Division Station Project
- **Policy Discussion**
  - How to increase subcontracting goal levels

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## Construction Delivery Methods

	Method	When it's used	Selection Method
	<b>Traditional Design-Bid-Build</b>	<ul style="list-style-type: none"> <li>Typical horizontal and vertical projects</li> <li>Most widely used method</li> </ul>	Lowest responsive, responsible bidder
	<b>Design-Build</b>	<ul style="list-style-type: none"> <li>When the speed of delivery of a project is critical</li> <li>Repairs after disasters</li> <li>City has limited experience</li> </ul>	Request for qualifications <b>(RFQ)</b> qualifications based
	<b>Construction Manager at Risk (CMAR)</b> CMAR holds all subcontracts	<ul style="list-style-type: none"> <li>For complex projects that are typically over \$10M</li> <li>Most common on vertical projects</li> <li>City has performed 15-20 CMAR projects</li> <li>Selected during the early part of design</li> </ul>	Request for qualifications <b>(RFQ)</b> qualifications based
	<b>Construction Manager as Agent</b> CM hold no subcontracts	<ul style="list-style-type: none"> <li>For complex projects that are typically over \$10M</li> <li>Used on Blue Line and Blue Line Extension</li> <li>Selected during the early part of design</li> </ul>	Request for qualifications <b>(RFQ)</b> qualifications based

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## Construction Manager at Risk (CMAR) Process

	<ul style="list-style-type: none"> <li>City issues an RFQ for construction management services (per State statute) typically during the early stages of design. When staff chooses a firm, we typically consider:                             <ul style="list-style-type: none"> <li>Experience with similar projects</li> <li>Familiarity with local market</li> <li>Prior success with diversity programs on other projects</li> </ul> </li> <li>City enters into a Pre-Construction Services contract (Council approval needed &gt; \$100k)                             <ul style="list-style-type: none"> <li>Plan reviews</li> <li>Cost estimating</li> <li>Scheduling services</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>CMAR works with designer and owner throughout the design process</li> <li>Between 60%-75% design phase, City and CMAR review project scopes and estimates, then set CBI goals</li> <li>CMAR hosts an outreach session to get market interested in the project and to discuss the project schedule, budget, and CBI goals</li> <li>CMAR is required to pre-qualify all 1<sup>st</sup> tier bidders (per State statute)</li> <li>Staff and CMAR negotiate the contract terms and contract value based on 95% cost estimate</li> <li>Council is asked to award a CMAR contract</li> <li>CMAR advertises the individual bid packages including CBI goals (per State statute)</li> <li>CMAR verifies bids and reviews CBI utilization/GFEs with City staff</li> <li>E&amp;PM and CBI staff authorize CMAR to award individual bid packages to lowest responsible/responsive bidder</li> </ul>
	<ul style="list-style-type: none"> <li>CMAR contract converted to Guaranteed Maximum Price (per State statute)</li> <li>Low bidders perform work as sub-contractors to CMAR</li> </ul>
	

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### Construction Manager at Risk Contract Value

	Bid Packages	\$16,502,563 (based on 95% complete design)
	Edifice's General Conditions	\$1,193,714
	<ul style="list-style-type: none"> <li>• Staff &amp; admin</li> <li>• Job trailer rental</li> <li>• Utilities</li> <li>• Parking costs</li> <li>• Storage yard</li> <li>• Subconsultants</li> </ul>	
	Allowances	\$191,545
	Bonds & Insurance	\$293,816
	Permits and Fees	\$145,000
	Edifice Contingency	\$510,449
	Edifice Fee	\$696,831
	City Contingency	<u>\$669,859</u>
	Total Contract Value	\$20,203,777

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### Bid Packages

	Final Cleaning	Overhead Doors
	Continuous Cleaning	Glass
	Site Work	Drywall & Metal Studs
	Site Concrete	Acoustical Ceilings
	Cast-in-place Concrete	Hard Tile
	Pre-cast Concrete	Flooring & Epoxy
	Fencing	Paint
	Landscaping	Specialties
	Soil Improvements	Signage
	Striping	Operable Partitions
	Masonry	Metal Lockers
	Steel	Trellis & Aluminum Tubes
	Millwork	Louvers
	Waterproofing	Window Treatments
	Fireproofing	Elevators
	Roofing	Fire Sprinkler
	Metal Panels	Plumbing
	Doors & Hardware	HVAC
		Electrical

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### CBI Subcontracting Goal(s) Methodology



#### Why Set Project Specific Goals?

- To align goals with market availability of MSBE firms
- To provide a legally defensible framework for contract compliance



#### Components for Setting Project Specific Goals

- Mathematical calculation using MSBE availability and project work scopes



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### CBI Subcontracting Goal(s) Methodology



- The City's methodology is industry best practice

- Endorsed by American Contract Compliance Association and taught annually at National Training Institute
- Utilized by Department of Transportation for establishing Disadvantaged Business Enterprise subcontracting goals
- Minimizes the risk of litigation and reinforces a program with a sound, structured process



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**CBI Subcontracting Goal(s) Methodology**

**How are SBE and MBE Subcontracting Goals Established on Construction Projects?**

Using the project estimate:

- Identify estimated subcontracting scopes of work and associated costs
- Identify for each scope available SBEs and MBEs (as listed in City’s vendor database)
- Calculate MBE and SBE availability for each scope
- Calculate certified work scope amount for each scope
- Total the opportunities
- Review historical data of actual results on past similar projects



**CBI Subcontracting Goal(s) Methodology**

<p>Certified Work Scope Amount</p> <p>↓</p> <p>\$ Estimate Scope A</p> <hr style="width: 50%; margin: 0 auto;"/> <p>\$ Estimate Bid Packages</p>	<p>Work Scope Availability Calculation</p> <p>↓</p> <p># MBE Vendors for Scope A</p> <hr style="width: 50%; margin: 0 auto;"/> <p># Total Vendors for Scope A</p>	<p><b>X</b></p>	<p><b>=</b></p>	<p><b>MBE Opportunity for Scope A</b></p>
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. . . . Same for SBE calculation and for Scope B,C,D, etc., then total the opportunities





### Example Application of Methodology

MBE Goal-Setting  
 CMPD Central Division Station Project  
 Total Construction Bid Package Cost Estimate \$14,619,420

		(a)	(b)	(c)	(d)	(e)	
			(a) / \$14,619,420			(d) / (c)	(b) x (e)
Scope	Scope of Work	Scope Estimate	Scope Estimate as % of Total Project	Total # Vendors for Scope	# MBE Vendors for Scope	% MBE Vendors	MBE Opportunity
A	Glass	\$ 1,030,455	7.1%	5	0	0	0%
B	Drywall	\$ 636,141	4.4%	48	10	21%	0.92%
<b>ALL OTHER SCOPES TOTAL</b>							<b>9.08%</b>
<b>Total ALL MBE Opportunities to Arrive at Project MBE Subcontracting Goal</b>							<b>10% MBE Goal</b>

$$\frac{(a)}{\$14,619,420} \times \frac{(d)}{(c)} = \text{MBE Opportunity for Scope A}$$

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### CBI Policy Considerations



- Current CBI policy and program’s primary focus has been on connecting and growing capacity of **existing** MWSBEs to City contracting opportunities
- Increasing availability of MWSBEs would drive increases in project MWSBE goal levels
- Consideration: Focus initiatives on supporting creation of **new** MWSBEs to address gap areas where MWSBEs are underrepresented in City contracting

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### Central Division Rendering



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### 3-Story Building with 5-Level Deck



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## Disparity Study: Phase II Update



Economic Development Committee Meeting  
June 14, 2018



### Agenda



- **Objectives for Today**

- Disparity Study & CBI Overview
- Review CBI Policy considerations related to MWSBE certification and eligibility and receive Committee feedback



- **CBI Policy Considerations for MWSBE Certification and Eligibility**

- SBE Certification Term
- Length of Time in Business
- Business Size & Personal Net Worth Requirements
- Reciprocal MWBE Certifications
- Veteran Owned Business



- **Future Meeting Topics:**

- MWSBE Subcontracting Goal Thresholds
- Sheltered Market Program
- Good Faith Efforts
- Alternative Construction Agreements



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## Disparity Study & CBI Overview



### 2017 Disparity Study Key Findings

- While the City has made strides, disparities still exist
- MWBEs are substantially underutilized on City contracts
- Based on the findings, the city can continue to use race and gender-conscious measures to remedy identified disparities



### CBI Mission

- Promote diversity, inclusion, and local business opportunities in the City's contracting and procurement process for businesses located in the Charlotte region.



### What are the CBI Program's Key Objectives?

- Increase SBE certifications and MWBE registrations
- Increase City contract spending with MWSBE primes
- Establish prime utilization of MWSBE subcontractors
- Monitor MWSBE contract compliance
- Track and report on MWSBE spending
- Enhance awareness of City contracting opportunities
- Educate and strengthen MWSBE knowledge on how to bid on City contracts



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## Why is MWSBE Certification Important?



- Authenticates that MWSBE business is owned, controlled, and operated by the applicant(s), and that they meet the race/ethnicity, gender, or size requirements



- Facilitates tracking and reporting of diverse spend



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### CBI Policy Considerations for MWSBE Certification and Eligibility

Review Area	Current CBI Policy Language	Considerations/Impact	Recommendation
SBE Certification Term	SBE certification is valid for three (3) years	<ul style="list-style-type: none"> <li>NC Historically Underutilized Business (HUB) certification for MWBEs is valid for four (4) years</li> <li>Increasing the certification term will make SBE certification more attractive to firms</li> </ul>	Staff and CBI Advisory Committee (CBIAC) recommend increasing the City's SBE certification to four (4) years
Minimum length of time in business for MWSBE certification/ registration	<ul style="list-style-type: none"> <li>No length of time in business is required</li> <li>Owner(s) must demonstrate substantial experience in the trade or industry, and appropriate licenses.</li> </ul>	<ul style="list-style-type: none"> <li>Neither NC HUB nor NC Department of Transportation (NCDOT) consider a firm's length of time in business for certification</li> </ul>	No changes recommended by CBIAC or staff

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### CBI Policy Considerations for MWSBE Certification and Eligibility

Review Area	Current CBI Policy Language	Considerations/Impact	Recommendation
Business size and Personal Net Worth (PNW) requirement for <b>MWBEs</b>	<ul style="list-style-type: none"> <li>MWBE certification requirements are established by NC HUB Office</li> </ul>	<ul style="list-style-type: none"> <li>2017 Disparity Study recommended the City consider establishing business size and PNW thresholds for MWBEs</li> <li>NC HUB Office does not have requirements for business size or PNW</li> </ul>	No changes recommended by CBIAC or staff
Business size and Personal Net Worth (PNW) requirements for <b>SBE</b> certification	<ul style="list-style-type: none"> <li>SBE business size cannot exceed 25% of the applicable size standards established by the Small Business Administration.</li> <li>SBE personal net worth cannot exceed \$750,000 with allowable exclusions.</li> </ul>	<ul style="list-style-type: none"> <li>When compared to peer cities and NCDOT, Charlotte has the lowest thresholds</li> <li>Increasing the thresholds will result in a larger pool of SBE vendors to perform on City contracts</li> </ul>	No changes recommended by CBIAC or staff at this time

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### CBI Policy Considerations for MWSBE Certification and Eligibility

Review Area	Current CBI Policy Language	Considerations/Impact	Recommendation
Acceptance of reciprocal <b>MWBE</b> certifications from other certifying entities (i.e., NCDOT, Carolinas Virginia Minority Supplier Development Council, Greater Women's Business Council)	Only NC HUB MWBE certifications are recognized	<ul style="list-style-type: none"> <li>NC HUB offers reciprocity for Disadvantaged Business Enterprises (DBEs) certified with NCDOT as well as MWBEs certified by other state or national certifying organizations in GA, NC, SC, TN or VA</li> </ul>	Partner with NC HUB Office to ensure that MWBEs and DBEs are aware of NC HUB's reciprocity certifications

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### Veteran Owned Business



- As with the MWSBE Program, General Assembly authorization would be necessary for anything other than an aspirational program
- Policy and programmatic issues for the General Assembly and the City include:
  - Whether and how to ascertain if there are barriers to participation and the degree of underutilization
  - "Disabled" veterans
  - Definition of veteran owned
  - Geographic requirements
  - Building a data base
  - Prime contract bid incentive/reduction
  - Subcontracting goals

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### Summary of MWSBE Certification and Eligibility Considerations



- Overall, the CBI Policy’s existing MWSBE certification and eligibility criteria appear appropriate



- Staff and CBIAC recommend increasing the SBE certification term to four (4) years to reduce the administrative burden on small businesses and conform with NC HUB



- Partner with NC HUB Office to ensure that DBEs and MWBEs are aware of NC HUB’s reciprocity



- General Assembly authorization would be necessary for anything other than an aspirational Veteran Owned Business initiative

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## QUESTIONS?

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	Trade Packages	Totals	Total Numerator Amount (MWSBEs)	Total Numerator Amount (MBEs)	Total Numerator Amount (SBEs)	Denominator (All Vendors) via Prism	MBE Relative Availability (via Prism)	SBE Relative Availability (via Prism)	MBE	SBE	Comments	
1A	Final Cleaning	32,696	54	14	54	54	0.26	1.00	14,619,420.00	0.00224	0.00058	0.00224
1B	Continuous Cleaning (In Sub #'s now)		0	0	0	0	0	0	14,619,420.00	0.00000	0.00000	0.00000
2A	Building Demo & Abatement - By Owner	139,000	20	11	16	114	0.10	0.14	14,619,420.00	0.00951	0.00095	0.00133
2A	Site Work	1,224,868	22	9	18	126	0.07	0.14	14,619,420.00	0.08378	0.00586	0.01197
2C	Fencing	94,110	7	3	5	31	0.10	0.16	14,619,420.00	0.00644	0.00064	0.00104
2D	Landscaping & Irrigation	115,434	28	9	24	186	0.05	0.13	14,619,420.00	0.00790	0.00039	0.00102
3A	Cast-In-Place Concrete	1,415,628	39	12	34	160	0.08	0.21	14,619,420.00	0.09683	0.00775	0.02058
3B	Precast	2,658,000	14	7	8	63	0.11	0.13	14,619,420.00	0.18181	0.02000	0.02309
4A	Masonry	522,823	14	7	8	63	0.11	0.13	14,619,420.00	0.03576	0.00393	0.00454
5A	Steel	894,776	5	2	2	19	0.11	0.11	14,619,420.00	0.06120	0.00673	0.00644
6A	Millwork	96,601	4	2	4	37	0.05	0.11	14,619,420.00	0.00661	0.00033	0.00071
7A	Waterproofing & Sealants	327,410	6	4	1	37	0.11	0.03	14,619,420.00	0.02240	0.00246	0.00061
7B	Firestopping/Spray Applied Fireproofing	26,250	3	1	1	11	0.09	0.09	14,619,420.00	0.00180	0.00016	0.00016
7C	Roofing	168,426	15	8	10	41	0.20	0.24	14,619,420.00	0.01152	0.00230	0.00281
7D	Metal Panels	306,623	7	4	3	28	0.14	0.11	14,619,420.00	0.02097	0.00294	0.00225
8A	Doors and Hardware	192,850	7	6	4	30	0.20	0.13	14,619,420.00	0.01319	0.00264	0.00176
8B	Overhead Doors	90,000	3	2	3	15	0.13	0.20	14,619,420.00	0.00616	0.00080	0.00123
8C	Glass	1,030,455	0	0	0	5	0	-	14,619,420.00	0.07049	0.00000	0.00000
9A	Drywall & Metal Studs	636,141	15	10	7	48	0.21	0.15	14,619,420.00	0.04351	0.00914	0.00635
9B	Acoustical Ceilings & Panels	68,738	14	5	9	57	0.09	0.16	14,619,420.00	0.00470	0.00042	0.00074
9C	Hard Tile	72,553	5	2	5	43	0.05	0.12	14,619,420.00	0.00496	0.00025	0.00058
9D	Flooring & Epoxy	178,852	17	9	9	61	0.15	0.15	14,619,420.00	0.01223	0.00184	0.00180
9E	Paint	111,436	36	19	25	149	0.13	0.17	14,619,420.00	0.00762	0.00099	0.00128
10A	Specialties	55,777	8	5	6	59	0.08	0.10	14,619,420.00	0.00382	0.00031	0.00039
10B	Signage	40,610	3	0	3	23	0	0.13	14,619,420.00	0.00278	0.00000	0.00036
10C	Operable Partitions	26,700	5	3	5	12	0.25	0.42	14,619,420.00	0.00183	0.00046	0.00076
10D	Metal Lockers	142,580	1	1	1	12	0.08	0.08	14,619,420.00	0.00975	0.00078	0.00081
12A	Window Treatments	85,300	1	1	1	12	0.08	0.08	14,619,420.00	0.00583	0.00047	0.00049
14A	Elevators	350,000	0	0	0	3	0	-	14,619,420.00	0.02394	0.00000	0.00000
21A	Fire Sprinklers	161,886	1	1	1	2	0.5	0.50	14,619,420.00	0.01107	0.00554	0.00554
22A	Plumbing	469,688	10	5	7	61	0.08	0.11	14,619,420.00	0.03213	0.00257	0.00369
23A	HVAC	1,343,968	6	3	4	86	0.03	0.05	14,619,420.00	0.09193	0.00276	0.00428
26A	Electrical	1,359,241	23	6	18	136	0.04	0.13	14,619,420.00	0.09298	0.00372	0.01231
	Construction Consulting Firm	180,000	1	1	1	1	1	1.00	14,619,420.00	0.01231	0.01231	0.01231
		14,619,420								10.00%	13.35%	

**CBI FORM 5: Good Faith Effort (GFE) and Statement of GFE Compliance**

Bidder Name:	
Project Name:	
Project Number:	

Per Part B, Section 5 of the CBI Policy, if a Bidder has not fully met the **established Subcontracting Goal(s)** for this project, then the Bidder must document it has met the GFE requirements by completing this Form. GFE Points will be calculated, independently, for each Subcontracting Goal that is not met. For instance, if the Bidder fails to meet both the SBE Goal and the MBE Goal that was set with respect to African American, Native American, and Hispanic firms, the Bidder will have to earn the minimum GFE points for SBEs and also the minimum GFE Points for MBEs.

Detailed information of the City's GFE requirements can be found in the CBI Policy, Part B, Section 5. The Bidder must submit CBI Form 5 within three (3) Business Days after the City requests it, unless specified otherwise in the City Solicitation Documents. Failure to do so constitutes grounds for rejection of the Bid. Below is a list of Good Faith Efforts as defined in Part B, Section 5.3. To the left of each item is the number of points assigned to that item. Please place an "X" in the first column for each item you are claiming credit. Failure to achieve the minimum number of Good Faith Efforts points stated in the box below constitutes grounds for rejection of your bid.

**NOTE: All actions necessary to earn GFE Points must be undertaken prior to Bid Opening.**

<b>Total Available GFE Points is: 155</b>		<b>Minimum Number of GFE Points Required for this Project is: 50</b>
Points	Good Faith Effort (GFE)	
<input type="checkbox"/>	10	<p><b>Section 5.3.1: Contacts.</b> The Bidder must contact SBEs and MBEs in a manner reasonably calculated to meet the established Subcontracting Goal(s) for the Contract. Factors considered may include but are not limited to:</p> <ul style="list-style-type: none"> <li>(a) The number of available SBEs and MBEs contacted;</li> <li>(b) Whether the Bidder directed its contacts to SBEs and MBEs listed as performing scopes of work sufficient to meet the SBE Goal and MBE Goal;</li> <li>(c) Whether the contacts were made at least <b>10 Days</b> before Bid Opening;</li> <li>(d) How the contacts were made and whether they were documented in a verifiable way (and in compliance with any forms provided by the City);</li> <li>(e) Whether the substance of the Bidder's solicitation was reasonably sufficient to generate a response from SBEs and MBEs ;</li> <li>(f) Whether the Bidder promptly and adequately responded to inquiries received from SBEs and MBEs ; and</li> <li>(g) Whether the Bidder made follow up contacts to SBEs and MBEs that did not respond to the Bidder's initial contact.</li> </ul>
<input type="checkbox"/>	10	<p><b>Section 5.3.2: Making Plans Available.</b> To receive credit for this GFE, the Bidder must: (i) make "Project Documents" (as defined below) available for inspection by SBEs and MBEs at least <b>10 Days</b> before Bid Opening; and (ii) notify the SBEs and MBES contacted under GFE 5.3.1 of the way in which Project Documents will be made available.</p> <p><b>A Bidder may receive credit for GFE 5.3.2 only if it receives credit for GFE 5.3.1 (Contacts), and only if it responds promptly to any requests made for access to the Project Documents.</b></p>
<input type="checkbox"/>	15	<p><b>Section 5.3.3: Breaking Down Work.</b> The Bidder must demonstrate to the City's satisfaction that it broke down or combined elements of work into economically feasible units to facilitate SBE and MBE participation. In awarding points the City will consider the number and dollar value of the scopes of work the Bidder listed in its written invitation for SBE and MBE participation, whether those scopes would be sufficient to meet the established Subcontracting Goal and how the Bidder notified SBEs and MBEs of its willingness to break down the work into such units. Simply restating the City's subcontracting scopes as listed in the City's Solicitation Documents will not earn this GFE. <b>A Bidder may receive credit for this GFE only if it receives credit for GFE 5.3.1 (Contacts).</b></p>

<input type="checkbox"/>	10	<p><b>Section 5.3.4: Working With MBE/SBE Assistance Organizations.</b> The Bidder must document that it worked with an MBE/SBE Assistance Organization (as defined below), to provide assistance in recruiting MBEs/SBEs for the Contract for which Bids are sought.</p> <ul style="list-style-type: none"> <li>• <b>A “MBE/SBE Assistance Organization”</b> is an organization identified by the City of Charlotte and listed in the City Solicitation Documents as providing assistance in the recruitment of MBEs/SBEs.</li> </ul>
<input type="checkbox"/>	10	<p><b>Section 5.3.5: Attendance at Pre-Bid.</b> To receive credit for this GFE, the Bidder must attend any pre-bid meetings scheduled by the City for the Contract in question.</p>
<input type="checkbox"/>	20	<p><b>Section 5.3.6: Bonding or Insurance Assistance on Construction Contract.</b> The Bidder must assist a SBE and/or MBE in getting required bonding or insurance coverage for the Contract at issue or provide alternatives to bonding or insurance for SBEs and/or MBEs. To document satisfaction of this GFE, the Bidder must submit: (a) the name of the SBE and/or MBE; (b) a description of the assistance the Bidder provided; (c) the date the Bidder provided the assistance; (d) the name of a contact person with the SBE and/or MBE who can verify that the Bidder provided the assistance; and (e) any additional information requested by the City. No credit will be given for assistance provided to an Affiliate of the Bidder. In deciding whether to award points for this GFE, the City will consider how significant and meaningful the assistance was, how many SBEs and/or MBEs it was offered to, and what impact it likely had on the Bidder’s efforts to recruit SBEs and/or MBEs for the project.</p>
<input type="checkbox"/>	15	<p><b>Section 5.3.7: Negotiating in Good Faith with MBEs/SBEs.</b> The Bidder must: (a) demonstrate that it negotiated in good faith with interested SBEs and/or MBEs (which means showing at least some back and forth negotiation between the Bidder and SBEs and/or MBEs); (b) demonstrate that it did not reject any SBEs and/or MBEs as unqualified without sound reasons based on their capabilities; (c) document in writing the reasons for rejecting any SBEs and/or MBEs for lack of qualification.</p>
<input type="checkbox"/>	25	<p><b>Section 5.3.8: Financial Assistance.</b> The Bidder must provide one of the following types of assistance to an SBE and/or MBE in connection with the Contract: (a) assistance in obtaining equipment, a loan, capital, lines of credit, (b) joint pay agreements or guaranties to secure loans, the purchase of supplies, or letters of credit, including waiving credit that is ordinarily required; or (c) assistance in obtaining the same unit pricing with the Bidder’s suppliers as the Bidder. To receive credit for this GFE, Bidders must document: (a) the name of the SBE and/or MBE; (b) the description of the assistance the Bidder provided; (c) the date the Bidder provided the assistance; and (d) the name of a contact person with the SBE and/or MBE who can verify that the Bidder provided the assistance. No credit will be given for assistance provided to an Affiliate of the Bidder. In deciding whether to award points for this GFE, the City will consider how significant and meaningful the assistance was, how many SBEs and/or MBEs it was offered to, and what impact it likely had on the Bidder’s efforts to recruit SBEs and/or MBEs for the project.</p>
<input type="checkbox"/>	20	<p><b>Section 5.3.9: Entering Into Joint Venture.</b> To receive credit for this GFE, the Bidder must demonstrate that it negotiated a Joint Venture or partnership arrangement with one or more SBEs and/or MBEs, as applicable, on the Contract. To receive credit for this GFE, Bidders must document: (a) the name of the SBE and/or MBE; (b) a description of the Joint Venture or partnership; (c) evidence of the date the SBE and/or MBE entered into the agreement; and (d) the name of a contact person with the SBE and/or MBE who can verify the terms of the agreement. No credit will be given for a joint venture with an Affiliate of the Bidder.</p>
<input type="checkbox"/>	20	<p><b>Section 5.3.10: Quick Pay Agreements on the Construction Contract Up For Award.</b> For purposes of this Section, the term “Quick Pay Commitment” means an agreement or policy commitment to pay <b>all SBEs and/or MBEs participating</b> in the Contract within <b>20 Days</b> after the Contractor confirms that the MBE/SBE has properly performed and the MBE/SBE’s work has been properly completed. To receive credit for this GFE, Bidders must provide the City with a copy of the Quick Pay Commitment and documentation showing that the Bidder informed each SBE and/or MBE about the Quick Pay Commitment as part of the Bidder’s SBEs and/or MBEs contacts under Section 5.3.1. No Bidder will receive credit for (i) any statement indicating that the Bidder will consider entering into a Quick Pay Commitment or (ii) any statement made verbally but not in written form to communicate the Quick Pay Commitment. <b>A Bidder may receive credit for this GFE only if it receives credit for GFE 5.3.1 (Contacts)</b></p>

**Total GFE Points (Claimed by Bidder)** \_\_\_\_\_ **Total GFE Points Earned (Assessed by City)** \_\_\_\_\_



## **Section 5: Good Faith Efforts**

- 5.1. If a Bidder has not fully met each Subcontracting Goal established for a Contract, then it must document that it has made Good Faith Efforts with respect to each unmet Goal.** Failure to do so constitutes grounds for rejection of the Bid. "Good Faith Efforts" are referred to in this Section as "GFEs".
- 5.2. Minimum GFE Points.** For each unmet Subcontracting Goal on a Contract, a Bidder must earn at least 50 GFE points from the GFE categories described in Section 5.3 (the "Minimum GFE Points"). The Program Manager may change the Minimum GFE Points from time to time or with respect to certain Contracts, and may add, exclude or modify certain GFE categories based on the nature and amount of the Contract.
- 5.3. GFE Categories.** Bidders that fail to meet one or more of the Subcontracting Goals established for a Contract must earn the Minimum GFE Points from the GFEs listed below. The Minimum GFE Points will be calculated, independently, for each Subcontracting Goal that was unmet. For instance, if a Bidder failed to meet both the SBE Goal and an MBE Goal that was set with respect to African American, Native American and Hispanic firms, the Bidder would have to earn at least 50 points from the list below with respect to SBEs, and at least 50 points with respect to MBEs (the latter being African American, Native American and Hispanic firms combined).

In deciding whether to award points for GFEs, the City will assess whether the efforts employed by the Bidder are those that a prime contractor would reasonably be expected to take if actively and aggressively trying to meet each Subcontracting Goal established for the Contract. This assessment will be made on a case by case basis taking all available facts into account. The focus will be on the likely effectiveness of steps taken. Mere pro forma efforts will not be sufficient.

In awarding points for GFEs, the City may also take into account: (1) the Bidder's past performance in meeting MWBE and SBE goals; and (2) the performance of other Bidders in meeting the established Subcontracting Goals on the Contract up for award. For example, when the apparent low bidder fails to meet a Subcontracting Goal, but other Bidders meet it, the City may reasonably raise the question of whether, with additional reasonable efforts the apparent low Bidder could have met the goal.

- 5.3.1. Contacts (10 Points).** The Bidder must contact SBEs and MWBEs in a manner reasonably calculated to meet each Subcontracting Goal established for the Contract. Factors considered may include but are not limited to:
- (a) The number of available SBEs and MWBEs contacted;
  - (b) Whether the Bidder directed its contacts to SBEs and MWBEs listed as performing scopes of work sufficient to meet each Subcontracting Goal;
  - (c) Whether the contacts were made at least **10 Days** before Bid Opening;

- (d) How the contacts were made and whether they were documented in a verifiable way (and in compliance with any forms provided by the City);
- (e) Whether the substance of the Bidder's solicitation was reasonably sufficient to generate a response from SBEs and MWBEs;
- (f) Whether the Bidder promptly and adequately responded to inquiries received from SBEs and MWBEs; and
- (g) Whether the Bidder made follow up contacts to SBEs and MWBEs that did not respond to the Bidder's initial contact.

**5.3.2 Making Plans Available (10 Points).** To receive credit for this GFE, the Bidder must: (i) make "Project Documents" (as defined below) available for inspection by SBEs and MWBEs at least **10 Days** before Bid Opening; and (ii) notify the SBEs and MWBEs contacted under GFE 5.3.1 of the way in which Project Documents will be made available. As used herein, Project Documents means any project descriptions, construction plans, specifications or requirements that are necessary for SBEs and MWBEs to bid on the project. The ways a Bidder may make Project Documents available include:

- (a) Providing a telephone number or email address for requesting copies of the Project Documents via email, fax, regular mail or other means of document transfer; or
- (b) Providing an address within the Charlotte CSA where SBEs and MWBEs can have physical access to review the Project Documents at no cost; or
- (c) Posting the Project Documents on a website that SBEs and MWBEs can access at no cost.

**A Bidder may receive credit for GFE 5.3.2 only if it receives credit for GFE 5.3.1 (Contacts), and only if it responds promptly to any requests made for access to the Project Documents.** Some plans and designs for City buildings and infrastructure may be restricted from disclosure under federal Homeland Security laws. If the City Solicitation Documents indicate that the Project Documents are restricted from disclosure, the Bidder shall comply with the City's instructions in making such documents available for review. For example, the City Solicitation Documents may require that SBEs and MWBEs sign a confidentiality agreement in a form approved by the City as a condition to disclosure.

**5.3.3. Breaking Down Work (15 Points).** The Bidder must demonstrate to the City's satisfaction that it broke down or combined elements of work into economically feasible units to facilitate SBE and MWBE participation. In awarding points the City will consider the number and dollar value of the scopes of work the Bidder listed in its written invitation to bid for SBE / MWBE participation, whether those scopes would be sufficient to meet the Subcontracting Goals and how the Bidder notified SBEs and MWBEs of its willingness to break down the work into such units. Simply restating the City's subcontracting scopes as listed in the City's RFP is not sufficient to earn this GFE, but rather Primes must provide written documentation to demonstrate negotiations with MWSBEs to breakdown or combine elements of work. **A Bidder may receive credit for this GFE only if it receives credit for GFE 5.3.1 (Contacts).**

**5.3.4. Working With SBE and MWBE Assistance Organizations (10 Points).** The Bidder must document that it worked with an SBE Assistance Organization and/or MWBE Assistance Organization (both as defined below), as applicable, to provide assistance in recruiting SBEs and MWBEs for the Contract for which Bids are sought.

- **A MWBE Assistance Organization** is an organization identified by the North Carolina Office of Historically Underutilized Businesses and listed in the City Solicitation Documents as providing assistance in the recruitment of MWBEs.
- **An "SBE Assistance Organization"** is an organization identified by the City of Charlotte and listed in the City Solicitation Documents as providing assistance in the recruitment of SBEs.

In deciding whether to award points for this GFE, the City will consider the timing and nature of how the Bidder worked with the SBE or MWBE Assistance Organization, and whether such effort was reasonably likely to result in significant SBE/MWBE participation for the Contract at issue.

**5.3.5. Attendance at Pre-Bid (10 Points).** To receive credit for this GFE, the Bidder must attend pre-bid meetings scheduled by the City for the Contract in question.

**5.3.6. Bonding or Insurance Assistance on Construction Contract (20 Points).** The Bidder must assist an SBE or MWBE in getting required bonding or insurance coverage for the Contract at issue or provide alternatives to bonding or insurance for SBEs and MWBEs. To document satisfaction of this GFE, the Bidder must submit: (a) the name of the SBE or MWBE; (b) a description of the assistance the Bidder provided; (c) the date the Bidder provided the assistance; (d) the name of a contact person with the SBE or MWBE who can verify that the Bidder provided the assistance; and (e) any additional information requested by the City. No credit will be given for assistance provided to an Affiliate of the Bidder. In deciding whether to award points for this GFE, the City will consider how significant and meaningful the assistance was, how many SBEs and MWBEs it was offered to, and what impact it likely had on the Bidder's efforts to recruit SBEs and/or MWBEs for the project.

**5.3.7. Negotiating in good faith with MWBEs and SBEs (15 Points).** The Bidder must: (a) demonstrate that it negotiated in good faith with interested SBEs and MWBEs (which means showing at least some back and forth negotiation between the Bidder and SBEs or MWBEs); (b) demonstrate that it did not reject any SBEs or MWBEs as unqualified without sound reasons based on their capabilities; (c) document in writing the reasons for rejecting any SBEs or MWBEs for lack of qualification.

**5.3.8. Financial Assistance (25 Points).** The Bidder must provide one of the following types of assistance to an SBE or MWBE in connection with the Contract: (a) assistance in obtaining equipment, a loan, capital, lines of credit, (b) joint pay agreements or guaranties to secure loans, the purchase of supplies, or letters of credit, including waiving credit that is ordinarily required; or (c) assistance in obtaining the same unit pricing with the Bidder's suppliers as the Bidder. To receive credit for this GFE, Bidders must document: (a) the name of the SBE or MWBE; (b) the description of the assistance the Bidder provided; (c) the date the Bidder provided the assistance; and (d) the name of a contact person with the SBE or MWBE who can verify that the Bidder provided the assistance. No credit will be given for assistance provided to an Affiliate of the Bidder. In deciding whether to award points for this GFE, the City will consider how significant and meaningful the assistance was, how many SBEs and MWBEs it was offered to, and what impact it likely had on the Bidder's efforts to recruit SBEs and/or MWBEs for the project.

**5.3.9. Entering Into Joint Venture (20 Points).** To receive credit for this GFE, the Bidder must demonstrate that it negotiated a Joint Venture or partnership arrangement with one or more MWBEs and/or SBEs, as applicable, on the Contract. To receive credit for this GFE, Bidders must document: (a) the name of the MWBE and/or SBE; (b) a description of the Joint Venture or partnership; (c) evidence of the date the SBE and/or MWBE entered into the agreement; and (d) the name of a contact person with the SBE and/or MWBE who can verify the terms of the agreement. No credit will be given for a joint venture with an Affiliate of the Bidder.

**5.3.10. Quick Pay Commitment on Contracts Up For Award (20 Points).** To receive credit for this GFE, Bidders must provide the City with: (i) a copy of the Bidder's Quick Pay Commitment related to the specific project; (ii) documentation indicating that all MWSBEs notified under GFE 5.3.1 Contacts have received a written copy of the Bidder's Quick Pay Commitment prior to the Bid opening (see Quick Pay Commitment definition in CBI Policy, Part A, Appendix 1). Bidders will not receive credit for this GFE if: (i) the Quick Pay Commitment has a statement indicating that the Bidder *will consider* entering into a Quick Pay Commitment; or (ii) the Bidder only verbally communicated the Quick Pay Commitment to the Subcontractor. **A Bidder may receive credit for this GFE only if it receives credit for GFE 5.3.1 (Contacts).**

In addition to the above, the City may also take into account: (1) the Proposer's past performance in meeting MWBE and SBE goals; and (2) the performance of other Proposers in meeting the established Subcontracting goals on the Contract up for award. For example, when a Proposer fails to meet a Subcontracting Goal, but other Proposers meet it, the City may reasonably raise the question of whether, with additional reasonable efforts the Proposer in question could have met the goal.

**5.4. GFE Documentation.** To demonstrate GFE compliance, a Bidder shall complete such forms and provide such documentation as may be required by the City in the City Solicitation Documents or requested by the City at any time (the "GFE Documentation"). The Bidder must submit the GFE Documentation within the time specified by the City. If the City does not specify a time, the Bidder must submit GFE Documentation within **3 Business Days** after the City requests it. The City may request GFE Documentation from all Bidders, or may limit such request to one Bidder or a group of Bidders (including the lowest Bidders, a group of randomly selected Bidders, Bidders that have had compliance issues in the past or such other categories as the City may deem appropriate).

Regardless of when the GFE Documentation is due, **all actions necessary to earn the GFE points must be undertaken prior to Bid Opening.**



## Community Safety Committee Update

August 14, 2018

**Committee Members:** Julie Eiselt (Chair), Braxton Winston (Vice Chair), Tariq Bokhari, Justin Harlow, and James Mitchell

**Committee Purpose Statement:**

The committee reviews and recommends policies that enable residents and visitors to engage with, and build and maintain confidence in the city's public safety agencies.

**Committee Chair Update:**

The committee met on June 11, 2018 and discussed the following:

- **Police Foundation Report**

The committee voted unanimously to recommend that full Council vote to receive the report with an addendum to the event timeline.

The discussion included the status of the report recommendations, specifically focusing on the status of the report's recommendations from each of the six pillars; (1) Policies, Protocols, and Strategies, (2) Training and De-Escalation, (3) Equipment and Technology, (4) Social Media and Communication, (5) Transparency and Accountability, and (6) Police-Community Relationships. The discussion also included specifics around the need to collaboratively work with community partnerships to engage everyone around the status of the report recommendations.

The committee also focused on Pillar Two, highlighting how CMPD has met all the recommendations from the report related to training and de-escalation. The Charlotte Police Crisis Response Team (CPCRT) was emphasized as an asset for CMPD in regards to situations with individuals in mental health crisis.

Due to the size of the report, please access using this link: [Police Foundation Report](#).

**Next Meeting:**

The next committee meeting is scheduled for August 28 at 10:00 am in Room CH-14. Tentative agenda items include discussion of enhanced community engagement for issues of police-community relations.



Charlotte City Council  
Community Safety Committee  
Summary Minutes  
June 11, 2018

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**COMMITTEE AGENDA TOPICS**

- I. Police Foundation Report (Action)

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**COMMITTEE INFORMATION**

**Committee Members Present:** Julie Eiselt (Chair), Braxton Winston (Vice Chair), Tariq Bokhari, James Mitchell, Justin Harlow

**Staff Resources:** Dr. Kim Eagle, City Manager's Office  
Kerr Putney, Charlotte Mecklenburg Police Department (CMPD)

**Meeting Duration:** 10:34 a.m. – 11:19 a.m.

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**ATTACHMENTS**

1. Document – Braxton Winston's Notes on September 2016 Charlotte Protests
2. Document – Police Foundation Report Recommendations

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**DISCUSSION HIGHLIGHTS**

Committee Chair Eiselt called the meeting to order at 10:34 a.m. and asked everyone in the room to introduce themselves. Assistant City Manager Kim Eagle introduced the meeting's agenda to provide context for the discussion and the aim for the Committee to receive the Police Foundation's final report with additional event documentation added to the record.

**Police Foundation Report**

Staff provided the Police Foundation Report Recommendations document for Committee review of what CMPD accomplished and where the department needs assistance to improve. Dr. Eagle emphasized Pillar Two specifically from Committee discussion on May 18, 2018 as well as the budget adoption. Council member Bokhari noted how the report recommendations document only listed CMPD as the key figure responsible for meeting the goals. He asked how engaging the community fit into the strategic plan to meet the outlined goals. Chief Putney responded by sharing how the document provided a foundation, but CMPD would require further discussion to implement the report's recommendations accordingly, including how to gather the key community stakeholders all at once for cohesion and clarity. Dr. Eagle also stated how enough internal staff resources existed to carry out the implementation of recommendations without hiring an outside source for assistance.

Chair Eiselt explained how the Police Foundation based its report upon the document developed by the 21<sup>st</sup> Century Policing Task Force. She wanted to remain aligned with the Task Force's document before beginning additional conversations around how to implement the recommendations appropriately. Chief Putney agreed, expressing how timing is of the essence and how CMPD needs assistance from City Council to actualize the pillars as an entire community. Vice Chair Winston then expressed his desire to include notes of his experience during the September 2016 protests as an addendum to the Police Foundation's report (an attachment to the record).

Chief Putney reviewed Pillar Two with the Committee, highlighting how CMPD met each of the Police Foundation's recommendations. He emphasized the Charlotte Police Crisis Response Team (CPCRT) as an asset for CMPD to develop further with regards to de-escalating situations with individuals experiencing mental health illnesses. The Committee asked questions about partnerships with hospitals for mental health education, the definition and scope of "crisis," and facilitating conversations with the community about changes CMPD is making in effort to create a safer community. Council members Winston and Bokhari also inquired about CMPD mental health training and staffing as well as implicit bias curriculum and response.

**MOTION AND VOTE:** Motion made by Vice Chair Winston and seconded by Council member Bokhari to recommend to full Council for consideration at a future Council meeting to receive the Police Foundation Report with the acknowledgement that additional event documentation will be added to the record. (Passed unanimously)

Meeting adjourned at 11:19 a.m.



Police Foundation Report Response  
Council member Braxton Winston

My main critique of the Police Foundation Report centers on the fact that it is an incomplete and narrow documentation of the actual events of the demonstrations on the streets in September 2016. With the amount of resources available to the Police Foundation in the creation of this report, I believe the details of the incident should be more comprehensive and exhaustive. Instead, it relies heavily on second and third hand accounts of the incidents on the street, primarily through media reporting. The report doesn't focus on key areas of response or inflection points that, if handled differently, may have affected the chain of events. For example, Page 11 relates the incident that sparked the change from a police investigation to a protest. The report uses "he said, she said" evidence to color the scene but never really gets to the moment of understanding, where we know how the situation could have been handled differently or what we can expect from a similar scenario in the future.

The report relies heavily on a CMPD document to connect the incidents of force/violence on the street. Page 14 is careful to point out the use of less-than-lethal force weapons on people that were throwing rocks but makes no mention of the rationale for using those same weapons on people that were exhibiting non-violent methods. There are some details in the report here that are troubling. The report cites the distance between old concord road and I-85 (the walk that demonstrators took) as "1 mile" when a simple Google search will show you that it is approximately 2.5 miles away. There is also no account of how that walk was handled and how to approach it differently in the future.

The report attempts to condense the main incidents that lead to violence in uptown Charlotte into three neat paragraphs on Page 17. There is an opportunity to put in context the incident at Khandy Bar in the epicenter that thrust Charlotte into the national spotlight for racist behavior. (<https://www.charlotteagenda.com/66300/kandy-bar-racist-charlotte/>) It was something that the community was dealing with immediately preceding the Keith Lamont Scott killing and colored the ensuing aftermath. The following paragraph, that attempts to condense the most important chain events of the night (and probably the week) into a few sentences, is inaccurate. It also glosses over the very important fact that unauthorized police weapons were mobilized, which led to panic and the ensuing mayhem.

Page 18 gets details wrong. In telling the account of the death of Justin Carr, the Report states that Police Officers removed him from the scene. That is inaccurate, as CFD did that. This entire page references a single account of the incident and only represents the CMPD narrative. The events described are minimized and, as a person that experienced this incident firsthand, does not accurately represent how the events actually occurred.

Page 20 does not address the agitated effect that announcing a curfew in the middle of a protest may have had on the night. It also doesn't mention that Justin Carr's death was officially announced by media just minutes before the curfew was announced. This is after Mr. Carr was pronounced dead and then alive again the night before, despite the coroner's report saying that he died immediately.

The accounts of Friday and Saturday are highly minimized and fail to dive into some of the most troubling incidents. For instance, at the end of Friday night's protest (page 21) as crowds were dispersing, a large group of young people who were trying to walk home were blocked and detained by a platoon of State Police. This occurred on 6th Street as they were trying to leave uptown to go home. It also doesn't mention that while the protests continued all night Saturday, it created a larger geographic area as protestors and platoons of State Police intent on enforcing the curfew, played a bit of cat & mouse.

The incidents of Sunday September 26 are likewise minimized. Page 22 refers to “minimal police assistance” but, there was a massive show of force by CMPD. For the first time in the existence of the now defunct Extraordinary Events Ordinance, people were arrested under those guidelines (including members of the press). There was also a protestor run over by an ATV operated by Greensboro Police.

# Community Safety Committee

Monday, June 11; 10:30 am -11:30 am

Room 280

Committee Members: Julie Eiselt, Chair  
Braxton Winston, Vice Chair  
Tariq Bokhari  
Justin Harlow  
James Mitchell

Staff Resource: Kim Eagle, City Manager's Office

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## AGENDA

### I. Police Foundation Report

*Staff Resources: Kim Eagle, City Manager's Office  
Chief Putney, CMPD*

At the May 17, 2018 meeting, the Committee received a briefing on the Police Foundation's final report (link to report is [here](#)). The Committee determined additional documentation of events recounted in the report was needed and that work is progressing. The Committee will also receive additional information on the status of the report recommendations; specifically focusing on the Training and De-Escalation pillar (Pillar Two).

*Action: The Committee will be asked to vote to receive the report; with the acknowledgement that the additional event documentation will be added to the record.*

**Next Meeting:** Wednesday, June 27 at Noon in Room 280

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Distribution: Mayor/City Council  
Bob Hagemann  
Reginald Johnson

Marcus Jones, City Manager  
Stephanie Kelly  
Community Safety Cabinet

Executive Team  
Kerr Putney

# Police Foundation Report Recommendations

## Pillar One – Policies, Protocols, and Strategies

Recommendation	Complete	Outstanding	Not Implementing
Recommendation 1.1: The CMPD should identify and engage in continued opportunities and strategies that promote effective dialogue between the department and the community around race and policing.	✓		
Recommendation 1.2: The CMPD should continue to build on its tradition of community policing to identify opportunities for the community to participate in the development of the department’s policies, procedures, and practices.	✓		
Recommendation 1.3: The City of Charlotte administration, the City Manager, and the CMPD should ensure that a city-wide plan, consistent with the National Incident Management System (NIMS), is used to manage all demonstrations and protests and that all City agencies understand, and participate in, the implementation of the plan.	✓		
Recommendation 1.4: The CMPD should continue to review its mobilization plans for personnel and resources to make them more agile in response to critical incidents.	✓		
Recommendation 1.5: The CMPD should review its CEU SOPs to account for the evolving nature of demonstrations and protests.			✓**
Recommendation 1.6: The CMPD should involve the community in the development of robust communication and community engagement directives and strategies for engaging in respectful and constructive conversations and de-escalation during response to mass demonstrations.		✓ Requires collaboration with Charlotte Communications & Marketing *	
Recommendation 1.7: The CMPD should develop and implement policies and procedures that increase situational awareness in anticipation of and during demonstrations and acts of civil disobedience with a specific emphasis on social media.	✓		
Recommendation 1.8: The CMPD should develop policies and procedures that use social media to “push” information to the community and quickly disseminate accurate information in response to rumors and false accusations.		✓ Requires collaboration with Charlotte Communications & Marketing*	

*\*The collaborative portion of implementing this recommendation is ongoing and not fully complete. The remainder of the recommendation is complete.*

*\*\* This recommendation includes the incorporation of community members into tactical training. This will not be implemented due to various factors including risk management and the need to keep certain training confidential for officer safety reasons. The remainder of this recommendation is complete.*

# Police Foundation Report Recommendations

## Pillar Two – Training and De-Escalation

Recommendation	Complete	Outstanding	Not Implementing
Recommendation 2.1: The CMPD should conduct a thorough review of its academy courses and hours, and its additions to the required BLET courses, to emphasize empathetic dialogue and non-confrontational conversations with community members.	√*		
Recommendation 2.2: The CMPD should continue engaging community members in the training process.	√		
Recommendation 2.3: The CMPD should continue to support and expand the Constructive Conversation Team program, expanding it internally and further engaging the community.	√		
Recommendation 2.4: Curricula to train all CMPD personnel on crowd management strategies and tactics should be developed from and/or revised based on current best practices, policy recommendations, and lessons learned from after-action reviews of similar events.	√		
Recommendation 2.5: The City of Charlotte administration, the City Manager, and the CMPD should lead all relevant City personnel, elected officials, mutual aid agencies and other stakeholders in NIMS/ICS training and practical exercises.	√		

\*Review complete. CMPD reviewing past implicit bias training to determine where it may be placed into current curriculum.

# Police Foundation Report Recommendations

## Pillar Three – Equipment and Technology

Recommendation	Complete	Outstanding	Not Implementing
Recommendation 3.1: The CMPD should continue the practice of deploying bicycle officers during demonstrations and mass gatherings.	✓		
Recommendation 3.2: The CMPD should conduct a regional inventory of assets, or create a regional Council of Governments (COG), to assist incident commanders in identifying potential resources at their disposal that may assist them in their efforts.			✓*
Recommendation 3.3: The City of Charlotte administration, the City Manager, and the CMPD should establish a committee to create a protocol for determining the appropriate process for releasing BWC footage in critical incidents. The committee should include representatives from the City Attorney’s Office; relevant City, Town, and County stakeholders; and, community members.	✓		
Recommendation 3.4: The CMPD should equip officers with body worn cameras, especially officers assigned to its Civil Emergency Unit (CEU).		✓**	

\* The City of Charlotte and Mecklenburg County are two of the 47 City and Counties that have signed into the “Law Enforcement Mutual Aid Agreement” for equipment and personnel to be shared at request under NC General Statutes.

\*\* Current CEU PPE is not compatible with CMPD’s BWC mounts, but CMPD continues to explore available options.

# Police Foundation Report Recommendations

## Pillar Four – Social Media and Communication

Recommendation	Complete	Outstanding	Not Implementing
<p>Recommendation 4.1: The City of Charlotte administration and the City Manager should develop and implement an effective means for parsing political and operational challenges, and for facilitating effective and useful interactions between political decision makers and operational commanders.</p>		<p style="text-align: center;">✓</p> <p style="text-align: center;">Requires collaboration with Charlotte Communications &amp; Marketing*</p>	
<p>Recommendation 4.2: The City of Charlotte administration, the Corporate Communications and Marketing group, the City Manager, and the CMPD should coordinate messaging and talking points prior to making public comments to ensure unity of message and focus on the overall mission of safe and effective resolution of critical incidents.</p>		<p style="text-align: center;">✓</p> <p style="text-align: center;">Requires collaboration with Charlotte Communications &amp; Marketing*</p>	
<p>Recommendation 4.3: The CMPD should create a clear and detailed media strategy or policy to guide the department’s use of traditional news media and social media, particularly during critical incidents.</p>		<p style="text-align: center;">✓</p> <p style="text-align: center;">Requires collaboration with Charlotte Communications &amp; Marketing*</p>	
<p>Recommendation 4.4: The CMPD should continue to prioritize local media outlets covering critical incident by providing them additional interviews and exclusive information.</p>		<p style="text-align: center;">✓</p> <p style="text-align: center;">Requires collaboration with Charlotte Communications &amp; Marketing*</p>	
<p>Recommendation 4.5: The CMPD should enhance its use of social media to engage community members and demonstrators before, during, and after mass gatherings and demonstrations to disseminate accurate information and correct erroneous information.</p>		<p style="text-align: center;">✓</p> <p style="text-align: center;">Requires collaboration with Charlotte Communications &amp; Marketing*</p>	

*\*The collaborative portion of implementing this recommendation is ongoing and not fully complete. The remainder of the recommendation is complete.*

# Police Foundation Report Recommendations

## Pillar Five – Transparency and Accountability

Recommendation	Complete	Outstanding	Not Implementing
Recommendation 5.1: The CMPD should work with the community to develop and publicize policy and directives regarding body-worn camera (BWC), particularly regarding the release of BWC footage and officer-involved shooting (OIS) investigations to improve transparency.	✓		
Recommendation 5.2: The CMPD should consider redeveloping and re-executing standardized process(es) from which to collect and analyze input from the community regarding their expectations and satisfaction of police services.		✓*	
Recommendation 5.3: The CMPD should work together with the City of Charlotte administration and the City Manager to develop strategies that educate the community on transparency and oversight efforts, as well as other relevant strategies ongoing city-wide.	✓		
Recommendation 5.4: The CMPD should develop a specific strategy and policy to keep the community apprised their efforts in response to significant/critical incidents to demonstrate transparency and community engagement, as well as highlight their outreach and partnership efforts.	✓		
Recommendation 5.5: CMPD should ensure that all data provided is accurate, easy to access and co-located.	✓		

*\*Portions of implementing this recommendation are ongoing and not fully complete. Work has begun.*



# Police Foundation Report Recommendations

## Pillar Six – Police-Community Relationships

Recommendation	Complete	Outstanding	Not Implementing
Recommendation 6.1: The CMPD should continue to invest in community policing efforts, particularly in diverse communities, to include acknowledging the history of race relations in the community and developing a process and programs towards reconciliation.	✓		
Recommendation 6.2: The CMPD should engage in one-on-one or small-group engagement and relationship-building programs in the specific communities most affected by violence and negative perceptions of the police.	✓*		
Recommendation 6.3: The CMPD should expand its foot patrol pilot program to the communities most affected by violence and negative perceptions of the police.	✓		
Recommendation 6.4: The CMPD should augment its increased focus on building relationships through social media with increased opportunities to provide feedback in person.	✓		
Recommendation 6.5: The CMPD should identify and work closely with emerging and traditional community leaders to ensure inclusion and representation from all members of the community.	✓		
Recommendation 6.6: The CMPD should more fully engage community members in strategic hiring and promotions, training, policy development and other activities to improve community-police relations and provide the community a voice and meaningful involvement in how its police department operates.	✓		
Recommendation 6.7: The CMPD should leverage its chaplains to work with faith leaders in the community to enhance police-community relations.	✓		

*\*New partnership almost finalized with Urban League and Turning Point Academy where the Urban League is proposing to provide career readiness training for students at the school.*

**Committee Members:** Tariq Bokhari (Co-Chair), Larken Egleston (Co-Chair), Mayor Lyles, James Mitchell, Greg Phipps

**Committee Purpose Statement:**

The committee reviews and recommends intergovernmental relations policies and relationship-building activities in the state and federal legislative and executive branches.

**Committee Chair Update:**

The Intergovernmental Relations Committee (IRC) met on June 25, 2018. Three agenda items were covered:

- **Strategic Plan**

The committee unanimously approved a revised strategic plan including:

- i. The IRC's guiding principles, including relationship development, trust, and nimble action;
- ii. The Legislative Pipelining criteria process by which issues are included on the legislative agenda and/or put in a "Parking Lot", with key emphasis on evaluating whether an issue is currently actionable, positively impacts relationships, examines the likelihood of success;
- iii. IRC Key Relationship Zones are available for Council committees to engage with the IRC to develop proposals regarding subject-matter issues that arise in focus area committees to develop policy legislative policy;
- iv. Identifies the key state and federal relationship stakeholders with whom the IRC and the City can develop important working relationships; and
- v. Explains the IRC policy of continuous learning regarding legislative issues.

The committee discussed its special relationship building role and expertise as the key to successfully working toward the City's legislative and emerging opportunities.

- **State and Federal Legislative Update**

The discussion included City Wins from the legislative session, including several in which the Mayor, IRC, or other council members successfully used relationship building to help protect and advance City priorities.

- **Upcoming Actions**

**General Assembly 101:** Council Members participated in a Power Hour on June 27 during which Dana Fenton and Jason Kay shared how the General Assembly works and how issues and bills are effectively navigated through the legislative process.

**Next Meeting:**

The next committee meeting is scheduled for Monday, September 17 at 2:00 in Room 280.



Intergovernmental Relations Committee  
Summary Minutes  
June 25, 2018

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**COMMITTEE AGENDA TOPICS**

- I. Storm Water Policy Review
- II. State Legislative Update
- III. Federal Legislative Update
- IV. Upcoming opportunities
- V. Next committee meeting

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**COMMITTEE INFORMATION**

**Committee Members Present:** Larken Egleston (Co-Chair), Tariq Bokhari (Co-Chair), James Mitchell, Greg Phipps, Vi Lyles

**Committee Members Absent:** None

**Guest(s):** Ches McDowell

**Staff Resources:** Jason Kay, City Manager's Office  
Dana Fenton, City Manager's Office

**Meeting Duration:** 1 – 2:05 p.m.

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**DISCUSSION HIGHLIGHTS**

Council Members Egleston and Bokhari called the meeting to order at 1 p.m.

**Strategic Plan**

Jason Kay presents Strategic Plan.

**MOTION AND VOTE:** Motion made by Council Member Phipps and seconded by Mayor Lyles to adopt the recommended strategic plan. The vote passed unanimously.

**State Legislative Update**

Dana Fenton provided State Legislative Update.

**Federal Legislative Update**

Dana Fenton provided Federal Legislative Update.

**Upcoming Opportunities**

Council power hour on Wednesday, June 27 discussed.

**Next Committee Meeting**

Monday, Sept. 17, at 2 p.m. confirmed as next meeting date.

Meeting adjourned at 2:05 p.m.

# Intergovernmental Relations Committee

Monday, June 25, 2018 at 1:00 pm  
Charlotte-Mecklenburg Government Center  
Room 280

Committee Members: Tariq Bokhari, Co-Chair  
Larken Egleston, Co-Chair  
James Mitchell  
Greg Phipps  
Mayor Lyles

Staff Resources: Jason Kay  
Dana Fenton

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No.	Item	AGENDA	Co-Chair	Time
I.	<b>Welcome &amp; Call to Order</b>			2 minutes
II.	<b>Strategic Plan (attachment)</b> Suggested Motion: That the Committee adopts the strategic plan.			20 minutes
III.	<b>State Legislative Update (attachment)</b>			10 minutes
IV.	<b>Federal Legislative Update</b>			5 minutes
IV.	<b>Upcoming Opportunities</b> <ul style="list-style-type: none"><li>Power Hour, Wednesday, June 27, 11:30 am to 1:00 pm on the North Carolina General Assembly</li></ul>			5 minutes
V.	<b>Next Committee Meeting</b> <ul style="list-style-type: none"><li>September TBD</li></ul>			3 minutes

Items	Intergovernmental Relations Committee		Council Action Review	Council Meeting Vote / Decision
	Information	Adoption / Recommendation		
Strategic Plan	May 21	June 25	n/a	n/a
State Legislative Update	June 25	--	n/a	n/a
Federal Legislative Update	June 25	--	n/a	n/a
Power Hour: NC General Assembly	June 27	--	n/a	n/a
2018-2019 Legislative Calendar	--	September TBD	n/a	n/a
2019 Emerging Issues	September TBD	--	n/a	n/a
2019 State Legislative Agenda	October TBD	November TBD	November 26	December 10
2019 Federal Legislative Agenda	October TBD	November TBD	November 26	December 10

**CITY OF CHARLOTTE  
INTERGOVERNMENTAL RELATIONS COMMITTEE  
STRATEGIC PLAN**

The City of Charlotte has a population of 842,051 people. The City provides public safety, public transportation, water and sewer, stormwater, aviation, solid waste and other services typical of a full-service city. The City not only provides these services to its residents, but also to visitors and businesses in the City and customers in surrounding cities and counties. An average of 44 people per day move to the City and the population is projected to reach 1.2 million by 2040. There are also a great number of opportunities these trends present. In order to achieve its goals, the City will have to work intentionally and collaboratively with its partners from the local and regional, State and federal levels and private and not-for-profit sectors.

This Strategic Plan defines the new Intergovernmental Relations Committee (IRC) structure and process of moving responsibly and nimbly to achieve measurable results. This plan defines the concepts that will be used to achieve that goal, including the ***IRC Legislative Pipelining Process, IRC Zones, IRC Key Relationship Stakeholders, IRC Continuous Learning Process, and IRC 30-60-90 Timeline***. These structures and processes are designed to work in harmony with one another, balancing between a thoughtful while nimble approach, while enabling all stakeholders to transparently collaborate and be part of the process.

**Committee Charge**

- The charge of the Intergovernmental Relations Committee (IRC), as outlined in the May 3, 2018, memorandum from Mayor Lyles is to: “Meet to discuss state and federal issues that will be brought to the full City Council. The Committee’s recommendations, based on its research and discussion, are an important element in the City Council’s final decisions.”
- Additionally, the IRC has traditionally exercised a lead role in furthering the development of relationships with the State & Federal resources.

**Guiding Principles employed by the IRC**

- Focus on issues with likelihood of success
- Action oriented
- Measurable results
- Look for opportunities
- Be nimble
- Be collaborative
- Develop trust
- Be excellent communicators
- Look for what is good for Charlotte

## IRC Legislative Pipelining Process

**IRC Legislative Pipelining Process describes the process by which the Intergovernmental Relations Committee (IRC) considers legislative requests. This process will result in Committee recommended State & Federal Legislative Agendas that are presented to the City Council that are intended to serve as the basis for the City's interactions with legislators in the US Congress and NC General Assembly**

**Issues will be referred to the IRC by the Mayor, City Manager and City Council using the usual referral process**

- Mayor may refer issues.
- City Manager may refer issues.
- Council members may request the City Council to refer issues.

### **City Manager's Office**

- City Manager's Office will vet all legislative proposals referred to the IRC.
- City Manager's Office will present vetted legislative proposals to the IRC.
- Originators of the legislative requests, whether members of City Council or Department Heads, are greatly encouraged to attend the presentations of those requests to the IRC and take an active part in discussion of the issue.

### **Legislative Agendas**

- The IRC will strive to focus its recommended State & Federal Legislative Agendas on a finite set of policy proposals that are critical to the operations of the City government.
- The IRC will use various criteria to judge whether an issue should be recommended for inclusion in the legislative agendas, such as:
  - Proposal is actionable
  - Improves relationships
  - Likely to succeed

### **Parking Lot**

- There will be issues that come before the IRC that will not be recommended for inclusion in the legislative agendas submitted by the IRC to the City Council.
- These issues will be kept in a "parking lot".
- Staff will maintain a list of these issues.



## IRC Zones

IRC Zones describes the process by which the Intergovernmental Relations Committee (IRC) will work with Focus Area Committee Chairs when those Committees are considering issues that could develop into legislative requests. It is the intent of the IRC that any legislative requests made through those Committees to the City Council are as ready as possible to be implemented legislatively by the City when presented to City Council.

### IRC Zones

- Budget, Effective Government & Technology
- Community Safety
- Economic Development
- Environment
- Housing & Neighborhood Development
- Transportation & Planning

### Working with Focus Area Committees

- Focus Area Committees routinely discuss issues that might require legislation
- Chairs of the Focus Area Committee are urged to reach out to the IRC Co-Chairs and Staff Resources so the IRC can be made aware of these issues
- IRC Staff Resources are available and willing to assist Committee Chairs work through the legislative aspects of these issues
- While any recommendations presented by the Focus Area Committees to the City Council are recommendations of that Committee, it is the intent of the IRC that these issues undergo some level of legislative vetting appropriate to that issue.

## IRC Key Relationship Stakeholders

**IRC Key Relationship Stakeholders are those individuals or groups that the City commonly works with to achieve its legislative objectives. This is not by any means an all-inclusive list of Key Relationship Stakeholders. The Intergovernmental Relations Committee (IRC) believes that relationships with these individuals or groups need to be continuously nurtured.**

### **Federal Partners:**

- Local Delegation to the US Congress
- Executive Branch
  - White House
  - Department of Transportation
    - Federal Transit Administration
    - Federal Aviation Administration
    - Federal Railroad Administration
  - Department of Housing and Urban Development
- National Partners
  - National League of Cities
  - US Conference of Mayors

### **State Partners:**

- Legislative Branch
  - Local Delegation to the General Assembly
  - Extended Local Delegation to the General Assembly
  - General Assembly Leadership
- Legislative Influencers
- Executive Branch
  - Office of the Governor
  - Department of Transportation
  - Department of Commerce
- Statewide Partners
  - North Carolina League of Municipalities
  - North Carolina Metropolitan Mayors Coalition

## IRC Continuous Learning Process

IRC Continuing Learning Process describes the steps the City will take to develop relationships with Key Relationship Stakeholders. It is the intent of the Intergovernmental Relations Committee (IRC) that relationships between the City and Key Relationship Stakeholders need to be continuously nurtured and strengthened.

### Modes of Engagement with Key Relationship Stakeholders

- Continuation opportunities
  - Mayor and Council Trip to DC
  - Mayor and Council Trips to Raleigh
- Enhanced opportunities for engagement between Key Relationship Stakeholders and Council:
  - Monthly brown bag lunches
  - Opportunities for Key Relationship Stakeholders to address Council
  - Invitations to City-sponsored events
- Opportunities for Council members:
  - Thank you notes to Key Relationship Stakeholders
  - Invite Key Relationship Stakeholders to attend and speak at District Town Hall meetings
- Look for opportunities to support initiatives of Key Relationship Stakeholders
  - Example is the Doppler Weather Radar position in the 2018 Federal Legislative Agenda

### General Assembly Toolkit for Councilmembers

- Staff will provide background information as appropriate for Mayor and Council:
  - Adopted Legislative Agendas
  - Issue Talking Points
  - District and Member Profiles
  - Member Addresses and Phone Numbers

## IRC 30-60-90 Timeline

### **30-Days Out (June 25 – July 31)**

- June Committee meeting:
  - Adopt Strategic Plan
  - Adopt 2018-2019 Legislative Calendar
- General Assembly adjourns, IRC monitors and provides council update
- Governor takes action on legislation, IRC monitors and provides council update
- Initiate enhanced opportunities for Legislator and Council interaction
- City Manager’s Office initiates 2019 State & Federal legislative agenda development process
- General Assembly considers any vetoes, IRC monitors and provides council update

### **60-Days Out (August 1 – August 31)**

- Continue implementing enhanced opportunities for Legislator and Council interaction
- Continue implementing 2019 State & Federal legislative agenda development process

### **90-Days Out (September 1 - 30)**

- September Committee Meeting
  - Emerging Issues
- Federal Legislative Update to City Council

### **90-Days Plus (October 1 and thereafter)**


- Continuous Learning
- Relationship Building
- Be adaptive and responsive



## State Legislative Update


Intergovernmental Relations Committee


June 25, 2018



### Overview

- 2018 "short" session convened May 16
- Passed amendments to State Budget (SB 99) on June 1
- Overrode Governor's veto of State Budget (SB 99) on June 12
- Should adjourn by Friday, June 29

 CHARLOTTE.	Wins
<ul style="list-style-type: none"><li>• \$25 million for Airport infrastructure funding (SB 99)</li><li>• \$25 million for LYNX Blue Line Extension (SB 99)</li><li>• Reversed light rail language in the State Budget (SB 335)</li><li>• BUILD NC Act of 2018 signed into law (SB 758)</li></ul>	

 CHARLOTTE.	Wins (cont.)
<ul style="list-style-type: none"><li>• Attempts to unravel the I-77 HOT Lanes Comprehensive Agreement were unsuccessful (HB 1029)</li><li>• Economic Development programs to attract and retain jobs were reauthorized (SB 99)</li><li>• Clarifications to 2017 System Development Fee statute were enacted (HB 826)</li><li>• Bill targeting Catawba River buffer rules not enacted (SB 434)</li></ul>	



Wins (cont.)

- Sanctuary City bills not enacted (HB 113 / SB 145, 3<sup>rd</sup> edition)
- Special separation allowance bills not enacted (HB 340 / SB 153)
- Performance Guarantee bill not enacted (HB 507)



Need's More Work

- State Maintenance Assistance Program (SMAP)
  - Appropriations Act of 2018 (SB 99)
  - State funds to local transit agencies for expenses of running bus and rail systems were reduced by 26%
  - ~ \$3 million hit on CATS
- Allow Cities to Use Revenues for Public Education
  - Appropriations Act of 2018 (SB 99)
  - While not a mandate, this may signal a more significant policy change in funding for local education





### Coming Up in 2019

- Based on 2018 discussions, we are expecting to see following legislation in 2019
- Airport infrastructure funding modeled after STI
- Special separation allowance legislation for Firefighters
- Performance guarantee legislation
- Allow Cities to Use Revenues for Public Education



### Next Steps

- Thank Legislators
- Finish the Session
- See you in September!



---

**From:** Mitchell, James  
**Sent:** Monday, July 16, 2018 7:05 PM  
**To:** tom.murray@crva.com  
**Cc:** Mitchell, James; Mayfield, LaWana; 'Ed Driggs'; Harlow, Justin; Newton, Matthew; Dodson, Tracy  
**Subject:** Economic Impact-CIAA

**Importance:** High

Tom,  
Can you email the economic impact study of the CIAA to the members of the Economic Development Committee? I would like to receive my copy tonight as I prepare for the CIAA Advisory Committee lunch meeting tomorrow. I have invited Councilmembers LaWana Mayfield, and Greg Phipps to joint me at the meeting tomorrow as well.

Public Service is My Business  
James Mitchell, Jr.  
City Council At-Large  
704-336-3430 office  
704-576-0429 mobile  
James.mitchell@charlottenc.gov

---

**From:** Mitchell, James  
**Sent:** Wednesday, July 18, 2018 6:05 PM  
**To:** Dodson, Tracy; Campbell, Debra; Jones, Marcus; Tom Murray  
**Cc:** Mayfield, LaWana; Lyles, Viola; Mitchell, James  
**Subject:** ED committee agenda-CIAA

**Importance:** High

Tracy,

I would like to add the CIAA item to the agenda for Monday, July 23, 2018. Councilmember Mayfield, Assistant City Manager Debra Campbell and I attended the Advisory luncheon yesterday. The goal would be to hear the Economic Impact report, and share the dates associated with the upcoming CIAA bid. I think Tom might be busy with his daughter's wedding, However, I'm very confident Mike Butts and Heath will do an excellent job. Allocate anywhere from 15-30 minutes. This agenda item falls under the Amateur Sports topics.

Public Service is My Business  
James Mitchell, Jr.  
City Council At-Large  
704-336-3430 office  
704-576-0429 mobile  
James.mitchell@charlottenc.gov

---

**From:** Heath Dillard <Heath.Dillard@crva.com>  
**Sent:** Tuesday, July 17, 2018 9:05 AM  
**To:** Mitchell, James; Mayfield, LaWana; edriggs@carolina.rr.com; Harlow, Justin; Newton, Matthew; Dodson, Tracy; Oliver, Kimberly  
**Cc:** Tom Murray  
**Subject:** [EXT] 2018 CIAA Economic Impact  
**Attachments:** 2018 CIAA Spring BOD Presentation.pptx

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe.

Mr. Mitchell,

Attached is the presentation of the 2018 CIAA Economic Impact. Tom wasn't sure if you needed me to attend today's meeting to go through any of this or answer any questions the committee might have. Please let me know what might be helpful.

Thanks,

Khdk#Elojg#  
Glfwr#qjkw##  
Fkdw#Hj lqd#Vw#Dxknw#FUyD,#  
834#7#Fr djh#vhw###Fkdw#QF#5;535#  
:37074707474##  
[zzz.fydifp](#)#

E-mail correspondence to and from this address is subject to the North Carolina Public Records Law.



# 2018 CIAA Tournament Survey Results & Economic Impact Report

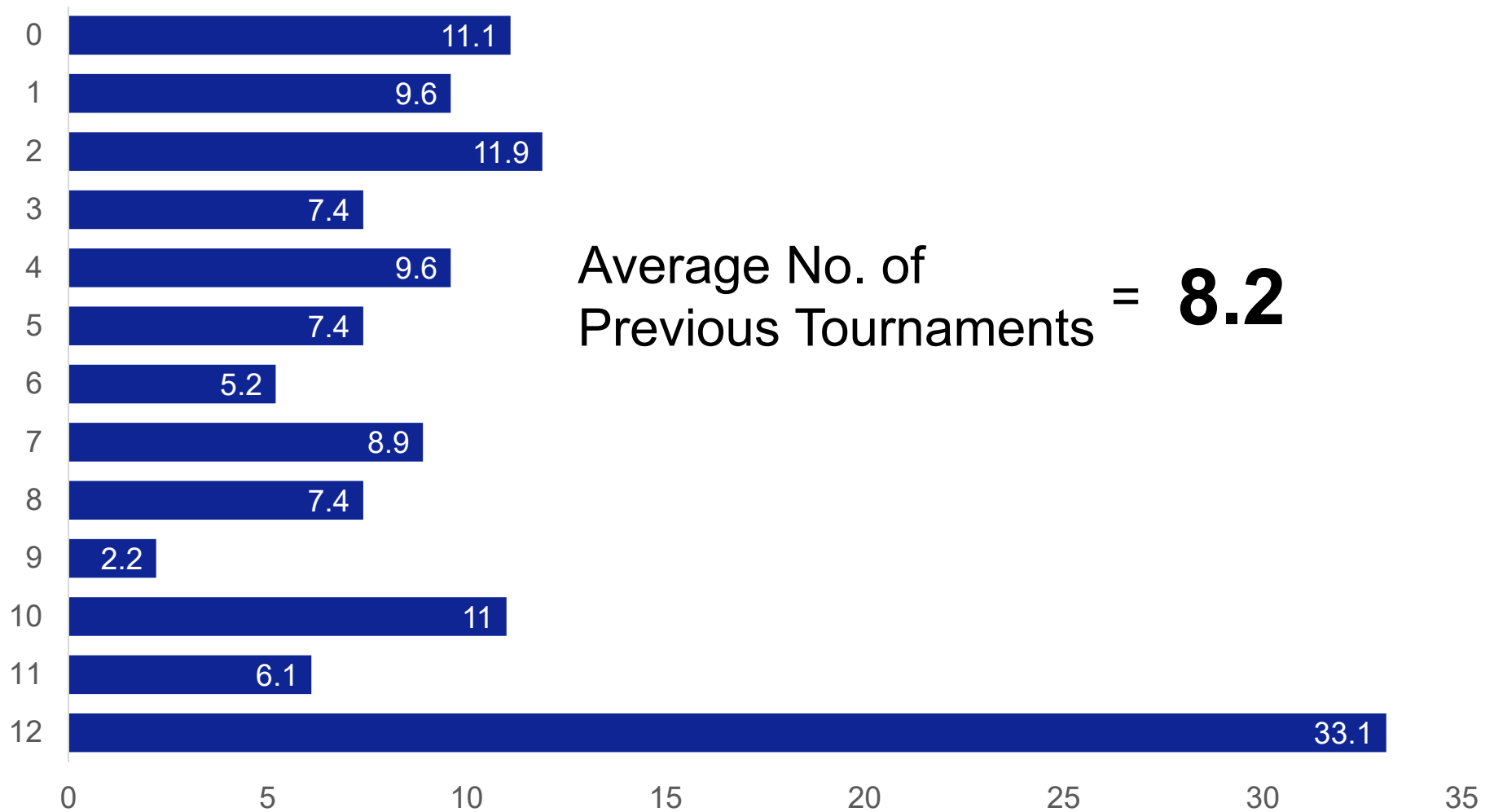
Presented by: CRVA Research

# Methodology

- This study surveyed attendees of the 2018 CIIA Basketball Tournament held in Charlotte, NC February 27 to March 3, 2018.
- “Attendees” include individuals who attended basketball games, Official CIIA Events and non-official events that occurred February 27 to March 3, 2018.
- The survey link was distributed via email and social media through CIIA and member schools.
- This study had 619 completed responses.
- Out-of-town spending by visitors and organizations was classified into NAICS industry codes.
- IMPLAN’s input-output methodology was used to calculate indirect and induced spending, and total economic impact

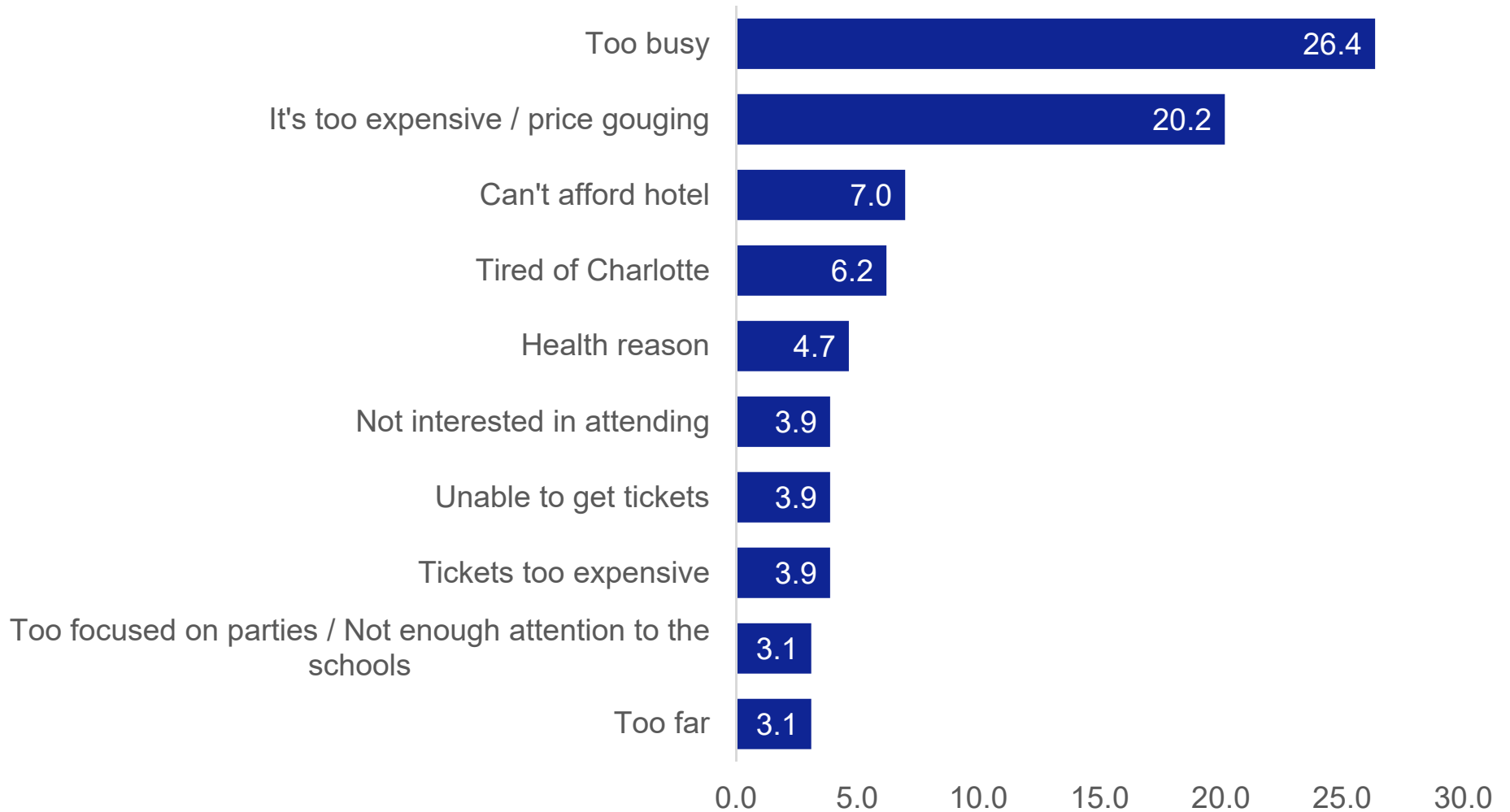
# 2018 Tournament Experience

# 1 in 3 attendees have been to every CIIA Tournament in Charlotte



Source: 2018 CIIA Tournament: All Fans, N=619

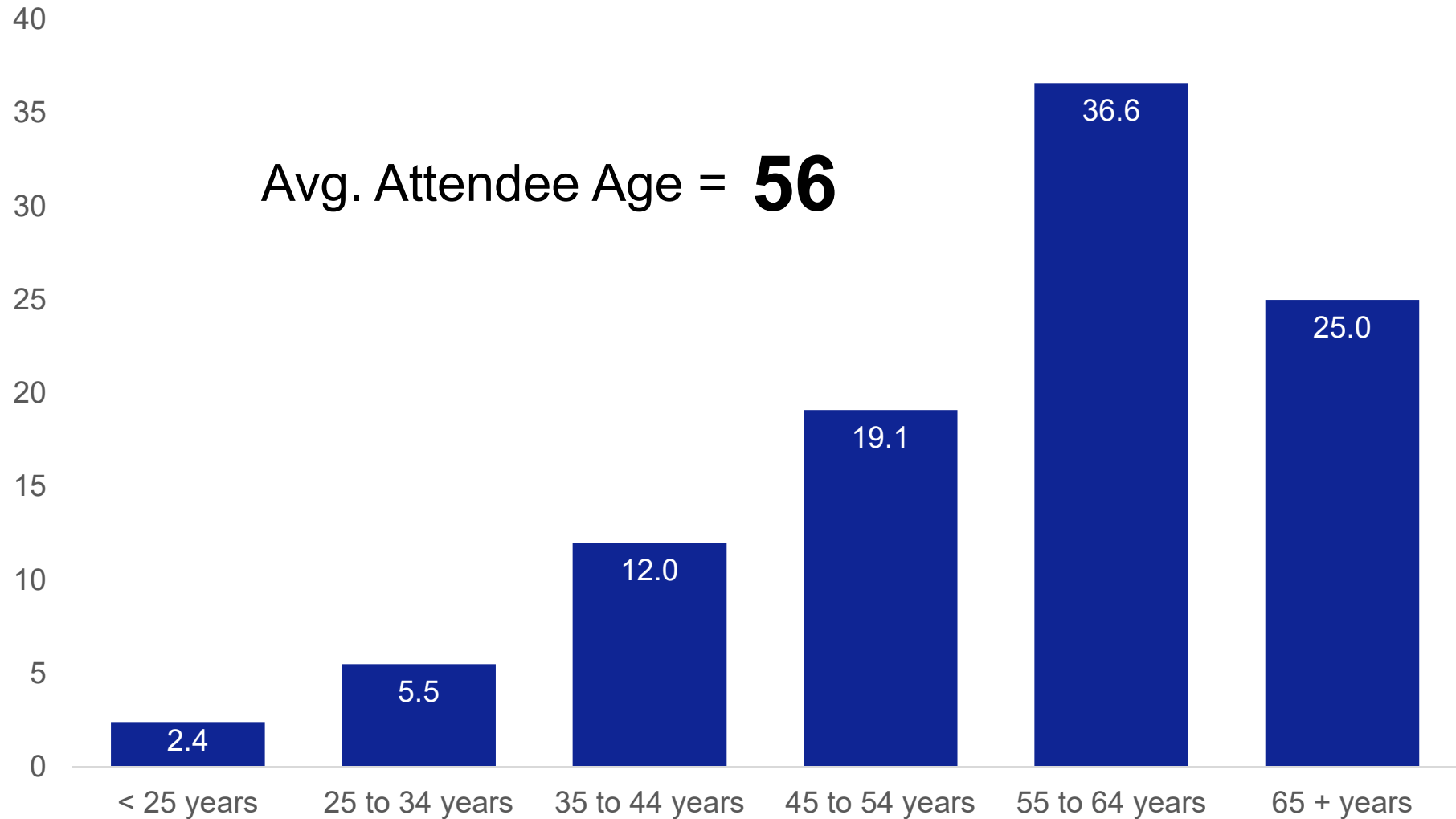
# Top reason for not attending in 2018 was scheduling conflict



Source: 2018 CCAA Tournament: Non-Fans, N=182

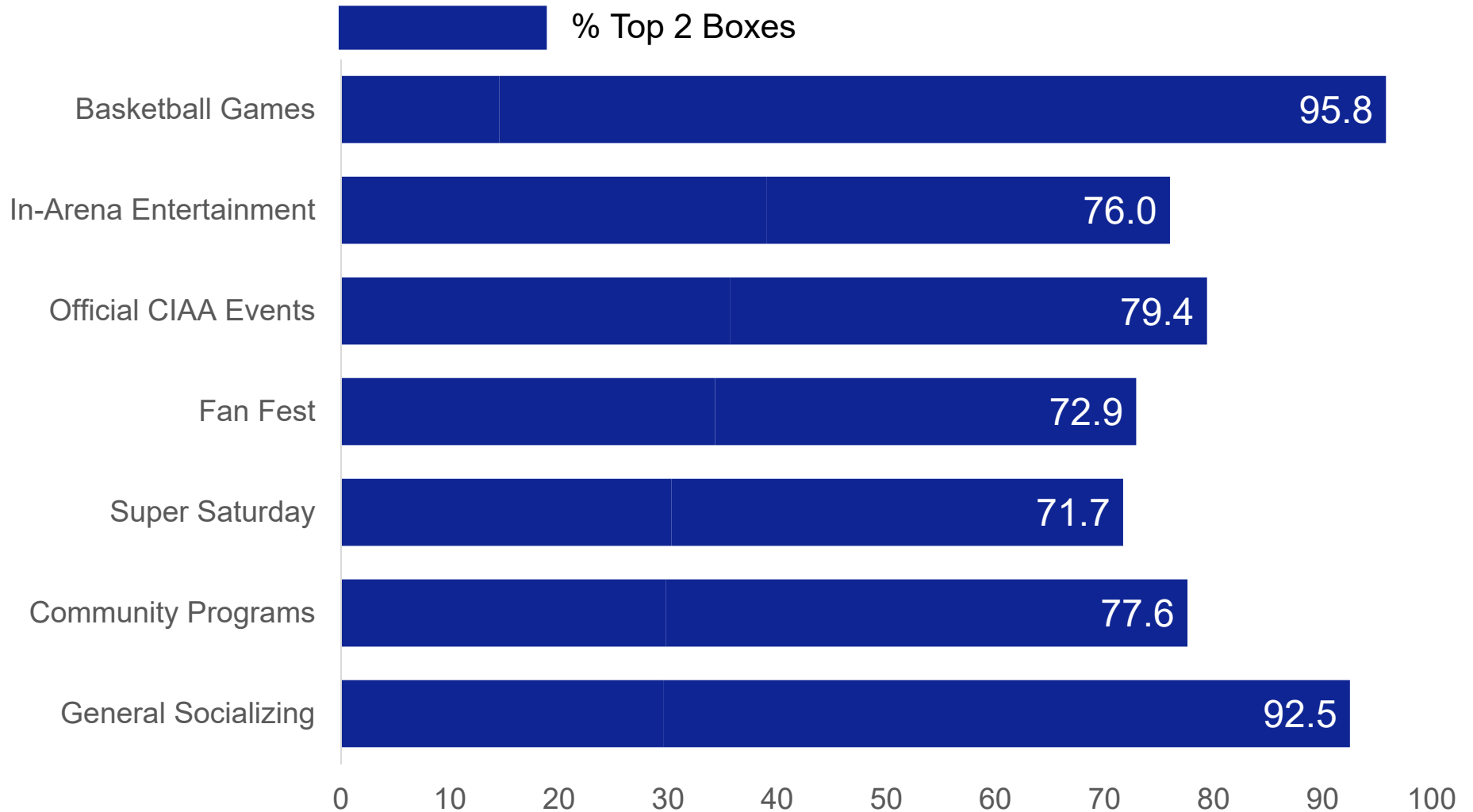


# 62% of attendees are 55 years or older



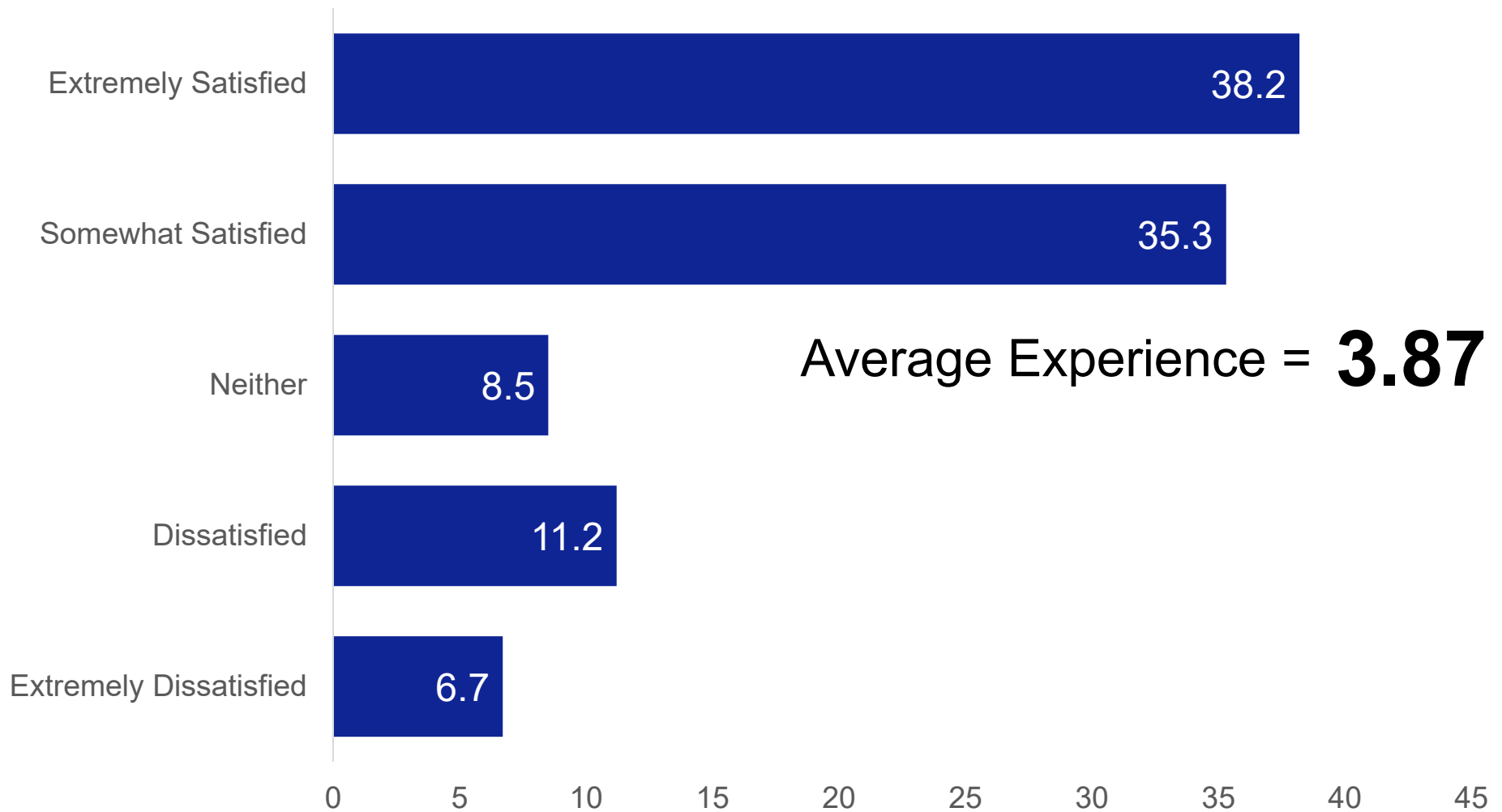
Source: 2018 CIAA Tournament: All Fans, N=673

# Basketball & socializing rank as top 2 tournament elements as most important



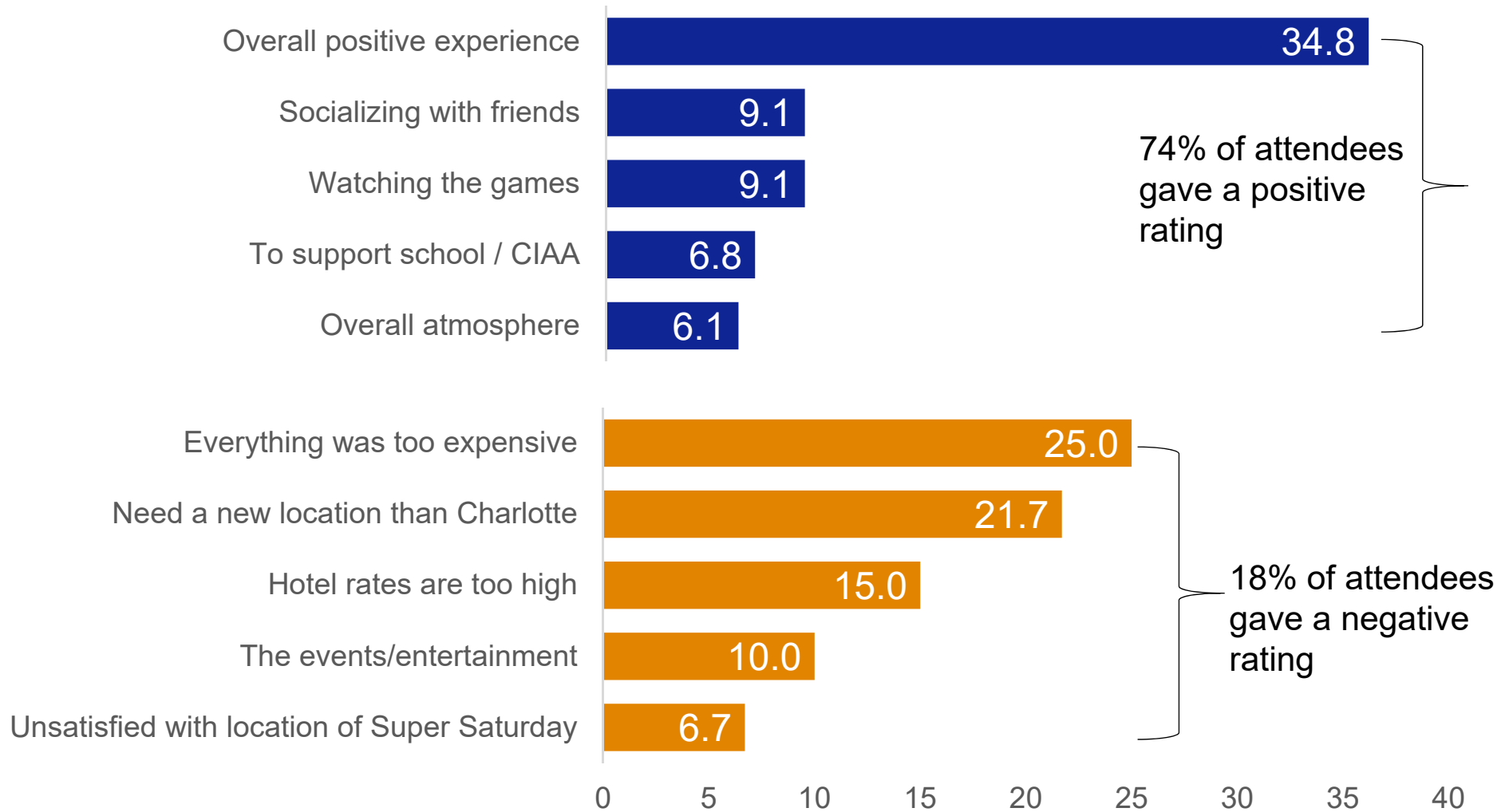
Source: 2018 CIIA Tournament: All Fans, N=669

# Nearly 3 in 4 attendees are satisfied with the overall 2018 tournament experience



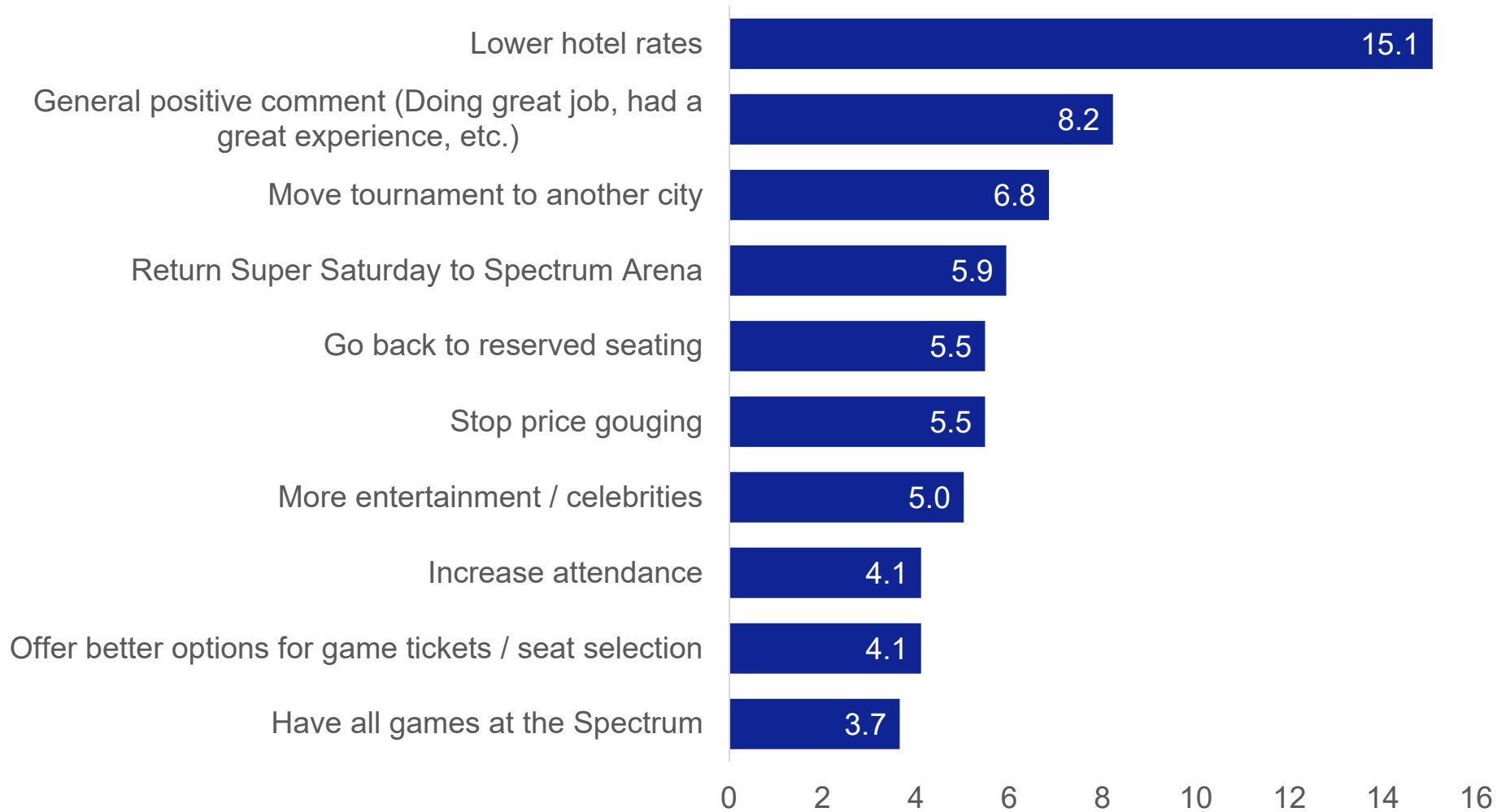
Source: 2018 CIAA Tournament: All Fans, N=673

# General positive experience was top attribute cited



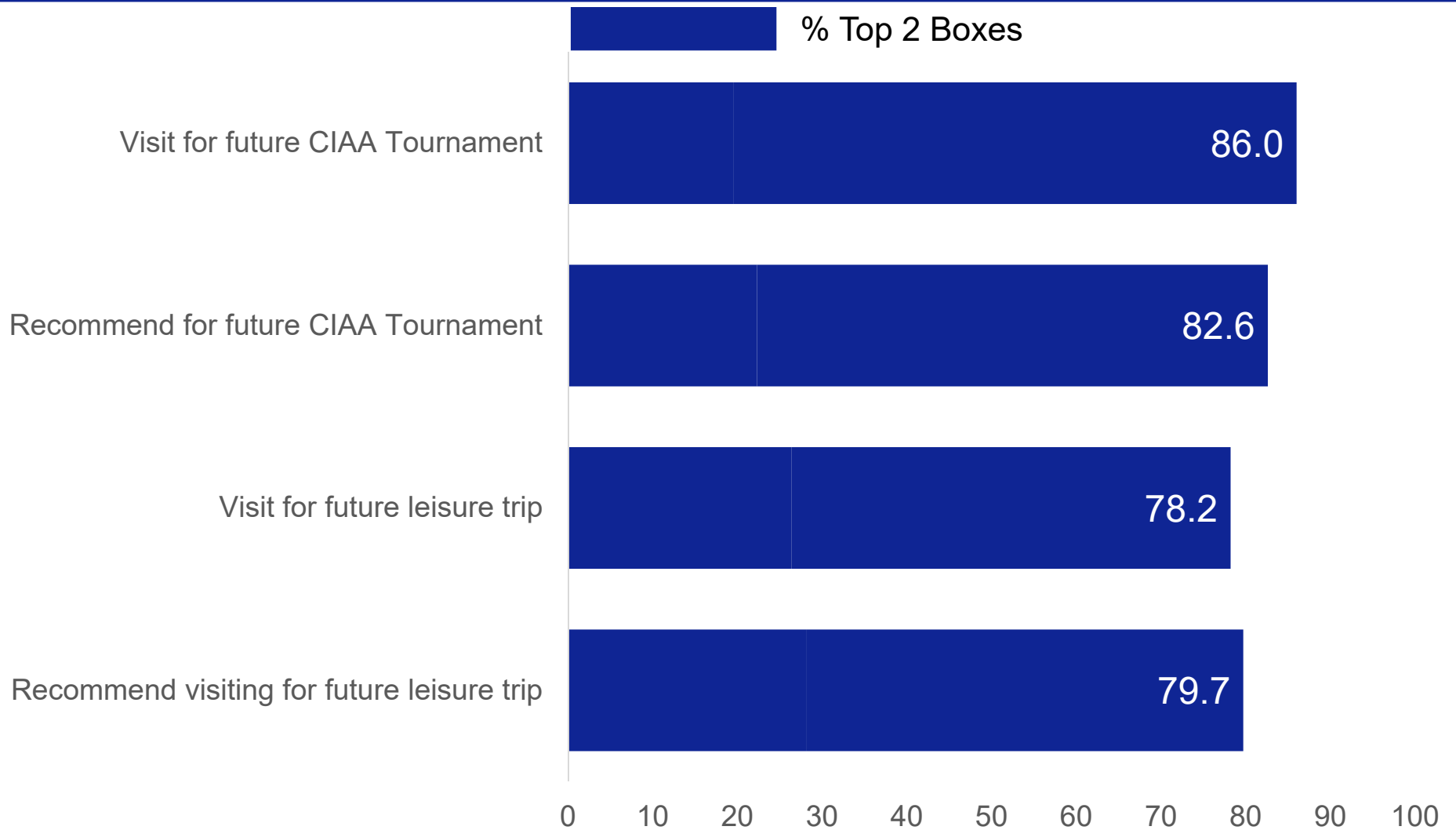
Source: 2018 CIAA Tournament: All Fans, N=673

# Opportunities to improve centered on price



Source: 2018 CIIA Tournament: All Fans, N=673

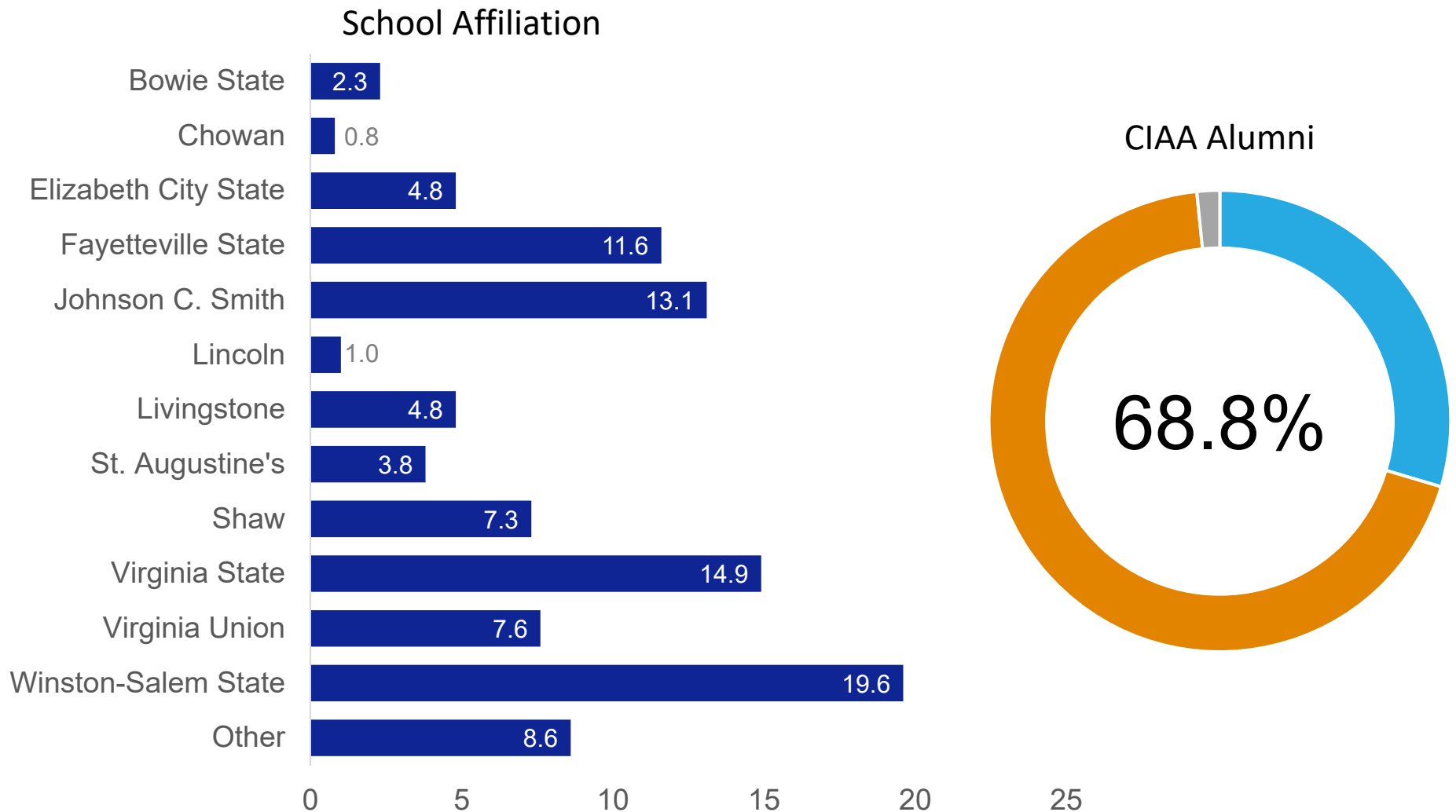
# Experience leads to likely return trips and recommendations to friends & relatives



Source: 2018 CIAA Tournament: All Fans, N=673

# Marketing & Communications

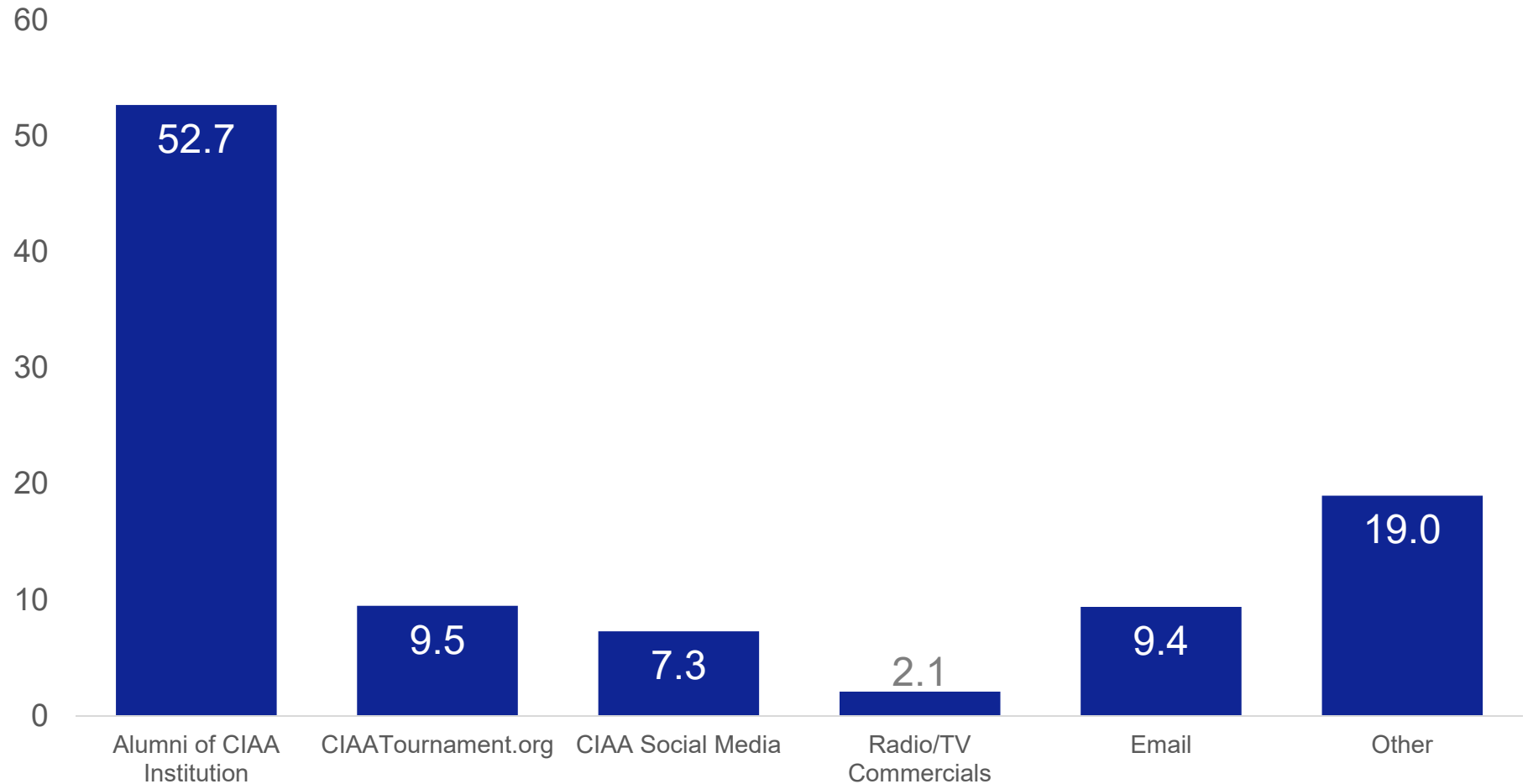
# More than 2 in 3 attendees are CIAA Alumni



Source: 2018 CIAA Tournament: All Fans, N=673

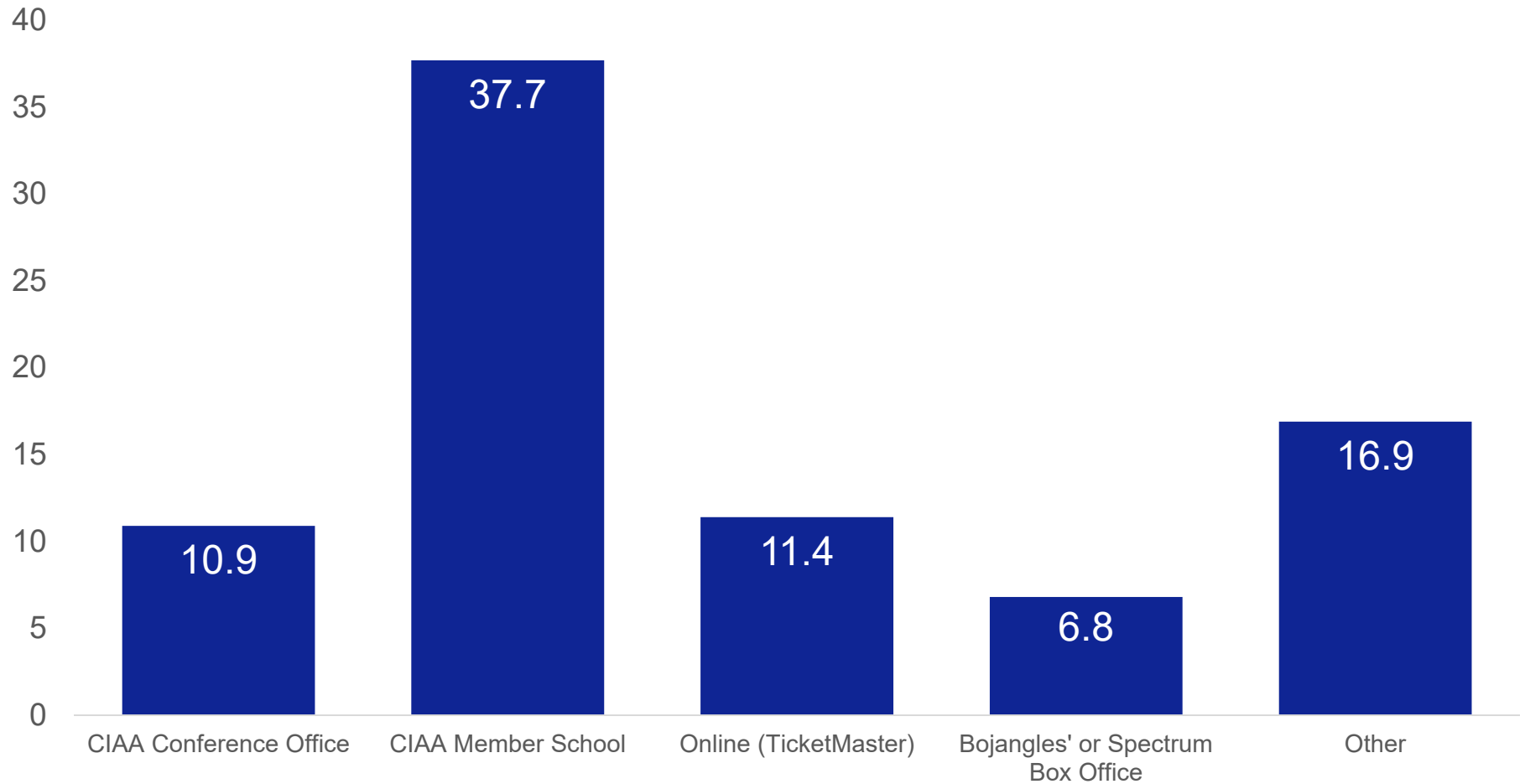


# Member schools are conduit to fan base



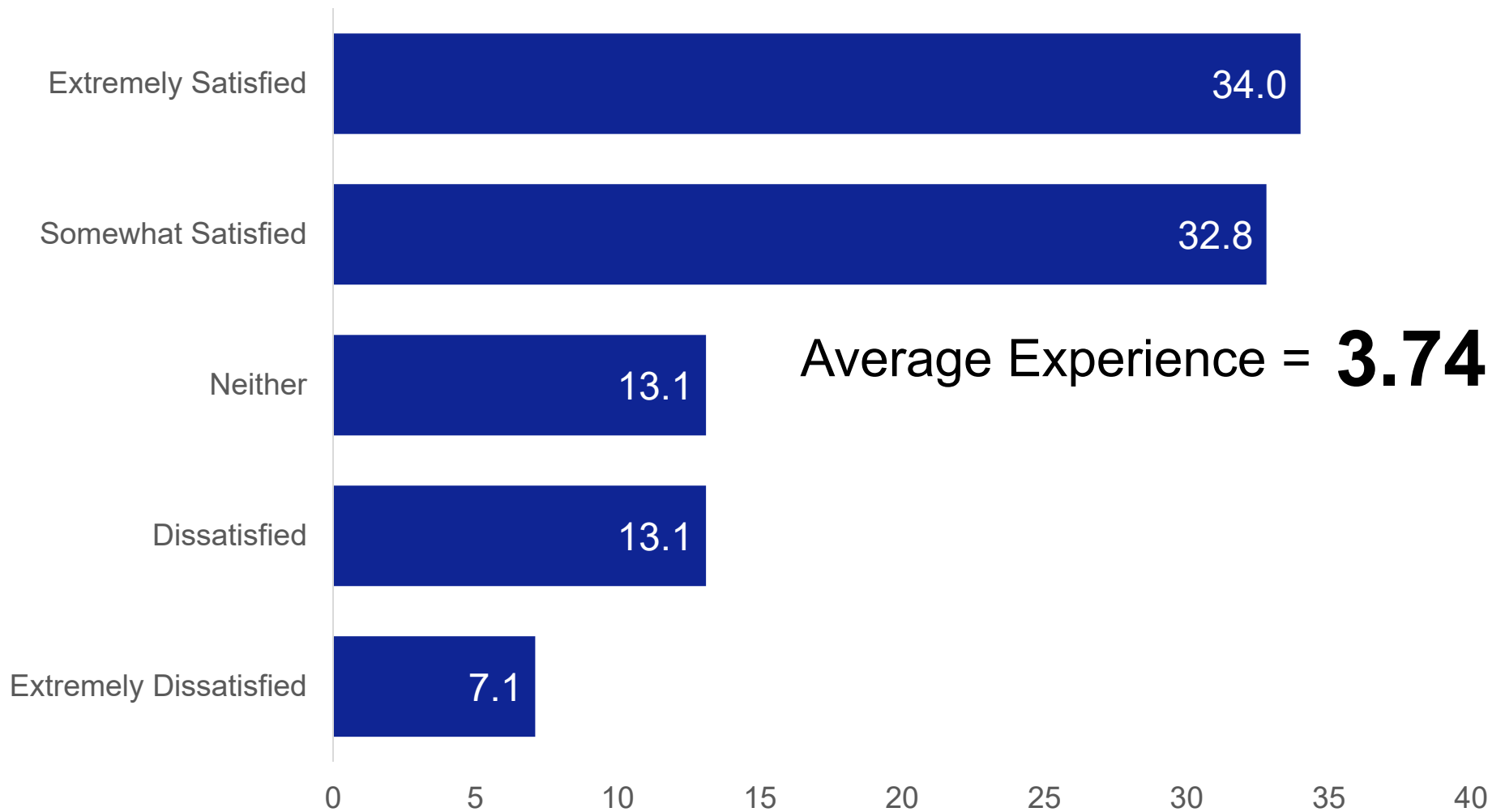
Source: 2018 CIIA Tournament: All Fans, N=673

# Ticket sales match communication channels



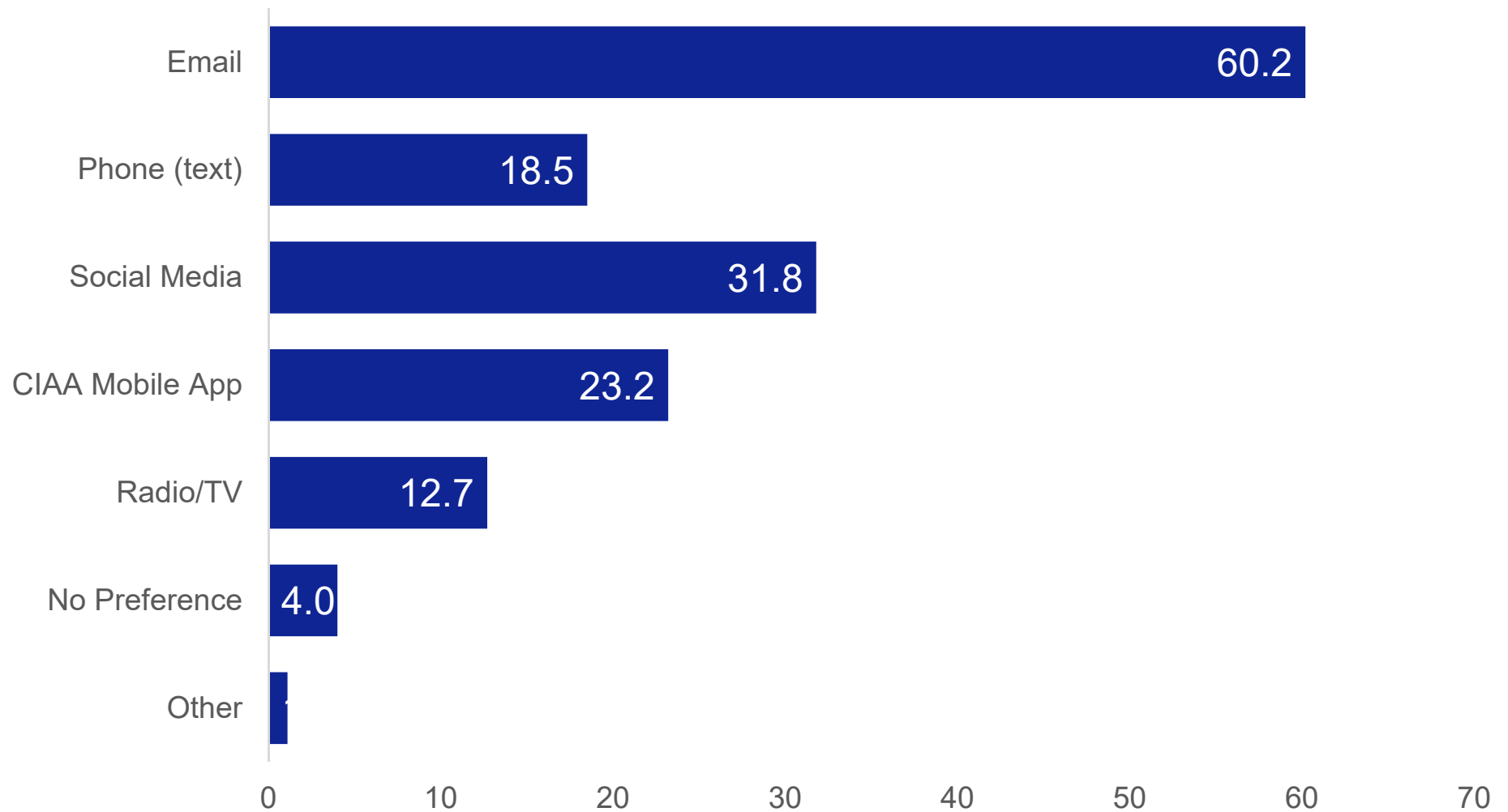
Source: 2018 CIIA Tournament: All Fans, N=673

# CIAA Mobile App experience was above average



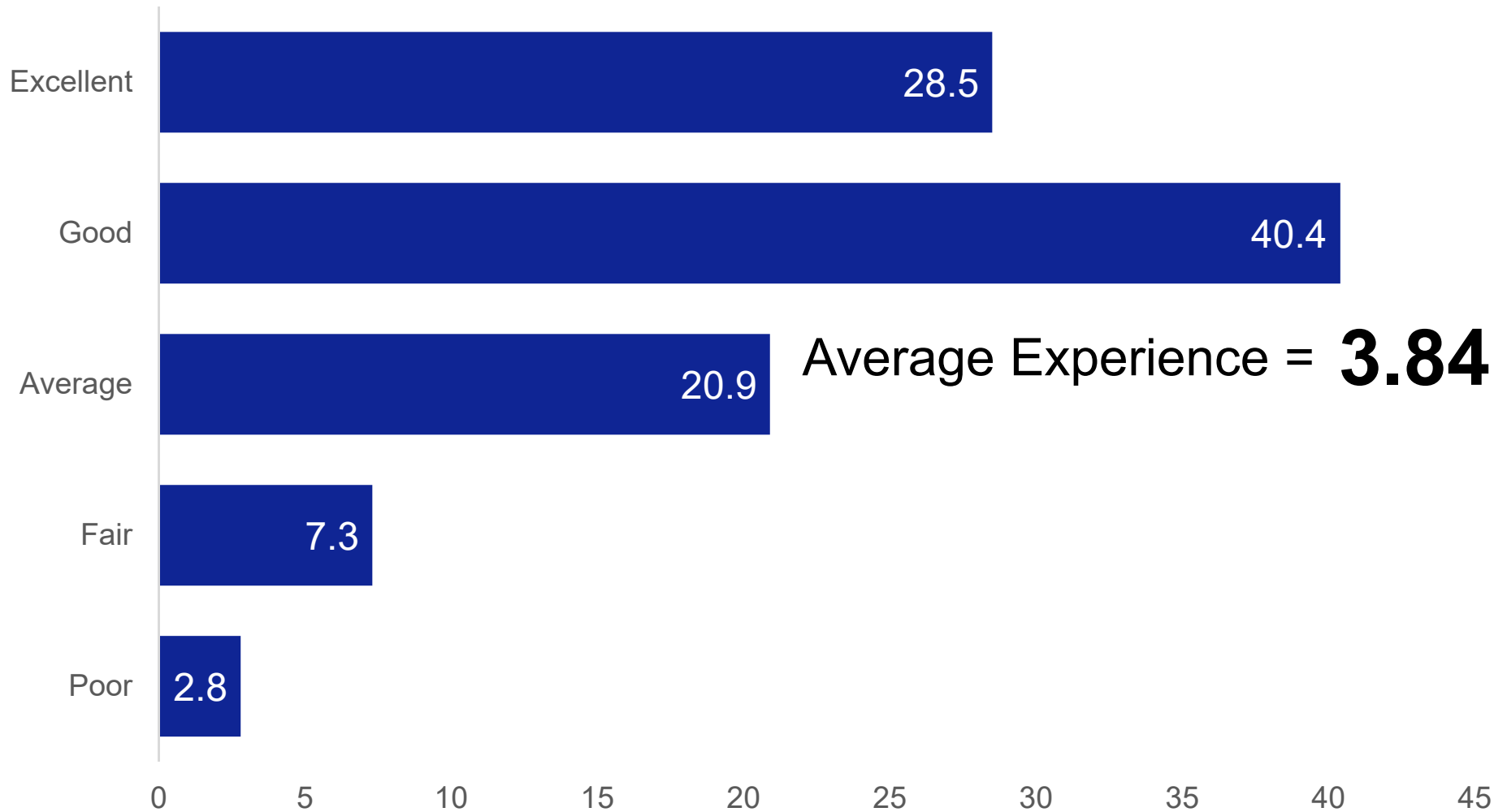
Source: 2018 CIAA Tournament: Downloaded App, N=276

# Email is the most preferred method of communication



Source: 2018 CIAA Tournament: All Fans, N=673

# Overall communication was good

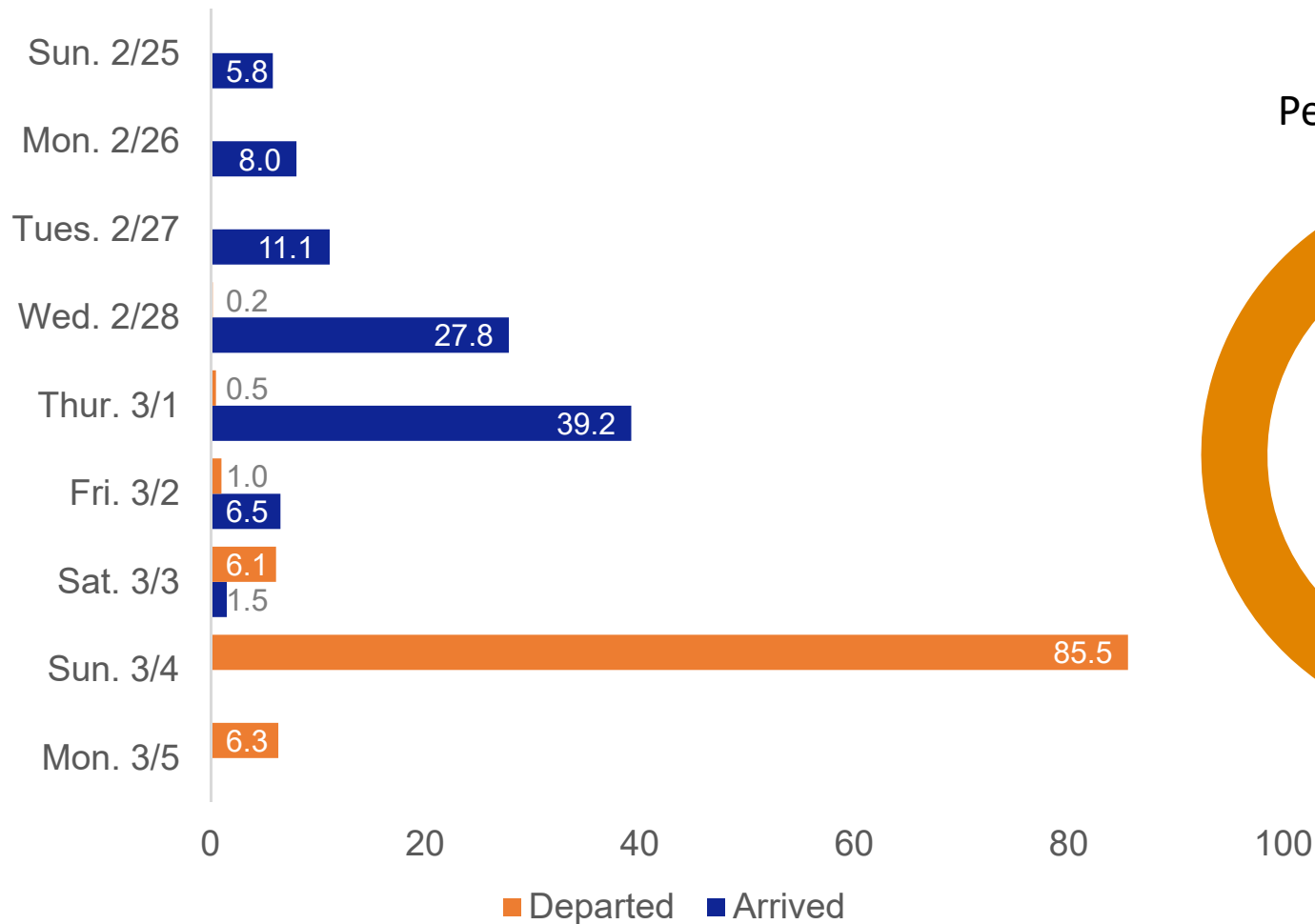


Source: 2018 CIAA Tournament: All Fans, N=673

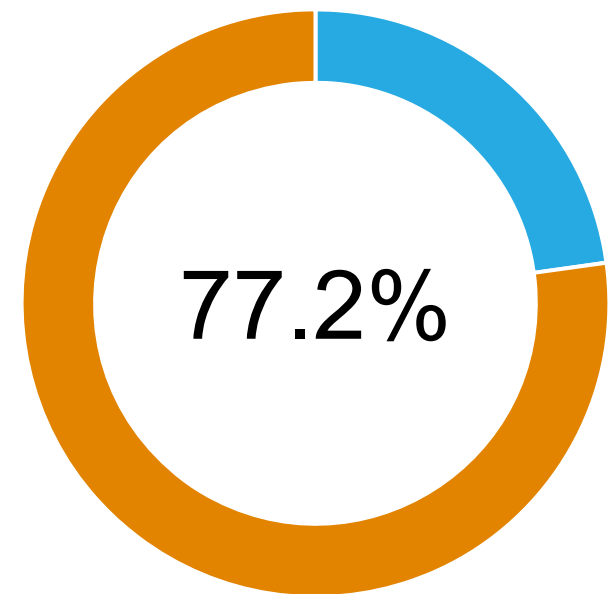
# Visitor Attributes

# More than 3 in 4 attendees traveled to Charlotte for the weekend

Arrivals & Departures



Percentage of Visitors

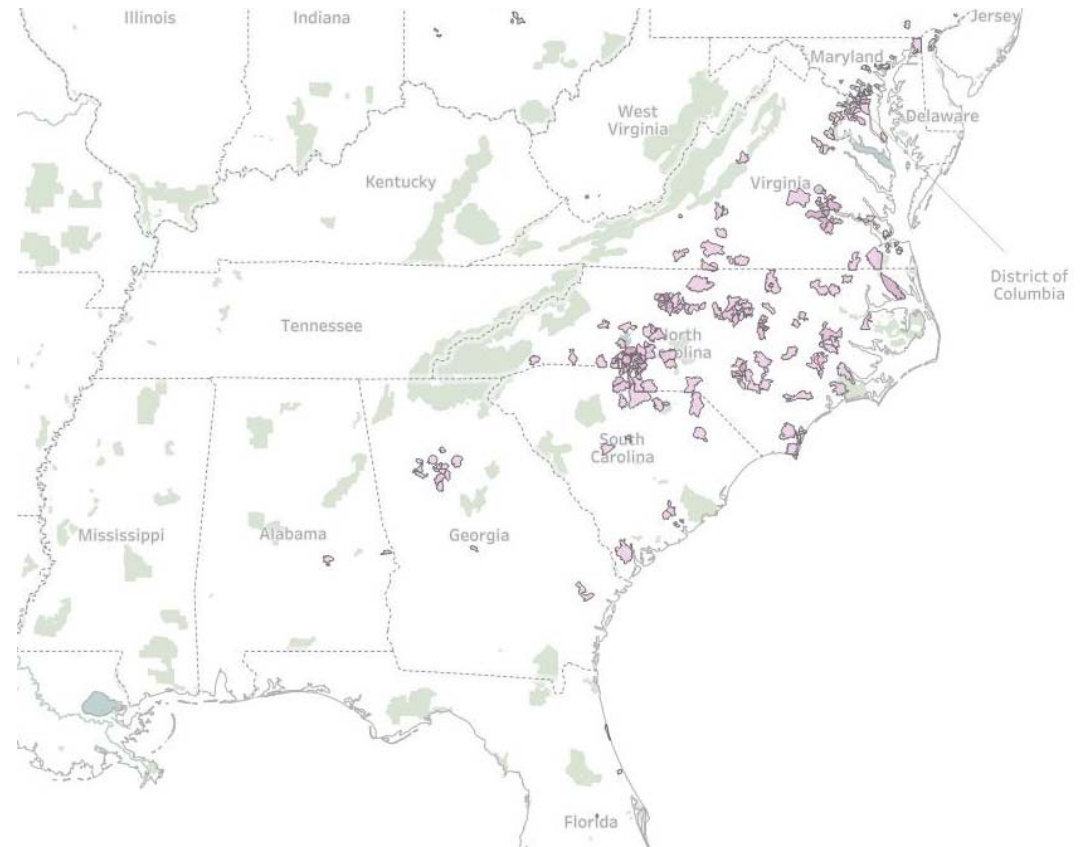


Source: 2018 CIIA Tournament: All Fans, N=673

# 39% of attendees live in North Carolina

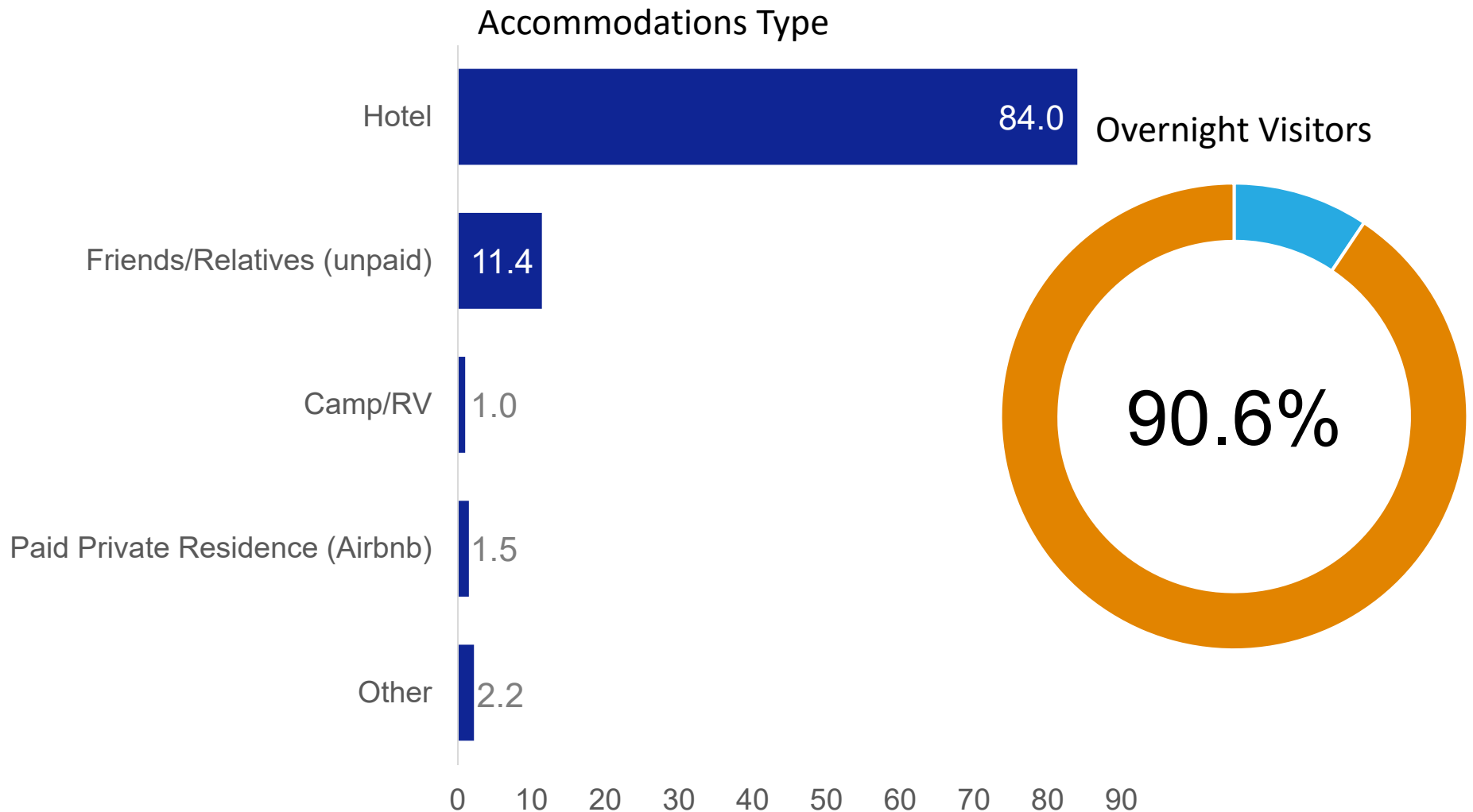
## Top Markets for CIAA Attendees

Charlotte	30.1%
Raleigh-Durham	13.5%
Washington, D.C.	11.8%
Richmond	8.0%
Greenboro-High Point-Winston-Salem	7.8%
Norfolk	4.7%
Atlanta	3.6%
Baltimore	3.1%
Greenville, NC	2.7%
New York	2.4%



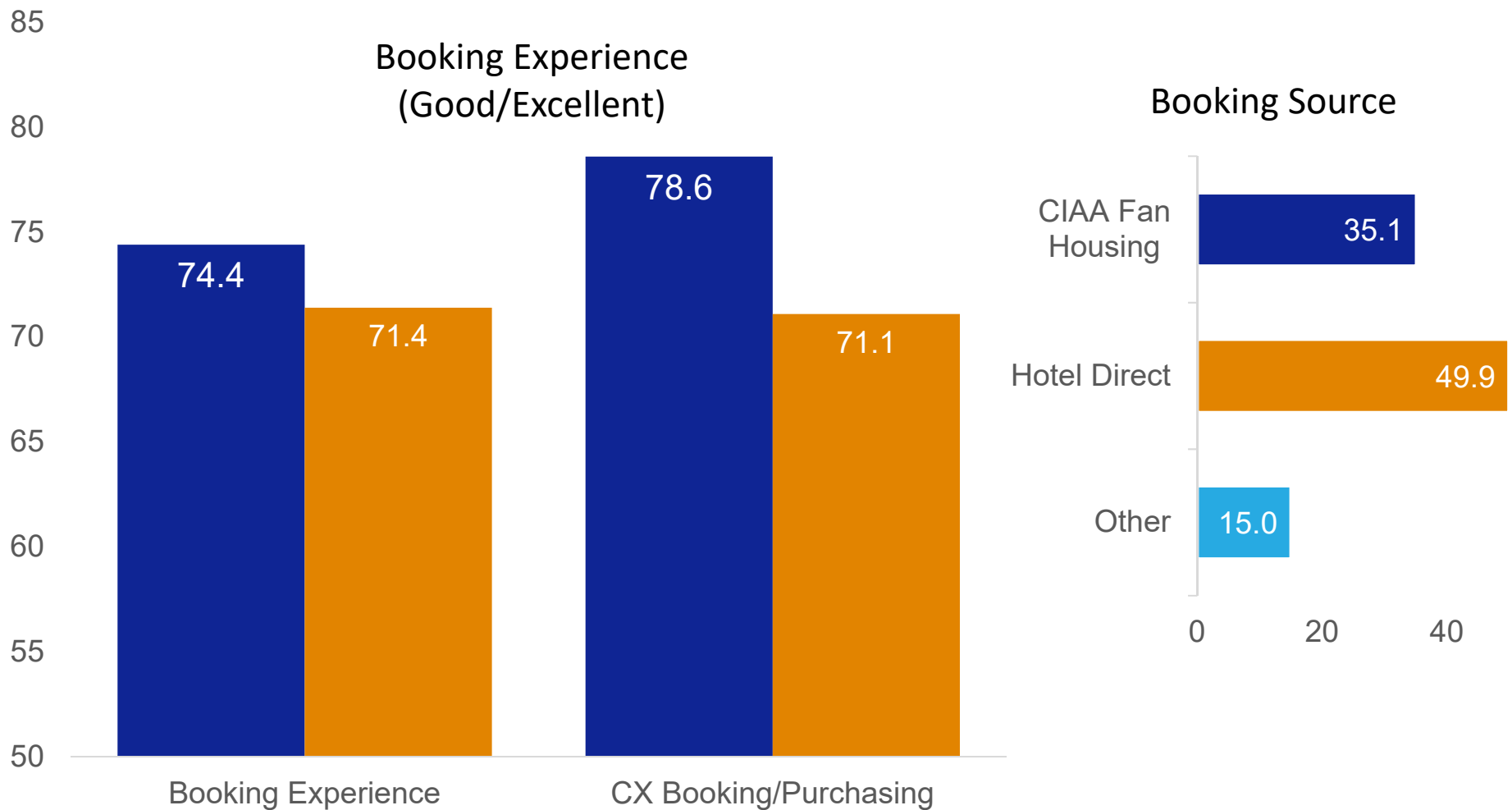


# Most visitors stay overnight, and in hotel accommodations



Source: 2018 CAAA Tournament: Non-Charlotte Residents, N=466

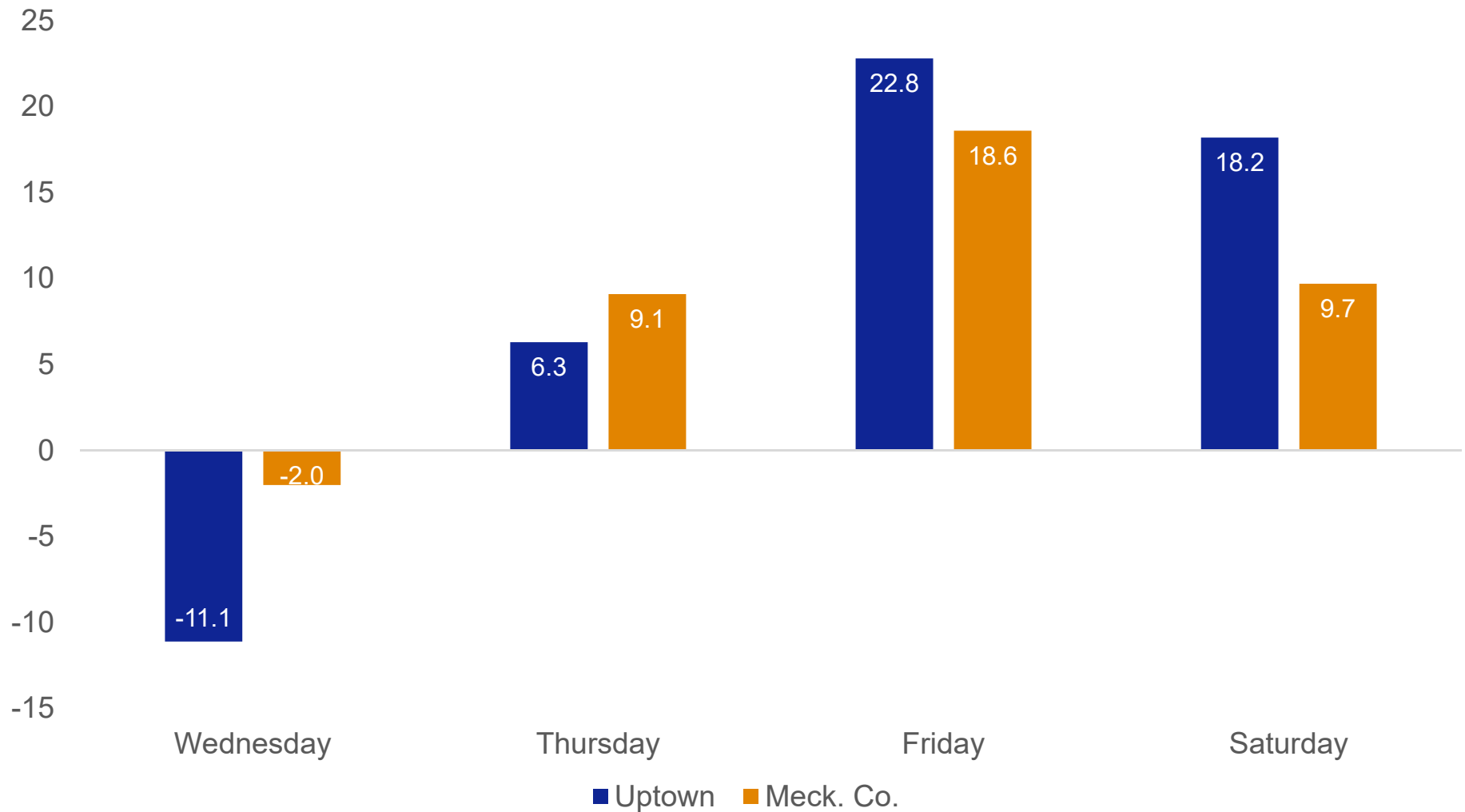
# Just 1 in 3 attendees book hotel through CIAA Fan Housing



Source: 2018 CIAA Tournament: Overnight Visitors in Hotel Accommodations, N=342

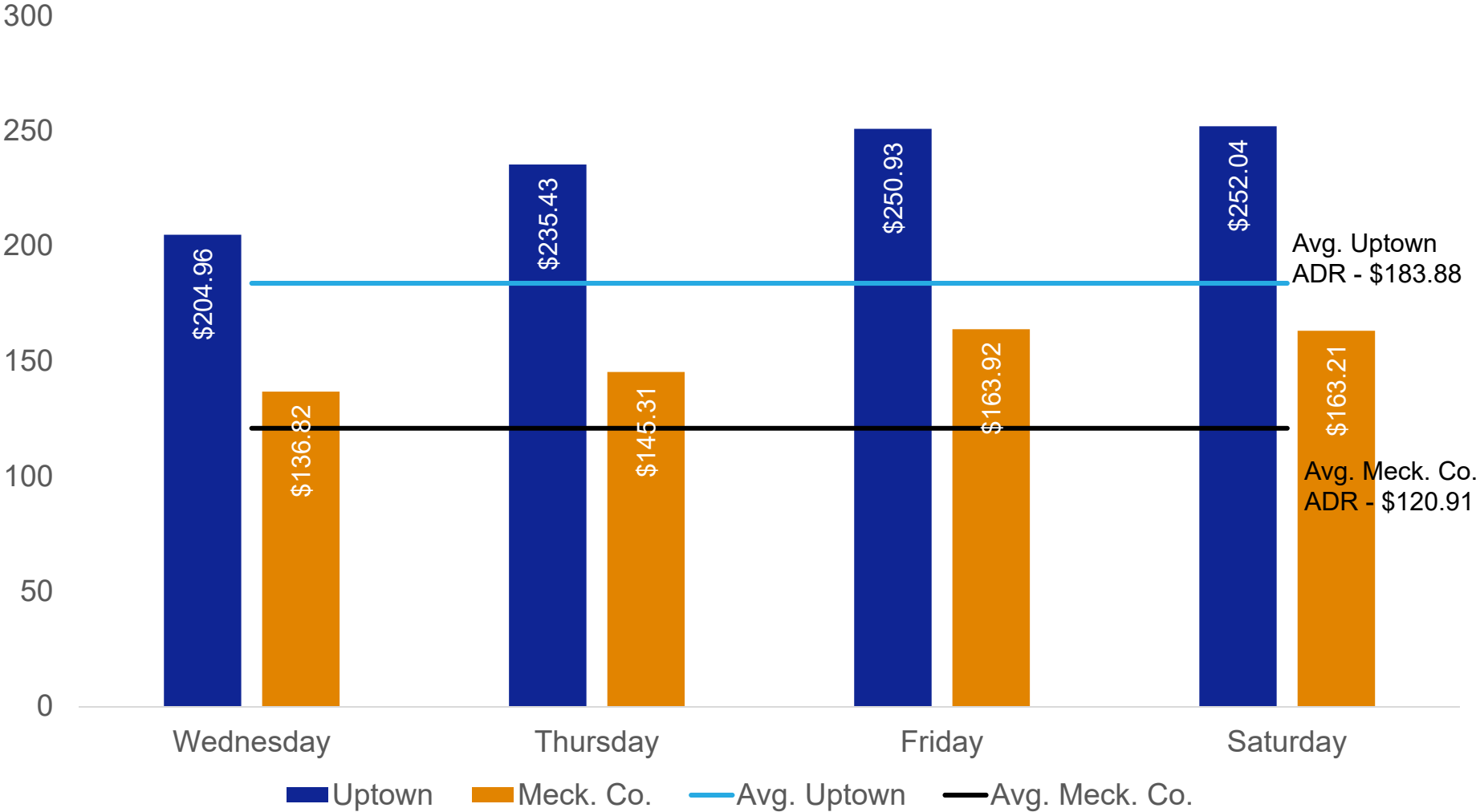
# Economic Impact

# Significant hotel demand growth over 2017, largely in new Uptown supply



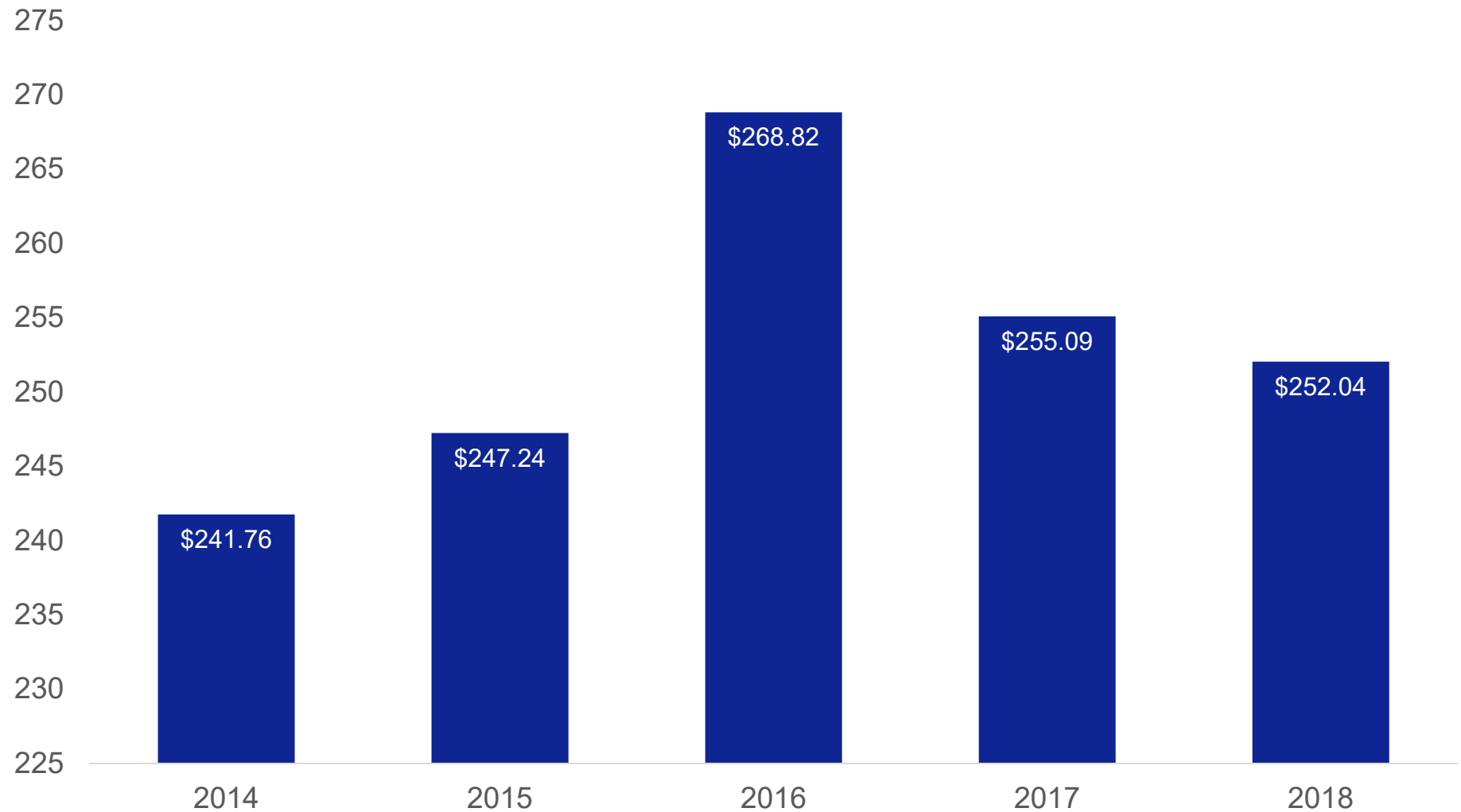
Source: STR

# Rate premiums on Uptown hotels



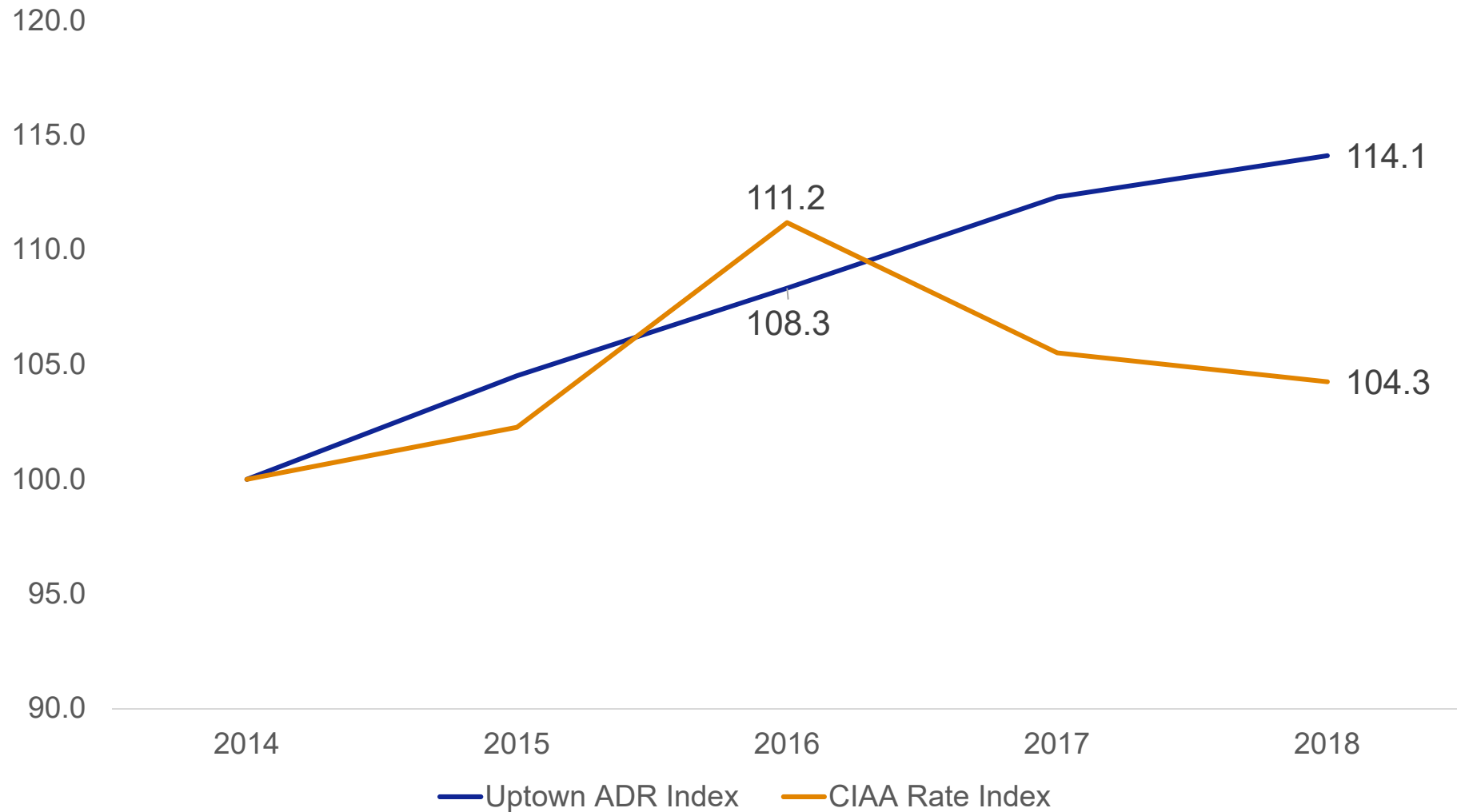
Source: STR

# Peak hotel rates have come down for consecutive years



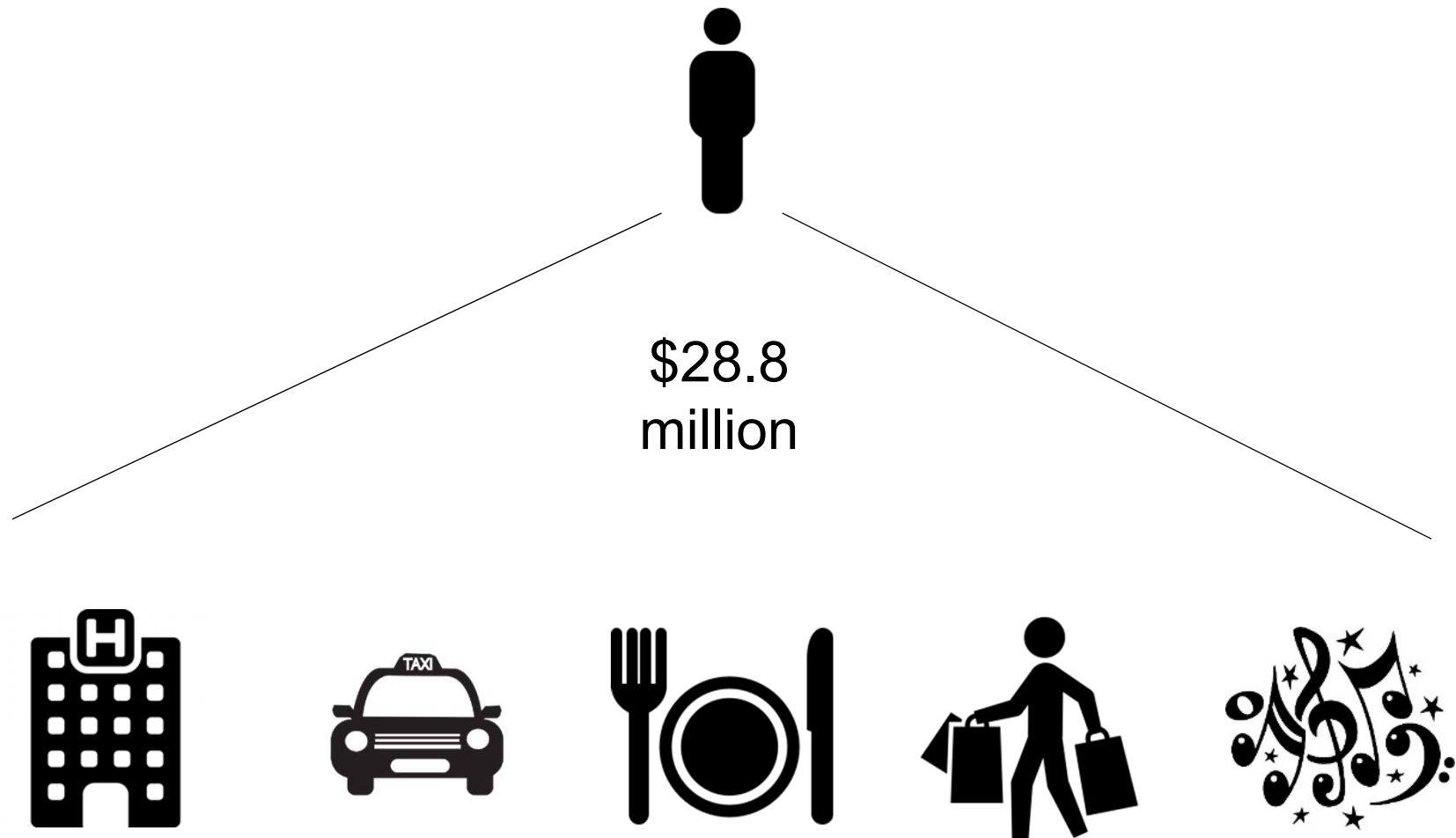
Source: STR

# Uptown Charlotte rate growth is outpacing rate growth of CIAA hotels



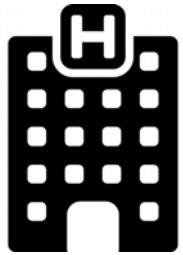
Source: STR

# Visitors spent \$28.8 million

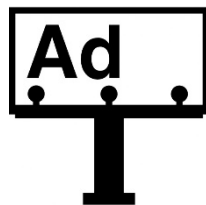




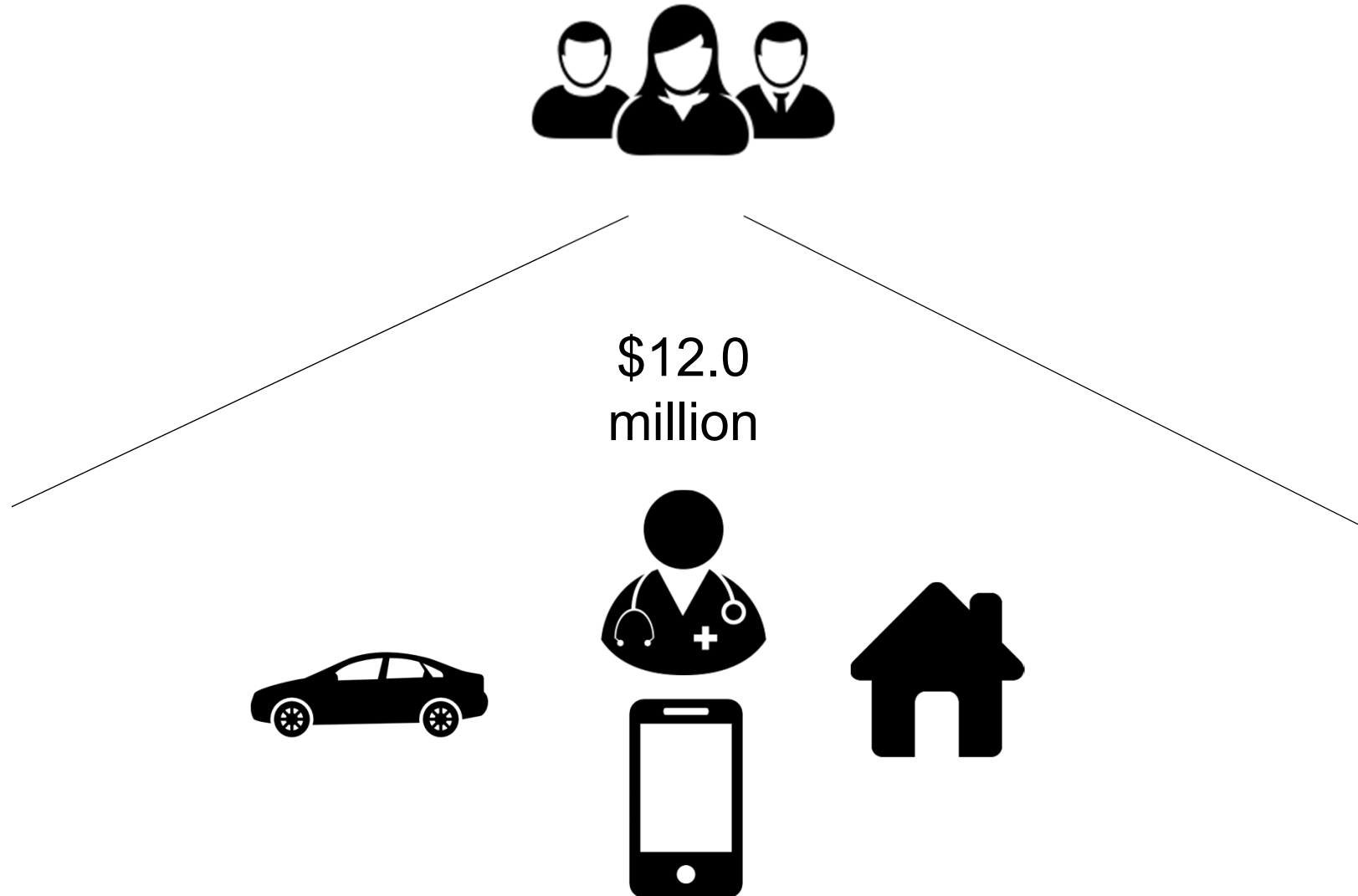
# \$9.7 million is generated to support CIAA demand



\$9.7  
million



# Employment supported by CIAA invests another \$12 million into local economy



# Economic Impact in Summary

**\$50.5 million** Economic Impact

**\$28.8 million** Direct Spending

**\$2.0 million** Local Taxes

**436** Jobs Supported

---

**From:** James Mitchell <James.Mitchell@jedunn.com>  
**Sent:** Tuesday, November 6, 2018 7:46 PM  
**To:** Mitchell, James  
**Subject:** [EXT] Accepted: Presentation to the CIIA 2020-2023

EXTERNAL EMAIL: This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe. Please forward all suspicious email to [bad.mail@charlottenc.gov](mailto:bad.mail@charlottenc.gov).

---

**From:** James Mitchell <James.Mitchell@jedunn.com>  
**Sent:** Monday, July 16, 2018 10:04 AM  
**To:** darussell@wbtv.com  
**Cc:** Mitchell, James  
**Subject:** [EXT] CIAA Announces Bid Process for 2021 Tournament Host City 7.9.18.pdf  
**Attachments:** CIAA Announces Bid Process for 2021 Tournament Host City 7.9.18.pdf  
  
**Importance:** High

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Fax: 704-910-2855

[www.theciaa.com](http://www.theciaa.com)  
[www.ciaatournament.org](http://www.ciaatournament.org)

July 9, 2018

## **CIAA Announces Bid Process for 2021 Tournament Host City**

### **Northern Division**

Bowie State University  
Chowan University  
Elizabeth City State University  
Lincoln University (PA)  
Virginia State University  
Virginia Union University

### **Southern Division**

Clayton University  
Fayetteville State University  
Johnson C. Smith University  
Livingstone College  
St. Augustine's University  
Shaw University  
Winston-Salem State University

Charlotte, NC (July 9, 2018) - The Central Intercollegiate Athletic Association (CIAA) Board of Directors Tournament Sub-Committee has formally launched the bidding process to identify the host location of the annual CIAA Men's and Women's Basketball Tournament for 2021.

The sub-committee made bid specifications available this week to prospective tournament hosts and plans to announce the host city in December 2018. The selected city will serve as the official tournament location for a three-year term, from 2021-2023. The CIAA Tournament has been hosted in Charlotte since 2006 and will continue its existing agreement with the city through 2020.

"The Charlotte Regional Visitors Authority (CRVA) and the city of Charlotte have been a great host for the CIAA Basketball Tournament. Over the past 13 years both the CIAA tournament and Charlotte have grown and benefitted from the relationship," said CIAA Board Chair and Fayetteville State University President Dr. James A. Anderson. "The Board believes it makes good business sense to re-evaluate the location and amenities for the future of the tournament. Being mindful of the footprint of the CIAA institutions in North Carolina, Virginia, Maryland, Pennsylvania and now South Carolina, it's important to review all possible/potential locations to identify what's best for our student-athletes, alumni, and fans."

Prospective bid cities are asked to submit a declaration of intent to bid, including a draft budget, hotel rates, and confirmation of adherence to the CIAA's bid specifications by September 9, 2018. When evaluating prospective hosts, the committee will review each city's competition venue, lodging and transportation, ability to create an advertising-free or "clean" zone to protect sponsors, and to prevent ambush marketing within that footprint. The region's overall commitment to the annual event, including a provision for scholarship dollars to be distributed to member institutions, will weigh heavily in the decision.

Venues must hold a minimum of 8,000-10,000 fans and host cities or regions must be able to provide at least 6,000 full-service hotel rooms within reasonable proximity to the competition venue.

“The selection of the future CIAA Men's and Women's Basketball Tournament site is in alignment with site selections for all CIAA championships. The conference's Board sees this as a great opportunity to open the tournament experience to other markets and to forge new alliances,” said Jacqie McWilliams, CIAA Commissioner. “Charlotte has been a great home for us and we look forward to continuing our partnership. Our future includes writing a new chapter in our tournament's history, with a goal of creating exciting, once-in-a-lifetime experiences for our student-athletes, coaches, alumni, sponsors, and fans.”

In 2018, the CIAA Basketball Tournament brought over 140,000 fans to Charlotte during the week of competition with an economic impact of \$50.5 million. Since 2000, the CIAA has generated more than \$650 million in economic impact and an average of \$500 million in the state of North Carolina.

### **About the CIAA**

*Founded in 1912, the Central Intercollegiate Athletic Association (CIAA) is the first African American athletic conference and one of the most recognized conferences in Division II. The CIAA conducts 14 championships attended by more than 150,000 fans from around the country. Headquartered in Charlotte, North Carolina, the CIAA is governed by the Presidents and Chancellors of its 13 member-institutions: Bowie State University, Chowan University, Claflin University, Elizabeth City State University, Fayetteville State University, Johnson C. Smith University, Lincoln University of Pennsylvania, Livingstone College, Saint Augustine's University, Shaw University, Virginia State University, Virginia Union University, and Winston-Salem State University. For more information on the CIAA, visit [theciaa.com](http://theciaa.com). For more information on the CIAA Basketball Tournament, visit [CIAATournament.org](http://CIAATournament.org), like us on [Facebook](#) and follow us on [Twitter](#) and [Instagram](#).*

---

**From:** Tom Murray <tom.murray@crva.com>  
**Sent:** Thursday, September 6, 2018 6:30 PM  
**To:** Mayor Vi Lyles; Jones, Marcus  
**Subject:** [EXT] CIAA bid

EXTERNAL EMAIL: This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe.

We are good to go with the hornets for Friday and Saturday 21-23, we will submit the bid to CIAA tomorrow

Sent from my iPhone

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---

**From:** Montross, Tracy <Tracy.Montross@aa.com>  
**Sent:** Sunday, January 13, 2019 4:37 PM  
**To:** Lyles, Viola  
**Subject:** [EXT] CIAA Bid

Mayor – per my earlier message, [here's a letter the CRVA Board would like to send to Council tomorrow.](#)

Mayor Lyles and Members of the Charlotte City Council -

On behalf of the 12 other Mayoral and City Council-appointed members of the Board of Directors for the Charlotte Regional Visitors Authority (CRVA), please know that we are grateful for the opportunity to serve and proud of our role in helping to shape decisions that impact our community.

We are all incredibly disappointed to learn the news of the CIAA selection this week and the loss of this valuable piece of business, as it's been a defining event for our city and a bedrock for our tourism industry. As Chair, I want to reassure you that the CRVA Board was engaged in the CIAA bid proposal. Staff provided the Board with information related to the bid, and we were assured that the details were gathered in collaboration with elected officials, City staff, the local hotel community, and partners such as the Hornets. The Board was confident in both the bid's competitiveness and the many perspectives that had been taken into account in shaping its contents. We can also affirm Tom Murray's personal involvement, commitment and leadership in pursuit of a successful bid.

As engaged residents and qualified experts in our respective fields, you entrust us to review and guide operational and strategic decisions that are being made at the CRVA. Honoring that commitment, we take seriously our role in reviewing CRVA policies and we work to ensure that the community's feedback is reflected in CRVA initiatives. As it is the Board's statutory obligation, we also have a detailed process for CEO evaluation and an annual review of performance to evaluate and hold CRVA's leadership accountable. We remain grateful for your trust in us.

We are confident that Charlotte's determination will yield even more opportunities that the CRVA and our Board of Directors are proud to pursue on behalf of the Charlotte region. We eagerly look forward to submitting a bid for the CIAA tournament to return to Charlotte in 2024. If you have any questions or concerns related to our involvement in the bid, please don't hesitate to let me know.

All the Best,

Tracy Montross

Chair, Board of Directors

Charlotte Regional Visitors Authority

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---

**From:** Kristi Douglas <Kristi.Douglas@crva.com> on behalf of Tom Murray <tom.murray@crva.com>  
**Sent:** Thursday, August 9, 2018 2:46 PM  
**To:** Lyles, Viola  
**Subject:** [EXT] CIAA Bid Letter of Support - Requesting Your Assistance  
**Attachments:** Talking Points CIAA.docx; Talking Points City of CLT.docx

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe.

Dear Mayor Lyles:

As you know, Charlotte is submitting a bid for the 2021-2023 CIAA Tournament, which has been held in the Queen City since 2006. We are putting together letters of support from many entities across the City and would like to include an endorsement from you.

Would you kindly submit a letter for our RFP response? Please put your letter on your organization's letterhead and save as a PDF.

Attached please find some "talking points" which might be helpful.

Finally, please send your letter of support to [kristi.douglas@crva.com](mailto:kristi.douglas@crva.com) by close of business on Thursday, August 16, 2018. We apologize for the tight turn around and thank you for your much-needed support of this effort.

**Tom Murray**  
Chief Executive Officer  
Charlotte Regional Visitors Authority  
Phone: 704-414-4010  
Fax: 704-339-6024  
Email: [Tom.Murray@CRVA.com](mailto:Tom.Murray@CRVA.com)

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## INTRO

The CIAA Basketball Tournament is one of the nation's premier sporting events and the focus of the following Request for Proposal.

#

Touted as the third most attended basketball tournament among all NCAA divisions, the first tournament was a 2,000-seat sellout in Washington, D.C. The CIAA Tournament recorded consecutive sellouts in the 20,000-seat RBC Center, located in Raleigh, NC when the city hosted the event in 2000 and 2003.

In its 13th year in Charlotte, the 2018 CIAA Tournament, brought over 140,000 fans during the course of the week, with an average economic impact exceeding \$50 million. Since 2000, the CIAA has generated more than \$650 million in economic impact and an average of 500 in the state of North Carolina.

Eighty percent of CIAA alumni reside in District of Columbia, Maryland, North Carolina and Virginia. Tournament Week offers official sanctioned events for every social palate to include numerous educational and leadership programming, concerts, business development forums, diversity and inclusion programming, Hall of Fame breakfast, step shows, Fan Fest – a free fan interactive event held in a large convention hall. The men's and women's tournaments are held simultaneously, and their respective championship games are held on Saturday.

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Its innate spirit of ingenuity and innovation continues to keep the CIAA in the forefront; blazing trails for other conferences to follow. The conference and its member institutions continue to build on the rich and honorable traditions of its past; while providing leadership into the future.

The CIAA Men's and Women's Basketball Tournament is a single-elimination tournament played during the last week in February, featuring all 12 CIAA men's and women's basketball teams. The format features 22 games (11 men's games and 11 women's games) played over a five day period.

#

The men's and women's CIAA tournament champions will advance to represent the CIAA in the NCAA Division II Basketball Regionals as part of NCAA March Madness, with the opportunity to advance to the NCAA Division II Elite Eight.

#

Administration of the tournament is solely the responsibility of the CIAA staff, acting on behalf of the CIAA Board of Directors comprised of the Presidents and Chancellors of the CIAA member institutions.

Domestic networks (CBS, NBC, ESPN, Bounce, Aspire and Universal Sports) and international broadcasters have all covered recent CIAA Men's and Women's Basketball Tournaments in some capacity. The tournament was one of the first and only Division II tournaments to be televised as part of Tournament Week on ESPN.

## THE CIAA

The Central Intercollegiate Athletic Association (CIAA) was founded and incorporated in the District of Columbia in 1912 as a tax-exempt 501(c)(3) organization as the Colored Intercollegiate Athletic Association; adopting its current name in December 1950.

#

CIAA institutions create a league that encompasses five states and nearly 38 million people. Nearly 3,000 student-athletes from across the United States and around the World compete annually in the sports sponsored by the CIAA.

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The conference is headquartered in Charlotte, North Carolina and is governed by a Board of twelve (12) Presidents and Chancellors representing institutions from Pennsylvania to South Carolina; comprised of both private and public colleges and universities with enrollments ranging from 750 to over 8,000 students. Eighty percent of CIAA alumni reside in District of Columbia, Maryland, North Carolina, South Carolina and Virginia.

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Of the 14 championships administered by the CIAA, its annual basketball tournament has evolved from a 2,000 seat sell out in Washington, D.C. during the inaugural tournament, into one of the nation's premier sporting events attracting over 150,000 fans during the course of the week, and now touted as the third highest attended basketball tournament among all NCAA divisions.

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The CIAA tournament is the quintessential cultural experience offering official events appealing to a diverse demographic of student-athletes, alumni and fans, to include educational programming, community engagement, Fan Fest, Super Saturday, step-shows, concerts, and most importantly, 22 action-packed basketball games. It's also one of the few basketball tournaments in the nation that features men and women competitions in the same facility, during the same week.

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Over the past 10 years, the CIAA has generated over \$325 million in economic impact for the "Queen City", Charlotte, N.C., while annually generating over \$50 million for the host city. With the support of the City of Charlotte and CIAA corporate partners such as Coca-Cola USA, Nationwide, Food Lion, Toyota and Russell Athletic, the conference has secured over \$20 million in scholarship dollars for its member institutions over the past 13 years, averaging \$1.5 million annually.

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CIAA basketball student-athletes have achieved success in the professional ranks. CIAA alumni like Earl "The Pearl" Monroe was a member of the first HBCU team (Winston-Salem State University) to win a NCAA DII Basketball Championship in 1967 found success in professional sports; Ben Wallace, former basketball standout from Virginia Union University, was named to the 2004 Olympic Team and was instrumental in helping the NBA Detroit Pistons win the 2004

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Academic success is a staple of the conference. The CIAA recognizes the academic achievements of its student-athletes annually by awarding the top team GPA for each sponsored sport, the naming of top student-athletes to the Commissioner's All-Academic Team and by identifying and awarding the top male and female Scholar-Athlete of the Year for student-athletes who have excelled on the field and in the classroom.

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A brand synonymous to none, the CIAA is a crown jewel within college sports. Its annual tournament drives the distinct familiarity of the conference, generating national exposure with media and major corporations who acknowledge the athletic association's exceptional value. Powered by vision and innovation, the CIAA continues to pursue brand prominence in all avenues that will strengthen the foundation of this historic conference.

## **MISSION**

The mission of the CIAA is to demand and support the highest standards of integrity and achievement among our member institutions, their athletic programs and the individual student-athlete; demonstrating a commitment to education, community and competitive sportsmanship that honors both our tradition and our future as the nation's first historically black collegiate athletic conference and most recognized conference in Division II.

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The CIAA will continue to light the way forward for its member institutions and all Division II colleges and universities through a tradition of athletic excellence, educational opportunity and community involvement; focused always on the personal growth and development of the student-athlete. The CIAA will assist members in maintaining the integrity of their athletics programs through the knowledge and enforcement of NCAA policies and conference regulations

as an integral part of each institution's efforts to provide sound educational and athletic opportunities for men and women.

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Thu 8/9/2018 2:44 PM

Kristi Douglas <Kristi.Douglas@crva.com> on behalf of Tom Murray <tom.murray@crva.com>

[EXT] CIAA Bid Letter of Support - Requesting Your Assistance

To Mitchell, James



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Dear Councilman Mitchell:

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Would you kindly submit a letter for our RFP response? Please put your letter on your organization's letterhead and save as a PDF.

Attached please find some "talking points" which might be helpful.

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**Tom Murray**

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---

**From:** Trombello, Steven <strombello@wbtv.com>  
**Sent:** Friday, September 7, 2018 6:56 PM  
**To:** Mitchell, James  
**Subject:** [EXT] CIAA Bid

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe.

Good evening Councilman! This is Steven with WBTV News. I am reaching out for any comments you can provide on the city submitting a bid for the CIAA Tournament for 2021-2023.

Thank you.

**Steven Trombello**

Assignment Editor  
Office: 704.374.3692  
Email: [strombello@wbtv.com](mailto:strombello@wbtv.com)



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**From:** Beth Butler <beth.butler@visitcharlotte.com>  
**Sent:** Monday, December 3, 2018 12:57 PM  
**To:** Lyles, Viola; Jones, Marcus; Mitchell, James  
**Cc:** Tom Murray; Mike Butts; Cunningham, Kay  
**Subject:** [EXT] CIAA Board of Directors  
**Attachments:** CIAA Board of Directors.pdf

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe. Please forward all suspicious email to bad.mail@charlottenc.gov.

Good afternoon Mayor, City Manager and Councilman,  
Attached you will find CIAA Board of Directors. Each member's name is hyperlinked to their biography if you'd like to read more about them.  
Look forward to seeing each of you tomorrow afternoon at the Charlotte Marriott Southpark Hotel (2200 Rexford Rd).  
Our presentation will be in the meeting room – Morrison B.

**Beth Butler**

Director of Destination Services

Visit Charlotte

A Division of the Charlotte Regional Visitors Authority (CRVA)

500 South College St, Suite 300 | Charlotte, NC 28202

Office: 704-331-2732 | Mobile: 704-995-5691

<https://www.charlottemeetings.com/destination-services>

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# CIAA Board of Directors



[Dr. James Anderson \(Chair\)](#)  
Fayetteville State University



[Dr. Makola Abdullah \(Vice Chair\)](#)  
Virginia State University



[Dr. Aminta Breaux](#)  
Bowie State University



[Dr. Kirk Peterson](#)  
Chowan University



[Dr. Henry Tisdale](#)  
Claflin University



[Dr. Karrie Dixon \(Interim\)](#)  
Elizabeth City State University



[Clarence D. Armbrister](#)  
Johnson C. Smith University



[Dr. Brenda A. Allen](#)  
Lincoln University (PA)



[Dr. Jimmy Jenkins, Sr.](#)  
Livingston University



[Dr. Everett B. Ward](#)  
St. Augustine's University



[Dr. Paulette Dillard \(Interim\)](#)  
Shaw University



[Dr. Hakim J. Lucas](#)  
Virginia Union University



[Dr. Elwood Robinson](#)  
Winston – Salem State University



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**From:** CIAA <ciaa@theciaa.com>  
**Sent:** Tuesday, January 8, 2019 10:04 AM  
**To:** Mayfield, LaWana  
**Subject:** [EXT] CIAA Board of Directors Selects City of Baltimore As Official Home of 2021-2023 Men's and Women's Tournament

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**CIAA Board of Directors Select City of Baltimore!**  
**Official Home of 2021-2023 Men's and Women's Tournament**



The Central Intercollegiate Athletic Association (CIAA®), the nation's first African American athletic conference, has selected Baltimore as the official site of the 2021-2023 CIAA Men's and Women's Basketball Tournament. The announcement, made by the CIAA Board of Directors, comes after a thorough and comprehensive process which included site visits to each city to assess athletic facilities, convention center, hotels, and restaurant options for the popular week-long event. Additionally, three cities selected as finalists, delivered in-person presentations during the Board's fall meeting in Charlotte in early December.



Charlotte, NC, and Norfolk, VA, were among the finalists. [READ MORE!](#)

[view this email in your browser](#)

*Copyright © 2018 CIAA, All rights reserved.*

You are receiving this email because you signed up to join our CIAA Fan List.

**Our mailing address is:**

CIAA

4725 Piedmont Row Drive

Suite 200

Charlotte, NC 28210

Add us to your address book

Want to change how you receive these emails?

You can [update your preferences](#) or [unsubscribe from this list](#).

---

**From:** Julius Grant <jgrant@vanwagner.com>  
**Sent:** Wednesday, November 21, 2018 9:29 AM  
**Subject:** [EXT] CIAA Host Advisory Committee

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe. Please forward all suspicious email to bad.mail@charlottenc.gov.

Hello CIAA Host Advisory Committee,

This is Julius Grant, General Manager with Van Wagner Sports & Entertainment and as I discussed in yesterday's meeting, we could use some help in finding the right contacts for Belk & Duke Energy.

Personally, we have been working on speaking to the right people for the longest time, but have not made any headway.

Please see the contacts we have made over the last years. If you know any Belk or Duke executives who may want to listen to what the CIAA has to offer, please let me know as soon as possible.

Also if you know of any other potential partners in the Charlotte market, please let me know.

Warm leads are appreciated!!

Thanks again for all you do to make the CIAA such a successful event!!

## **Belk's**

**Tyler Hampton** Sr Public Relations Manager

Provided all of the targeted features Belk's would consider (in-store opportunity, women empowerment, employment, on-site, etc.) to present to Nikita. Proposal was submitted.

**Nikita Sanders** Sr Manager Community Relations

Declined without explanation. Did not get chance to review opportunity presented in proposal with Nikita.

**Kacey Thompson** Diversity & Inclusion Lead

Targeted to speak in a breakout session at the Business Symposium. Not sure if she confirmed.

## **Duke Energy**

General Sponsorship & Media

**Kelley Weitzel** Corporate Communications

Old contact for media buying.

**Viva Webb** DE Foundation | Programs & Community Affairs

Purchases approx. \$10K of game tickets each year and has Spectrum suite. Feels that this is how they support event. Stated that due to overwhelming requests, sponsorships must be submitted 2 years in advance.

**Robin Nicholson** District Manager - Government & Community Relations  
Wouldn't make decisions and referred me to DE Foundation.

**Amy Strecker** Stakeholder Philanthropy Manager, DE Foundation  
In Raleigh. Wouldn't make decisions and referred me to contact Charlotte.

**Michael Marshall** Director of Marketing – Residential  
Wouldn't make decisions and referred me to DE Foundation.



**JULIUS GRANT III** GENERAL MANAGER  
CIAA CONFERENCE SPONSORSHIPS  
M 704 277 4212 | O 704 940 3586  
jgrant@vanwagner.com

A VAN WAGNER SPORTS & ENTERTAINMENT VENTURE


Tue 11/6/2018 3:20 PM

M

Mike Butts <mike.butts@visitcharlotte.com>

[EXT] CIAA Presentation

To Mitchell, James

 You replied to this message on 11/6/2018 4:14 PM.

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe. Please forward all suspicious email to [bad\\_mail@charlottenc.gov](mailto:bad_mail@charlottenc.gov).

Wanted to connect with you and make sure you have Dec. 4 at 1pm on your calendar to participate with us in the presentation to the CIAA for the 2021-2023 Tournaments. Please confirm your availability and let me know if you have any questions.  
Mobile is 704.576.5918

**Mike Butts, CDME**

VP, Sales & Executive Director of Visit Charlotte

A Division of Charlotte Regional Visitors Authority (CRVA)

500 S. College Street | Charlotte, NC 28202

Office: 704-331-2744

[charlottesgotalot.com/meetings](http://charlottesgotalot.com/meetings)

E-mail correspondence to and from this address is subject to the North Carolina Public Records Law.

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**From:** James Mitchell <James.Mitchell@jedunn.com>  
**Sent:** Wednesday, November 28, 2018 12:01 PM  
**To:** mike.butts@visitcharlotte.com; Tom Murray  
**Cc:** Lyles, Viola; Jones, Marcus; Mitchell, James; James Mitchell  
**Subject:** [EXT] CIAA Presentation-Game-Plan-Thank you-Unacceptable

**Importance:** High

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Mike,

Thanks for sharing “the CIAA committee and staff cannot accept any amenities or gifts during the finalist presentation phase of the bid process”. So I will ask you to address each of the following items:

When can Mayor, City Manager, and myself review our two bids CRVA submitted to the CIAA?

What is the explanation of submitting the two separate bids?

Is CRVA prepared to handle the Q/A about our proposals. (We should NOT be the Mayor in this position)

Now that Jesse Cureton is NOT available who is the next corporate community representative that will join the TEAM?

Do we have a video as part of our presentation?

Have we invited Fred Whitfield or Donna from the Hornets to be present in the room?

Will there be a practice instead of a “updating the Mayor” on the PowerPoint.

This is about our City winning the CIAA for 2020-2023 therefore we need to focus, or preparing to WIN, and putting together the best presentation. I’m fine being on the sideline and cheering for a winning TEAM. I want to make sure everyone wants to WIN this BID. Here are recommendations the Mayor, CRVA, and the City Manager.

Thank you

**James Mitchell** | Senior Business Development Manager

**JE Dunn Construction**

1616 Camden Road, Suite 400, Charlotte, North Carolina 28203 | [www.jedunn.com](http://www.jedunn.com)

main 704-554-0539 direct 704-319-7781 cell 980-275-9503 | [james.mitchell@jedunn.com](mailto:james.mitchell@jedunn.com)

[linkedin](#) | [facebook](#) | [twitter](#) | [youtube](#) | [join our team](#)



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**From:** Janet Parker <Janet.Parker@FOXTV.COM>  
**Sent:** Wednesday, July 18, 2018 11:16 AM  
**To:** Mitchell, James  
**Subject:** [EXT] CIAA prospects

**Importance:** High

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe.

Good morning Councilman Mitchell,

I'm writing for comment on possible CIAA competition for the city.

What other cities are in the running?

Who would you say is Charlotte's biggest competitor?

What can the City of Charlotte do to keep the tournament here?

Thank you,

**Janet Parker**

News Producer

704-944-3348 (desk) 678.953.0845 (cell)

Email: [janet.parker@foxtv.com](mailto:janet.parker@foxtv.com)

Twitter: @JanetParker86



---

**From:** Lloyd Scher <lloyd.scher@yahoo.com>  
**Sent:** Thursday, January 10, 2019 1:18 PM  
**To:** Mitchell, James  
**Subject:** [EXT] CIAA Replacement

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Councilman Mitchell:

I have a replace for the CIAA tournament if your not interested then I will offer it to Greensboro or Raleigh.

Please call me 704-506-4020 ASAP

Lloyd Scher  
704-506-4020

Sent from [Mail](#) for Windows 10

Fri 11/30/2018 12:26 PM

M

Mike Butts <mike.butts@visitcharlotte.com>

[EXT] CIAA talking points and power point

To  Tom Murray;  Cunningham, Kay;  Mitchell, James

Cc  (bmorgan@charlottechamber.com);  Beth Butler;  Mike Butts



CIAA Presi Talking Points\_Slide Order.docx  
.docx File

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All,

Attached are the talking points as amended following Thursday morning meeting with Mayor and power point for the CIAA presentation next Tuesday.

Also below is a link to the power point with the edits also discussed at the Thursday morning review. ( just found a typo I'll need to get fixed)

[https://www.dropbox.com/s/7g8hkywnjzemt6/2021\\_2023%20CIAA%20Bid%20Presentation%20FINAL.pptx?dl=0](https://www.dropbox.com/s/7g8hkywnjzemt6/2021_2023%20CIAA%20Bid%20Presentation%20FINAL.pptx?dl=0)

Mayor, we have added the comments under your opening with those you suggested.

James, know that the talking points for you are at your discretion. I know you will speak from the heart and use your positivity to put the perfect close on this.

See you Monday morning.

Mike

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**From:** Alexa Ashwell <aashwell@sbgvtv.com>  
**Sent:** Monday, January 7, 2019 6:31 PM  
**To:** Harlow, Justin  
**Subject:** [EXT] CIAA to Baltimore

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Hello.

My name is Alexa Ashwell.

I'm a reporter with WBFF. I actually used to work for WSOC in Charlotte.

I'm reaching out to confirm the CIAA is coming to Baltimore in 2021, as being reported by stations in Charlotte?

Thank you,

Alexa Ashwell  
410 458-7074

Alexa Ashwell  
Reporter  
Fox Baltimore  
410.458.7074

---

**From:** Ike Grainger <ikegrainger1@gmail.com>  
**Sent:** Tuesday, January 8, 2019 5:46 PM  
**To:** Mitchell, James  
**Subject:** [EXT] CIAA

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Mr. Mitchell,

As a member of the Charlotte City Council, you should have taken time to craft a more responsible and professional reply in reaction to your disappointment in the CIAA decision to go elsewhere. Simply said, “a p— poor bid” is not only unbecoming of someone in your position, but it is also trashy.

And, weren't you part of the committee that crafted the proposal?

Please think about your use of words in the future.

Regards,

Ike

--

Ike Grainger  
704-232-4567 (Mobile)

---

**From:** Katie Miller <katiejenkinsmiller@gmail.com>  
**Sent:** Friday, July 13, 2018 10:15 AM  
**To:** Lyles, Viola  
**Cc:** Mitchell, James; Ajmera, Dimple; Harlow, Justin; Phipps, Gregory; Bokhari, Tariq; Eiselt, Julie; Winston, Braxton; Egleston, Larken; Mayfield, LaWana; Newton, Matthew; Driggs, Edmund  
**Subject:** [EXT] Concerns for hosting the RNC

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe.

Mayor Lyles,

My husband and I have lived in Charlotte for 7 years now and consider it our home, but we grew up in Charlottesville, VA. We were heartbroken to see a Nazi murder someone with their car during the protests in the streets of our hometown last August and have sincere concerns for the safety of Charlotte residents if we host the RNC in 2020. What makes you think a similar incident (or worse) won't happen here, when Trump's presence invites those same "very fine people" he spoke of last summer who carried torches across UVA's campus while chanting white supremacist slogans? Those zealots will only be more emboldened with the full weight of the entire RNC now behind Trump's message of hatred, as well as by the open arms of a well-intentioned host city. Your calls for inclusiveness and civility are noble, but useless in the face of the white supremacists and fascists who you are inviting to Charlotte. We support free speech for all but do not see the necessity in offering the RNC a platform for hate speech with Charlotte as their back drop.

While you attempt to promote inclusiveness and advocate that the RNC could have the potential to be an economic opportunity for Charlotte, we believe it will have the opposite effect. Much like HB2 did, hosting the RNC would risk Charlotte losing other opportunities like the return of the CIAA tournament, which *actually promotes* inclusiveness and diversity in our city. Businesses who consider placing headquarters and facilities in the Charlotte area are going to be less likely to choose us due to your support of the RNC. We will again lose out on job opportunities as well as cultural and entertainment experiences that bolster our local economy.

We were happy to vote for you both for your council seat and for mayor, but we will not be voting for you again if you continue to spearhead the push for the RNC to come here. Your stance is coming off as increasingly blind to the current political reality of having a hateful, narcissistic, confessed sexual abuser as president and as the leader of a party that never abandoned the Southern strategy or Birtherism. I'm sure you've heard all the arguments against the RNC coming here, but at the end of the day you should know that we will personally feel unsafe living in Charlotte when the RNC is here due to actions you're taking.

We understand that you represent all of Charlotte and not just those who voted for you like we did. We understand your obligation to consider the economic value of hosting the RNC. We understand how you could consider your invitation to the RNC as promoting inclusiveness. What we can't comprehend is how you are not seeing everything that is at risk for this city if we continue to pursue hosting the convention, including the safety of those who live here. We urge you to reconsider the bid to host the RNC and therefore allow Charlotte to remain a city that is truly safe and welcoming for all.

Thank you for listening to our concerns.

Sincerely,  
Katie Jenkins Miller

---

**From:** Monroe, Kevin A <kevin.a.monroe@nc.gov>  
**Sent:** Friday, September 7, 2018 1:11 PM  
**To:** Mitchell, James  
**Subject:** [EXT] Cooper CIAA CLT Support Letter  
**Attachments:** Gov. Cooper Letter - CIAA Charlotte Letter of Support.pdf

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Per your request!

K.

**Kevin A. Monroe**  
**Deputy Director of Intergovernmental Affairs**  
**Office of Governor Roy Cooper**  
**600 E 4th St. Suite 231**  
**Charlotte, North Carolina 28202**  
**Office: 704-330-5290**  
**Cell: 980-259-9734**  
[kevin.a.monroe@nc.gov](mailto:kevin.a.monroe@nc.gov)



**Office of the Governor**  
<https://governor.nc.gov/>

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STATE OF NORTH CAROLINA  
OFFICE OF THE GOVERNOR

ROY COOPER  
GOVERNOR

September 7, 2018

Commissioner Jacqie McWilliams  
Central Intercollegiate Athletic Association  
4725 Piedmont Row Drive, Charlotte, NC 28210

Dear Commissioner McWilliams:

Since 1946, North Carolina has hosted the Central Intercollegiate Athletic Association (CIAA) Basketball Tournament nearly 50 times, nearly twice as many times as all other previous host states combined. Part of the reason for this is that North Carolina is home to most of the CIAA member institutions, alumni and fan base. Another reason is that the tournament itself has grown tremendously since 1994 when it returned to North Carolina for the first time since 1975. Since coming to Charlotte in 2006, the CIAA Basketball Tournament has become one of the largest sporting events in the country.

With Charlotte as the host city for the CIAA tournament, the Conference and the member schools have gained a greater platform to promote the academic excellence of Historically Black Colleges and Universities. We are also immensely proud of the fact that the CIAA Headquarters now calls Charlotte home. Not only does Charlotte offer the ideal corporate climate for the CIAA offices, it also offers the ideal setting for the tournament. The walkable "Uptown" has dozens of top notch restaurants, thousands of hotel rooms with more than a thousand having been added since last year, and countless venues for post- and pre-game functions. High-end retail is close by and our mild weather makes for a more pleasant experience. There is no question that the CIAA tournament is extraordinarily important to Charlotte and the region.

Commissioner McWilliams  
Page 2

Last year I attended the tournament in Charlotte for the first time as Governor, having attended numerous times as Attorney General. The energy and vibrancy the CIAA tournament brings to Charlotte and North Carolina is of immense value to our State. It is a long, rich and valued part of our history. I ask you to continue our proven partnership by supporting Charlotte's bid to host the tournament in 2021-2023. In doing so, the CIAA, the City of Charlotte and North Carolina will continue to prosper for many years after.

With kind regards I am,

Very truly yours,

A handwritten signature in black ink that reads "Roy Cooper". The signature is written in a cursive, flowing style.

Roy Cooper

Fri 3/8/2019 3:32 PM



Kristi Douglas <Kristi.Douglas@crva.com> on behalf of Tom Murray <tom.murray@crva.com>

[EXT] CRVA Board Meeting Recap - February 2019

To [Winston, Braxton](#); [Driggs, Edmund](#); [Phipps, Gregory](#); [Mitchell, James](#); [Harlow, Justin](#); [Egleston, Larken](#); [Newton, Matthew](#); [Bokhari, Tariq](#); [Ajmera, Dimple](#); [Eiselt, Julie](#); [Mayfield, LaWana](#); [Lyles, Viola](#)



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Dear Mayor Lyles and City of Charlotte Council Members -

The CRVA recently held its February Board of Directors Meeting. In an effort to keep you continuously in the loop on the activities of our organization, I'm providing a brief recap of the topics covered. As always, I'd be happy to provide further detail on any of these points mentioned.

The Board Executive Committee shared that it is working on using a board assessment tool developed by an organization called Aligned Influence. The tool is designed to support board members in better understanding their roles as a member of a governing body and strengthen strategic alignment between the Board and the CRVA Executive Leadership Team. The CRVA is guided by a five-year Strategic Plan and the Board is charged with working with CRVA Executives and staff on how it is managed and achieved.

The process of Board-Staff alignment includes 3 primary steps, which will be conducted from mid-February to mid-June in FY19 and will be facilitated by a consultant from Aligned Influence. It includes an assessment taken by each member of the CRVA Board and Executive Leadership Team. A subgroup of the full board will act on behalf of the board and work alongside the Executive Team to evaluate the results, help define the roles of each and create new processes or policies, if needed. There will be feedback opportunities for the full board, ultimately ending with a vote to adopt this new direction.

In addition, we heard from City of Charlotte Assistant City Manager Tracy Dodson on the city's economic development strategy. Tracy's presentation provided us with insight on how Charlotte's \$7 billion visitor economy could play a role in the city's vision for development, international relations, recruitment and expansions, start-ups and growth and talent development. Historically, visitor spending has been an invaluable source for economic development, contributing to countless investments that pay dividends to enhancing the quality of life in our community.

To that end, I also provided an update on the collaborative work being done in partnership with the City of Charlotte, Mecklenburg County and other community and hospitality industry partners on a workforce development task force. As you may know, one in nine people employed in Charlotte work in the hospitality and leisure sector, the fourth largest employment sector in the city, and the demand for those jobs is growing. This task force was created to help respond to those demands and connect our community with economic mobility opportunities. As a first step, a website has been created to showcase current job openings; [charlottehoteljobs.com](http://charlottehoteljobs.com). The task force is continuing to work on identifying future action items, and I will keep you updated on the progress that it makes.

I also want to recognize the incredible work of our city during the 2019 NBA All-Star Game and Weekend. Charlotte shined in front of 6.8 million domestic viewers during Sunday's game alone and in 215 countries in 49 languages. The weekend produced strong hotel occupancy rates with an average of 95.5% occupancy in Uptown and 83.7% in Mecklenburg County. Total revenue in Uptown hotels grew by 170.8% and 124.4% in Mecklenburg County because of this event. I would like to thank you for all your support and collaboration to pull it off. It all contributed to a positive experience for the NBA and showed the city's ability to work in tandem as a dynamic host of a major event. We are working with the NBA to generate an economic impact report and will share those findings with you in the coming months.

Further updates from our last meeting are included in the attached packet. I welcome the opportunity to meet one-on-one with you and address any questions you may have regarding this update. You can reach me via email or at 704-414-4010. Thank you for your time and support of the CRVA.

Sincerely,

**Tom Murray**  
**Chief Executive Officer**

CRVA

501 S. College Street | Charlotte, NC 28202

Office: 704-414-4010

Email: [tom.murray@crva.com](mailto:tom.murray@crva.com)

[www.crva.com](http://www.crva.com)

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Charlotte Regional Visitors Authority  
 CRVA Board of Directors Meeting  
 Wed, February 13, 2019 8:00 am-10:00 am

1. Meeting Called to Order  
*(Tracy Montross)*

2. Board Engagement

- a. Economic Overview  
*(5 Minutes Heath Dillard)*
- b. City of Charlotte Economic Development Strategy  
*(30 Minutes Tracy Dodson, City of Charlotte)*
- c. CRVA Role in Workforce Development  
*(20 Minutes Tom Murray)*
- d. Advocacy  
*(15 Minutes Tom Murray)*

CRVA Board of Directors Advocacy Talking Points for February and March

3. Consent Agenda  
*(5 Minutes Tracy Montross)*

a. Committee Reports

- i. Executive Committee Update - January 9, 2019  
 CRVA Balanced Scorecard - January, 2019
- ii. Strategic Planning Committee Update - January 23, 2019
- iii. Budget Committee Update - February 4, 2019  
 Amendment#4 FY2019 - CRVA General Counsel  
 Amendment#5 FY2019 - CCC CapEx  
 Amendment#6 FY2019 - CCC Extraordinary Support
- iv. Visitors Advisory Committee Update

b. Approval of December 12 Meeting Minutes

c. Financial Reports

- November 2018 Financial Report
- December 2018 Financial Report

4. Staff Reports

*(5 Minutes Tracy Montross)*

a. Sales

- Barometer - December, 2018
- Barometer - January, 2019

b. Marketing and Communications

c. Human Resources

d. Business Support Services

e. NASCAR Hall of Fame



NHOF Calendar of School Groups January-March 2019

NHOF Event Forecast January-March 2019

f. Venues - Charlotte Convention Center, Bojangles' Coliseum/Ovens Auditorium, Spectrum Center

Charlotte Convention Center

Bojangles' Coliseum and Ovens Auditorium

Spectrum Center

5. Adjourn

*(Tracy Montross)*

Client Thank You Notes

PDF February 2019 Master Presentation

Conference Line: (800) 504-8071 / Access Code: 4144011

Board Members: Clarke Allen, Karen Bentley, Dockery Clark, Bill DeLoache, Kimberly Edmonds, Mike Evans, Art Gallagher, Bridget-Anne Hampden, Tom Henson, Tarun Malik, Tracy Montross, Carlos Sanchez, Tom Sasser

## CRVA Board of Directors Advocacy Talking Points – February/March 2019

### NBA All-Star Game

- Based on previous like-size cities that have hosted the game (i.e. Orlando and New Orleans), we are anticipating the economic impact to be approximately \$100 million. We will be conducting an economic impact study post-event in conjunction with the Charlotte Hornets and NBA via a respected research leader, Tourism Economics.
- Media exposure is one of the leading reasons we go after what we call “strategic events.” The media value associated with NBA All-Star creates more impressions of our city than we could ever afford to generate via traditional marketing avenues like advertising. These impressions – in this case 22 million television viewers and 1 billion social media impressions – raise Charlotte’s profile not just for tourism, but for economic development too. They create awareness opportunities that can translate into an enhanced quality of life down the road.
- Nearly 30 hotels make up the official block with nearly 32,000 rooms. While those are the official blocks associated, we do anticipate this significantly impacting hotels beyond the block.
- The City, Hornets and CRVA have been committed to a strong supplier diversity program during NBA All-Star. To date according to the City and the Hornets, \$1.5 million in spend commitments has taken place via 26 diverse suppliers across 15 buying areas.
- Providing ambassador opportunities for our community to get involved has been a focus area as well. More than 250 paid ambassador opportunities are being offered Feb. 14 – 17. Four MWSBE and/or WBE-certified have been contracted to staff these opportunities. Efforts to fill these opportunities are pacing well.

### CIAA Bid Submission

- As we approach the 2019 CIAA Men’s & Women’s Basketball Tournament Feb. 25 – March 2, we are preparing for these next two tournament years the way we always have; with an enthusiastic attitude to make every tournament the very best fan and student athlete experience that it possibly can be.
- The CIAA has been the largest annual event in our community for the past 13 years and we have contributed more than \$13.7 million in scholarship dollars divided among the 12 (now 13) conference schools during the course of this valued partnership.
- For additional points pertaining to the bid submission, please reference the CIAA Contingency Talking Points distributed to the BOD via email on Jan. 8.

### 1000-Room Hotel

- No new developments have progressed regarding the 1000-room hotel and this project is on hold. All other CRVA-related visitor spending projects are being worked on in close collaboration with the City of Charlotte to reflect citywide priorities.

### Bojangles’ Entertainment Complex

- The addition of the \$20 million connector facility will add more than 35,000 square feet to the complex and is expected to be complete in late fall 2019/early winter 2020.

### Convention Center Expansion Project

- Construction will start following Charlotte hosting the NBA All-Star Game (late winter/early spring 2019) and is scheduled for completion in December 2020.

- The \$110 million expansion to the 23-year-old Charlotte Convention Center includes the following:
  - Expansion of break-out meeting space: Space along an open roofline above Stonewall Street totaling 93,000 square feet (including pre-function, breakout and support spaces). The project features 15 meeting spaces totaling 31,000 square feet ranging in size from 1,800 to 10,000 square feet. The larger spaces will include movable wall systems to subdivide into smaller spaces.
  - Pedestrian Bridge: A pedestrian connection will be built above Stonewall Street on both sides of the light rail line that will connect the Convention Center to the Westin Hotel and Novel Stonewall Station development.
- Due to construction pricing, the City and CRVA dropped the ballroom terrace expansion, the movable wall system to Hall C in the exhibit space and the potential for event space above the light rail line.

#### Place Branding Update

- Running February through June, the spring flight for paid media consists of broadcast, digital (retargeting, digital pre-roll) and print (leisure publications such as Garden & Gun, Food + Wine, Southern Living, Local Palate). Continued efforts with media relations, paid search and paid social resume year-round. All paid media is targeted within 12 strategic drive markets.
- The CRVA is also working to produce consumer-focused brand activations in target markets. The team will travel to Charleston, SC for Charleston Wine + Food once again to tout the city's culinary scene March 7 – 10. A 20 x 20 booth in the festival's Culinary Village will feature a dozen local chefs, mixologists and brewers preparing light bites and libations. An additional activation focused on outdoor recreation and adventure is slated for early summer in a target market.

#### RNC 2020 Preparations

- The Host Committee has begun their planning efforts following the July site selection announcement. To date, the CRVA has been assisting with finalizing hotel contracts, beginning preparations for housing and participating with early stages of branding and communications planning.
- The RNC's Committee on Arrangements which formulates much of the direction for the Charlotte 2020 Host Committee is being assembled this winter. More specific initiatives will begin to take shape following this assembly.

#### CLT250

- The CRVA continues to assist and promote CLT250 efforts via financial support (a one-time sponsorship amount of \$200,000), leadership on the Executive Council and marketing/communications subcommittee work.
- The next milestone event for CLT250 will be the culmination event, Charlotte Shout, taking place May 9 – 11 across Center City.

#### MWBE/MWBD Vendors

- For the 2020 RNC, the Charlotte in 2020 Host Committee is currently working on developing a workforce and vendor opportunity strategy with a focus on local spend, inclusivity and diversity. More details coming soon.
- Regarding CRVA-specific procurement opportunities, please direct individuals to [crva.com](http://crva.com). In addition, the CRVA's Vendor Diversity Program provides MWBE vendors as well as other responsible vendors with a fair and reasonable opportunity to participate in the CRVA's business opportunities.



## MINUTES

Board Executive Committee  
 Charlotte Convention Center – Third Floor Conference Room  
 January 9, 2019 – 8:30 a.m.  
 Submitted by Mike Crum

Attending: Tracy Montross, Art Gallagher, Karen Bentley, Bill DeLoache

Attending via Conference Call: Dockery Clark

Absent: None

Staff in Attendance: Tom Murray, Mike Crum, Heath Dillard, Brooke Adamson, Nick Biancofiore

Meeting Called to Order: Ms. Montross called the meeting to order at 8:38 a.m.

During the agenda, presentation, and supporting materials found in BoardBookIt, the Committee covered the following items:

### EC N MIC VERVIEW

Mr. Dillard reviewed highlights from Dr. John Connaughton's North Carolina Quarterly Economic Update. From the standpoint of economic growth, 2019 is projected to be slower than 2018. 2018 was the second best year of growth for North Carolina coming out of the 2010 downturn. Charlotte's growth rate is greater than North Carolina's, which is greater than the growth rate for the United States. Employment in the Charlotte Market makes up 27% of total employment in North Carolina. In terms of Gross State Product, Hospitality Services are expected to grow at a rate of 3.3% in 2019. Hospitality Services represent 11.2% of total employment in the state, and should grow at a rate of 3.7% in 2019.

### BALANCED SCORECARD UPDATE

Ms. Adamson reviewed the latest updates and format changes for the FY 2019 Balanced Scorecard.

Customer Measures: C3 (RevPar Yield) is calendar measure and is projected to fall short of goal for the year. Ms. Montross asked about the status of C4 (Destination Experience Satisfaction). Mr. Dillard responded that with data now coming in, we should be able to set a goal and track progress in 2019. Ms. Montross asked that staff update the Board on benchmarks to be set in FY 19 at the February Board Meeting.

Financial Measures: Currently, F1-3 are all on track to meet or exceed goal.

Running the Business Measures: R1 (Charlotte Image) is currently running behind goal. Mr. DeLoache asked why that was the case. Mr. Dillard responded that there's not enough data at this point to objectively explain the variance. R3 (Room Nights) is on pace. R6 (Customer Experience) grew from the October BSC and is expected to continue to see growth into the next half of the fiscal year.

People and Culture Measures: P3 (Engagement) has improved vs. the year-end survey for FY 18. The committee then discussed how the CRVA's new health insurance plan will affect employee engagement. Ms. Montross asked about the status of the benchmark for P5 (Management Diversity). Ms. Adamson explained that the measure is



intended to track the diversity of candidate pools for management positions vs. the diversity of the population in Mecklenburg County. The Strategy Team is working with CRVA Human Resources to develop an appropriate way to track this measure.

#### NOVEMBER FINANCIAL REPORT

Mr. Biancofiore reviewed the November Financial Report. For the period, the CRVA recorded a Fund Balance increase of \$1,033,027 (Operations generated a Fund Balance increase of \$799,533, while the net impact of Capital funding and expenditures totaled \$360,418). This compares to a budgeted Fund Balance increase of \$697,104.

For the Year to Date, the CRVA recorded a Fund Balance increase of \$2,496,250 (Operations generated a Fund Balance increase of \$1,381,901, while the net impact of Capital funding and expenditures totaled \$1,114,349). This compares to a budgeted Fund Balance increase of \$1,023,917.

Mr. Biancofiore reported that FY 2019 year-end projections have been improved by \$400,000. The source of the improvement is the savings (vs. Budget) on personnel expenses through the first five months of the fiscal year.

#### UPCOMING AGENDAS

Mr. Crum reviewed the draft agendas for upcoming Strategic Planning Committee meeting, Board Budget Committee meeting and the February Board Meeting. Ms. Montross asked Mr. Dillard to cover Charlotte Market RevPar performance and projections as part of his Economic Update presentation at the February Board Meeting.

#### STAFF UPDATES

Mr. Murray updated the Committee on the following topics:

**Aligned Influence:** Mr. Murray reviewed the Aligned Influence presentation. The program is an organizational improvement tool that assesses (and then properly aligns) the roles and expectations of Board Members and Staff. There would be a long-term benefit to CRVA by using the program, as there are few organizations in the market where both board and staff understand and embrace their organizational roles. With the Executive Committee's approval, Staff would introduce the program at the February Board Meeting. Ms. Montross asked about the timing of the program. Mr. Dillard said that the exercise should take approximately two months, with annual check-ins in succeeding years. After discussion, the Committee directed that the Aligned Influence program would be overseen by the Strategic Planning Committee. The Committee will discuss the program during its January 23 meeting, with a presentation to be at the February 13 Board Meeting.

**CIAA:** All involved in the CIAA bid process were disappointed by the decision to move the tournament to Baltimore. CRVA was proactive with the media on the story and saw the benefit of this work through the balanced reporting from both print and electronic organizations. The Committee discussed the reaction of some elected officials to the news and how to respond to their concerns. Mr. Murray described how CRVA would approach filling the gap created when

CIAA moves in 2021 and how the Board can support those efforts.

**Belk Bowl:** The Charlotte Sports Foundation reports a profit on this year's Belk Bowl. This is the first time in 10 years that the game has turned a profit.



Construction Projects: The Connector Facility project is coming out of the ground. The Convention Center Expansion project has been delayed for a month because of a delay in producing bid documents.

Bojangles' Coliseum Structural Remediation: Staff has discovered some new cracks in the walls at the Coliseum. An engineer has been engaged to assess the problem and develop a repair plan.

Charlotte Regional Business Alliance: CRVA is waiting for the Alliance to hire a CEO before having a comprehensive discussion about the future relationship between the two organizations. Due to the CRVA commitment to invest \$500,000 in cooperative marketing, the Alliance has offered a Trustee-level Board position to Mr. Murray.

Panthers Practice Facility: The Panthers may ask for public investment in an inflatable practice bubble that would cover a portion of their artificial turf practice field adjacent to Bank of America Stadium. The bubble would give the team a viable practice site during bad weather. This is not a long-term solution to the team's need for improved practice facilities.

Other Projects: Projects for Discovery Place, Blumenthal Performing Arts, Amateur Sports, and a new aquatic center all are looking for support from hospitality taxes.

Rail Trail: Mr. DeLoache asked about the status of Rail Trail access through the Convention Center. Mr. Murray responded that this would be part of a future phase of the project. After the bridge over Stonewall Street is completed, the Rail Trail will run from the bridge west on Stonewall, north on College, and east on ML to rejoin the trail on the North side of the Convention Center.

There being no further business, the meeting was adjourned at 10:18 a.m.



**CRVA FY19 - FY23 STRATEGIC PLAN**  
**FY19 BSC Measures**

Version: V6 1.28.2019  
 Updated: 2.6.2019

Strategic Objective	#	Targets	Current FY19 Results	FY19 Goal	5 Year Aspirational Goal	2018YE	Frequency	Incentive	Method	Reporting Contact	
<b>CUSTOMER MEASURES</b>											
Grow Charlotte Market Share of Visitor Economy	C1	Visitor Volume	Grow Visitor Volume to Destination	2018 Hotel Demand Increased 3.0%	29.5 million visitors	36.0 million	2017: 28.3 million	Annual Calendar Year	X	Longwoods International	Research: Heath Dillard ELT: Mike Crum
	C2	Economic Impact - Visitor Economy	Grow Visitor Spending	2018 Hotel Revenue Increased 4.3%	\$7.3 billion in visitor spending	\$9.5 billion	2017: \$7.0 billion	Annual Calendar Year	X	Tourism Economics	Research: Heath Dillard ELT: Mike Crum
	C3	Hotel Market RevPAR	Grow RevPAR Yield Index Compared to Comp Set	Final 2018 Calendar Year: 99.4%	104.1% of Comp Set Average	120.1%	2017: 100.4%	Monthly Calendar Year	X	STR	Research: Heath Dillard ELT: Mike Crum
Leverage Place Branding to Develop Competitive Experiences	C4	Destination Experience Satisfaction	Grow Emotional Connection tied to the Destination Experience	Methodology awaiting final approval	Set Benchmark		NA	Annual		Methodology developed waiting on final approval	Research: Heath Dillard ELT: Mike Crum
Develop Competitive Infrastructure	C5	Competitive Venues and Attractions	Grow Convention District Infrastructure Index Compared to Comp Set	JLL is commissioned to begin research	Set Benchmark		NA	Annual		JLL Index	Research: Heath Dillard ELT: Mike Crum
Create Destination Alignment	C6	Destination Funding	Grow Winning Cities' Traits	Methodology Developed	Set Benchmark		NA	Various		CRVA Metrics	Research: Heath Dillard ELT: Mike Crum
<b>FINANCIAL MEASURES</b>											
Increase Financial Capacity	F1	Operating Revenue	Generate Operating Revenue	Dec: \$16.72M; 2.1% above budget	\$31.8 million	\$48.0 million	FY18: \$35.9 million	Monthly		CRVA Monthly Report	Finance: Nick Biancofiore ELT: Mike Crum
	F2	Fund Balance	Grow Strategic Investment Fund Balance in excess of 16% operating expense reserve	Nov: \$10.3M   Fund Balance: \$20.15M	\$5.0 million	\$2.0 million	FY18: \$6.7 million	Monthly		CRVA Monthly Report	Finance: Nick Biancofiore ELT: Mike Crum
	F3	Event Revenue Pace	Achieve an Average Event Revenue Pace for FY23 - 26	Dec. YTD: \$5.22m	Book \$6.8 million into FY 19-23	\$15 million	FY18: 91%	Monthly	X	CRVA Monthly Report	Research: Heath Dillard ELT: Steve Bagwell
Prioritize Resources	F4	Economic Impact - CRVA	Grow CRVA Economic Impact on the Destination		\$1.32 billion	\$1.5 billion	FY18: \$776 million	Annual	X	Tourism Economics	Research: Heath Dillard ELT: Mike Crum
<b>RUNNING THE BUSINESS MEASURES</b>											
Improve Perception through Exceptional Sales and Marketing	R1	Charlotte Image	Grow Charlotte Perception Within Culinary, Arts & Culture, Outdoor Recreation and Diversity & Inclusion Attributes	FY19 Fall (4 Brand Themes): 34.1%	38%	50%	FY18 (All Paid/Earned): 35.7%	Annual	X	Longwoods International	Research: Heath Dillard ELT: Gina Sheridan
	R2	Meeting Planner Image	Be a Top 15 Destination Among National Meeting Planners		Rank 24th or better among top 40 destinations	Top 15 City of the 40 Destination Comp Set	Rank of 32nd	Annual	X	STR- Destination MAP	Research: Heath Dillard ELT: Gina Sheridan
	R3	Room Night	Grow Convention, Conference and Sports Event Room Night Pace for FY23 - 26	Dec. YTD: 172,047	Book 360,500 rooms to Avg. 442,400 in '19-'23	600,000 Room Nights	FY18: 121% of FY18-21 4 year rolling average goal	Monthly	X	CRVA Monthly Report	VC Sales: Callie O'Mahen ELT: Mike Butts
Advocate the Value of the Visitor Economy	R4	CRVA Reputation	Maintain CRVA Reputation Favorability		83.6%	85.0% Favorable	FY18: 83.6%	Annual	X	CRVA Study	Research: Heath Dillard ELT: Mike Crum
	R5	Visitor Economy/Tourism Industry	Visitor Economy/Tourism Industry Perception		Set Benchmark		NA	Annual		CRVA Study	Research: Heath Dillard ELT: Mike Crum
Deliver Operational Excellence through Aligned Goals and Processes	R6	Customer Experience - CRVA	Grow CRVA Net Promoter Score	Dec. YTD 65.3%	70.5%	75.0%	FY18: 67.7%	Monthly		CRVA Monthly Survey	Research: Heath Dillard ELT: Mike Crum
	R7	Aligned Goals and Processes	Grow Internal Alignment Index		Set Benchmark		NA	Annual		CRVA Voice Survey	Research: Heath Dillard ELT: Zaira Goodman
Leverage Business Intelligence for Effective Decision Making	R8	Innovation Audit	Grow Innovation Audit Score		78.0	85.0	FY18: 74.8	Annual	X	CRVA Annual Survey	IT Advisory: Brooke Adamson ELT: Mike Crum
<b>PEOPLE AND CULTURE MEASURES</b>											
Solidify Culture through Process and Performance	P1	Vendor Diversity	Grow MWBE Vendor Opportunities	Q1: 15.2%	14.0%	15.0%	FY18: 13.4%	Quarterly	X	CRVA MWBE Quarterly Report	Finance: Larry Williams ELT: Mike Crum
	P2	Cultural Systems	Grow Cultural Audit Index		Set Benchmark		NA	Annual		CRVA Voice Survey	Research: Heath Dillard ELT: Zaira Goodman
Develop a Highly Engaged, Diverse Team	P3	Engagement, Inspiration, Activation	Grow Employee Engagement Index - Segmented by Team Members	Dec. Pulse: 82% Team Members Favorability	86.0%	93%	FY18: 81%	Annual		Employee Pulse Surveys	Research: Heath Dillard ELT: Zaira Goodman
	P4	Employment Diversity	Grow the racial, ethnic, and gender composition collectively for all CRVA Full Time and Regular Part Time Employees to be 100% of Mecklenburg County's racial, ethnic, and gender composition	Q2: 92% racial and ethnic composition	94.0%	100%	FY18: 91.8% racial and ethnic composition; 94% gender	Quarterly	X	CRVA Quarterly ADP Report	ELT: Zaira Goodman
	P5	Management Diversity	Have the racial, ethnic, and gender composition for new hire employment pools into management levels of CRVA collectively be at 100% of Mecklenburg County's racial, ethnic, and gender composition for the period of FY19-FY23		Set Benchmark	100%	NA	Quarterly		CRVA Quarterly ADP Report	ELT: Zaira Goodman
Build Leadership Capacity	P6	SLT and ELT Perception	Achieve Top 10% for Director & Executive Perception Index - Segmented by Managers & Team Members		70.0%	83.0%	FY18: 57% (26 points below 90th percentile)	Annual	X	CRVA Voice Survey	Research: Heath Dillard ELT: Zaira Goodman
	P7	Learning and Development	Achieve Top 10% for Learning & Growth Index - Segmented by Directors and Managers		74.0%	87.0%	FY18: 68% (12 points below 90th percentile)	Annual	X	CRVA Voice Survey	Research: Heath Dillard ELT: Zaira Goodman
Cultivate Employee First Culture	P8	Employee First	Achieve Top 10% for Employee First Culture Index		87.0%	91.0%	FY18: 80% (12 points below 90th percentile)	Annual	X	CRVA Voice Survey	Research: Heath Dillard ELT: Zaira Goodman
	P9	Immediate Supervisor	Achieve Top 10% for Immediate Supervisor Index		85.0%	87.0%	FY18: 76% (14 points below 90th percentile)	Annual	X	CRVA Voice Survey	Research: Heath Dillard ELT: Zaira Goodman

\* Indicates target will be evaluated within statistical significance intervals based on survey responses

**Keyword Legend:** GDP, Gross Domestic Product; CRVA Reputation Index, Average of Mecklenburg County Residents & CRVA Stakeholders Favorability; RevPAR, Revenue per Available Hotel Room; BI's, Business Initiatives

**Competitive Set:** Austin, Baltimore, Indianapolis, Louisville, Nashville & Tampa



# MINUTES

Board Strategic Planning Committee  
 Charlotte Convention Center – Third Floor Conference Room  
 January 23, 2019 – 10:45 a.m.  
 Submitted by Jorge Rodriguez

Attending: Art Gallagher, Dockery Clark, Tom Henson, Carlos Sanchez, Imberly Edmonds

Attending via Conference Call: Tom Sasser

Absent: None

Staff in Attendance: Tom Murray, Mike Crum, Jorge Rodriguez, Brooke Adamson, Heath Dillard, Leslie Iultz, Bill McMillan

Meeting Called to Order: Mr. Gallagher called the meeting to order at 10:43 a.m.

The committee covered the following items:

## F 19 2 BALANCED SC RECARD UPDATE

During the Balanced Scorecard handout Ms. Adamson began her review by pointing out that we have 16 goals tied to the strategy incentive and 7 goals in which we are setting benchmarks. Ms. Adamson focused her remarks on a few measures for each perspective and noted that we were going to have a deeper dive into our RevPAR yield index (C3) and the event revenue pace measure (F3.)

Visitor volume (C1) and Economic impact (C2) results will not be available until late in the fiscal year. Hotel demand and hotel revenue are good leading indicators. Current data suggest the goal may not be met.

The strategic fund balance through November is at \$9.6 million, well above the \$5 million goal for F 19. However, we do not expect that positive variance to be sustained and expect to finish the year close to the \$5 million goal.

Mr. Henson asked about our comp set. Ms. Adamson answered that it is Louisville, Baltimore, Indianapolis, Nashville, Tampa and Austin.

Customer Experience (R6) saw an increase in December but given the upcoming construction at the Convention Center and Bojangles' Coliseum and Ovens complex, we are cautious about the ability to make the goal of 75 .

Vendor diversity 2 results will be posted in the next couple of weeks. However, 1 results put us ahead of goal by 1.2 . We are focused on improving this goal. Increased efforts by the finance department around creating awareness and assisting managers in identifying opportunities is producing results and will continue to be a focus.

Employee engagement is at 82 for team members based on the December pulse survey. While we measure engagement of all employees, the BSC measure is focused on team members.

Mr. Henson asked if the targets statuses would be color-coded. Ms. Adamson responded that color-coding would be added to the targets by the February Board meeting. We usually wait until we have enough data to forecast the results.





Ms. Edmonds asked about vendor diversity strategies. Purchasing Manager, Jeff Doerr, has been focusing on creating awareness, working with department managers to identify additional opportunities.

### FEATURED MEASURES

Mr. McMillan and Ms. Lutz provided an overview of the current results for the RevPAR yield index and the Event Revenue Pace. Mr. McMillan stated that QTD, we are at 186,000 definite rooms, which puts us at 103% of pace. Ms. Lutz reported that Convention Center Revenue (Catering and Rental) is at \$5.2 million and 152% of pace.

Mr. McMillan stated that the sales funnel is full. The "Charlotte 10" strategy has yielded 16,304 room nights and has been a good collaborative strategy between Visit Charlotte and the downtown hotels to drive business.

Mr. McMillan outlined current challenges which include travel bans from 6 states including California and New York. We lost National Association of College & University Business Officers and American Association of Community Colleges for a total of 14,300 room nights. The team is looking into opportunities to replace those room nights. The committee discussed ways to deal with the travel ban.

There was also discussion on the move of the CIAA to Baltimore. Mr. Murray explained that the CIAA bid was not a CRVA bid but was a collaborative bid with the City, the Hornets and the CRVA. We are grateful to have had the CIAA in our City for what will be 15 years. We wish the CIAA well and look forward to bidding in the future to bring them back to Charlotte.

Mr. McMillan stated that the team will continue the Charlotte 10 strategy until April of 2021 and that sports continues to be an important part of our efforts. Mr. McMillan concluded his remarks by stating that FY 21/22 is shaping up well and the team is focused on our aspirational goal of booking 600,000 room nights annually. We had three good events this month. Fencing, Volleyball and Cheerleaders were all held at the Convention Center.

Ms. Lutz began her remarks by reviewing the Convention Revenue Pace slides, highlighting that 6 months into the fiscal year, the team is at \$5.2 million towards a goal of \$6.8 million.

Ms. Lutz stated the team is successfully managing the upcoming construction impact and has successfully coordinated work around solutions with Doug Tober's assistance for all major citywide events. None have had to be moved. Looking ahead to the period of FY 21-23, the team has booked 26 citywide events. Three events of note that are booked during construction are Electric Power Research, Special Libraries Association and Ed Spaces. Current booking window is still 3 years and in.

### STATE OF CRVA STRATEGY

Mr. Murray began his remarks by providing an overview of the current major projects underway. He has met with the financial team to discuss our long-term planning to make sure he was comfortable that we can weather the upcoming 2 years of construction. That analysis shows that we will not need to significantly dip into our operational fund balance. We will continue to have a strong fund balance but there are risks related to construction.

Ms. Clark had a question regarding the strategic fund balance vs. the operational fund balance. Mr. Murray clarified that it is all one bucket of money. The operational fund balance is a reserve of 16% of operational expenses to help sustain our efforts during lean fiscal years and follows the City's reserve fund model. The strategic fund balance is savings above the 16% target placed in reserve to fund strategic initiatives.



Mr. Murray continued his overview, citing the financial turnaround of the Bojangles' and Ovens complex and the NASCAR Hall of Fame exhibit refresh as well as the 30/30/30 plan.

Employee engagement continues to be strong at 82%, but we have high aspirations to get above 90%. That is not easy to accomplish and will take time. We expect strong financial performance will continue and we will outperform budget which will help our efforts for the next year.

#### ALIGNED INFLUENCE ASSESSMENT

Mr. Murray explained the need for improved alignment of the Board and the Executives to create an agreed upon understanding of each group's role to improve the governance of the organization. Mr. Murray asked Mr. Dillard to introduce the method and process discussed at the Board Executive Committee meeting.

Mr. Murray stated the importance of formally instituting a process and structure that would survive the current board and his tenure which defines the roles of Board and staff and could serve as a model for other non-profits in our community. This process will allow us to judge ourselves and provide a format to create alignment and better governance.

Per the decision at the Board Executive Committee, the board Strategic Planning Committee will serve as the working committee to drive this initiative forward.

Ms. Clark asked when the process will start. Mr. Dillard responded that the current plan is to present the process to the full Board at the upcoming February Board meeting and if approved, to begin the assessment before the end of February and then review and discuss the results in March.

#### COMMITTEE DISCUSSION

There being no further business, the meeting was adjourned at 11:53 a.m.



## Charlotte Regional Visitors Authority Budget Committee Meeting

Charlotte Convention Center – Conference Call  
Monday, February 4, 2018 – 3:00 p.m.  
Submitted by Seth Denton

Present Via Teleconference: Clarke Allen, Mike Evans, and Tom Sasser

Staff in Attendance: Mike Crum, Nick Biancofiore, and Seth Denton

Absent: aren Bentley and imberly Edmonds

Meeting Called to Order: Committee member Mr. Allen called the meeting to order at 3:01 p.m.

Review and Discussion of F 2019 Budget Amendments: Mr. Biancofiore walked the Committee through the following budget amendments:

- 1) Amendment 4 is related to the addition of an in-house General Counsel position, which is partially offset by a reduction in budgeted legal fees. The net cost for F 2019 is estimated to be \$17,480 which will be funded by the CRVA fund balance.
- 2) Amendment 5 covers plant (greenery) upgrades of \$30,794 for the Charlotte Convention Center and is to be offset by unspent/remaining funds from previously approved capital projects. There is no impact to the CRVA's bottom-line.
- 3) Amendment #6 is related to the Charlotte Convention Center's extraordinary capital budget. The approved FY 2019 budget included \$2.5M in extraordinary capital support and expense to be used for mechanical upgrades to the physical plant as a part of the Convention Center expansion project. However, the City Council on November 26, 2018 approved the transfer of \$2.5M from the Convention Center tax fund to the Convention Center expansion project budget. There is no bottom-line impact as both revenues and expenses were lowered.

Mr. Allen asked how the General Counsel position would be funded in Fiscal 2020. Mr. Crum responded that the Legal Services department will be budgeted as a part of the CRVA's Manage function going forward.

With no further questions, Mr. Sasser moved to recommend approval of the budget amendments to the full board at the February 13 meeting. Mr. Evans seconded. The motion passed unanimously.

Review and Discussion of December 2018 Financial Report: Mr. Denton led the Committee through a detailed review and discussion of the December 2018 Financial Report, focusing primarily on the income statement which reflected total operating revenues and capital support of \$6,239,147 and total operating and capital expenses of \$5,606,286, resulting in a fund balance gain of \$632,862.



Mr. Denton noted that the \$3.3M in operating revenues for December was approximately 4% ahead of budget, largely led by the amount of activity at Bojangles' Coliseum and Ovens Auditorium. Mr. Denton noted that revenues are slightly ahead of budget half-way through the fiscal year and staff continues to do a good job at managing operating expenses.

Mr. Denton reviewed the balance sheet and noted that the year-over-year increase in Accounts Receivable of \$5.9M is due from the City for the design fees for the Convention Center Expansion project. Next, Mr. Denton reviewed the year-end fund balance projection of \$15.3M, which has improved \$500k versus original budget. Mr. Evans asked for more detail about the Loans Payable line item on the balance sheet. Mr. Crum explained that this is related to a \$5M dollar, interest-free loan that is payable to the City of Charlotte in relation to renovations completed at Ovens Auditorium in 2001. Mr. Biancofiore noted that the loan requires scheduled repayments of \$160k per year and that the payment is funded from facility fees added to Ovens events' ticket prices.

Mr. Crum recapped the first half of the fiscal year that in comparison to previous years where operating revenues exceeded budget, Fiscal 2019 has been a little different. Operating revenues started out in Fiscal 2019 a little slow and are now slightly ahead year-to-date. He also noted that budget managers are managing their expenses, which will be important as we move into Fiscal 2020 where we know revenues will be down. Mr. Allen asked what we were doing in advance to prepare. Mr. Crum noted that we have known this downturn would be coming and staff has been preparing. The Convention Center staff has been working diligently with Finance on their long-range financial projections.

With no further comments or questions, by consensus, the Committee will recommend approval of the December 2018 financial report to the full board at the February 13 meeting.

Other Business: Mr. Crum asked whether there was any more business to be considered by the Committee. Seeing none, Mr. Sasser declared the meeting adjourned at 3:23 p.m.

**Charlotte Regional Visitors Authority  
Budget Amendment #4  
Fiscal Year 2019**

**Purpose:** To allocate funding for a General Counsel full-time position.

**Background:** This request asks for funds to cover the costs of the addition of a full-time General Counsel position beginning January 14, 2019. This amendment would cover the costs for the remainder of FY 2019.

**Amendment:**

The Board Members of the Charlotte Regional Visitors Authority of Charlotte, North Carolina approve the following amendment to the annual budget for the fiscal year ending June 30, 2019:

<b>Expenses/Transfers</b>	<b>Increase</b>
Salary	73,846
Benefits	19,570
Other Position Related Expenses	2,560
<b><i>Total Budgeted Expenses</i></b>	<b><i>\$95,976</i></b>

To provide the additional funding for the capital projects above, the following budgeted expenses will be decreased.

<b>Expenses/Transfers</b>	<b>Decrease</b>
Legal Fees	(78,496)
CRVA Fund Balance	(17,480)
<b><i>Total Budgeted Expenses</i></b>	<b><i>(95,976)</i></b>

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

**Charlotte Regional Visitors Authority  
Budget Amendment #5  
Fiscal Year 2019**

**Purpose:** To reallocate Capital Expense funding for projects at the Charlotte Convention Center.

**Background:** This request asks for monies to be reallocated for the capital projects listed below. There is no change in expenses.

**Amendment:**

The Board Members of the Charlotte Regional Visitors Authority of Charlotte, North Carolina approve the following amendment to the annual budget for the fiscal year ending June 30, 2019:

<b>Expenses/Transfers</b>	<b>Increase</b>
Charlotte Convention Center - Plant Upgrades	30,794
<b><i>Total Budgeted Expenses</i></b>	<b><i>\$30,794</i></b>

To provide the additional funding for the capital projects above, the following budgeted expenses will be decreased.

<b>Expenses/Transfers</b>	<b>Decrease</b>
Charlotte Convention Center - Ice Machine	(13,500)
Charlotte Convention Center - Concourse Rocking Chairs	(8,250)
Charlotte Convention Center - Infrastructure for Water/Sewer Pumps	(5,620)
Charlotte Convention Center - Turnstiles	(3,424)
<b><i>Total Budgeted Expenses</i></b>	<b><i>(30,794)</i></b>

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

**Charlotte Regional Visitors Authority  
Budget Amendment #6  
Fiscal Year 2019**

**Purpose:** To revise the Charlotte Convention Center's Extraordinary Capital budget for Fiscal 2019.

**Background:** The approved Fiscal 2019 budget included \$2.5M in Extraordinary Capital support and expense to be used for mechanical upgrades to the physical plant as part of the Convention Center expansion project. However, the City Council on November 26, 2018 approved the transfer of \$2.5M from the Convention Center tax fund to the Convention Center expansion project budget. There is no bottom-line impact as both revenues and expenses are lowered.

**Amendment:**

The Board Members of the Charlotte Regional Visitors Authority of Charlotte, North Carolina approve the following amendment to the annual budget for the fiscal year ending June 30, 2019:

<b>Capital Support (Revenue)</b>	<b>Decrease</b>
CCC - Extraordinary Capital - Mechanical Upgrades for Expansion Project	(2,500,000)
<b><u>Total Budgeted Expenses</u></b>	<b><u>(\$2,500,000)</u></b>

To provide the additional funding for the capital projects above, the following budgeted expenses will be decreased.

<b>Expenses/Transfers</b>	<b>Decrease</b>
CCC - Extraordinary Capital - Mechanical Upgrades for Expansion Project	(2,500,000)
<b><u>Total Budgeted Expenses</u></b>	<b><u>(2,500,000)</u></b>

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2019.



## CRVA BOARD OF DIRECTORS MEETING

Wednesday, December 12, 2018 – 8 a.m.

CCC Room 203A

Board Members in Attendance: Carlos Sanchez, Tom Henson, Bill DeLoache, Karen Bentley, Tracy Montross, Kimberly Edmonds, Dockery Clark, Bridget-Anne Hampden, Art Gallagher, Mike Evans, Tarun Malik, Tom Sasser

Board Members in Attendance by Teleconference: None

Absent: Clark Allen

CRVA Staff in Attendance: Holly Wilson, Alison Lahners, Bill McMillan, Beth Castle, Mariel Littrell, Donald Roberts, Bill Tripet, Ned Blair, Patty Hunter, Christa Williams, Seth Denton, Gina Sheridan, Winston Kelley, Aaira Goodman, Steve Bagwell, Mike Butts, Mike Crum, Tom Murray, Kristi Douglas, Doug Tober, Jorge Rodriguez, Larry Williams, Aamin Brennan, Eric Caratao, Jeff Allen, Chef Bill Cahill, Michaelina Antahades, Randy Smith, Chef Alain Rousseau, Sharon Bailey, Brooke Adamson, Bill Becker, Ryan Wixted, Sean Smith, Chelsea Galusky, Regina Johnson, Cassie Townsend, Gabby Tripp, Chacara Harvin, Bruce Hack, Kristen Moore

Others in attendance: Cameron Furr (CRVA Attorney), Michael Smith (CCCP), Toni Freeman (ASC), John Beatty (NCLRA).

Ms. Montross called the meeting to order at 8:00 a.m.

Recognition of Retiring Employees – Mr. Bagwell recognized Mr. Allen (Facilities), Chef Rousseau (Food Service), and Chef Cahill (Food Service) for their retirement and years of service. Mr. Crum recognized Mr. Williams (Finance) for his retirement and years of service to the CRVA. Mr. Williams led the CRVA through 21 budgets and 21 audits, with all audits receiving a clean opinion from the auditors. His leadership skills will be missed.

Charlotte Center City Partners Update – Mr. Smith, President of Charlotte Center City Partners, shared a presentation regarding CCCP. The organization has existed for 40 years, focusing on growing jobs, investment in the Center City area, and recruitment and retaining talent in the uptown workforce. In addition, they are involved with research, business recruitment, marketing and communications, sustainability, programming and event production. They are currently in a development cycle which continues due to brisk demand growth. Mr. Smith updated the board regarding office space, residential projects and additional projects under development. Retail is returning to Center City, including South End and uptown's mix of shops catering to office workers, visitors and residents. There are 10 active hotel projects in various stages of development in Center City. Cultural attractions include sports and entertainment (with walkable environment), rail trail, and First Ward Park. The growing transportation network is providing more access, including Blue Line Light Rail, Gold Line Streetcar (2020) connecting JCS to Central Ave., and the Charlotte Gateway Station expected in 2024. The Gateway Station will be a hub for Amtrak, Greyhound, commuter rail, CATS bus and Gold Line street car. Charlotte B-Cycle is preparing to expand into areas that have fewer transportation options. CDOT is working on proposed design for a protected cycle track along 6<sup>th</sup> Street (from McDowell to 5<sup>th</sup>) and along 5<sup>th</sup> Street (6<sup>th</sup> to Irwin). The pedestrian bridge across I-277 is a vital piece of infrastructure for the city. There is an unprecedented amount of redevelopment along Stonewall. Development continues along North Tryon to include First Ward Park, Blue Line extension, Skyhouse Apartment Towers, First Ward Urban Village, Lennar Market 42, and the Carolina Theater Redevelopment. Mr. Smith also reported on Charlotte's new ambassador program, which is designed to address the increase in homelessness and pan handling in the Center City. There are currently 16 ambassadors. Events and programming for 2019 include the Thanksgiving Day parade and CLT 250. An additional incentive is "Music Everywhere" with Avid change. A survey of people in the music industry had 1800 responses from musicians, songwriters, technicians.





Mr. Evans asked about the status of the Levine parking deck on 11<sup>th</sup> Street. Mr. Smith said there will be about 1200 parking spaces. Ms. Montross asked Mr. Smith to discuss the importance of convention center districts. Mr. Smith said that convention centers/districts are an important part of the visitor economy. The centers bring in visitors who get to know the city. Mr. Gallagher asked about opportunities and challenges heading west and east of the city. Mr. Smith said they have partnered with the Knight Foundation to provide business improvement services in historic West End (near JCS ). CCCP's focus there is inclusionary economic development and doing it in a way that is sensitive to displacement and the history of the neighborhood. Opportunity zones were created by a recent tax bill which provides favorable tax treatment of capital gains if investment is made in selected low income tax zones. This will accelerate development in these areas. In the east, Elizabeth Ave. corridor is being developed well. Ms. Montross thanked Mr. Smith for his update.

**Economic Overview** – Mr. Dillard reported on occupancy, ADR, RevPar, and supply and demand for 2019 for the Charlotte market. Local factors impacting 2019 performance including new hotel openings, the length of the economic impact of the NBA All-Star, and the impact of group demand over the second half of year. Market supply shows continued growth, including 22 new hotels which is 7% of the existing supply. The market is likely to see another 4.1% growth in supply. However, supply growth will be more broad-based, not uptown focused. Historic events inflate performance. 2012 DNC represented more than 1 in 5 new rooms and added 1% demand growth--more than 1/3 of all new demand--and had a nearly 5% impact on revenue growth. Open questions include whether business transient and leisure transient travel will increase. CRVA staff will be look monitoring those issues in 2019 and will update the board as the year progresses.

**Sales Update** – Mr. Butts provided an overview of Visit Charlotte activities, including group/convention sales, visitor info centers, Charlotte Regional Film Commission, Partners in Tourism and destination services. Convention and Group Sales has a team of 13 people which includes outbound sales. Charlotte Regional Film Commission sent out 198 leads last year and booked \$9.9M worth of business. Much of the business was commercials and reality shows. Efforts to bring in TV series and movies is still difficult, but \$30M in incentive is available to help attract projects. The Destination Services group supported 36 citywide events and more than 50 sporting events. They work with the City or other partner groups to assist holistically with events. They also work with Partners in Tourism to help support meeting planners. Partners in Tourism manages about 650 partners with 92% retention each year. Three Visitor Info Centers served 335 people in 2018. The sales team is divided into five geographic territories and also has sales staff focused on markets for sports, small meetings, and minority conventions. Targeted strategies for the period during Convention Center construction include the "Charlotte 10" program, prospecting target and repeat business that fits, higher presence at key trade shows, increased outbound focus by Venue Sales team, prospecting new databases, repeat annuals, maximize space usage, lost business, and flexibility.

Productivity is measured by the amount of business booked, the kind of business booked, and key dates that are needed to make an impact. Challenges include travel bans still in place from HB2 and hotel sales strategy. Expansion of the Charlotte Convention Center means some major shows are considering Charlotte after construction because of the additional space. Key destination assets include airport, walkable convention district, hotels, good value, attractions, culinary/craft beer, hospitality community, and a good reputation.

Ms. Edmonds arrived at 9:15 a.m. (attending by teleconference until joining the meeting in person).

**Advocacy** – Mr. Murray shared advocacy-related talking points with board members regarding many CRVA initiatives, including CIAA, NBA All-Star, Bojangles' Entertainment Complex, CCC expansion, CLT 250, 1000 room hotel (no developments), place branding, and MWBE/MWVD Vendors. Staff will continue to inform the board about these and other initiatives, so that board members can advocate on behalf of the CRVA.



Annual Risk Review – Staff shared some potential points of risk including Charlotte Convention Center construction, hospitality taxes, marketing fund, IT security, NHOF, talent attraction and development, public safety, and public policy.

Ms. Hampden asked about the employee injury rate. Ms. Goodman said that CRVA has seen a reduction in injury rates and claim costs. Mr. Murray noted that the organization has a safety committee that looks at ways of promoting and providing training regarding safety.

Ms. Bentley inquired about staff turnover rates. Ms. Goodman said that our rates are steady; but it is hard to find qualified people when we compete with restaurants who are looking for the same people.

Mr. Henson asked what can be done to change the narrative about NHOF. Mr. Murray said the CRVA has been working very hard at improving performance. The sustainable business model that is now the focus of the NHOF staff's efforts is a mixture of attendance and event revenue. Staff is promoting the value of the facility to the community through an enhanced education program. Mr. elley said staff is working on a handout to discuss some of the successes. Mr. Murray noted that the CRVA will continue to think through ways of changing the narrative. The Hall of Fame is one of the most valuable assets managed by the CRVA and is responsible for the addition of the Crown Ballroom, increased Restaurant/Hotel tax, and a parking garage and office tower. The Hall of Fame had considerable impact on the development along Stonewall Street. The NHOF staff is generating incredibly high satisfaction scores.

Ms. Montross noted that it will also be important to advocate about the successes at the Hall because the facility will need upgrades, and the CRVA will need to be able to speak to those needs.

Annual Policy Review – Ms. Goodman reviewed updated policies for 2019 including Productive Work Environment/Harassment, Parental Leave, Acceptable Use of IT & Equipment, and Complimentary Tickets and Gifts.

Ms. Clark asked about how employees are notified about policies. Ms. Goodman responded that employees sign an acknowledgement of receipt of the policies upon hiring but updates are included on the ADP employee platform.

Ms. Hampden left the meeting at 9:45 a.m.

Consent Agenda – Mr. Gallagher moved to approve the October 10, 2018 minutes of the Board, the September and October financial reports and Budget Amendment 3 for F 19. Mr. Sanchez seconded. For: Sanchez, Henson, DeLoache, Sasser, Bentley, Allen, Montross, Edmonds, Clark, Malik, and Gallagher. Against: None.

Staff Reports – Ms. Montross referred the members of the board to the staff reports in the packet.

Mr. Evans asked about strategies/objectives to increase spend with other MWBE subgroups. Mr. Murray noted that the CRVA measures the opportunities given to vendors. Staff is working to expand the inventory of vendors. Some of the reported MWBE spending is impacted by the timing of events and payments. The creative campaign was done with a minority business but the funds spent with that vendor will be less in the next quarter. Staff continues to be strategic about the way the organization provides opportunities, so that the minority vendor community is not discouraged. The CRVA identifies opportunities on the front end. Mr. Doerr will continue to help lead those efforts, following Mr. Williams' retirement from the organization. Continuing to ensure diversity is an important goal of the organization.

Mr. Murray offered to meet with Mr. Evans separately to go into further detail regarding the MWBE program.



At 9:53 a.m., Ms. Montross made a motion to go into Executive Session under North Carolina General Statutes Section 143-318.11(a), Subsection (4) to discuss matters relating to the location or expansion of industries or other businesses in the area served by the CRVA. Mr. Sanchez seconded. For: Sanchez, Henson, DeLoache, Sasser, Bentley, Allen, Montross, Edmonds, Clark, Malik, and Gallagher. Against: None.

The Board returned to Regular Session at 10:35 a.m.

There being no further business, the Board adjourned at 10:38 a.m.



## Financial Report for the Month Ended 11/30/18

**To:** CRVA Board of Directors

**From:** Mike Crum, CFO

**Date:** 01/04/19

**Re:** Financial Report for the Month Ended November 30, 2018

The financial report for the month ended November 30, 2018 reflects the "One CRVA" concept, where the organization's core competencies are shared across the organization while maintaining "brand iconic" functions that are unique to each of the businesses managed by the CRVA.

The next page contains a Glossary of the revenue and expense categories used on the Income Statement.

The Monthly Variance Analysis explains the key variances versus budget.

The Income Statement is organized around the three core competencies of the CRVA.

The Market function consolidates the CRVA's Sales and Marketing activities under a single organizational entity.

The Manage function covers the administrative governance of the CRVA. Activities within the Manage function include General Administration, Human Resources, Finance, Information Technology, Strategic Planning, Research, Security, Risk Management, Business Systems Analysis, and Venue Administration.

The Maximize function includes departments responsible for the day-to-day operation of the NASCAR Hall of Fame, Charlotte Convention Center, Spectrum Center, Bojangles' Coliseum, Ovens Auditorium, and Parking Operations.

The charts below summarize the financial activity for the current month and fiscal year-to-date. Additional detail is provided on the income statement.

	November 2018 Actuals		
	Operations	Capital	Total
Total Revenue	5,853,145	593,892	6,447,037
Total Expense	5,053,592	360,418	5,414,010
<b>Fund Balance Impact</b>	<b>\$799,553</b>	<b>\$233,474</b>	<b>\$1,033,027</b>

	Fiscal Year-to-Date Actuals		
	Operations	Capital	Total
Total Revenue	27,571,664	3,220,649	30,792,313
Total Expense	26,189,763	2,106,300	28,296,064
<b>Fund Balance Impact</b>	<b>\$1,381,901</b>	<b>\$1,114,349</b>	<b>\$2,496,250</b>

The **Balance Sheet** reflects that the CRVA is able to meet its current fiscal year financial obligations with total assets of \$40.5 million.

The **Fund Balance Projection** is based on the financial activity for the month of November, and other anticipated effects of changes in revenues and expenses.

The last two pages display the **Graphs of Event Volume and Operating Revenues** along with a **Venues Event Volume Table**.

Please review the November 2018 financial report and contact me or Nick Biancofiore if you have any questions.

# Glossary of Budgeted Revenues and Expenses

## Revenues

<b>Operating Revenues:</b>	Revenues generated from goods/services provided by the CRVA
<b>External Operating and Capital Support:</b>	Revenue received from external public support to fund operating and capital expenses

## Expenses

<b>People:</b>	Includes expenses for salary and wages and the related CRVA-paid Social Security taxes, employee insurance, employee retirement, worker's compensation, and unemployment insurance
<b>Programs:</b>	Includes all other operating expenses such as communications, dues, maintenance and repairs, insurance, merchandise, rentals, professional fees, office supplies, travel and utilities, ticket systems, grants, website services and contract services
<b>Capital Expense:</b>	Includes equipment purchase, facility improvement, or repair projects that have a usable life greater than one year

## Monthly Variance Analysis

November 2018

### OVERVIEW

- November's results provided a fund balance gain of \$1,033,027, compared to a budgeted gain of \$697,104.
- The favorable budget variance is primarily a result of Operating Revenues being better than budget by approximately \$203k and Operating Expenses being under budget by \$40k.

### REVENUES

- Total Revenues for November were \$5.9M, which was \$203k, or 3.6% ahead of budget.
- Operating Revenues had a favorable budget variance of \$227k, while External Operating Support had an unfavorable variance of (\$23k).

#### Operating Revenues

- Operating Revenues for November totaled \$3,225,301, which is \$227k or 7.6% greater than the \$2,998,632 budgeted.
- Ovens Auditorium, Bojangles' Coliseum, and the NASCAR Hall of Fame had favorable budget variances for the month of November.

#### External Operating Support

- External Operating Support totaled \$2,627,844, which is (\$23k) or -0.9% less than budget.

### EXPENSES

- Total Operating Expenses for November totaled \$5,053,592, which is (\$40k) or -0.8% less than the \$5,093,676 budgeted.
- Favorable variances were realized in:
  - The Market Function (\$16k) primarily related to favorable people variances and timing of program spending.
  - The Maximize Function (\$38k) primarily due to lower people costs.
- Unfavorable variance was realized in:
  - Manage Function was over budget by \$14k as a result of timing of program expenses.

**Charlotte Regional Visitors Authority  
Monthly Financial Report  
Period Ended November 30, 2018**

November				November YTD				
Actual	Budget	Variance	Variance %		Actual	Budget	Variance	Variance %
				<b><u>OPERATIONS</u></b>				
				<b><u>REVENUES</u></b>				
3,225,301	2,998,632	226,669	7.6%	Operating Revenues	13,452,129	13,235,794	216,335	1.6%
2,627,844	2,651,215	(23,371)	-0.9%	External Operating Support	14,119,535	14,004,629	114,906	0.8%
<b>5,853,145</b>	<b>5,649,847</b>	<b>203,298</b>	<b>3.6%</b>	<b>TOTAL REVENUES</b>	<b>27,571,664</b>	<b>27,240,423</b>	<b>331,241</b>	<b>1.2%</b>
				<b><u>EXPENSES</u></b>				
				<b><u>MARKET</u></b>				
181,264	213,396	(32,132)	-15.1%	Marketing - People	1,045,029	1,156,536	(111,507)	-9.6%
395,915	423,420	(27,505)	-6.5%	Marketing - Program(s)	2,484,732	2,548,950	(64,218)	-2.5%
375,792	381,049	(5,258)	-1.4%	Sales - People	1,877,568	2,032,961	(155,393)	-7.6%
323,698	274,366	49,332	18.0%	Sales - Program(s)	1,298,491	1,305,664	(7,173)	-0.5%
				<b><u>MANAGE</u></b>				
86,556	98,079	(11,523)	-11.7%	Human Resources - People	517,145	540,455	(23,310)	-4.3%
95,907	75,280	20,627	27.4%	Human Resources - Program(s)	319,634	381,395	(61,761)	-16.2%
259,596	278,694	(19,098)	-6.9%	Business Support Services - People	1,602,227	1,648,840	(46,613)	-2.8%
102,517	78,667	23,850	30.3%	Business Support Services - Program(s)	539,567	571,976	(32,409)	-5.7%
				<b><u>MAXIMIZE</u></b>				
279,184	310,613	(31,429)	-10.1%	NASCAR Hall of Fame - People	1,488,471	1,661,347	(172,876)	-10.4%
145,160	149,119	(3,959)	-2.7%	NASCAR Hall of Fame - Program(s)	813,007	943,603	(130,596)	-13.8%
1,115,557	1,168,434	(52,877)	-4.5%	Venues - People	5,509,821	5,555,142	(45,321)	-0.8%
1,692,447	1,642,559	49,888	3.0%	Venues - Program(s)	8,694,073	8,574,307	119,766	1.4%
<b>5,053,592</b>	<b>5,093,676</b>	<b>(40,084)</b>	<b>-0.8%</b>	<b>Total Operating Expenses</b>	<b>26,189,763</b>	<b>26,921,176</b>	<b>(731,413)</b>	<b>-2.7%</b>
<b>799,553</b>	<b>556,171</b>	<b>243,382</b>	<b>43.8%</b>	<b>Gain / (Loss) from Operations</b>	<b>1,381,901</b>	<b>319,247</b>	<b>1,062,654</b>	<b>332.9%</b>
				<b><u>CAPITAL PROJECTS</u></b>				
<b>593,892</b>	<b>593,892</b>	<b>-</b>	<b>0.0%</b>	<b>Capital Support/Reimbursement</b>	<b>3,220,649</b>	<b>3,220,649</b>	<b>-</b>	<b>0.0%</b>
				<b>Capital Expense</b>				
94,441	-	94,441	n/a	Carryforward	418,420	-	418,420	n/a
265,976	452,959	(186,983)	-41.3%	Current Year	1,687,881	2,515,979	(828,098)	-32.9%
<b>360,418</b>	<b>452,959</b>	<b>(92,541)</b>	<b>-20.4%</b>	<b>Total Capital Expense</b>	<b>2,106,300</b>	<b>2,515,979</b>	<b>(409,679)</b>	<b>-16.3%</b>
<b>233,474</b>	<b>140,933</b>	<b>92,541</b>	<b>65.7%</b>	<b>Gain / (Loss) from Capital</b>	<b>1,114,349</b>	<b>704,670</b>	<b>409,679</b>	<b>58.1%</b>
<b>\$1,033,027</b>	<b>\$697,104</b>	<b>\$335,923</b>	<b>48.2%</b>	<b>Overall Fund Balance Gain / (Loss)</b>	<b>\$2,496,250</b>	<b>\$1,023,917</b>	<b>\$1,472,332</b>	<b>143.8%</b>

**Charlotte Regional Visitors Authority**  
**Monthly Financial Report**  
**Period Ended November 30, 2018**

November					November YTD			
FY 2019	FY 2018	Variance	Variance %		FY 2019	FY 2018	Variance	Variance %
				<b><u>OPERATIONS</u></b>				
				<b><u>REVENUES</u></b>				
3,225,301	3,317,457	(92,156)	-2.8%	Operating Revenues	13,452,129	13,188,799	263,330	2.0%
2,627,844	2,962,965	(335,121)	-11.3%	External Operating Support	14,119,535	13,927,811	191,724	1.4%
<b>5,853,145</b>	<b>6,280,422</b>	<b>(427,277)</b>	<b>-6.8%</b>	<b>TOTAL REVENUES</b>	<b>27,571,664</b>	<b>27,116,610</b>	<b>455,054</b>	<b>1.7%</b>
				<b><u>EXPENSES</u></b>				
				<b><u>MARKET</u></b>				
181,264	182,556	(1,292)	-0.7%	Marketing - People	1,045,029	1,011,039	33,990	3.4%
395,915	236,469	159,446	67.4%	Marketing - Program(s)	2,484,732	1,009,464	1,475,268	146.1%
375,792	336,892	38,900	11.5%	Sales - People	1,877,568	1,776,198	101,370	5.7%
323,698	418,085	(94,387)	-22.6%	Sales - Program(s)	1,298,491	2,037,204	(738,713)	-36.3%
				<b><u>MANAGE</u></b>				
86,556	126,527	(39,971)	-31.6%	Human Resources - People	517,145	546,514	(29,369)	-5.4%
95,907	49,842	46,065	92.4%	Human Resources - Program(s)	319,634	213,774	105,860	49.5%
259,596	221,401	38,195	17.3%	Business Support Services - People	1,602,227	1,340,715	261,512	19.5%
102,517	55,991	46,526	83.1%	Business Support Services - Program(s)	539,567	430,308	109,259	25.4%
				<b><u>MAXIMIZE</u></b>				
279,184	229,362	49,822	21.7%	NASCAR Hall of Fame - People	1,488,471	1,214,027	274,444	22.6%
145,160	98,043	47,117	48.1%	NASCAR Hall of Fame - Program(s)	813,007	604,678	208,329	34.5%
1,115,557	1,127,983	(12,426)	-1.1%	Venues - People	5,509,821	5,477,206	32,615	0.6%
1,692,447	2,258,198	(565,751)	-25.1%	Venues - Program(s)	8,694,073	9,078,345	(384,272)	-4.2%
<b>5,053,592</b>	<b>5,341,349</b>	<b>(287,757)</b>	<b>-5.4%</b>	<b>Total Operating Expenses</b>	<b>26,189,763</b>	<b>24,739,472</b>	<b>1,450,291</b>	<b>5.9%</b>
<b>799,553</b>	<b>939,073</b>	<b>(139,520)</b>	<b>-14.9%</b>	<b>Gain / (Loss) from Operations</b>	<b>1,381,901</b>	<b>2,377,138</b>	<b>(995,237)</b>	<b>-41.9%</b>
				<b><u>CAPITAL PROJECTS</u></b>				
<b>593,892</b>	<b>335,657</b>	<b>258,235</b>	<b>76.9%</b>	<b>Capital Support/Reimbursement</b>	<b>3,220,649</b>	<b>1,853,212</b>	<b>1,367,437</b>	<b>73.8%</b>
				<b>Capital Expense</b>				
94,441	137,504	(43,063)	-31.3%	Carryforward	418,420	882,712	(464,292)	-52.6%
265,976	220,613	45,363	20.6%	Current Year	1,687,881	1,162,485	525,396	45.2%
<b>360,418</b>	<b>358,117</b>	<b>2,301</b>	<b>0.6%</b>	<b>Total Capital Expense</b>	<b>2,106,300</b>	<b>2,045,197</b>	<b>61,103</b>	<b>3.0%</b>
<b>233,474</b>	<b>(22,460)</b>	<b>255,934</b>	<b>1139.5%</b>	<b>Gain / (Loss) from Capital</b>	<b>1,114,349</b>	<b>(191,985)</b>	<b>1,306,334</b>	<b>680.4%</b>
<b>\$1,033,027</b>	<b>\$916,613</b>	<b>\$116,414</b>	<b>12.7%</b>	<b>Overall Fund Balance Gain / (Loss)</b>	<b>\$2,496,250</b>	<b>\$2,185,153</b>	<b>\$311,097</b>	<b>14.2%</b>



**City of Charlotte**  
**CHARLOTTE REGIONAL VISITORS AUTHORITY**  
**BALANCE SHEET**  
**Comparisons to Previous Month and Previous Fiscal Year**  
**November 30, 2018**

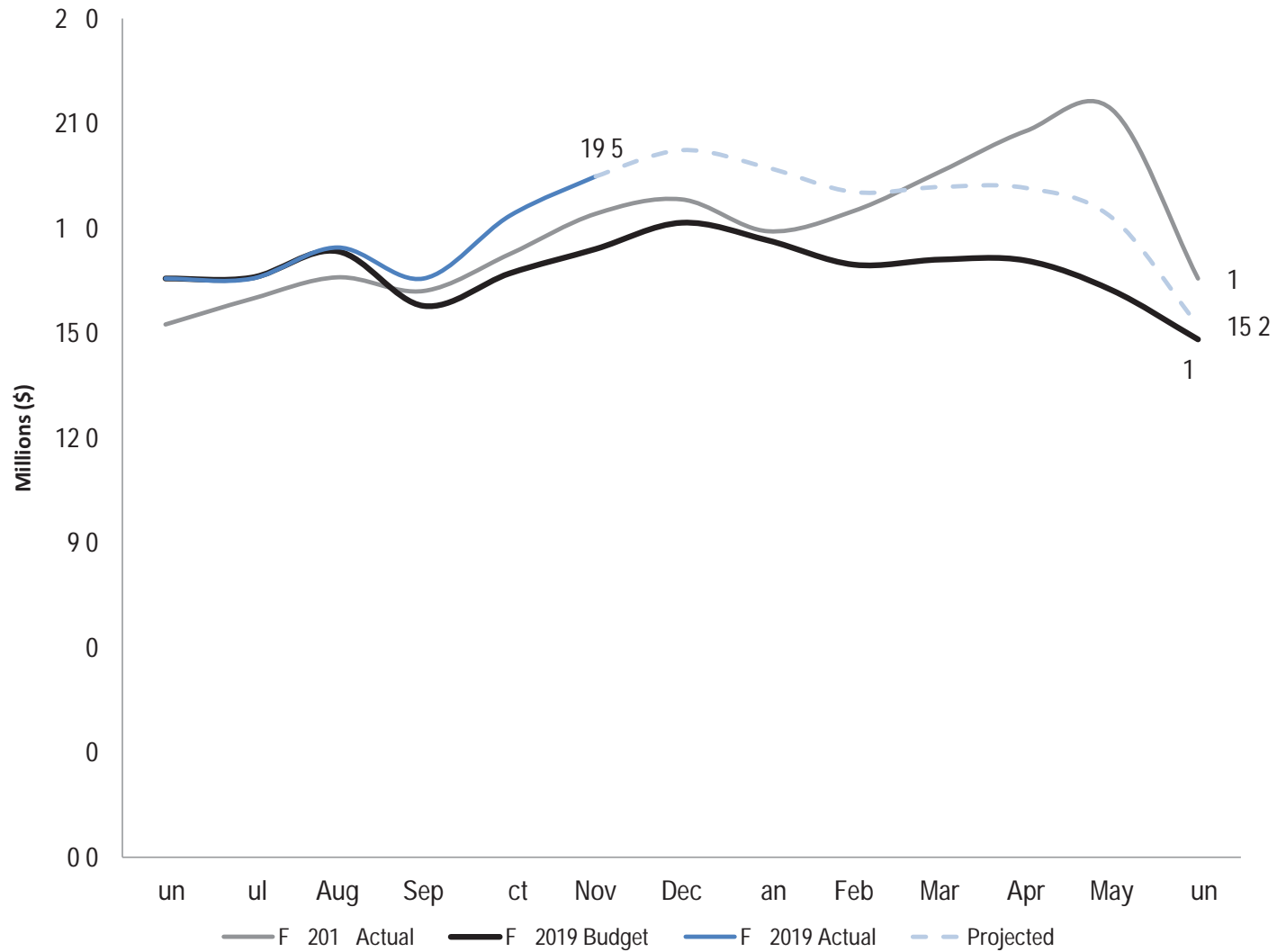
11/30/2018	10/31/2018	Increase (Decrease)	Assets	11/30/2018	11/30/2017	Increase (Decrease)
4,774,057	6,948,458	(2,174,400)	Operating Cash	4,774,057	9,917,641	(5,143,584)
2,928,778	2,928,778	-	Reserved Cash	2,928,778	3,047,415	(118,637)
2,906,963	3,075,252	(168,289)	Box Office Cash	2,906,963	1,837,399	1,069,565
230,825	230,825	-	Petty Cash/Change Funds	230,825	234,625	(3,800)
11,270,742	11,245,687	25,055	Invested Cash	11,270,742	13,327,869	(2,057,127)
12,725,251	11,677,962	1,047,288	Accounts Receivable	12,725,251	4,350,414	8,374,837
678,941	553,062	125,879	Merchandise Inventory	678,941	504,635	174,307
332,072	379,119	(47,047)	Prepaid Expenses	332,072	325,076	6,996
1,195,725	1,307,212	(111,487)	Deferred Expenses	1,195,725	1,028,689	167,036
59,258	59,258	-	Special Assets	59,258	59,258	-
-	-	-	Net Pension - Assets	-	-	-
3,359,018	3,359,018	-	Deferred Outflow - Assets	3,359,018	4,480,864	(1,121,846)
<b>\$ 40,461,631</b>	<b>\$ 41,764,632</b>	<b>\$ (1,303,001)</b>	<b>Total Assets</b>	<b>\$ 40,461,631</b>	<b>\$ 39,113,884</b>	<b>\$ 1,347,746</b>

11/30/2018	10/31/2018	Increase (Decrease)	Liabilities and Proprietary Interest	11/30/2018	11/30/2017	Increase (Decrease)
5,011,367	5,971,717	(960,349)	Accounts Payable	5,011,367	5,984,337	(972,972)
1,876,069	1,841,233	34,835	Miscellaneous Reserves	1,876,069	1,784,509	91,560
2,906,363	3,067,570	(161,206)	Box Office Obligations	2,906,363	1,837,476	1,068,888
2,023,307	2,378,822	(355,516)	Facility Deposits	2,023,307	2,247,413	(224,107)
811,870	811,870	-	Vacation Time Payable	811,870	745,076	66,793
296,026	868,047	(572,021)	Wages Payable	296,026	283,787	12,239
372,221	458,060	(85,839)	Payroll Withholdings	372,221	174,252	197,969
126,590	184,601	(58,011)	Taxes Payable	126,590	124,330	2,260
2,798,404	2,798,404	-	Loans Payable	2,798,404	2,958,404	(160,000)
20,482,723	20,482,723	-	LT OPEB Payable	20,482,723	7,288,104	13,194,619
3,730,241	3,730,241	-	Net Pension - Liability	3,730,241	5,113,766	(1,383,525)
2,093,355	2,093,355	-	Deferred Inflows - Liability	2,093,355	179,192	1,914,163
(5,655,551)	(5,295,133)	(360,418)	Proprietary Interest	(5,655,551)	6,514,792	(12,170,342)
3,588,647	2,373,122	2,150,140	YTD Operating Surplus	3,588,647	3,878,446	(289,799)
<b>\$ 40,461,631</b>	<b>\$ 41,764,632</b>	<b>\$ (368,386)</b>	<b>Total Liabilities and Proprietary Interest</b>	<b>\$ 40,461,631</b>	<b>\$ 39,113,884</b>	<b>\$ 1,347,746</b>

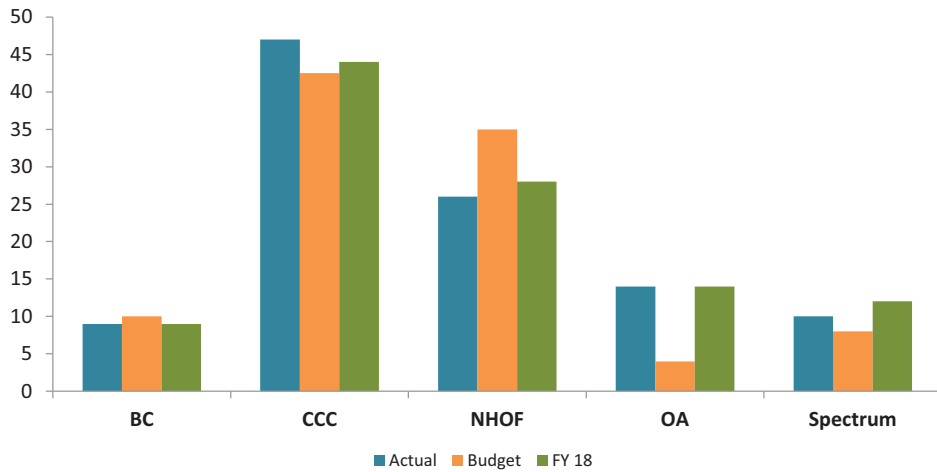
**Fiscal 2019 Fund Balance Projection  
As of November 30, 2018**

Audited Fund Balance 6/30/18	\$	(3,549,264)	
<b>Adjustments:</b>			
Ovens Loan Payable to the City - Long Term		2,638,404	
Compensated Absences - Long Term		811,870	
GASB 75 Post-Employment Benefit Obligation		22,068,084	
GASB 68 Pension Obligation		879,217	
Tourism Marketing Reserve		(4,000,000)	
Capital Funding Carryover		(2,288,635)	
		<hr/>	
<b>"Working" Fund Balance 6/30/2018</b>	<b>\$</b>	<b>16,559,676</b>	
Add: Total Revenues July - November 2018		30,792,313	
Less: Total Expenses July - November 2018		(28,296,063)	
Add Back: Capital Funding Carryover Spending		418,420	
		<hr/>	
<b>= Fund Balance November 30, 2018</b>	<b>\$</b>		<b>19,474,346</b>
<b>Adjustments:</b>			
Add: FY19 Budgeted/Projected Revenues: December 2018 - June 2019			44,630,256
Less: FY19 Budgeted/Projected Expenses: December 2018 - June 2019			(48,059,452)
Less: Capital Funds Received for FY19 But Not Spent as of November 30, 2018			(828,098)
<b>= Projected Fund Balance June 30, 2019</b>	<b>\$</b>		<b>15,217,052</b>
			<hr/> <hr/>

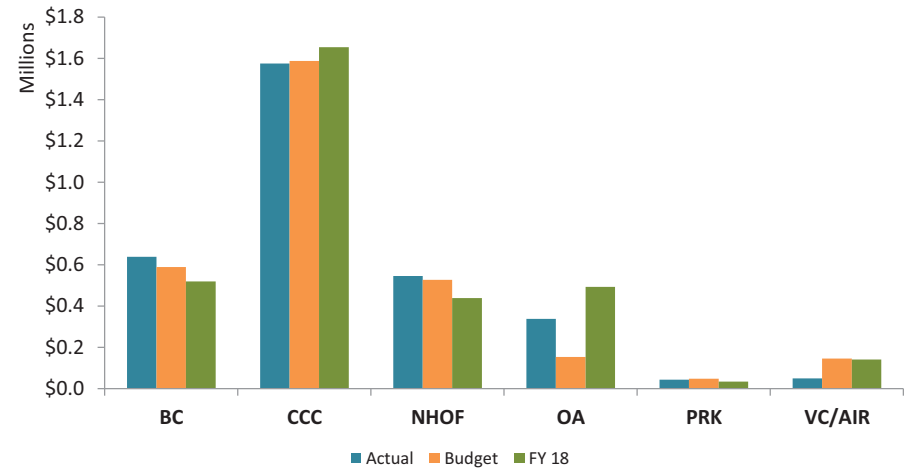
**Charlotte Regional Visitors Authority  
Fiscal 2018 Fund Balance Projection Graph  
As of November 30, 2018**



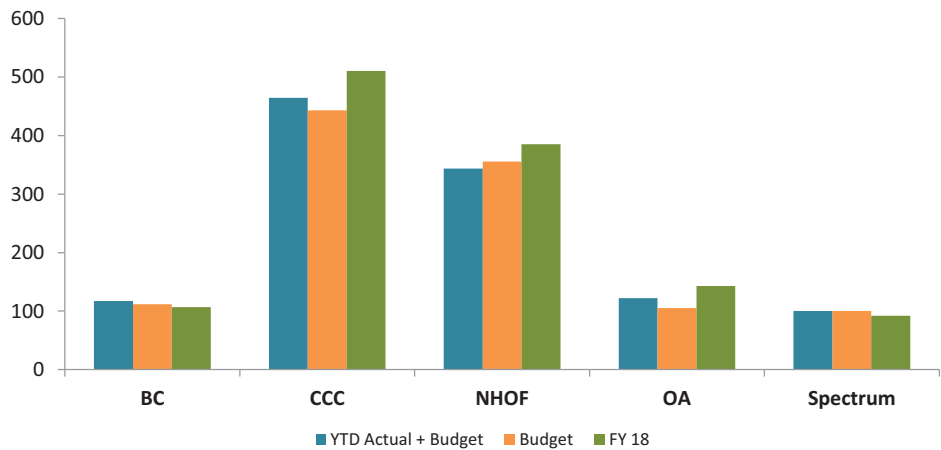
**Event Volume by Facility - November**



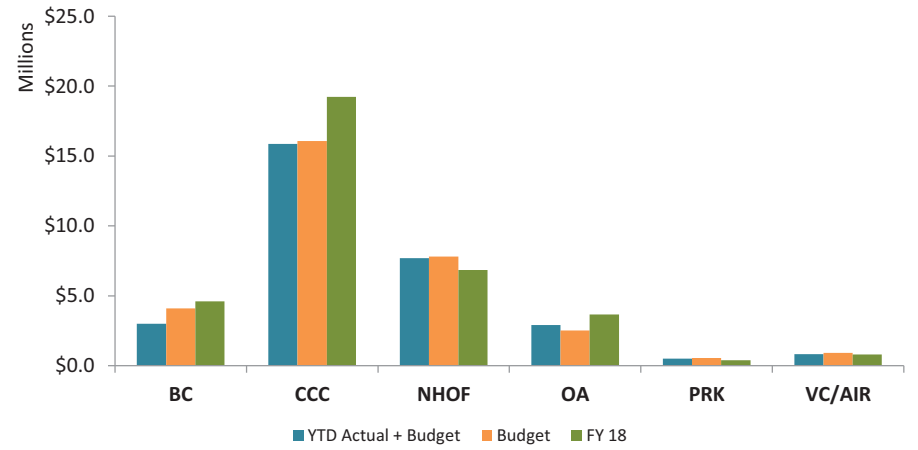
**Operating Revenues by Facility - November**



**Event Volume by Facility - Full Year Projection**



**Operating Revenues by Facility - Full Year Projection**



## Venue Event Volume Report

Facility		November 2018			Fiscal Year-to-Date			Dec. 2018 - Preview		
		Actual	Budget	Prior Year	Actual	Budget	Prior Year	Actual	Budget	Prior Year
<b>Ovens Auditorium</b>	Concerts / Comedy	9	3	4	24	12	20	6	3	4
	School / Recitals / Family	5	0	2	7	3	3	6	3	2
	Plays / Fine Arts	0	1	0	0	3	2	3	1	3
	Religious	0	0	0	0	0	1	0	0	0
	Broadway	0	0	7	0	0	8	8	8	8
	Miscellaneous	0	0	1	10	6	5	0	2	0
	<b>Totals</b>	<b>14</b>	<b>4</b>	<b>14</b>	<b>41</b>	<b>24</b>	<b>39</b>	<b>23</b>	<b>17</b>	<b>17</b>
<b>Bojangles' Coliseum</b>	Graduations	0	0	0	2	2	2	0	0	0
	Concerts/Comedy	2	1	0	4	2	1	2	3	2
	Charlotte Checkers	6	6	4	8	10	8	6	8	8
	Other Sports	0	2	1	1	2	1	3	2	2
	Family Shows	0	0	0	4	0	0	0	0	0
	Religious	0	0	3	0	0	3	1	0	1
	Miscellaneous	1	1	1	4	2	6	0	2	0
<b>Totals</b>	<b>9</b>	<b>10</b>	<b>9</b>	<b>23</b>	<b>18</b>	<b>21</b>	<b>12</b>	<b>15</b>	<b>13</b>	
<b>Charlotte Convention Center</b>	Conventions/Tradeshows	3	3	5	16	16	17	0	0	1
	Assemblies	0	0	0	4	3	2	4	0	3
	Consumer Shows	2	2	2	7	7	8	2	0	0
	Local Events	42	38	37	190	170	160	39	38	39
<b>Totals</b>	<b>47</b>	<b>43</b>	<b>44</b>	<b>217</b>	<b>196</b>	<b>187</b>	<b>45</b>	<b>38</b>	<b>43</b>	
<b>NASCAR Hall of Fame</b>	Events	26	35	28	140	152	167	33	30	30
	<b>Totals</b>	<b>26</b>	<b>35</b>	<b>28</b>	<b>140</b>	<b>152</b>	<b>167</b>	<b>33</b>	<b>30</b>	<b>30</b>
<b>Spectrum Center</b>	Charlotte Hornets	9	6	6	14	14	12	9	10	10
	Concerts	1	2	5	6	10	12	1	1	2
	Other Sports	0	0	1	1	1	2	0	0	1
	Family Shows	0	0	0	15	15	8	0	0	0
	Conferences	0	0	0	4	0	0	0	0	0
	Graduations	0	0	0	1	1	1	0	0	0
<b>Totals</b>	<b>10</b>	<b>8</b>	<b>12</b>	<b>41</b>	<b>41</b>	<b>35</b>	<b>10</b>	<b>11</b>	<b>13</b>	



## Financial Report for the Month Ended 12/31/18

**To:** CRVA Board of Directors

**From:** Mike Crum, CFO

**Date:** 01/31/19

**Re:** Financial Report for the Month Ended December 31, 2018

The financial report for the month ended December 31, 2018 reflects the "One CRVA" concept, where the organization's core competencies are shared across the organization while maintaining "brand iconic" functions that are unique to each of the businesses managed by the CRVA.

The next page contains a Glossary of the revenue and expense categories used on the Income Statement.

The Monthly Variance Analysis explains the key variances versus budget.

The Income Statement is organized around the three core competencies of the CRVA.

The Market function consolidates the CRVA's Sales and Marketing activities under a single organizational entity.

The Manage function covers the administrative governance of the CRVA. Activities within the Manage function include General Administration, Human Resources, Finance, Information Technology, Strategic Planning, Research, Security, Risk Management, Business Systems Analysis, and Venue Administration.

The Maximize function includes departments responsible for the day-to-day operation of the NASCAR Hall of Fame, Charlotte Convention Center, Spectrum Center, Bojangles' Coliseum, Ovens Auditorium, and Parking Operations.

The charts below summarize the financial activity for the current month and fiscal year-to-date. Additional detail is provided on the income statement.

	December 2018 Actuals		
	Operations	Capital	Total
Total Revenue	6,965,726	(726,578)	6,239,147
Total Expense	5,332,129	274,157	5,606,286
<b>Fund Balance Impact</b>	<b>\$1,633,597</b>	<b>(\$1,000,735)</b>	<b>\$632,862</b>

	Fiscal Year-to-Date Actuals		
	Operations	Capital	Total
Total Revenue	34,537,390	2,494,071	37,031,461
Total Expense	31,521,892	2,380,457	33,902,349
<b>Fund Balance Impact</b>	<b>\$3,015,497</b>	<b>\$113,614</b>	<b>\$3,129,111</b>

The **Balance Sheet** reflects that the CRVA is able to meet its current fiscal year financial obligations with total assets of \$43.2 million.

The **Fund Balance Projection** is based on the financial activity for the month of December, and other anticipated effects of changes in revenues and expenses.

The last two pages display the **Graphs of Event Volume and Operating Revenues** along with a **Venues Event Volume Table**.

Please review the December 2018 financial report and contact me or Nick Biancofiore if you have any questions.

# Glossary of Budgeted Revenues and Expenses

## Revenues

<b>Operating Revenues:</b>	Revenues generated from goods/services provided by the CRVA
<b>External Operating and Capital Support:</b>	Revenue received from external public support to fund operating and capital expenses

## Expenses

<b>People:</b>	Includes expenses for salary and wages and the related CRVA-paid Social Security taxes, employee insurance, employee retirement, worker's compensation, and unemployment insurance
<b>Programs:</b>	Includes all other operating expenses such as communications, dues, maintenance and repairs, insurance, merchandise, rentals, professional fees, office supplies, travel and utilities, ticket systems, grants, website services and contract services
<b>Capital Expense:</b>	Includes equipment purchase, facility improvement, or repair projects that have a usable life greater than one year

## Monthly Variance Analysis

December 2018

### OVERVIEW

- December's results provided a fund balance gain of \$632,862, compared to a budgeted gain of \$333,790.
- The favorable budget variance is primarily a result of Operating Revenues being better than budget by approximately \$124k and Operating Expenses being under budget by \$201k.

### REVENUES

- Total Revenues for December were \$7.0M, which was \$124k, or 1.8% ahead of budget.
- Operating Revenues had a favorable budget variance of \$124k, while External Operating Support was in-line with budget.
- Capital Support/Reimbursement's negative balance is related to budget amendment #6 regarding the return of CCC Extraordinary Capital funds back to the City of Charlotte.

#### Operating Revenues

- Operating Revenues for December totaled \$3,265,811, which is \$124k or 3.9% greater than the \$3,142,024 budgeted.
- Ovens Auditorium and Bojangles' Coliseum had favorable budget variances for the month of December.

#### External Operating Support

- External Operating Support totaled \$3,699,915, which is in-line with budget.

### EXPENSES

- Total Operating Expenses for December totaled \$5,332,129 which is (\$201k) or -3.6% less than the \$5,532,966 budgeted.
- Favorable variances were realized in:
  - The Market Function (\$158k) primarily related to favorable people variances and timing of program spending.
  - The Maximize Function (\$41k) primarily due to lower people costs and timing of program spending.
  - The Manage Function (\$3k) primarily related to favorable variances in Human Resources, offset by unfavorable expenses in Business Support Services.



**Charlotte Regional Visitors Authority  
Monthly Financial Report  
Period Ended December 31, 2018**

<b>December</b>				<b>December YTD</b>				
<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>Variance %</b>		<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>Variance %</b>
				<b><u>OPERATIONS</u></b>				
				<b><u>REVENUES</u></b>				
3,265,811	3,142,024	123,787	3.9%	Operating Revenues	16,717,940	16,377,818	340,122	2.1%
3,699,915	3,699,731	184	0.0%	External Operating Support	17,819,450	17,704,360	115,090	0.7%
<b>6,965,726</b>	<b>6,841,755</b>	<b>123,971</b>	<b>1.8%</b>	<b>TOTAL REVENUES</b>	<b>34,537,390</b>	<b>34,082,178</b>	<b>455,211</b>	<b>1.3%</b>
				<b><u>EXPENSES</u></b>				
				<b><u>MARKET</u></b>				
191,403	213,396	(21,993)	-10.3%	Marketing - People	1,236,432	1,369,932	(133,500)	-9.7%
440,206	482,919	(42,713)	-8.8%	Marketing - Program(s)	2,924,937	3,031,869	(106,932)	-3.5%
346,676	376,692	(30,016)	-8.0%	Sales - People	2,224,244	2,409,653	(185,409)	-7.7%
148,008	210,785	(62,777)	-29.8%	Sales - Program(s)	1,446,499	1,516,449	(69,950)	-4.6%
				<b><u>MANAGE</u></b>				
102,815	138,079	(35,265)	-25.5%	Human Resources - People	619,959	678,534	(58,575)	-8.6%
51,183	86,590	(35,407)	-40.9%	Human Resources - Program(s)	370,817	467,985	(97,168)	-20.8%
304,828	278,694	26,134	9.4%	Business Support Services - People	1,907,055	1,927,534	(20,479)	-1.1%
134,315	92,313	42,002	45.5%	Business Support Services - Program(s)	673,882	664,289	9,593	1.4%
				<b><u>MAXIMIZE</u></b>				
288,534	310,871	(22,337)	-7.2%	NASCAR Hall of Fame - People	1,777,005	1,972,218	(195,213)	-9.9%
133,228	179,707	(46,479)	-25.9%	NASCAR Hall of Fame - Program(s)	946,236	1,123,310	(177,074)	-15.8%
1,197,033	1,207,125	(10,092)	-0.8%	Venues - People	6,706,853	6,762,267	(55,414)	-0.8%
1,993,902	1,955,795	38,107	1.9%	Venues - Program(s)	10,687,975	10,530,102	157,873	1.5%
<b>5,332,129</b>	<b>5,532,966</b>	<b>(200,837)</b>	<b>-3.6%</b>	<b>Total Operating Expenses</b>	<b>31,521,892</b>	<b>32,454,142</b>	<b>(932,250)</b>	<b>-2.9%</b>
<b>1,633,597</b>	<b>1,308,789</b>	<b>324,808</b>	<b>24.8%</b>	<b>Gain / (Loss) from Operations</b>	<b>3,015,497</b>	<b>1,628,036</b>	<b>1,387,461</b>	<b>85.2%</b>
				<b><u>CAPITAL PROJECTS</u></b>				
<b>(726,578)</b>	<b>(726,578)</b>	<b>-</b>	<b>0.0%</b>	<b>Capital Support/Reimbursement</b>	<b>2,494,071</b>	<b>2,494,071</b>	<b>-</b>	<b>0.0%</b>
				<b>Capital Expense</b>				
40,189	-	40,189	n/a	Carryforward	458,608	-	458,608	n/a
233,968	248,421	(14,453)	-5.8%	Current Year	1,921,849	2,094,071	(172,222)	-8.2%
<b>274,157</b>	<b>248,421</b>	<b>25,736</b>	<b>10.4%</b>	<b>Total Capital Expense</b>	<b>2,380,457</b>	<b>2,094,071</b>	<b>286,386</b>	<b>13.7%</b>
<b>(1,000,735)</b>	<b>(974,999)</b>	<b>(25,736)</b>	<b>2.6%</b>	<b>Gain / (Loss) from Capital</b>	<b>113,614</b>	<b>400,000</b>	<b>(286,386)</b>	<b>-71.6%</b>
<b>\$632,862</b>	<b>\$333,790</b>	<b>\$299,071</b>	<b>89.6%</b>	<b>Overall Fund Balance Gain / (Loss)</b>	<b>\$3,129,111</b>	<b>\$2,028,036</b>	<b>\$1,101,075</b>	<b>54.3%</b>

**Charlotte Regional Visitors Authority**  
**Monthly Financial Report**  
**Period Ended December 31, 2018**

December					December YTD			
FY 2019	FY 2018	Variance	Variance %		FY 2019	FY 2018	Variance	Variance %
				<b><u>OPERATIONS</u></b>				
				<b><u>REVENUES</u></b>				
3,265,811	2,959,150	306,661	10.4%	Operating Revenues	16,717,940	16,147,949	569,991	3.5%
3,699,915	2,623,232	1,076,683	41.0%	External Operating Support	17,819,450	16,551,042	1,268,408	7.7%
<b>6,965,726</b>	<b>5,582,382</b>	<b>1,383,344</b>	<b>24.8%</b>	<b>TOTAL REVENUES</b>	<b>34,537,390</b>	<b>32,698,991</b>	<b>1,838,399</b>	<b>5.6%</b>
				<b><u>EXPENSES</u></b>				
				<b><u>MARKET</u></b>				
191,403	169,164	22,239	13.1%	Marketing - People	1,236,432	1,180,202	56,230	4.8%
440,206	483,538	(43,332)	-9.0%	Marketing - Program(s)	2,924,937	1,493,001	1,431,936	95.9%
346,676	314,979	31,697	10.1%	Sales - People	2,224,244	2,091,177	133,067	6.4%
148,008	357,019	(209,011)	-58.5%	Sales - Program(s)	1,446,499	2,394,303	(947,804)	-39.6%
				<b><u>MANAGE</u></b>				
102,815	90,061	12,754	14.2%	Human Resources - People	619,959	636,576	(16,617)	-2.6%
51,183	65,689	(14,506)	-22.1%	Human Resources - Program(s)	370,817	279,463	91,354	32.7%
304,828	216,014	88,814	41.1%	Business Support Services - People	1,907,055	1,556,729	350,326	22.5%
134,315	18,000	116,315	646.2%	Business Support Services - Program(s)	673,882	448,228	225,654	50.3%
				<b><u>MAXIMIZE</u></b>				
288,534	248,628	39,906	16.1%	NASCAR Hall of Fame - People	1,777,005	1,462,656	314,349	21.5%
133,228	145,493	(12,265)	-8.4%	NASCAR Hall of Fame - Program(s)	946,236	750,171	196,065	26.1%
1,197,033	1,072,207	124,826	11.6%	Venues - People	6,706,853	6,549,412	157,441	2.4%
1,993,902	1,982,427	11,475	0.6%	Venues - Program(s)	10,687,975	11,060,772	(372,797)	-3.4%
<b>5,332,129</b>	<b>5,163,219</b>	<b>168,910</b>	<b>3.3%</b>	<b>Total Operating Expenses</b>	<b>31,521,892</b>	<b>29,902,690</b>	<b>1,619,202</b>	<b>5.4%</b>
<b>1,633,597</b>	<b>419,163</b>	<b>1,214,434</b>	<b>289.7%</b>	<b>Gain / (Loss) from Operations</b>	<b>3,015,497</b>	<b>2,796,301</b>	<b>219,196</b>	<b>7.8%</b>
				<b><u>CAPITAL PROJECTS</u></b>				
<b>(726,578)</b>	<b>796,685</b>	<b>(1,523,263)</b>	<b>-191.2%</b>	<b>Capital Support/Reimbursement</b>	<b>2,494,071</b>	<b>2,813,935</b>	<b>(319,864)</b>	<b>-11.4%</b>
				<b>Capital Expense</b>				
40,189	157,595	(117,406)	-74.5%	Carryforward	458,608	1,040,307	(581,699)	-55.9%
233,968	990,902	(756,934)	-76.4%	Current Year	1,921,849	2,317,426	(395,577)	-17.1%
<b>274,157</b>	<b>1,148,497</b>	<b>(874,340)</b>	<b>-76.1%</b>	<b>Total Capital Expense</b>	<b>2,380,457</b>	<b>3,357,733</b>	<b>(977,275)</b>	<b>-29.1%</b>
<b>(1,000,735)</b>	<b>(351,812)</b>	<b>(648,923)</b>	<b>-184.5%</b>	<b>Gain / (Loss) from Capital</b>	<b>113,614</b>	<b>(543,798)</b>	<b>657,411</b>	<b>120.9%</b>
<b>\$632,862</b>	<b>\$67,351</b>	<b>\$565,511</b>	<b>839.6%</b>	<b>Overall Fund Balance Gain / (Loss)</b>	<b>\$3,129,111</b>	<b>\$2,252,504</b>	<b>\$876,608</b>	<b>38.9%</b>

**City of Charlotte**  
**CHARLOTTE REGIONAL VISITORS AUTHORITY**  
**BALANCE SHEET**  
**Comparisons to Previous Month and Previous Fiscal Year**  
**December 31, 2018**

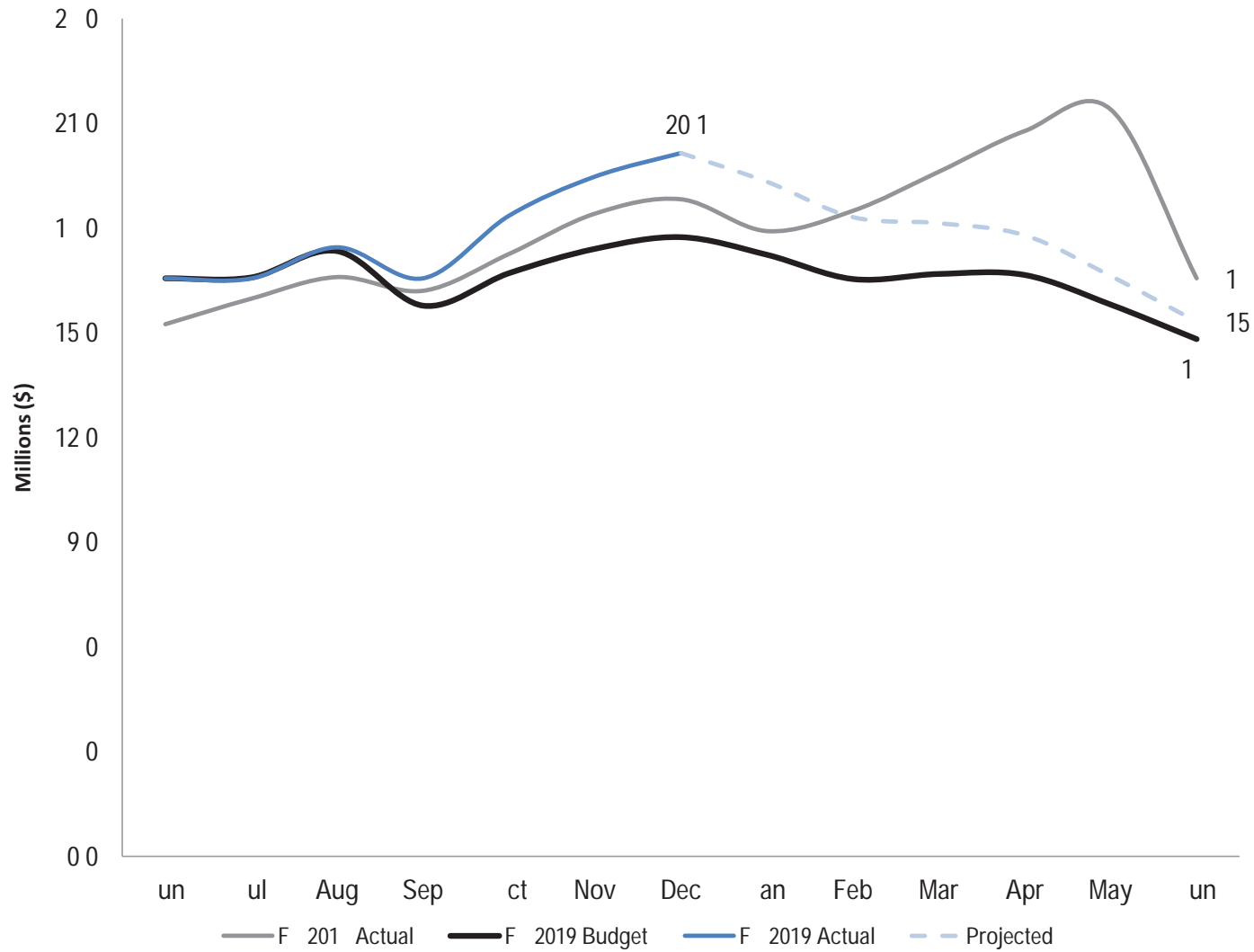
12/31/2018	11/30/2018	Increase (Decrease)	Assets	12/31/2018	12/31/2017	Increase (Decrease)
7,264,197	4,774,057	2,490,140	Operating Cash	7,264,197	7,946,973	(682,776)
2,928,778	2,928,778	-	Reserved Cash	2,928,778	3,047,415	(118,637)
3,573,424	2,906,963	666,460	Box Office Cash	3,573,424	2,276,146	1,297,277
230,825	230,825	-	Petty Cash/Change Funds	230,825	234,625	(3,800)
11,299,100	11,270,742	28,359	Invested Cash	11,299,100	13,877,367	(2,578,267)
12,318,291	12,725,251	(406,960)	Accounts Receivable	12,318,291	6,414,722	5,903,569
631,453	678,941	(47,489)	Merchandise Inventory	631,453	448,850	182,602
284,650	332,072	(47,422)	Prepaid Expenses	284,650	278,975	5,675
1,240,300	1,195,725	44,575	Deferred Expenses	1,240,300	1,060,028	180,272
59,258	59,258	-	Special Assets	59,258	59,258	-
-	-	-	Net Pension - Assets	-	-	-
3,359,018	3,359,018	-	Deferred Outflow - Assets	3,359,018	4,480,864	(1,121,846)
<b>\$ 43,189,294</b>	<b>\$ 40,461,631</b>	<b>\$ 2,727,663</b>	<b>Total Assets</b>	<b>\$ 43,189,294</b>	<b>\$ 40,125,223</b>	<b>\$ 3,064,070</b>

12/31/2018	11/30/2018	Increase (Decrease)	Liabilities and Proprietary Interest	12/31/2018	12/31/2017	Increase (Decrease)
6,108,151	5,011,367	1,096,785	Accounts Payable	6,108,151	6,646,262	(538,112)
1,986,409	1,876,069	110,340	Miscellaneous Reserves	1,986,409	1,841,013	145,395
3,572,794	2,906,363	666,431	Box Office Obligations	3,572,794	2,277,285	1,295,509
2,228,802	2,023,307	205,495	Facility Deposits	2,228,802	2,459,593	(230,791)
811,870	811,870	-	Vacation Time Payable	811,870	745,076	66,793
444,576	296,026	148,550	Wages Payable	444,576	349,972	94,604
288,673	372,221	(83,548)	Payroll Withholdings	288,673	103,410	185,263
195,123	126,590	68,533	Taxes Payable	195,123	142,432	52,691
2,798,404	2,798,404	-	Loans Payable	2,798,404	2,958,404	(160,000)
20,482,723	20,482,723	-	LT OPEB Payable	20,482,723	7,288,104	13,194,619
3,730,241	3,730,241	-	Net Pension - Liability	3,730,241	5,113,766	(1,383,525)
2,093,355	2,093,355	-	Deferred Inflows - Liability	2,093,355	179,192	1,914,163
(5,929,708)	(5,655,551)	(274,157)	Proprietary Interest	(5,929,708)	5,366,295	(11,296,002)
4,377,880	3,588,647	789,233	YTD Operating Surplus	4,377,880	4,654,418	(276,538)
<b>\$ 43,189,294</b>	<b>\$ 40,461,631</b>	<b>\$ 2,727,663</b>	<b>Total Liabilities and Proprietary Interest</b>	<b>\$ 43,189,294</b>	<b>\$ 40,125,223</b>	<b>\$ 3,064,070</b>

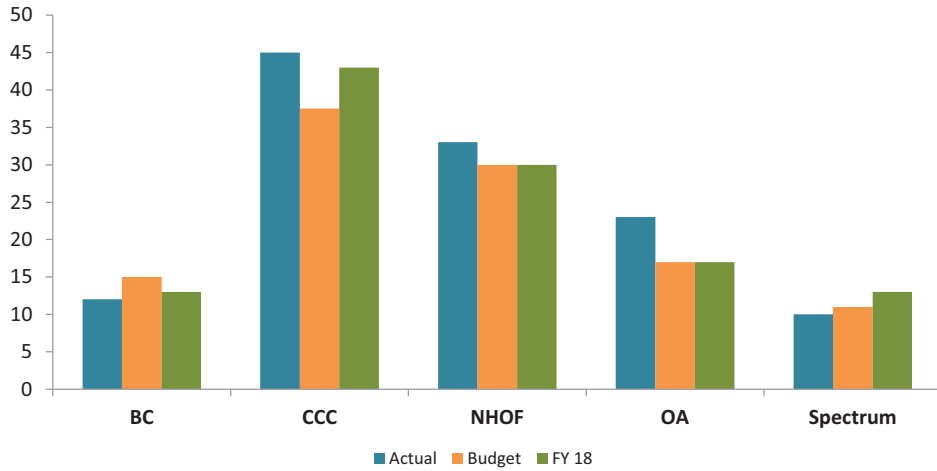
**Fiscal 2019 Fund Balance Projection  
As of December 31, 2018**

Audited Fund Balance 6/30/18	\$	(3,549,264)	
<b>Adjustments:</b>			
Ovens Loan Payable to the City - Long Term		2,638,404	
Compensated Absences - Long Term		811,870	
GASB 75 Post-Employment Benefit Obligation		22,068,084	
GASB 68 Pension Obligation		879,217	
Tourism Marketing Reserve		(4,000,000)	
Capital Funding Carryover		(2,288,635)	
		<hr/>	
<b>"Working" Fund Balance 6/30/2018</b>	<b>\$</b>	<b>16,559,676</b>	
Add: Total Revenues July - December 2018		37,031,461	
Less: Total Expenses July - December 2018		(33,902,349)	
Add Back: Capital Funding Carryover Spending		458,608	
		<hr/>	
<b>= Fund Balance December 31, 2018</b>	<b>\$</b>		<b>20,147,396</b>
<b>Adjustments:</b>			
Add: FY19 Budgeted/Projected Revenues: January - June 2019			38,376,871
Less: FY19 Budgeted/Projected Expenses: January - June 2019			(43,034,993)
Less: Capital Funds Received for FY19 But Not Spent as of December 31, 2018			(172,222)
<b>= Projected Fund Balance June 30, 2019</b>	<b>\$</b>		<b>15,317,052</b>
			<hr/> <hr/>

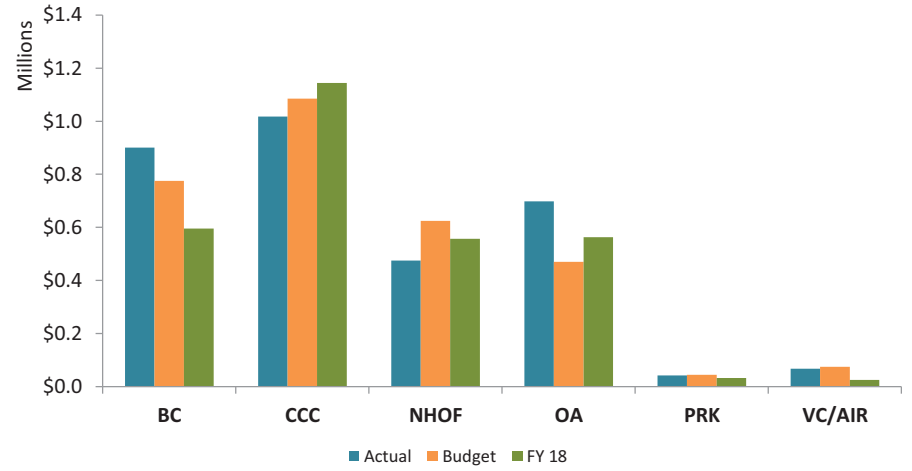
**Charlotte Regional Visitors Authority  
Fiscal 2019 Fund Balance Projection Graph  
As of December 31, 2018**



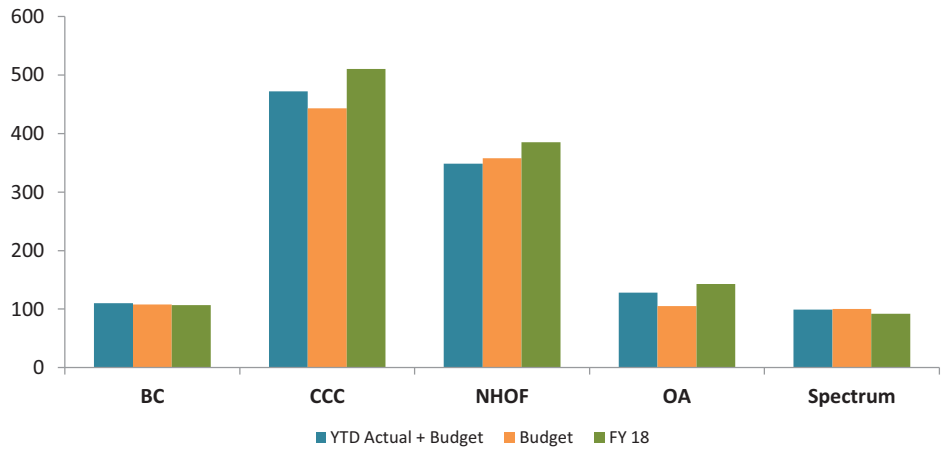
**Event Volume by Facility - December**



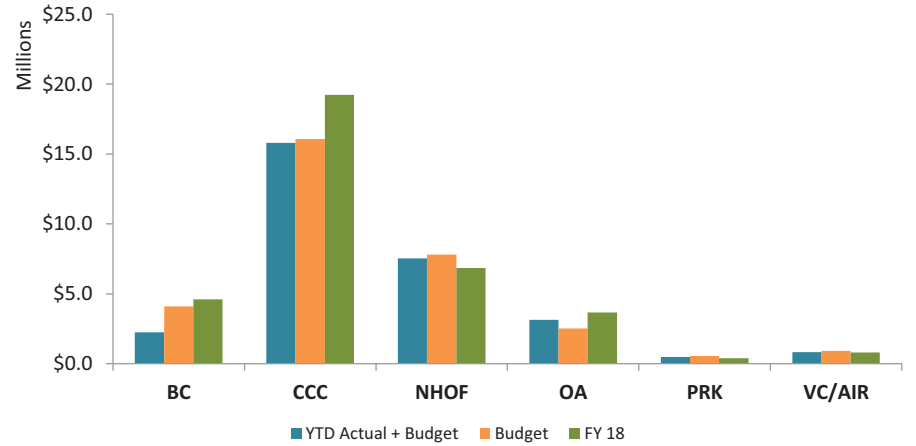
**Operating Revenues by Facility - December**



**Event Volume by Facility - Full Year Projection**



**Operating Revenues by Facility - Full Year Projection**



## Venue Event Volume Report

Facility		December 2018			Fiscal Year-to-Date			Jan. 2019 - Preview		
		Actual	Budget	Prior Year	Actual	Budget	Prior Year	Actual	Budget	Prior Year
<b>Ovens Auditorium</b>	Concerts / Comedy	6	3	4	30	15	24	1	1	1
	School / Recitals / Family	6	3	2	13	6	5	0	0	0
	Plays / Fine Arts	3	1	3	3	4	5	0	1	0
	Religious	0	0	0	0	0	1	0	0	0
	Broadway	8	8	8	8	8	16	0	0	8
	Miscellaneous	0	2	0	10	8	5	1	1	3
	<b>Totals</b>	<b>23</b>	<b>17</b>	<b>17</b>	<b>64</b>	<b>41</b>	<b>56</b>	<b>2</b>	<b>3</b>	<b>12</b>
<b>Bojangles' Coliseum</b>	Graduations	0	0	0	2	2	2	2	1	0
	Concerts/Comedy	2	3	2	6	5	3	0	1	0
	Charlotte Checkers	6	8	8	14	18	16	6	6	6
	Other Sports	3	2	2	4	4	3	0	0	0
	Family Shows	0	0	0	4	0	0	0	0	1
	Religious	1	0	1	1	0	4	0	0	0
	Miscellaneous	0	2	0	4	4	6	0	0	0
<b>Totals</b>	<b>12</b>	<b>15</b>	<b>13</b>	<b>35</b>	<b>33</b>	<b>34</b>	<b>8</b>	<b>8</b>	<b>7</b>	
<b>Charlotte Convention Center</b>	Conventions/Tradeshows	0	0	1	16	16	18	0	0	4
	Assemblies	4	0	3	8	3	5	4	3	2
	Consumer Shows	2	0	0	9	7	8	4	4	3
	Local Events	39	38	39	229	208	199	46	28	23
	<b>Totals</b>	<b>45</b>	<b>38</b>	<b>43</b>	<b>262</b>	<b>234</b>	<b>230</b>	<b>54</b>	<b>35</b>	<b>32</b>
<b>NASCAR Hall of Fame</b>	Events	33	30	30	173	182	197	34	32	41
	<b>Totals</b>	<b>33</b>	<b>30</b>	<b>30</b>	<b>173</b>	<b>182</b>	<b>197</b>	<b>34</b>	<b>32</b>	<b>41</b>
<b>Spectrum Center</b>	Charlotte Hornets	9	10	10	23	24	22	4	8	8
	Concerts	1	1	2	7	11	14	4	3	2
	Other Sports	0	0	1	1	1	3	3	3	3
	Family Shows	0	0	0	15	15	8	6	1	0
	Conferences	0	0	0	4	0	0	0	0	0
	Graduations	0	0	0	1	1	1	0	0	0
	<b>Totals</b>	<b>10</b>	<b>11</b>	<b>13</b>	<b>51</b>	<b>52</b>	<b>48</b>	<b>17</b>	<b>15</b>	<b>13</b>

December 2018

**MONTHLY BAROMETER**

# CHARLOTTE

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## EXECUTIVE SUMMARY

October was an incredible month for hotel performance in Charlotte. After seeing several months in 2018 decline due to the new hotel inventory, October had more rooms sold than any month in Mecklenburg County history. With 656,942 rooms sold, October beat out the previous record holder, March 2017, by 40,000 rooms—essentially two entire extra nights. The average daily rate (ADR) for the month was \$123.08, the highest recorded ADR since September 2012 when Charlotte hosted the Democratic National Convention.

Amazingly, it didn't require a once-in-four-years national event to produce the type of performance seen in October. Without a single event to headline the month, good steady group business staggered throughout the month helped to boost demand in the market. Group occupancy was up 18.4 percent over 2017 in Mecklenburg County, and up 5.3 percent in uptown over what is always the strongest group month of the year.

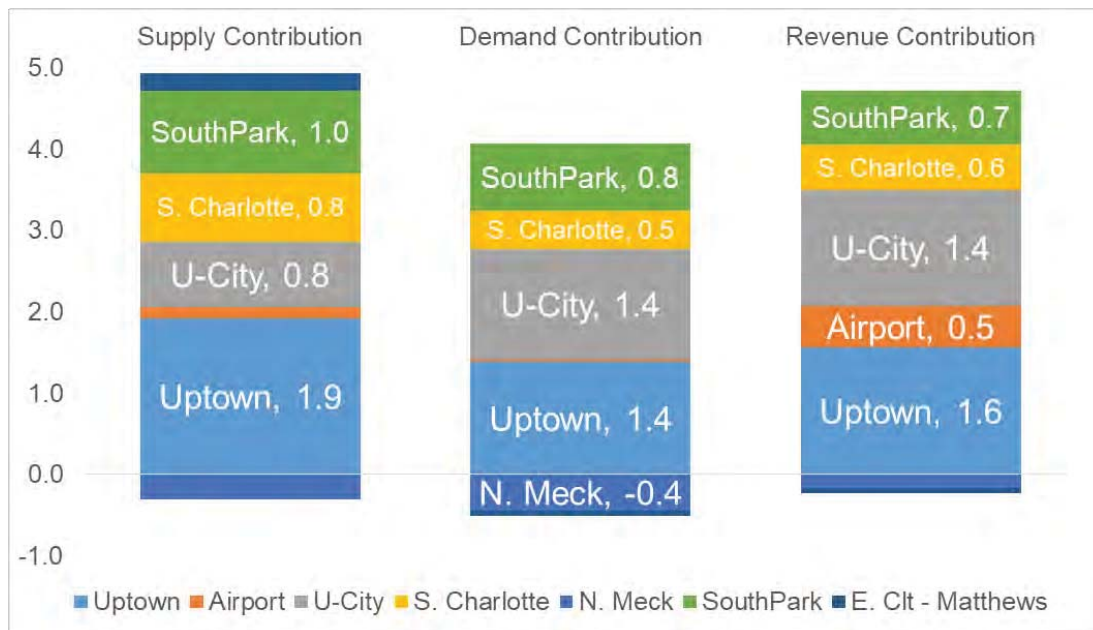
In addition to steady group business, leisure transient demand continued a strong trend of growth in October. Thursday night occupancy was up 10.1 percent, Friday was up 3.4 percent and Saturday nights were up 9.5 percent over last year. The leisure transient growth occurs over a historically needed period for Charlotte hotels. Weekend occupancy is up 3.8 percent in uptown, while overall weekend demand is up more than 10 percent.

Source: STR, CRVA Research



## HIGHLIGHTS

### Uptown Charlotte and University City Area Headline Area Hotel Performance in 2018



Submarket	Inventory Share	Supply Growth	Demand Growth	Revenue Growth
Uptown	22.3	8.6	6.2	7.0
Airport	34.1	0.4	0.1	1.5
U-City	15.2	5.3	8.9	9.4
S. Charlotte	10.1	8.4	4.7	5.5
N. Meck	6.0	-5.1	-7.4	-2.7
SouthPark	5.9	17.2	14.1	11.2
E. Clt - Matthews	6.5	3.3	-1.0	-1.1

Through October, the Charlotte market has grown demand by just over 3 percent, while supply has grown by 4 percent and overall revenue by 4.6 percent. The chart above shows the submarkets where that growth has come from in 2018, while the table provides the year-over-year change for each submarket's performance.

Uptown Charlotte currently represents just over one in five hotel rooms available in Mecklenburg County, and grew by 8.6 percent in 2018. That growth represents nearly half of all supply growth in the market this year. To fill the additional rooms, demand in the submarket grew by 6.2 percent, also making up nearly half of all demand growth for the year.

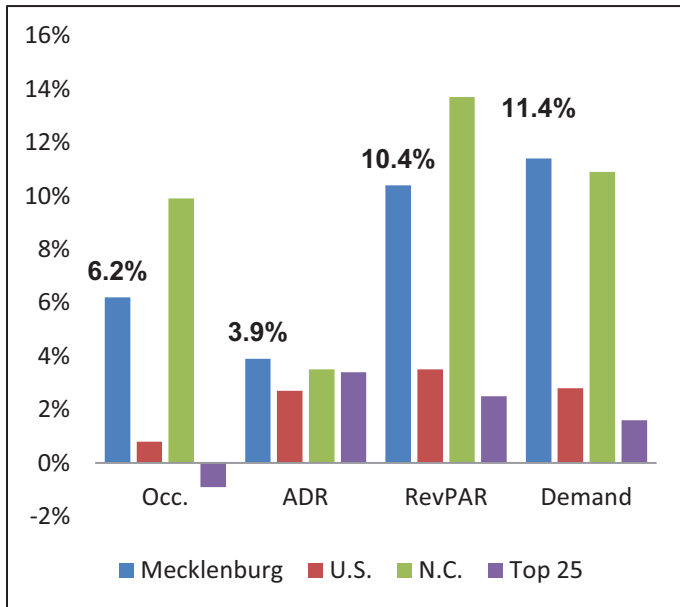
The University City area is the only submarket to grow demand faster than supply in 2018. University area hotels grew occupancy by adding 8.9 percent new demand, while seeing their inventory grow by just 5.3 percent. The University area contributed to nearly half of all new demand in the market and nearly one third of all new hotel revenue. 2018 has been an impressive year in the University Area, as historically this is a submarket that is one of the first to lose demand as overall inventory grows and demand slows.

North Mecklenburg hotels have been challenged as the market sees overall inventory growth. North Mecklenburg hotels saw occupancy continue to decline despite having a supply reduction. Demand was displaced elsewhere in the market, showing a reduction of demand of 7.4 percent. Continued overall growth will require the ability to fill new rooms in Uptown and other submarkets, to create compression for the rest of Mecklenburg County. Otherwise, we'll see new inventory continue to cannibalize existing demand.

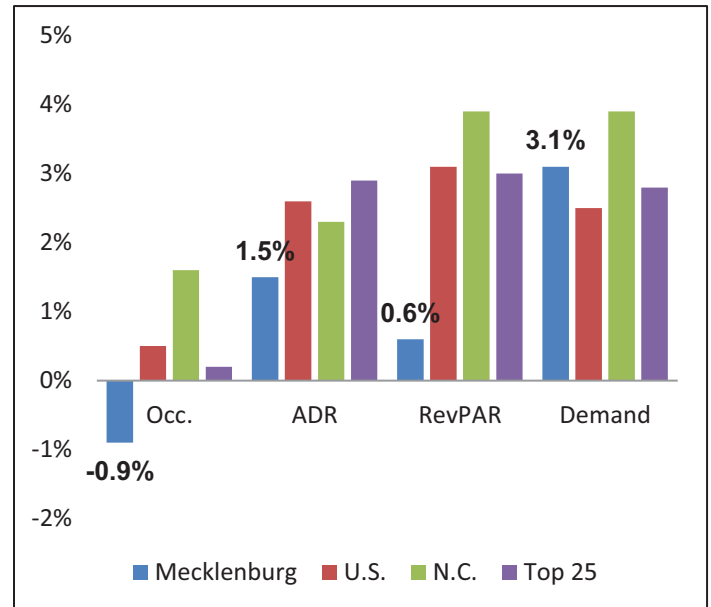
Source: STR, CRVA Research

# HOTEL PERFORMANCE

**October 2018 – October 2017  
Percentage Change**



**Calendar Year 2018  
Percentage Change**



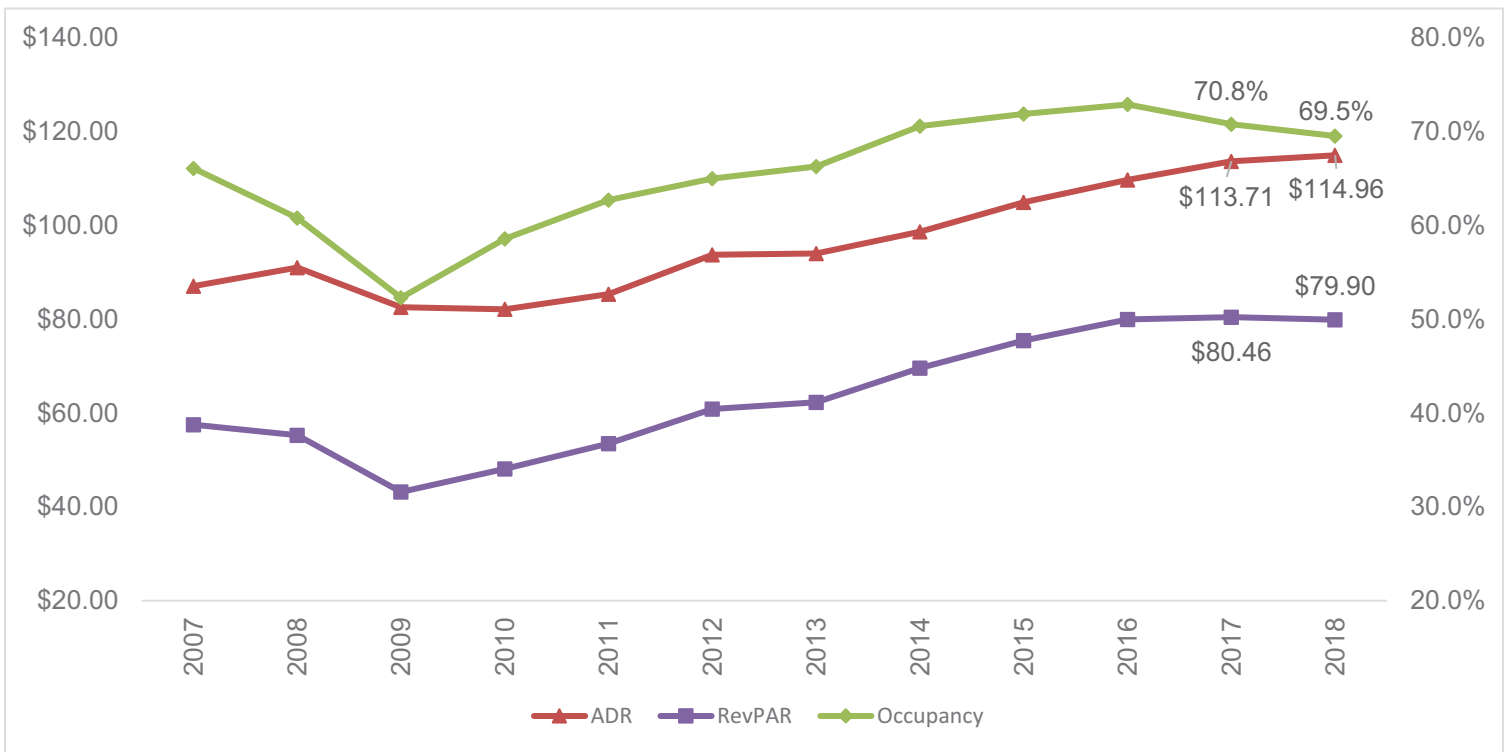
Source: STR

## Detailed Hotel Performance

		October 2018			2018 Year-to-Date		
		Occ. (%)	ADR (\$)	RevPAR (\$)	Occ. (%)	ADR (\$)	RevPAR (\$)
<b>Mecklenburg</b>	2018	77.9	123.08	95.90	71.7	116.29	83.42
	2017	73.4	118.43	86.91	72.4	114.55	82.91
<b>N.C.</b>	2018	74.9	115.23	86.27	66.0	105.74	69.75
	2017	68.1	111.38	75.88	64.9	103.38	67.12
<b>U.S.</b>	2018	69.9	133.81	93.55	67.9	130.75	88.78
	2017	69.4	130.33	90.42	67.5	127.49	86.11
<b>Top 25</b>	2018	76.9	169.84	130.57	75.1	158.69	119.16
	2017	77.6	164.18	127.39	75.0	154.28	115.66

# HOTEL FORECAST

## Mecklenburg County Year-end Projection



## 6-Month Committed Room Nights Outlook

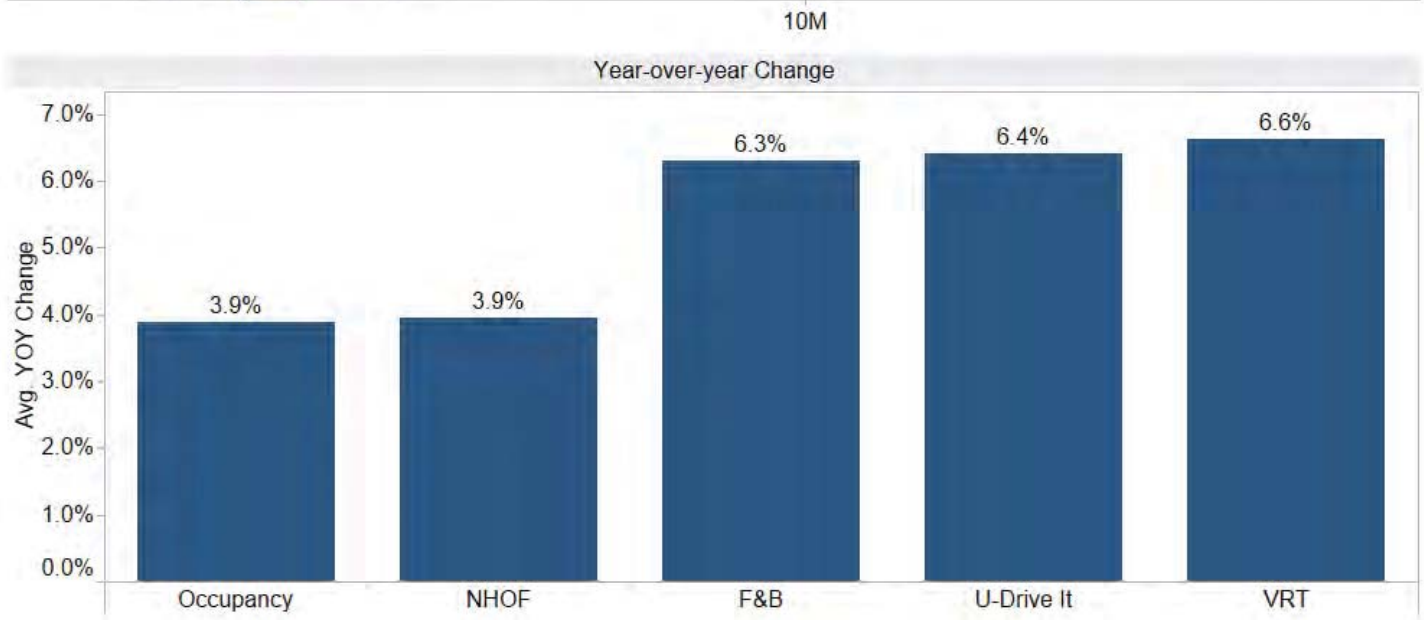
Occupancy Outlook								
Date			Committed Occupancy	Total YOY Change	Transient YOY Change	Business YOY Change	Leisure YOY Change	Group YOY Change
2018	Q4	Dec	40.3%	2.2%	-0.3%	-3.2%	0.0%	10.4%
2019	Q1	Jan	18.0%	-20.2%	-17.0%	-19.6%	-12.2%	-21.4%
		Feb	24.4%	43.9%	42.4%	-3.2%	59.3%	44.3%
		Mar	17.1%	14.1%	7.7%	6.1%	9.6%	15.9%
	Q2	Apr	9.3%	-38.5%	-28.8%	-25.1%	-19.5%	-39.6%
		May	10.5%	-0.5%	-19.0%	-14.5%	-10.5%	2.7%

ADR Outlook							
Date			Total YOY Change	Transient YOY Change	Business YOY Change	Leisure YOY Change	Group YOY Change
2018	Q4	Dec	1.5%	1.1%	0.2%	3.2%	5.6%
2019	Q1	Jan	-4.3%	-5.6%	-6.5%	-0.7%	-0.2%
		Feb	9.9%	4.6%	3.2%	7.1%	30.8%
		Mar	9.2%	7.4%	2.6%	8.1%	16.0%
	Q2	Apr	-2.6%	-1.1%	2.4%	-4.3%	1.7%
		May	5.6%	6.9%	6.3%	8.1%	7.4%

Source: TravelClick, Destination Insights, December 7, 2018

# HOSPITALITY TAX REVENUES

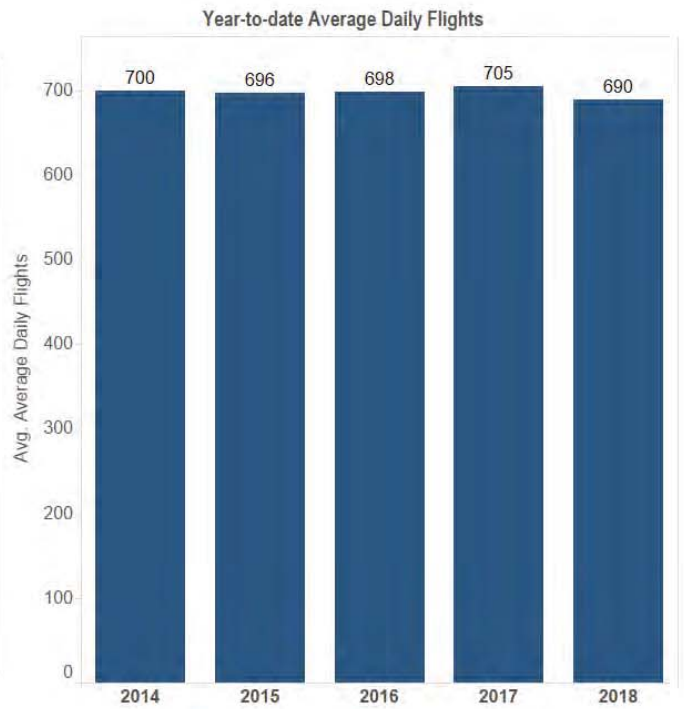
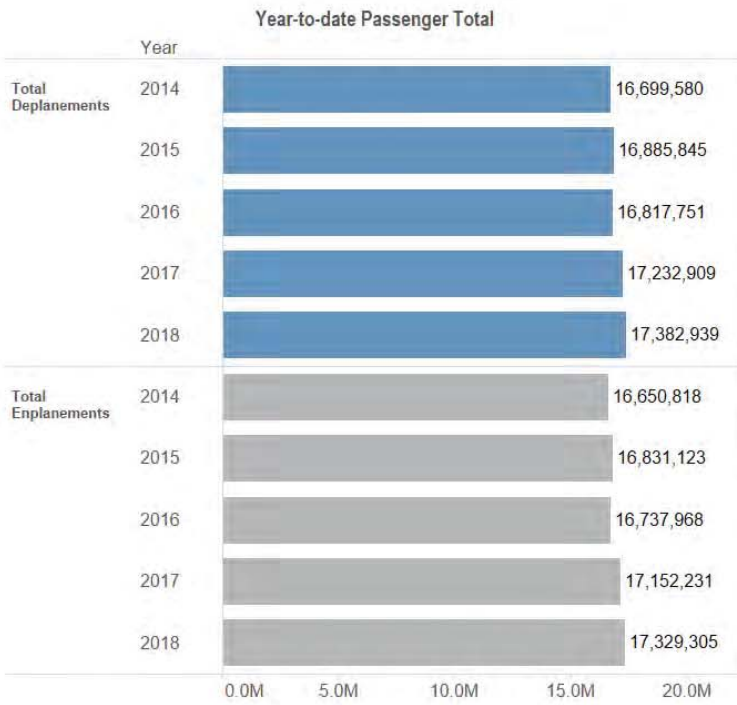
## Fiscal Year to Date 2019 (July – October 2018)



Source: Mecklenburg County Tax Office

# AIRPORT ACTIVITY

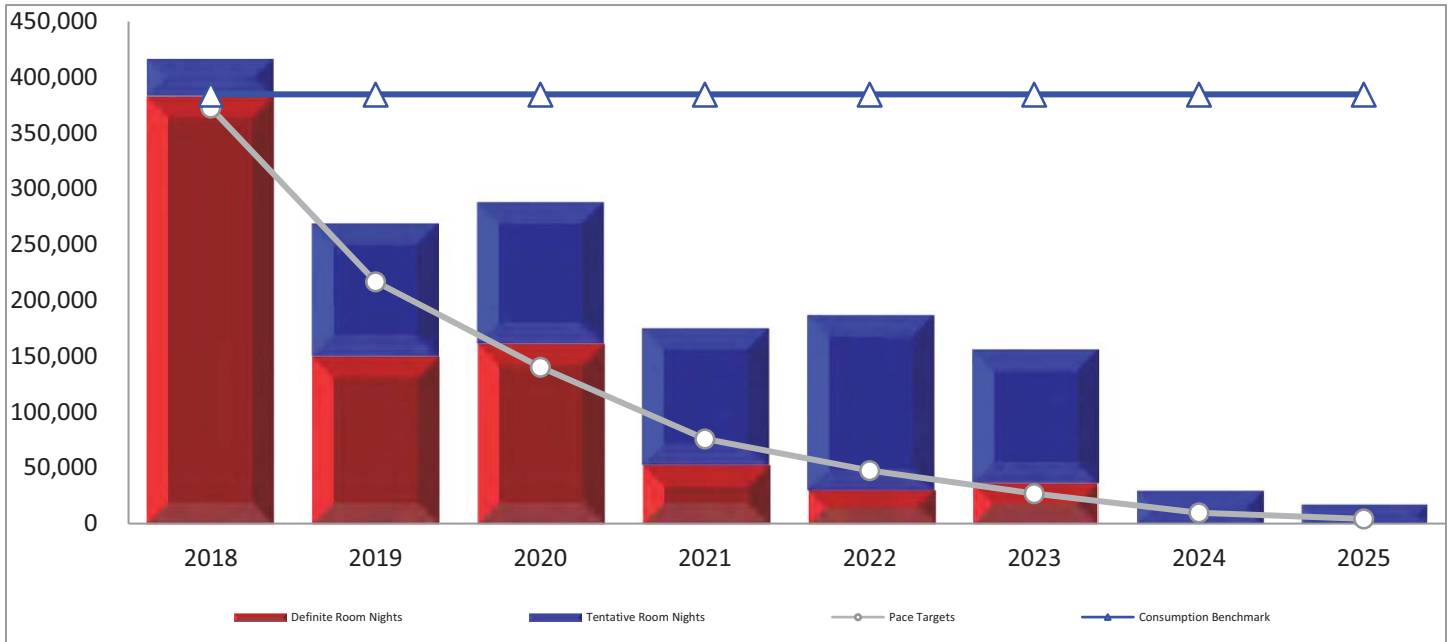
## September 2018 – Calendar Year



Source: Charlotte Douglas International Airport

# GROUP BOOKINGS

## Eight-year Pace Report - Trends Analysis Projections, LLC September 2018



Room Night Pace									
	2018	2019	2020	2021	2022	2023	2024	2025	Total
<b>Charlotte Definite Room Nights</b>	382,559	150,689	162,106	53,262	30,669	36,960	0	0	<b>816,245</b>
<b>Pace Target</b>	372,465	216,747	140,251	75,944	47,691	26,883	9,677	4,219	<b>893,877</b>
<b>Pace %</b>	103%	70%	116%	70%	64%	137%	0%	0%	<b>91%</b>
<b>Tentative Room Nights</b>	33,356	118,478	126,049	122,582	156,882	119,877	30,146	17,804	<b>725,174</b>
<b>Consumption Benchmark</b>	384,719	384,719	384,719	384,719	384,719	384,719	384,719	384,719	<b>3,077,752</b>
<b>Peer Set 1 Pace %</b>	103%	106%	102%	90%	79%	99%	75%	86%	<b>99%</b>
<b>Share of Demand</b>	10%	9%	9%	9%	8%	10%	9%	5%	<b>9%</b>
<b>Share of Definite</b>	11%	6%	8%	4%	4%	6%	0%	0%	<b>7%</b>
<b>Peer Set 2 Pace %</b>	99%	94%	93%	88%	95%	84%	90%	73%	<b>92%</b>
<b>Share of Demand</b>	5%	4%	4%	3%	2%	2%	1%	1%	<b>3%</b>
<b>Share of Definite</b>	5%	2%	3%	1%	1%	1%	0%	0%	<b>2%</b>

Event Pace									
	2018	2019	2020	2021	2022	2023	2024	2025	Total
<b>Charlotte Definite Events</b>	423	128	29	14	4	3	0	0	<b>601</b>
<b>Pace Target</b>	429	127	41	16	10	2	0	0	<b>625</b>
<b>Pace %</b>	99%	101%	71%	88%	40%	150%	0%	0%	<b>96%</b>
<b>Tentative Events</b>	28	175	96	48	31	19	4	4	<b>405</b>
<b>Consumption Benchmark</b>	453	453	453	453	453	453	453	453	<b>3,624</b>
<b>Peer Set 1 Pace %</b>	110%	109%	93%	82%	76%	92%	76%	85%	<b>105%</b>
<b>Share of Demand</b>	10%	10%	9%	11%	9%	9%	8%	6%	<b>10%</b>
<b>Share of Definite</b>	110	62	91	45	52	66	0	0	<b>78</b>
<b>Peer Set 2 Pace %</b>	105%	96%	83%	72%	68%	65%	68%	59%	<b>94%</b>
<b>Share of Demand</b>	9%	9%	7%	7%	6%	4%	3%	2%	<b>8%</b>
<b>Share of Definite</b>	8%	6%	3%	3%	1%	2%	0%	0%	<b>6%</b>

Peer Set 1 Data includes: Austin, Baltimore, Louisville, Nashville and Tampa Bay

Peer Set 2 Data Includes: Atlanta, Indianapolis, New Orleans, Orlando, Philadelphia and Washington, D.C.

**Consumption Benchmark:** 36-month rolling average. Current Consumption Benchmark includes the average 12-month consumption from August 2015 through September 2018.

**Pace Target:** Consumption amount that is currently required in order to achieve the Consumption Benchmark total for a given year. It is derived from a formula that uses five-year historical data and an eight-year forecast. Different-sized groups will book at different times, and these factors are included in the Pace Target formula.

# SALES SUMMARY

## Visit Charlotte Sales Activities Report

November 2018

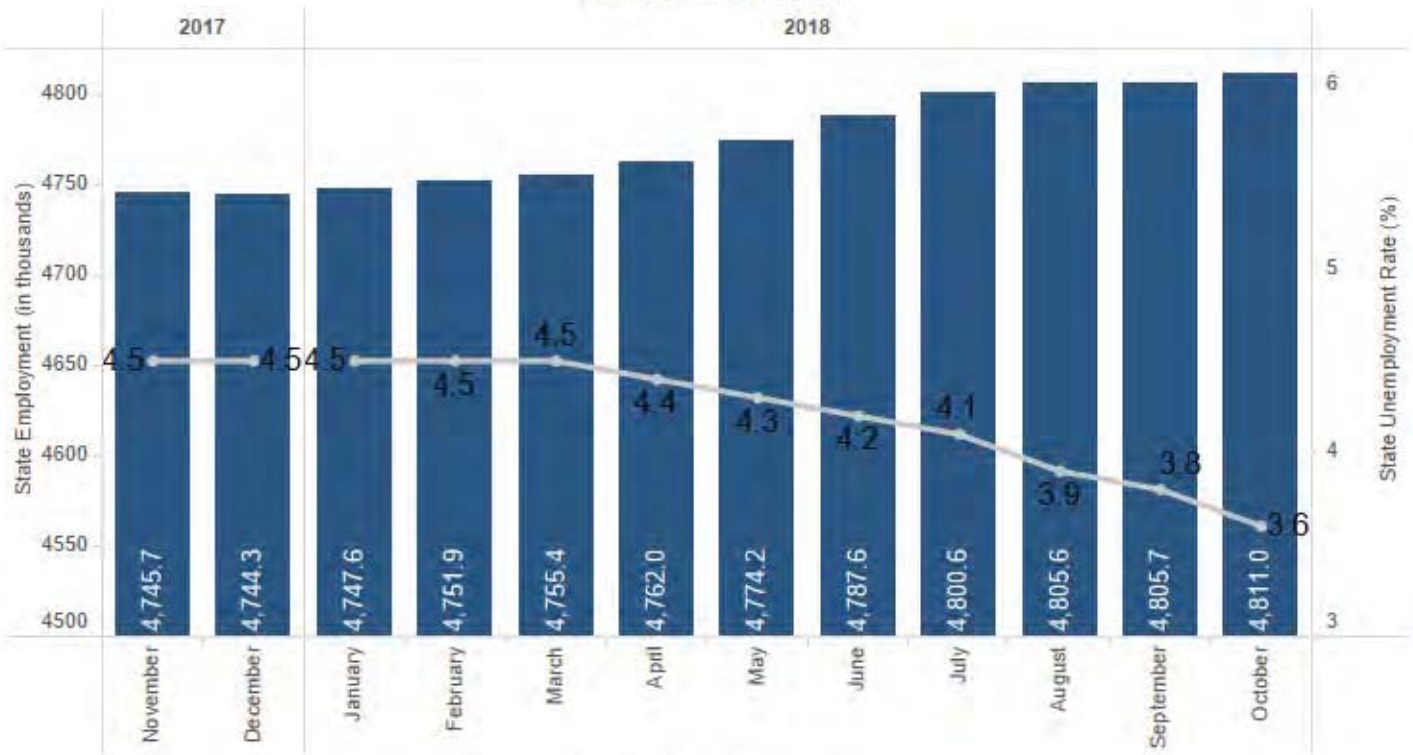
Visit Charlotte Definite Bookings Production				
	Month of Nov. 2018	Change from Nov. 2017 (%)	FY19 Year-to-Date	Year-to-Date Change from FY18 (%)
<b>Total Room Night Production</b>	9,769	-76.0	191,736	49.1
<b>Number of Definite Bookings</b>	36	16.1	191	15.8
<b>Average Size of Definite Bookings</b>	271	-79.3	1,004	28.8
<b>Total Attendance</b>	14,348	-72.2	265,299	-35.6

Visit Charlotte Lead Bookings Production				
	Month of Nov. 2018	Change from Nov. 2017 (%)	FY19 Year-to-Date	Year-to-Date Change from FY18 (%)
<b>Total Room Night Production</b>	175,396	41.4	765,801	17.1
<b>Number of Lead Bookings</b>	129	13.2	664	20.7
<b>Average Size of Lead Bookings</b>	1,360	24.9	1,153	-3.0

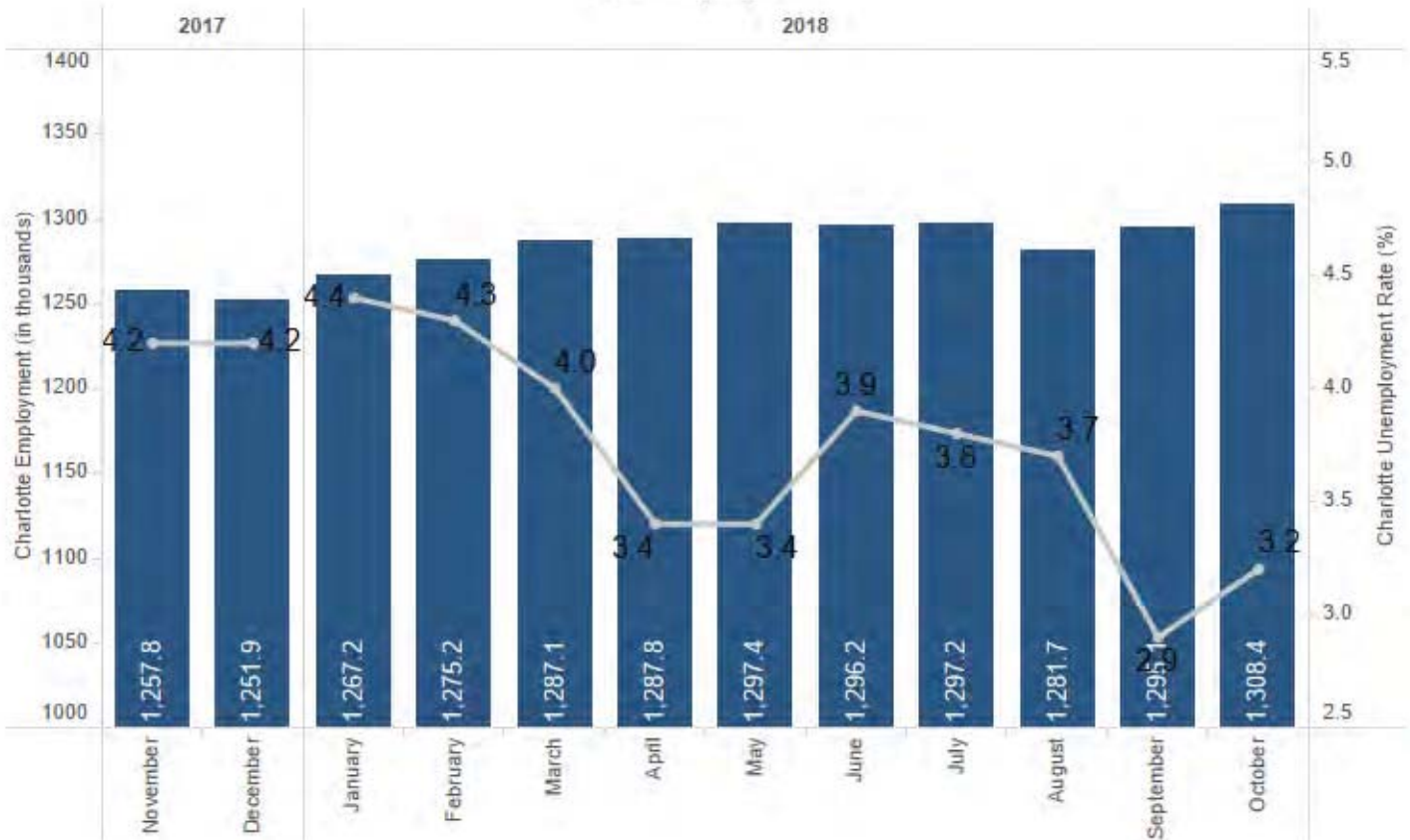


# TRAVEL INDICATORS

## State Employment



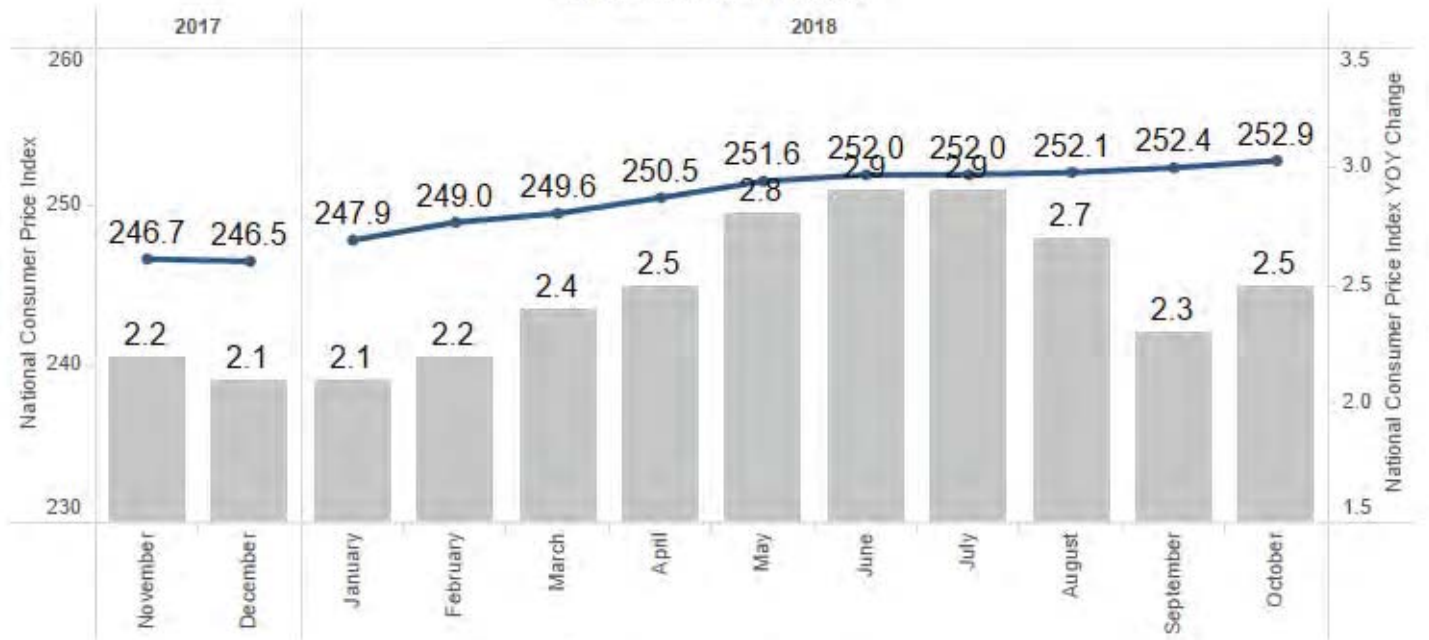
## Local Employment



### National Employment Growth



### Consumer Price Index



### Consumer Sentiment



January 2019

**MONTHLY BAROMETER**

# CHARLOTTE

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## EXECUTIVE SUMMARY

November 2018 performed well enough to keep Charlotte on track to finish the year with positive RevPAR growth. Early results for December appear to do the same, meaning we'll likely get a ninth consecutive year of hotel performance growth. Occupancy will likely end the year down just under 1 percentage point, with demand growing by slightly more than 3 percent and supply growing at just over 4 percent. Rate growth was positive, but lower in 2018 at just 1.4 percent, balancing out RevPAR with a growth rate of just under 1 percent.

The 2019 performance will depend largely on three factors: supply growth, impact of the NBA All-Star Game and the expansion of the Charlotte Convention Center.

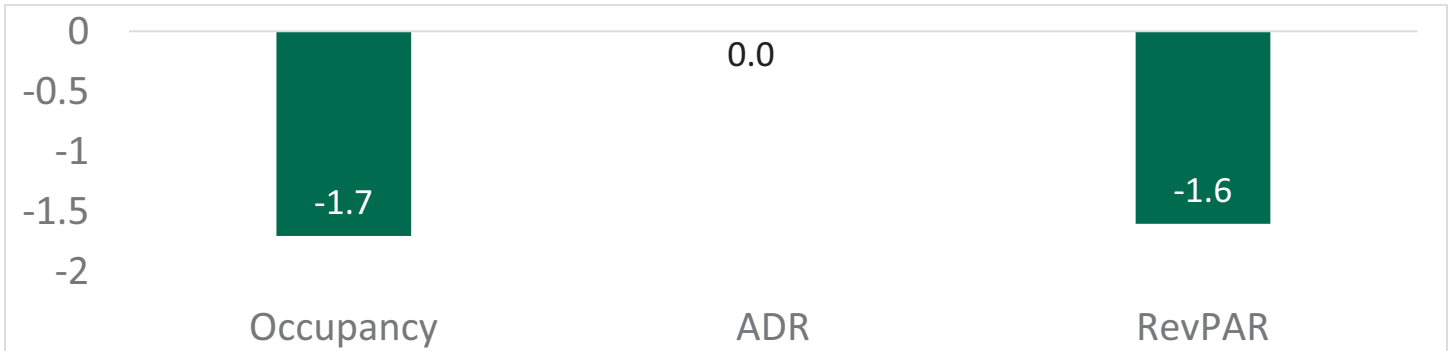
Projections for group business are down for 2019, so the market will depend on the rebound of business transient demand and the continued growth of weekend leisure.

The consumer outlook for the economy is still positive, despite the negative headlines surrounding the federal government shutdown, tariff negotiations and rising interest rates. Charlotte and the state of North Carolina continue to see an economy grow at a faster pace than the national economy, the employment situation looks good, and the unemployment rate could dip to 3 percent across the entire state, while dipping into the mid 2 percent range in Charlotte. The surrounding drive markets in the Carolinas, Virginia, Georgia and Tennessee also continue to see population growth and favorable employment statistics drive consumer spending. Charlotte will need to continue to gain share of leisure spending if it hopes to backfill the void left by convention-related group demand.

Source: STR, CRVA Research

## HIGHLIGHTS

### Outlook for 2019 is Mixed for Charlotte-area Hotels



There are essentially three factors that will determine the Charlotte hotel market's performance in 2019: new supply, the impact of the 2019 NBA All-Star Game and backfilling convention business over the second half of the year.

There are currently 2,614 hotel rooms under construction in Mecklenburg County, representing nearly 10 percent of the market's supply. From 2002 to 2016 Mecklenburg County saw supply growth average less than 1 percent annually, but the last two years have seen growth of more than 4 percent each year. While it is likely that just under half of the projects currently under construction will open in 2019, it will be the third consecutive year of 4 percent or higher supply growth. The major difference for 2019 is the location of the projects under construction. While the Uptown submarket has five hotels under construction with more than 1,250 rooms, if there is any new supply in 2019, it is likely to be less than 200 new rooms and come at the very end of the year. South Charlotte, however, has seven properties under construction with nearly 750 rooms to be delivered before the end of the year. When and where these projects open will have the greatest impact on the occupancy figure in the graph above.

Mecklenburg County hotel revenue totaled just over \$58 million in February 2018, with just over \$7.3 million of that coming in the four days from Thursday, Feb. 15 through Sunday, Feb. 18. Over that same timeframe in 2019, Charlotte will host the 2019 NBA All-Star Game, and the expected performance will carry enormous weight for all of 2019. We don't have to go back too far in our history to determine the annual impact of a single event. In 2012, the Democratic National Convention represented more than one in five new rooms sold for the entire year, individually contributing 1 percent to the annual demand growth total. The four days of the 2012 DNC represented 12 percent of all annual revenue growth, and individually added 2 percent to the annual figure. Similarly, the 2019 NBA All-Star Game is likely to exceed 250 percent growth over those four days in February, causing 30 percent growth in monthly revenue and single-handedly adding 2.3 percent in revenue growth to the entire year. While the other factors may contribute negatively to the 2019 performance, this event provides a much-needed boost for Charlotte-area hotels.

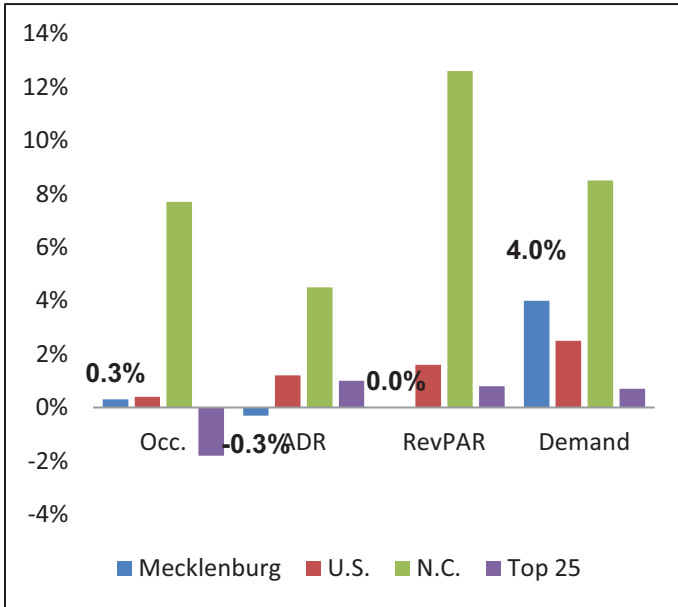
The Charlotte Convention Center will begin construction on an expansion project in May 2019, which will last through December 2020, causing the convention group pace to decline by 75 percent over the final seven months of 2019. There have been just under 1.4 million hotel rooms sold in Uptown Charlotte over the past 12 months, one third of which are group-related room nights. Convention Center-related group business has traditionally accounted for as much as half of the group demand in Uptown, essentially accounting for 17 percent of all demand in Uptown. This means that Uptown hotels could be looking to replace as much as 12 percent of total demand over the final seven months of the year. Many efforts are underway to backfill this gap with shorter-term, non-convention-related group business, and we're still seeing signs that weekend, leisure-related demand is continuing to pick up. However, business transient demand declined in 2018, so the overall Charlotte market will be impacted if the Uptown submarket can't overcome this recent trend.

The CBRE Hotels forecast for 2019 shows that Charlotte demand will continue to grow, but occupancy will decline for the third consecutive year. Also, the forecast calls for flat rates for the first time since the Recession, and the likely decline of RevPAR. The accuracy of this forecast will depend on the weight of influence each of the three impacts described above will have on the overall market, and the performance of 2019 will depend on how those factors play out.

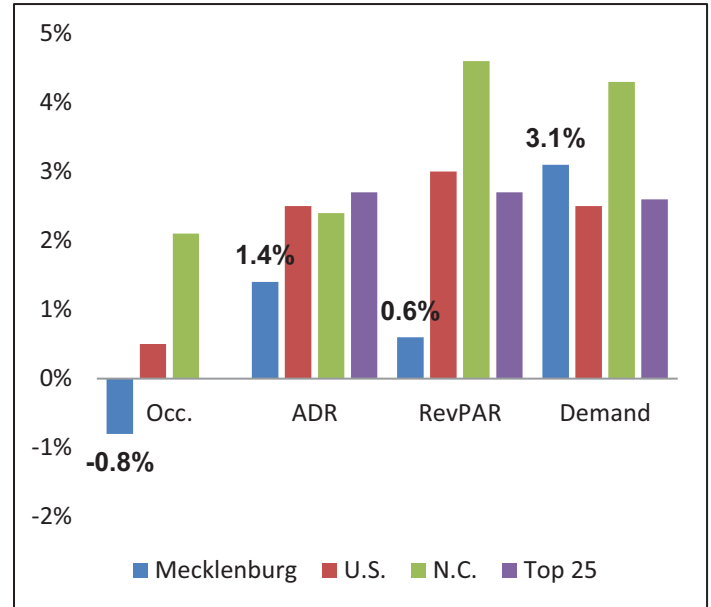
Source: CBRE Hotels, CRVA Research

# HOTEL PERFORMANCE

**November 2018 – November 2017  
Percentage Change**



**Calendar Year 2018  
Percentage Change**



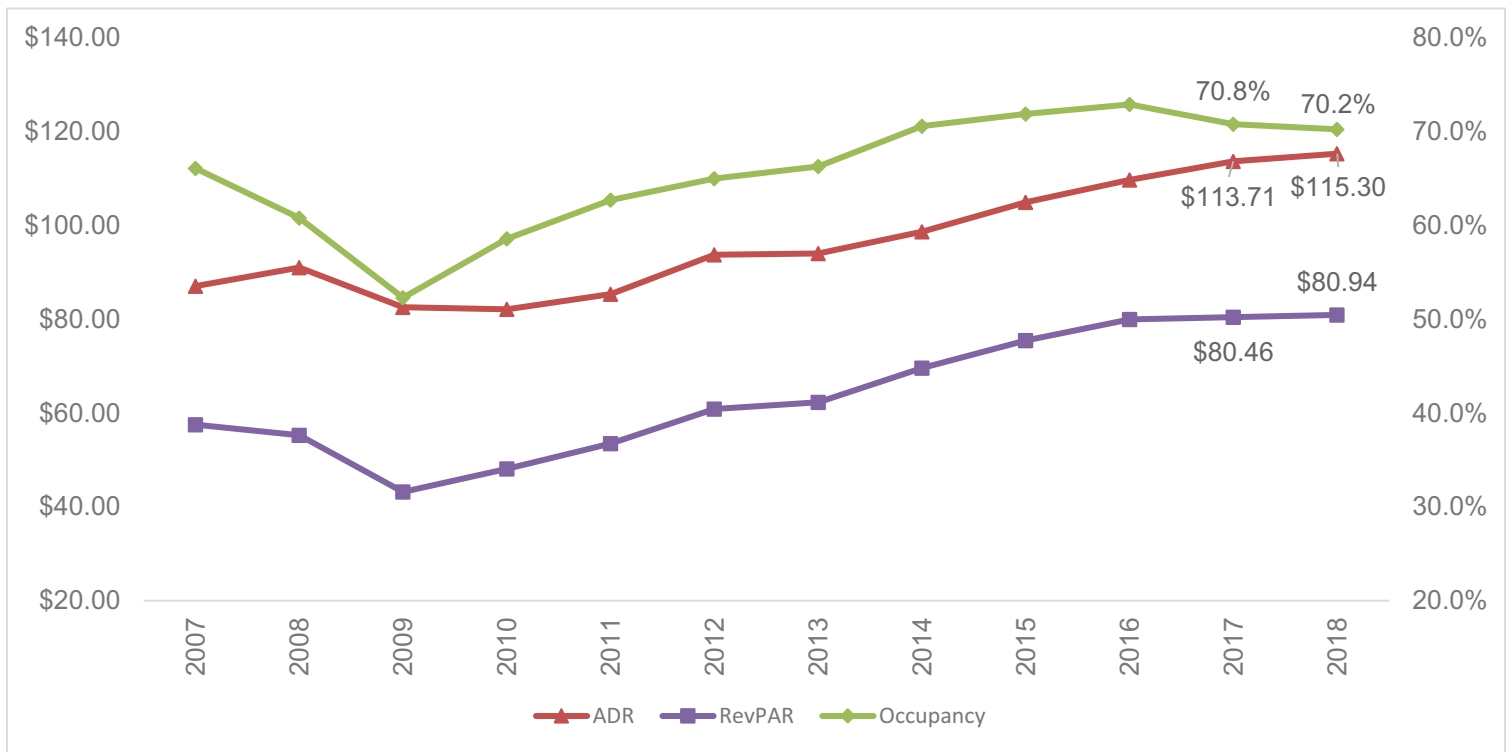
Source: STR

## Detailed Hotel Performance

		November 2018			2018 Year-to-Date		
		Occ. (%)	ADR (\$)	RevPAR (\$)	Occ. (%)	ADR (\$)	RevPAR (\$)
<b>Mecklenburg</b>	2018	66.9	113.76	76.13	71.3	116.11	82.77
	2017	66.7	114.11	76.13	71.9	114.52	82.28
<b>N.C.</b>	2018	64.9	105.64	68.61	65.9	105.71	69.64
	2017	60.3	101.08	60.92	64.5	103.19	66.56
<b>U.S.</b>	2018	61.7	124.22	76.69	67.3	130.23	87.71
	2017	61.5	122.79	75.48	67.0	127.11	85.17
<b>Top 25</b>	2018	69.7	154.79	107.89	74.6	158.36	118.13
	2017	71.0	153.24	108.80	74.6	154.20	115.04

# HOTEL FORECAST

## Mecklenburg County Year-end Projection



## 6-Month Committed Room Nights Outlook

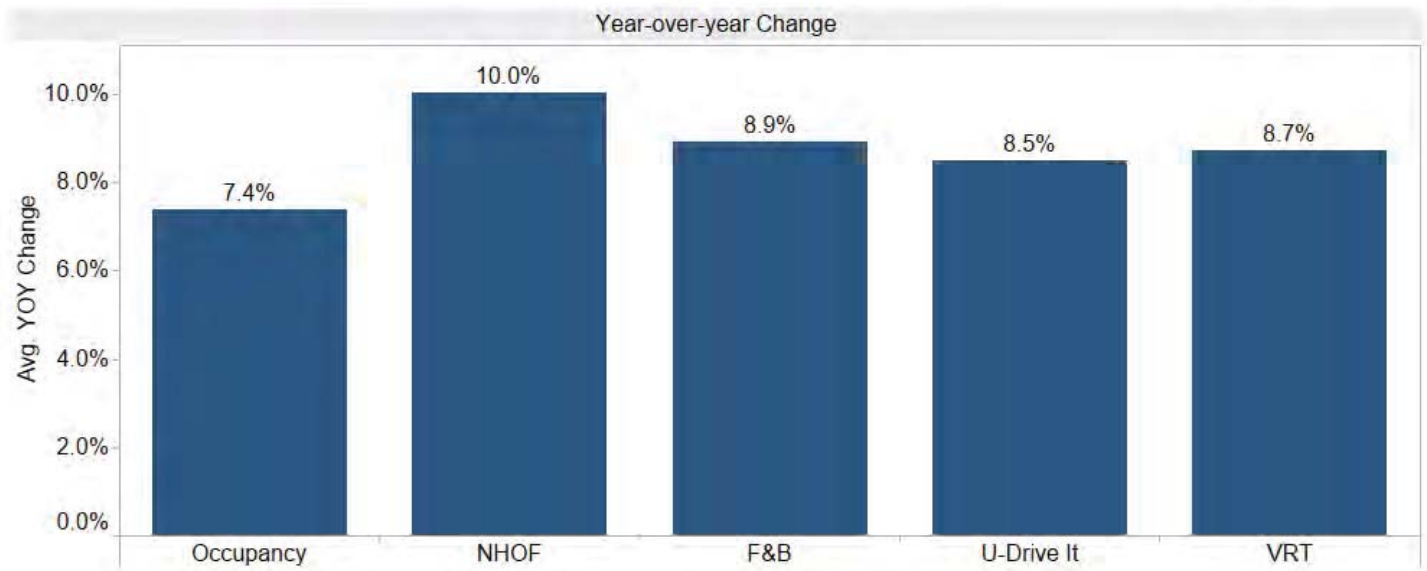
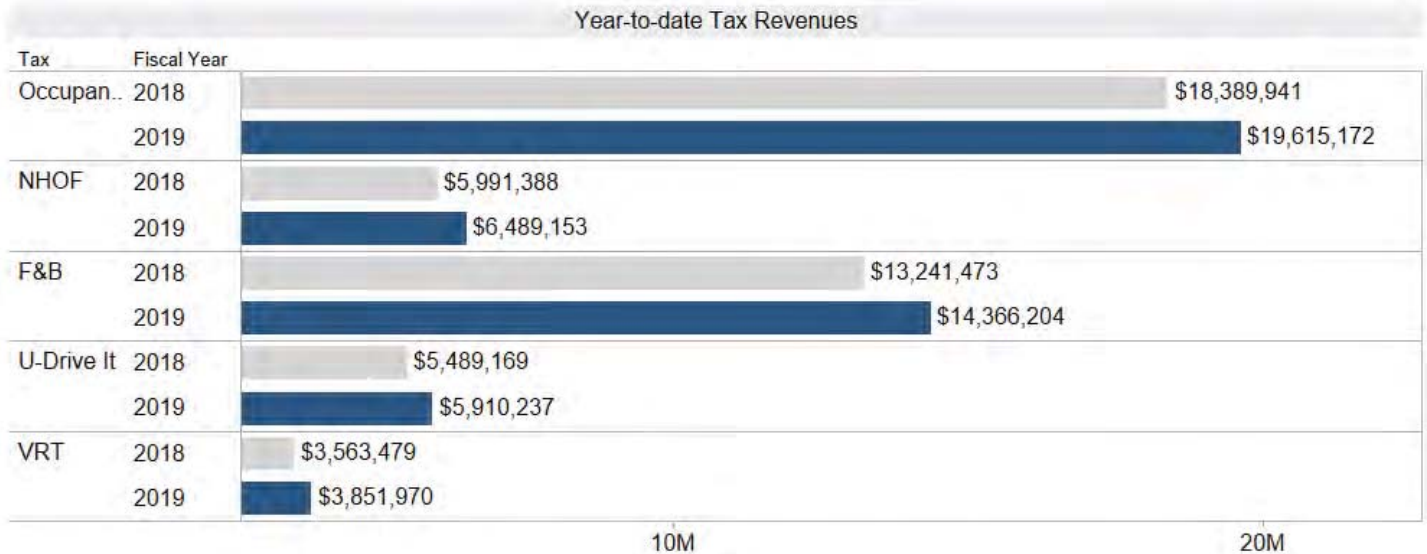
			Occupancy Outlook					
Date		Committed Occupancy	Total YOY Change	Transient YOY Change	Business YOY Change	Leisure YOY Change	Group YOY Change	
2019	Q1	Jan	29.7%	-16.2%	-10.6%	-6.9%	-12.9%	-20.9%
		Feb	28.8%	30.0%	27.9%	3.3%	36.2%	30.8%
		Mar	19.8%	10.8%	13.8%	9.5%	12.7%	9.8%
	Q2	Apr	11.1%	-37.5%	-21.9%	-2.2%	-27.4%	-39.6%
		May	12.3%	-1.6%	-17.3%	11.0%	-21.8%	1.5%
		Jun	9.4%	15.4%	30.4%	67.5%	31.8%	13.8%

			ADR Outlook				
Date		Total YOY Change	Transient YOY Change	Business YOY Change	Leisure YOY Change	Group YOY Change	
2019	Q1	Jan	-3.9%	-4.3%	-6.9%	-12.9%	-2.4%
		Feb	9.4%	6.1%	3.3%	36.2%	23.8%
		Mar	6.7%	3.7%	9.5%	12.7%	13.3%
	Q2	Apr	-5.0%	-4.4%	-2.2%	-27.4%	-2.1%
		May	1.6%	2.7%	11.0%	-21.8%	1.6%
		Jun	3.6%	-4.4%	67.5%	31.8%	28.2%

Source: TravelClick, Destination Insights, December 28, 2018

# HOSPITALITY TAX REVENUES

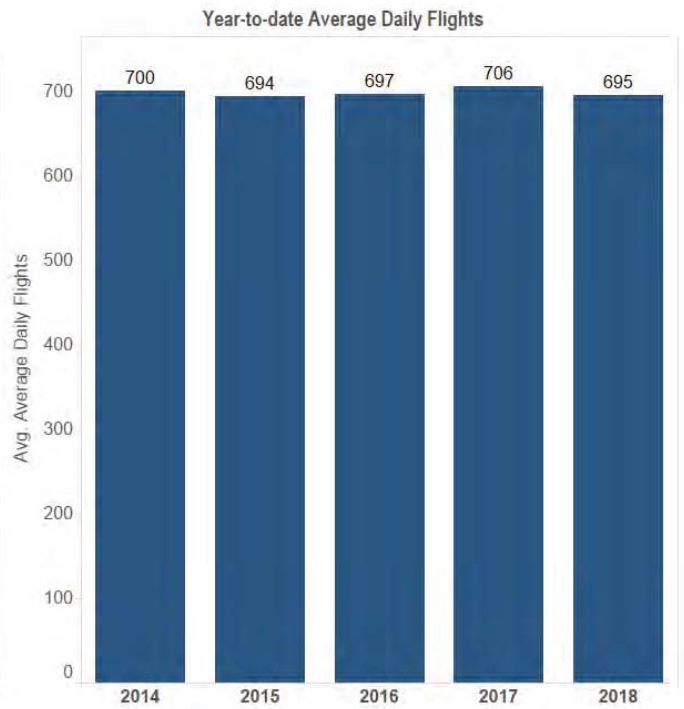
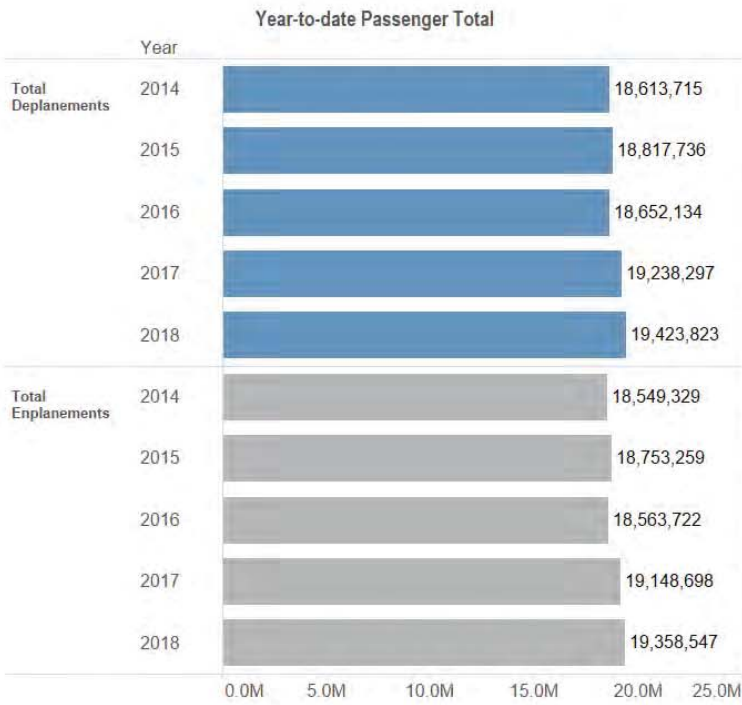
## Fiscal Year to Date 2019 (July – November 2018)



Source: Mecklenburg County Tax Office

# AIRPORT ACTIVITY

## October 2018 – Calendar Year

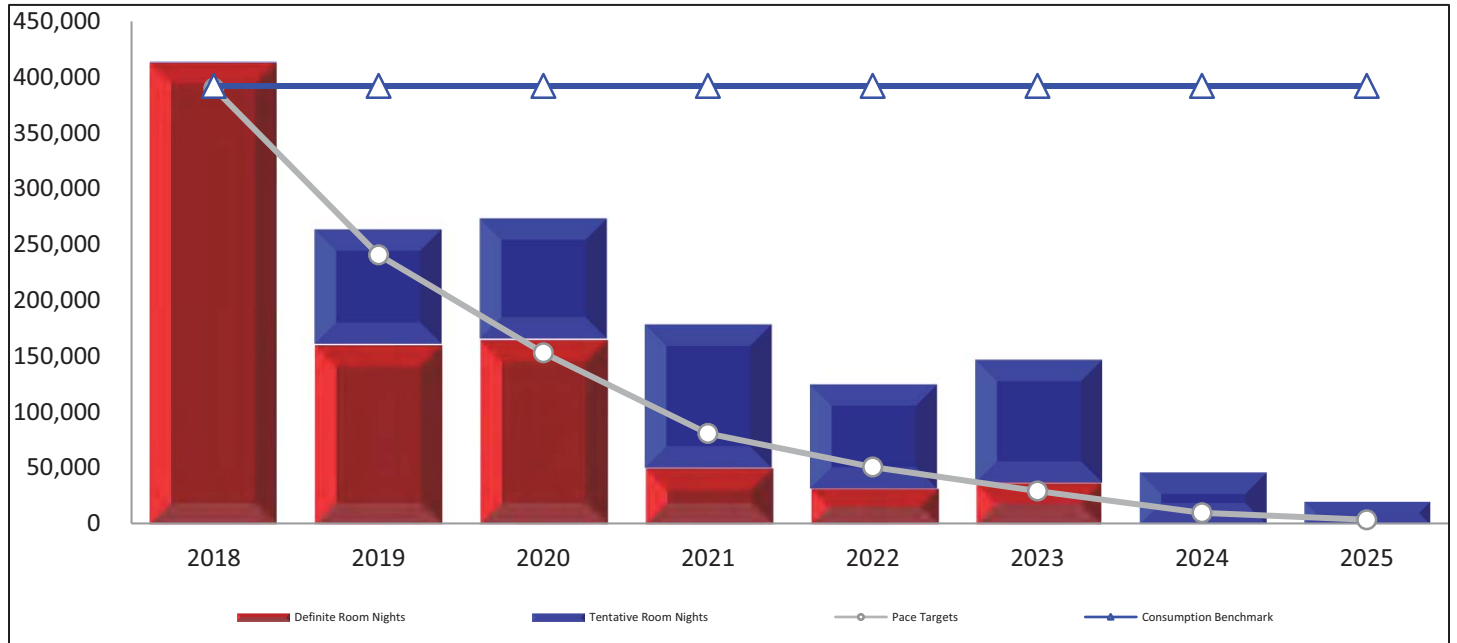


Source: Charlotte Douglas International Airport



# GROUP BOOKINGS

**Eight-year Pace Report - Trends Analysis Projections, LLC  
November 2018**



Room Night Pace									
	2018	2019	2020	2021	2022	2023	2024	2025	Total
<b>Charlotte Definite Room Nights</b>	411,872	160,683	165,368	50,325	31,974	36,960	0	0	<b>857,182</b>
<b>Pace Target</b>	390,124	240,757	152,992	80,639	50,562	28,876	9,381	3,336	<b>956,667</b>
<b>Pace %</b>	106%	67%	108%	62%	63%	128%	0%	0%	<b>90%</b>
<b>Tentative Room Nights</b>	1,423	102,109	107,148	127,553	92,659	109,435	46,230	20,207	<b>606,764</b>
<b>Consumption Benchmark</b>	392,079	392,079	392,079	392,079	392,079	392,079	392,079	392,079	<b>3,136,632</b>
<b>Peer Set 1 Pace %</b>	104%	107%	100%	88%	78%	97%	75%	86%	<b>98%</b>
<b>Share of Demand</b>	5%	4%	4%	3%	2%	2%	2%	1%	<b>3%</b>
<b>Share of Definite</b>	12%	6%	8%	4%	4%	6%	0%	0%	<b>7%</b>
<b>Peer Set 2 Pace %</b>	99%	96%	93%	91%	96%	90%	96%	82%	<b>94%</b>
<b>Share of Demand</b>	5%	4%	4%	3%	2%	2%	1%	1%	<b>3%</b>
<b>Share of Definite</b>	5%	2%	3%	1%	1%	1%	0%	0%	<b>2%</b>

Event Pace									
	2018	2019	2020	2021	2022	2023	2024	2025	Total
<b>Charlotte Definite Events</b>	458	183	36	15	6	3	0	0	<b>701</b>
<b>Pace Target</b>	445	166	48	22	12	6	0	0	<b>699</b>
<b>Pace %</b>	103%	110%	75%	68%	50%	50%	0%	0%	<b>100%</b>
<b>Tentative Events</b>	5	174	100	48	25	17	7	5	<b>381</b>
<b>Consumption Benchmark</b>	447	447	447	447	447	447	447	447	<b>3,576</b>
<b>Peer Set 1 Pace %</b>	107%	110%	91%	79%	73%	88%	76%	89%	<b>103%</b>
<b>Share of Demand</b>	11%	11%	10%	11%	10%	10%	8%	7%	<b>11%</b>
<b>Share of Definite</b>	11%	10%	6%	5%	4%	3%	0%	0%	<b>10%</b>
<b>Peer Set 2 Pace %</b>	105%	103%	86%	72%	68%	64%	68%	60%	<b>96%</b>
<b>Share of Demand</b>	9%	9%	8%	8%	6%	5%	3%	2%	<b>8%</b>
<b>Share of Definite</b>	8%	6%	3%	3%	2%	1%	0%	0%	<b>6%</b>

Peer Set 1 Data includes: Austin, Baltimore, Louisville, Nashville and Tampa Bay

Peer Set 2 Data Includes: Atlanta, Indianapolis, New Orleans, Orlando, Philadelphia and Washington, D.C.

**Consumption Benchmark:** 36-month rolling average. Current Consumption Benchmark includes the average 12-month consumption from December 2015 through November 2018.

**Pace Target:** Consumption amount that is currently required in order to achieve the Consumption Benchmark total for a given year. It is derived from a formula that uses five-year historical data and an eight-year forecast. Different-size groups will book at different times, and these factors are included in the Pace Target formula.

# SALES SUMMARY

## Visit Charlotte Sales Activities Report

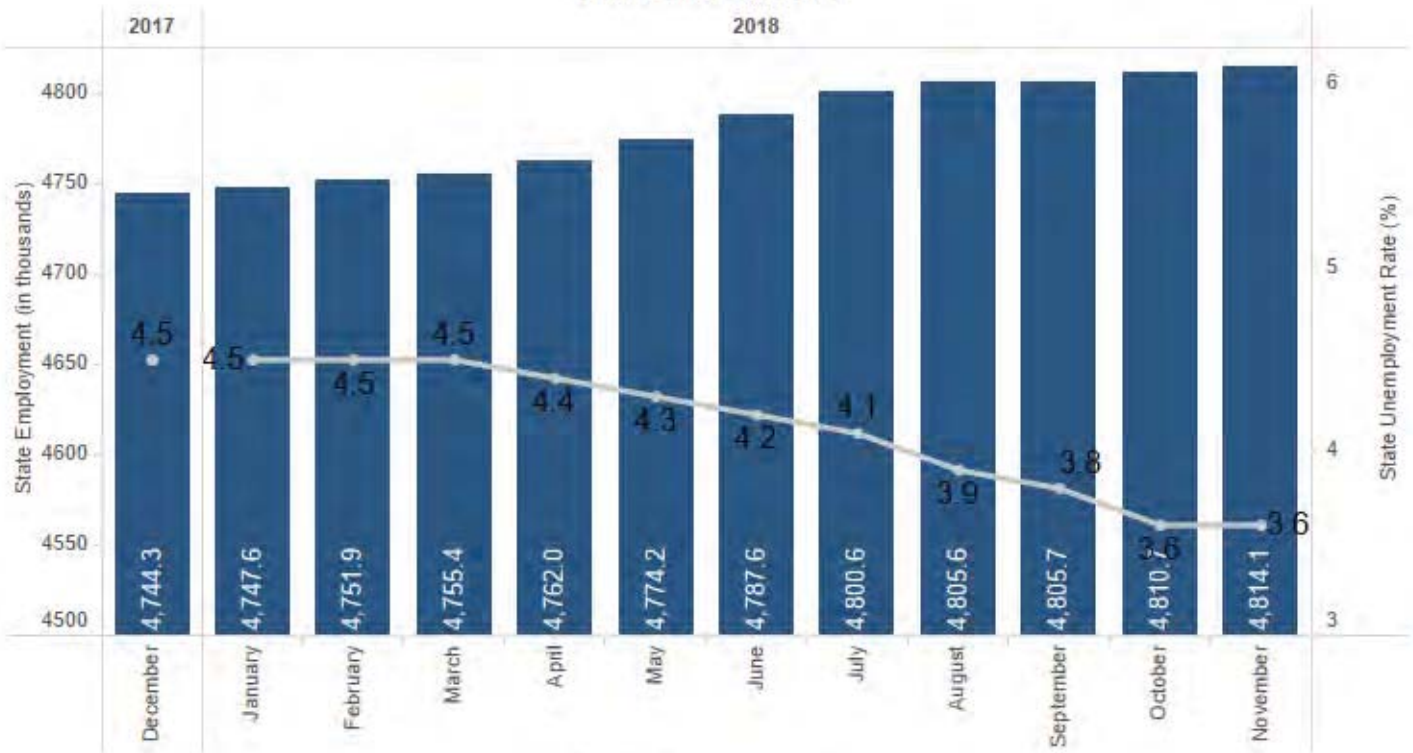
December 2018

Visit Charlotte Definite Bookings Production				
	Month of Dec. 2018	Change from Dec. 2017 (%)	FY19 Year-to-Date	Year-to-Date Change from FY18 (%)
<b>Total Room Night Production</b>	27,516	-59.5	212,431	8.1
<b>Number of Definite Bookings</b>	42	35.5	233	18.9
<b>Average Size of Definite Bookings</b>	655	-70.1	912	-9.0
<b>Total Attendance</b>	73,935	10.6	341,109	-28.8

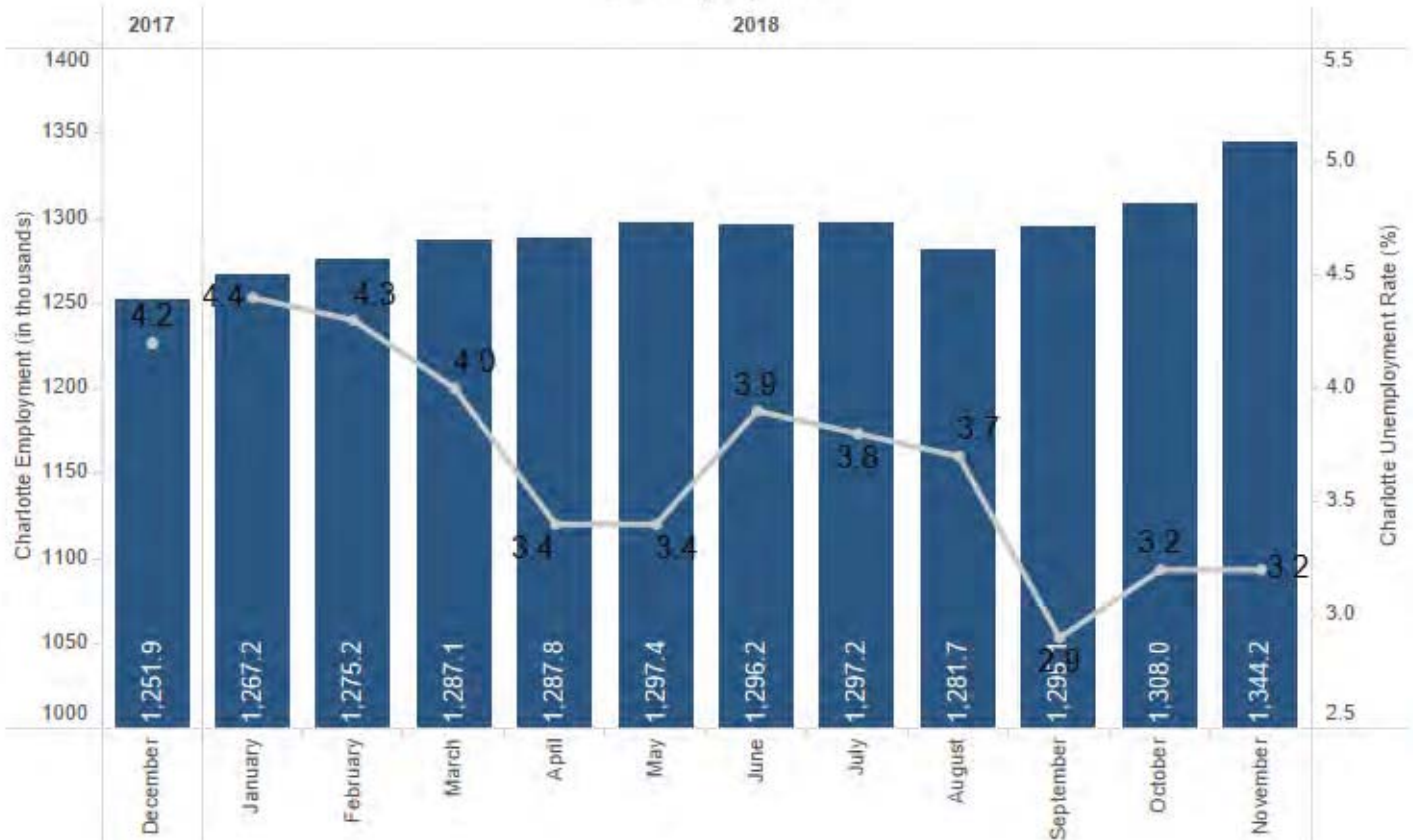
Visit Charlotte Lead Bookings Production				
	Month of Dec. 2018	Change from Dec. 2017 (%)	FY19 Year-to-Date	Year-to-Date Change from FY18 (%)
<b>Total Room Night Production</b>	68,832	2.0	832,197	15.3
<b>Number of Lead Bookings</b>	105	36.4	762	21.5
<b>Average Size of Lead Bookings</b>	656	-25.2	1,092	-5.1

# TRAVEL INDICATORS

## State Employment



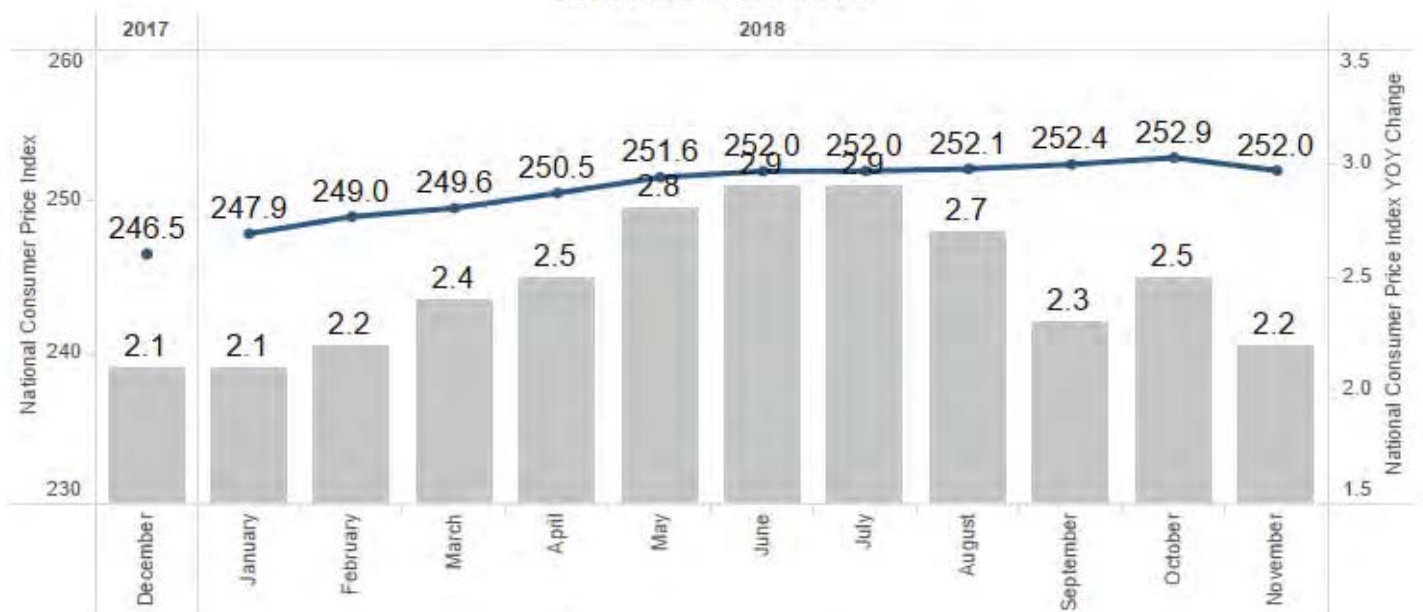
## Local Employment



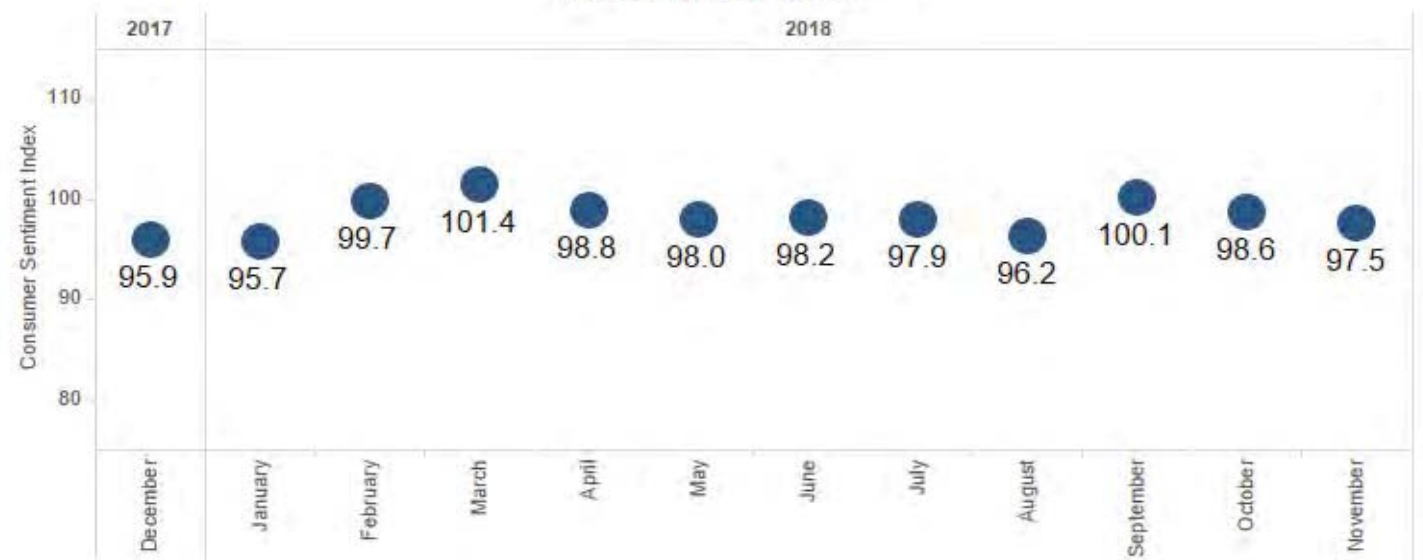
### National Employment Growth



### Consumer Price Index



### Consumer Sentiment



# CRVA MARKETING/COMMUNICATIONS

December January 2019

Submitted by Gina Sheridan



## HOLIDAYS AT THE HALL

The NASCAR Hall of Fame was decked out with Holidays at the Hall seasonal programming this year. From Nov. 16 to Jan. 6, visitors laced up their skates for Holiday on Ice, Uptown Charlotte's outdoor skating rink. The holiday season officially kicked off with the 4<sup>th</sup> Annual Tree Lighting Celebration on Nov. 24, where Santa Claus, Champ the Cheetah and Sheri Lynch from WNCN 107.9 The Rink hosted an evening of family-friendly activities, live music and entertainment as the 39-foot tree glimmered with thousands of LED lights.

On Dec. 16 and now in its second year, Magical Morning: A Sensory-Friendly Santa Experience welcomed over 20 families living with autism or special needs to a calm environment where kids could enjoy the Hall with lights up and sound down, and best of all enjoy no lines with pre-scheduled Santa times. Santa then made a pit stop at the Hall Dec. 22 and 23 for the 4<sup>th</sup> Annual Breakfast with Santa. This all-inclusive experience provided more than 700 guests with a delectable breakfast, visit and picture with Santa, crafts and reindeer games. Finally, fans were able to Undeck the Hall on Dec. 26, where they selected an item off one of the many trees decorated with NASCAR-themed items like autographed souvenirs, die-cast cars, race tickets, apparel and gear, sheet metal and more. New or renewed members received access to top racing swag on a special tree, generating \$6,000 in membership sales.



From left to right: Santa and Champ the Cheetah celebrate the Tree Lighting with NASCAR Hall of Fame Executive Director Winston Kelley and WNCN 107.9 The Rink's Sheri Lynch Breakfast with Santa guests get up close with holiday entertainment Santa ensures the trees are set for Undeck the Hall

Prior to Holidays at the Hall, the Communications team began proactive targeted outreach to local media to secure a breadth of coverage across print, digital and broadcast outlets. The team secured morning show interviews for NASCAR Hall of Fame Executive Director Winston Kelley on top local morning shows including WCNC's Charlotte Today, WBTV's Morning Break and others, as well as on-site interviews to promote Holiday on Ice with WCNC's Wake Up Charlotte. Additionally, the team secured multiple mentions in roundups in Charlotte lifestyle and family-friendly publications including Charlotte Agenda, Scoop Charlotte, Charlotte Parent and others.



In addition, four crews from local TV stations covered Undeck the Hall day of and interviewed Winston Kelley in addition to capturing the large crowd of excited fans. As a result of our comprehensive efforts, more than 25 proactive media hits were generated, including broadcast clips which were aired during multiple time slots, resulting in over 2.5 million impressions.

Paid and organic social media posts supported Holidays at the Hall programming by driving event awareness and traffic to holidaysatthehall.com. Holidays at the Hall Facebook event boosts earned 19,668 impressions and a reach of 11,400, resulting in 281 event responses for the Tree lighting and 204 event responses for the Breakfast with Santa events. 36 organic and paid posts were shared across Facebook, Instagram and Twitter, earning 183,400 impressions and resulting in 5,600 engagements.



From left to right: NASCAR Hall of Fame Executive Director Winston Kelley interviewing on WCNC's Charlotte Today with co-host Eugene Robinson Winston interviewing with Spectrum News at Undeck the Hall Champ with the WCNC crew filming for WCNC's Wake Up Charlotte

### 1948 AUDIO SERIES RECAP

Continuing the momentum of the 1948: Proving Grounds exhibit launch, the Communications team collaborated with the NASCAR Hall of Fame curatorial team to develop a digital audio series celebrating the exhibit and 70 years of NASCAR history. The goal of the series was to engage and excite fans during the exhibit's midway point, sparking new interest in the exhibit and bringing it to life with behind-the-scenes experiences and insider stories. Each of the six episodes offered fans a 10 to 15 minute dive into the significance of key cars and artifacts on display and the treasure hunt behind bringing them to the Hall. While the audio recordings were shared exclusively on Facebook, Twitter and Instagram posts were utilized to drive additional traffic and awareness to the series.

The 1948: Proving Grounds audio series reached 21,000 fans, earning 5,200 video views listens and 2,100 engagements – including 61 people who shared the series with their Facebook friends and followers.



3,601 People Reached 280 Engagements Boost Post



**OVENS AUDITORIUM MEDIA RELATIONS WINS**

During the fall of 2018, the CRVA Marketing Communications team provided creative support around the many shows and events that came to Bojangles' Coliseum and Ovens Auditorium. In particular, the team worked with the show's promoters to provide enhanced media relations support around Double Dare Live and the Wizard of Oz at Ovens Auditorium prior to and on the opening day of the shows with multiple media opportunities in Charlotte.

In November, Marc Summers and Robin Russo, the original hosts of Nickelodeon's "Double Dare," were made available for interviews to help promote the show in Charlotte. Russo participated in an interview with The Charlotte Observer and Summers participated in morning show interviews on WBTV's Morning Break (including facilitating the popular show's first-ever challenge—the marshmallow challenge) and WCNC's Charlotte Today. The additional media support coordinated by the CRVA Communications team garnered 4.9 million media impressions.



Double Dare Live host Marc Summers interviews live on WBTV's Morning Break just before doing the marshmallow challenge with the anchors.

In December, the CRVA Communications team worked with publicists from the touring Wizard of Oz Broadway show to coordinate local media interviews and appearances for popular cast members including Dorothy Gale played by Kaimann, the Scarecrow played by Saleeby, the Cowardly Lion Nick Pearson and the Wizard played by Lawrence. Highlights from media coverage for the News Rising show included a front page feature story in QNotes (Charlotte's LGBTQ publication), an interview in The Charlotte Observer, an event promotion in Charlotte Parent magazine, and posts and ticket giveaways on several mommy blogger sites as well as morning show appearances on WCCB's News Rising, WBTV's Morning Break and WCNC's Charlotte Today. Additionally, at the WBTV studios, Kaimann performed "Over the Rainbow" live in costume as Dorothy. The additional support offered by the CRVA Communications team resulted in 6.2 million media impressions in the Charlotte market.



Clockwise L to R: Dorothy Gale played by Kaimann performs "Over the Rainbow" live on WBTV's morning break; the Cowardly Lion played by Nick Pearson and the Scarecrow played by Jack Saleeby interview live on WCCB's News Rising; the Wizard of Oz is featured on the cover of Notes December 14 edition.





### FY19 Q2 Media Relations Scorecard (October - December 2018)

BRAND	CRVA	Destination	NASCAR Hall of Fame	Bojangles' Coliseum/ Ovens Auditorium	Charlotte Film
Average Quality Media Score* (-10 to 10-point scale)	7.5	8.5	8.1	7.3	N/A
Tone** (5-point scale) As reported by Cision	3.2	4.6	--	--	--
PR Recall*** As reported by Cision	45%	61%	--	--	--
Media Inquiries	74	21	28	15	0
Total Placements	77	45	57	99	0
Media Placement Rate	104%	214%	203%	660%	0%
Media Hits in Target Markets	77	45	58	99	0
Key Message Included	77	45	58	99	0
Total Impressions	62 M	107 M	41 M	68 M	0

\*Quality Media Score: Measurement created by CRVA communications team to determine the quality of content in an individual media placement. Factors measured include: tone, key messages, visuals, headline quality, placement in target publication or market, inclusion of quotes from a brand representative or third-party endorser, and prominence of brand throughout the article. Scoring Scale: 6-10 Desirable Quality; 2-5.99 Somewhat Desirable Quality; 1.99-(-1.99) Neutral Quality; (-2)-(-5.99) Somewhat Undesirable Quality; (-6)-(-10) Undesirable Quality

\*\*Tone: Average editorial tone directed toward your brand, as scored on a 5-point scale, with 3 being neutral.

\*\*\*PR Recall: A mathematical representation of the likelihood that a reader/viewer will remember something about you, your campaigns, products or services. When the score is positive, people are more likely to do business with you. When negative, less likely. PR Recall® factors in elements you intuitively know influence audiences—Placement, Headline Presence, Initial Mention, Dominance, Extent of Mention and Visual Presence – and weights them using a research-based Cision algorithm.

Note: Cision only measures tone and PR recall for CRVA and Destination media hits.

#### Top Placements

Brand	Publication	Headline	Impressions	QMS
Destination	USA Today	<a href="#">Where to visit in December? Here are some ideas</a>	23M	7
Destination	The Charlotte Observer	<a href="#">Charlotte can be a restaurant destination, city tourism leaders say. Here's how.</a>	4M	10

#### Example of Earned Media Placements

Where to visit in December? Here are some ideas

Nancy Trejos, USA TODAY

**USA TODAY**

Charlotte

This North Carolina town has a thriving craft beer scene. Residents love to drink that, and James Beard Award-winning restaurants and plenty of shopping.

Home away from home in downtown Charlotte, including the historic Tryon Park Inn, which has a rooftop bar called Vertebrae and Trade overlooking the city.

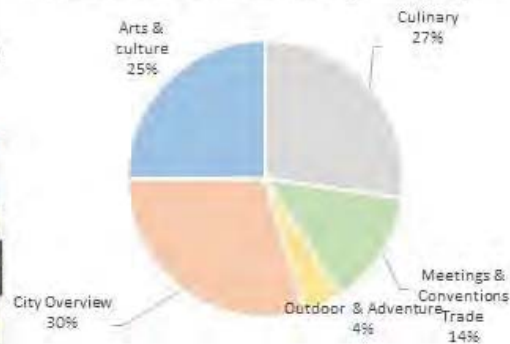
Via train, there's the U.S. National Whitewater Center, an outdoor recreation facility for whitewater rafting, kayaking, canoeing, rock climbing, mountain biking and hiking.

There are many holiday shows going on, including 'The Nutcracker' Dec. 7, 21 and 'Holiday on Ice' through Jan. 6.

The Charlotte Motor Speedway is hosting a 'Speedway Christmas' show until Dec. 11.

Charlotte, N.C. breweries and beer destinations

#### Destination Earned Media by Category





### ADVERTISING SALES HOLIDAY CO-OP RECAP

As part of CRVA's Advertising Sales program, the team launched an inaugural seasonal campaign during the holidays that featured the opportunity to reach visitors and locals alike. The campaign highlighted things to, places to shop and where to stay in Charlotte during the holidays. Running from Dec. 1 – 31, advertising assets included a 'Charlotte's got a lot' advertorial blog post with homepage positioning, promotion on Facebook and Twitter, display advertising on charlottesgotalot.com, inclusion in a seasonal newsletter and an Instagram giveaway.

Participants included Daniel Stowe Botanical Garden, Winter Wonderland, Carowinds Winterfest, Charlotte Ballet Nutcracker, SouthPark Mall, Northlake Mall, Starwood Marriott. Partners were exceptionally pleased with advertising offerings and many have already asked to reserve their spot for next year. The highest performing Instagram giveaway was Daniel Stowe Botanical Garden which generated 1,674 likes and 611 entries. The featured article on charlottesgotalot.com had 3,654 page views. Meanwhile, the seasonal e-newsletter was delivered to 66,818 subscribers. Overall, the holiday push generated \$12,975 in revenue and will be replicated seasonally on a quarterly basis. These unique activation efforts help to bolster digital sales yearlong, which currently represent \$126,000 in revenue for the CRVA.

**7 Ways to Have a Merry Charlotte Holiday**

There are hundreds of ways to celebrate the holidays in Charlotte, but few are as memorable as these. Whether you cozy up by a fire, sip hot coco beneath festive wintery mix or experience the magic of Saint Nick's Tinsel Town, these top picks offer Christmas card-worthy experiences.

[Read more](#)

charlottesgotalot · Follow

charlottesgotalot Your evening will be merry and bright at @danielstowebotanicalgarden's Holidays at the Garden. Our #CLTNiceList giveaway includes four tickets, warm beverages, s'more kits with marshmallows to roast over the fire and a \$25 gift certificate for holiday shopping in The Garden Store. Tag who you would take with you to enter. We'll draw a winner tomorrow, Dec. 14 at 4 p.m.

#FinePrint: This promotion is in no way sponsored, endorsed or administered by, or associated with, Instagram. By entering, entrants confirm they are 18+ and release Instagram of any responsibility associated with this promotion. Link to full rules and regulations in bio, #partner #ad

Load more comments

1,674 likes

DECEMBER 12, 2016

THINGS TO DO

### 7 Ways to Have a Merry Charlotte Holiday

Twinkling lights. Shopping sprees. Ice skating. It's the hap-happiest season of all thanks to our featured partners.

There are hundreds of ways to celebrate the holidays in Charlotte, but few are as memorable as these. Whether you cozy up by a fire, sip hot cocoa beneath a festive wintery mix or experience the magic of Saint Nick's Tinsel Town, these top picks offer Christmas card-worthy experiences.

Be sure to follow @charlottesgotalot on Instagram from Dec. 10 to 16 for a week full of giveaways from the folks on our CLT Nice List!



Clockwise L to R: The initial campaign email announcing sweepstakes and pushing to the blog page Daniel Stowe Botanical Garden's Instagram sweepstakes, which generated more than 611 entries a screenshot of the blog landing page, which pushed things to see and do in Charlotte during the holiday season.

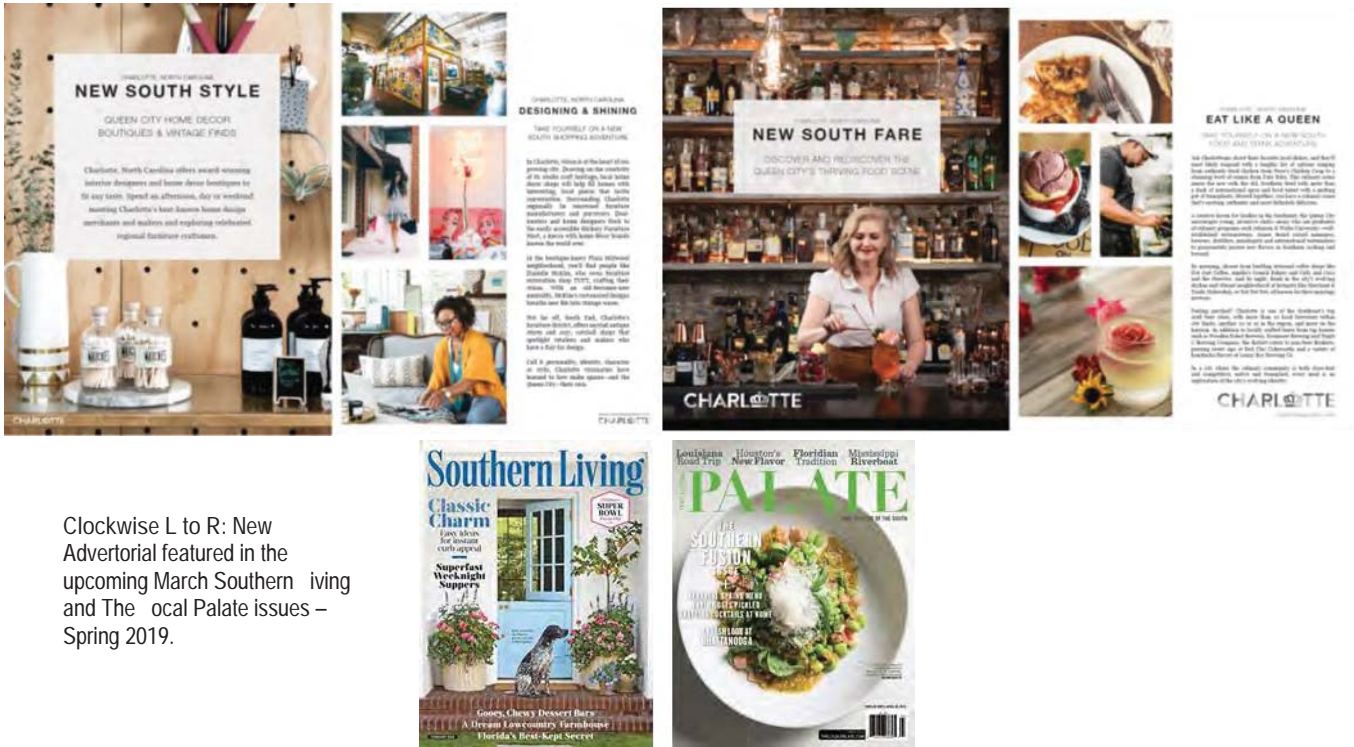


**Q2 PAID MEDIA UPDATE**

CRVA continues to build awareness for through robust paid media opportunities. For the 2019 Spring Campaign, the team will introduce a new format of print creative in an advertorial format, which is set to begin with the March issues of Southern Living, The Local Palate and Our State Magazine. Advertorials are unique advertisements as they provide information about a product or destination in the style of an editorial or objective journalistic article. It provides a platform to help consumers understand more about a product or destination. Another advantage is that readers are more likely to read an advertorial than a traditional advertisement.

The new advertorials created for the upcoming Spring Campaign combine two important aspects in order for readers to recall advertising featuring the place brand:

1. Create value – The content is relevant to the reader. It answers the questions a reader may have about Charlotte in an inspiring format that’s easy to read with beautiful imagery.
2. Call to Action – Creating an inspiring format with beautiful imagery drives a call to action for the reader as we are looking to change the behavior of the reader and convert them to travel to Charlotte. That call to action encourages readers to learn more at [charlottesgotalot.com](http://charlottesgotalot.com).



Clockwise L to R: New Advertorial featured in the upcoming March Southern Living and The Local Palate issues – Spring 2019.



# HUMAN RESOURCES

December 2018 - January 2019  
 Submitted by: Aaira Goodman

## TRAINING AND DEVELOPMENT



**Professional Development**

3 classes remain in our Professional Development Series learning sessions. 160 team members have participated with favorable feedback.

Courses include: Self-Awareness, Innovation, Conflict Management, Team Effectiveness, Accountability

Launched CRVA leader program specifically designed for team managers at Director and Manager level

14 participants  
 Currently on 5<sup>th</sup> module.

### CRVA leader communications

In addition to our monthly Directors meetings, we now hold quarterly Managers meetings to encourage internal networking, sharing of best practices and additional development opportunities for this group.

## RECRUITMENT

	Open Positions	Filled Positions
Full Time	7	16
Part Time	33	58

Current Openings include the following. Click [CRVA job openings](#) for current listing

### Full Time:

- Event Manager
- Facility Operations Lead
- Content Manager
- Copywriter Editor
- Creative Manager
- Director, Sales, Revenue Business Development
- Arena Operations Team Member



Part Time:

- Concessions Team Member
- Engineering Technician I
- Facility Operations Team Member
- Parking Attendant
- Warehouse Clerk
- Bartender
- Concessions Supervisor
- Admissions Representative
- Guest Services Representative
- Retail Sales Associate
- Arena Operations Tem Member
- Visitor Information Specialist - CCC
- Visitor Information Specialist – Airport

TURNOVER

Our turnover rates continue to be stable and remain low indicates full-time terminations

	October	November	December
Turnover	3	1	2



## MEMO

To: CRVA Board of Directors  
 From: Mike Crum, Vice President, Business Development, and Chief Financial Officer  
 Date: 2/13/19  
 Re: December and January Activity Report for Business Support Services

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Under the CRVA Manage Function, the departments that make up Business Support Services were engaged in the following collaborative activities during the months of December and January:

### Accounting:

- Developed Planning Calendar for the FY 20 Budget Process in Collaboration with the Strategic Planning Team
- Revised Financial Projections for FY 20 and beyond in advance of FY 20 Business Planning
- Distributed 2018 Form 1099's
- Integrated Master Billing for PSAV third-party A/V vendor
- Participating in HR Onboarding Vendor Review
- Assisted and Supported Budget Expense Tracking Efforts for the NBA All-Star Game

### Business Analysis Application Delivery:

- Continued to support major systems throughout the organization focused on the new booking software at Bojangles' and Owens working with the Convention Center sales teams on new space configurations for the expansion space, and the new CVB software at Visit Charlotte.

### Information Technology:

- Rolled out the KnowBe4 malware training program to all full-time employees and contractors with computer access. This is a key component to our strategy to minimize our risk of a cyber-attack--by arming our employees with the knowledge and information they need to identify phishing emails and reinforce security best practices.
- Conducted a table-top exercise with Executive leadership and key staff members to improve our security preparedness and response to a cyber-attack.
- Completed installation of new server and storage systems. The new systems provide increased computing and data storage as well as increased performance. The new systems will come online in early March 2019.
- Office 365 initial migration completed and testing. Will begin process of moving users to the Office 365 cloud in early February and expect the migration process to take 3-4 weeks.
- Working closely with the NBA-All Star IT group, have completed improvements to the internet and network infrastructure at Bojangles' Coliseum.

### Inter-Office:

- Attended Tessitura training related to the NHOF Foundation.
- Implementing recommendations from CRVA Gratuity and Commission Internal Audit.
- Conducting the Risk Assessments for Convention Center and Bojangles'/Ovens.



#### Business Insights:

- Charlotte Perception Study, measuring the perception of Charlotte in paid advertising media markets. Measuring the change in perception for those residents who were aware of CRVA advertising and earned media efforts compared to a baseline perception of those who were not.
- CRVA VOICE Pulse Survey was launched in December, with dashboards and reports analyzed and distributed to CRVA Executives and Directors by the 2nd Tuesday in January.
- Analyzed 2 customer experience data across all CRVA venues. Facilitated deep dive conversations with stakeholders across the CRVA to understand what customers are saying about their experiences so far in FY19.

#### Reversal Recognition:

- We had a great turnout for our annual Winter Celebration on January 14th and celebrated the inaugural CRVA Employee Awesomeness Awards honoring 16 full-time and part-time employees who demonstrate the behaviors of our core values and customer service philosophy every day.

#### Strategy:

- In conjunction with the Finance Team, developed the 2020 Organizational Planning Calendar. This document outlines the dates of the budget and strategy planning process as well as key meeting dates for the organization.
- Planned the content and activity for the January Directors meeting to kick-off the 2020 budgeting and planning process.
- Provided a strategic update to the Board Strategic Planning Committee on January 23. Details of the meeting were included in the Board packet.

Should you have any questions concerning this report, please contact me directly.



## NASCAR HALL OF FAME

December 2018 – January 2019

Submitted by Winston Kelley

### CURRENT ACTIVITY RECAP

#### 2019 NASCAR Hall of Fame Induction Dinner and Induction Ceremony

- The tenth annual NASCAR Hall of Fame Induction dinner, ceremony and associated activities were held January 31 through Feb. 2. The dinner and ceremony by all accounts and feedback were extremely successful. Selected highlights of the events include:
  - The class of 2019 includes Davey Allison, Jeff Gordon, Alan Kulwicki, Roger Penske and Jack Roush. This brings the number of inductees in the NASCAR Hall of Fame to 50.
  - The Sauer-Hall Award for Media Excellence in NASCAR was presented to Steve Waid and the Landmark Award for contributions to NASCAR was presented to Jim Hunter.
  - VIP reception with Hall of Fame inductees, area community leaders and Hall of Fame and CRVA partners on Thursday evening with approximately 150 in attendance.
  - Hall of Fame Members-only reception with inductees and other dignitaries stopping by Thursday evening.
  - Private dinner for inductees and their guests Thursday night, Jan. 31.
  - Private reveal of the Landmark Award for contributions to NASCAR and Sauer-Hall Award for Excellence in NASCAR media with recipients, families and invited guests Friday afternoon.
  - Induction Dinner and Induction Ceremony on Friday night, with approximately 1,200 and over 2,300 attended respectively at each event. This was the first induction ceremony where we sold out of available tickets and ceremony tickets, and also helped adding to our membership rolls.
  - In addition to the many events for members, induction dinner and ceremony ticket holders and guests, several new events were added as a part of our 10<sup>th</sup> induction weekend including:
    - NHOFF Class of 2019 Induction Insider Experience
    - NHOFFamer Legends Brunch
    - Victory Lap with the NHOFF Class of 2018
    - NHOFF Inductee Q&A and autograph sessions with Inductees and their colleagues
  - Private reveal of each inductee's exhibit in the Hall of Honor among inductees and their families throughout the day on Saturday along with granite marker photo op in the Ceremonial Plaza.
  - A variety of activities were held on Saturday as an extension of induction week including autograph sessions for NHOFF Members and Induction Ceremony ticket holders, Q&A sessions with Inductees and people important in their careers – current and past.

#### Exhibit Development and Installation

- In addition to all activities associated with 2019 Hall of Honor exhibits development, installation and opening:
  - Concluded development and installation of videos for each inductee and induction ceremony.
  - Concluded development and installation of 2018 "Memorable Moments" exhibit.
  - Concluded development and installation of 2018 Champions' cases for national touring series.
  - Concluded installation of 2018 Whelen Hall of Champions exhibit and hosted an unveiling event for the champions participating in the touring series banquets in December.
  - Developed and installed the 2019 Sauer-Hall Award for Media Excellence and 2019 Landmark Award for contributions to NASCAR.





- Exhibit Interactive Development: Aligned with efforts to maintain an outstanding customer experience the Hall of Fame is updating our digital interactive experience and updating exhibit galleries to reflect related changes and evolutions in the NASCAR industry. We are now in the production phase of developing the interactives. We have received responses to our Request for quotes for an interactive hardware partner that will assist in developing the content and Request for qualifications for exhibit design and fabrication work to facilitate any gallery modification. These responses have been evaluated and a selection has occurred. Explus has been selected as the fabrication firm, Solomon Group as the AV Integrator, and Gallagher Associates as the exhibit designer. Implementation of these modifications are scheduled to begin in January and will be scheduled throughout the remainder of 2019 to minimize guest impact

#### Industry and Community Relations

- The Hall of Fame and Convention Center hosted the six NASCAR touring and international series and Whelen All-American series championship dinner on Dec. 7 and associated activities including the Whelen Hall of Champions Exhibit Unveiling and the Champions Dinner on Dec. 5. For the third year, we also hosted thefinity and Camping World Truck series banquets on Dec. 8. The cars and truck and championship trophies for each of these nine series were all on display that week at the Hall of Fame.
- As a part of our advocacy and community engagement, the NHOFF and CRVA again collected toys and joined 2017 NASCAR premier series champion Martin Truex, Jr and his girlfriend Sherry Pollex in delivering them to Levine Children's Hospital see pictures below .

#### Holidays at the Hall

- 2018-19 Holidays at the Hall included:
  - WBT Holiday on Ice Rink at the NASCAR Hall of Fame ran successfully from Nov. 16 to Jan. 6. Attendance numbers are pending from WBT. These activities included the fourth annual holiday tree lighting ceremony with Sheri Lynch from The Bob and Sheri Show on WNCN The Rink, Santa Claus and Champ the Cheetah performing the tree-lighting duties.
  - Held two days of Breakfast with Santa events and two sessions per day with 724 guests participating in the four events. Both were well received and are continuing to serve as a mechanism to attract a local audience who may not be NASCAR fans.
  - Also held a "Magical Mornings" sensory-friendly event for autistic children that had 23 families and was also very well received by the guests and particularly the parents for providing this option for their children.
  - The ninth annual "Undeck the Hall" event was held Dec. 26. The event was, again, very successful, with attendance of 657. Guests began lining up the evening of Christmas Day prior to our 10 a.m. opening to select items from our Christmas trees. We again enjoyed exceptional participation from NASCAR teams and industry partners in providing items for the trees. Three media outlets also joined us to cover the event.

#### Operations and Events

- Hosted a total of 26 events in December four full facility with 3,140 participants and 27 events in January six full facility with 2,700 participants.

#### Looking Ahead

- The NASCAR Hall of Fame nominating committee will meet on Friday, Feb. 15, to discuss and select the nominees for the Class of 2020 and nominees for the 2020 Landmark Award. Announcement of nominees will occur in early March.



- Also, we will have Hall of Fame staff in Daytona along with selected inductees for appearances and media availability throughout Daytona Speedweeks to be coordinated by the Communications team and Hall of Fame Industry Relations.

CRVA/NHOF To Drive Dro off with M rti Tr e , r, Sherr Polle , Ch m the Cheet h CRVA te m





Guests enjoying breakfast with Santa at the NHOF



Guests at 9th Annual NHOF U Deck the Hall





Sampling of 2019 NHOF Induction Week Activities

Among the many dignitaries in attendance to help honor the NASCAR Hall of Fame Class of 2019 were seventeen previously inducted Hall of Famers reigning premier series champion Joey Logano, former NASCAR Champions Matt Kenseth, Brad Keselowski, Greg Biffle, Ricky Stenhouse Jr. and Matt Crafton team owner Felix Sabates and Ford BOD member Edsel B. Ford II.



Steve Wiersma, 2019 Series-Hill Award recipient  
with his wife and children



NASCAR Vice-Chair Mike Helton presenting 2019  
Landmark Award to Jim Hunter's grandchildren.



Inductees and families receiving their induction  
tickets



Roger Penske receiving ticket from NASCAR  
Chairman Jim France



Jeff Gordon's emotional conclusion to accepting his induction into the NASCAR Hall of Fame.



Roger Penske being presented for induction by his current drivers.



l ctio Ceremo crow , mo gl rgest to te 2010-19 i ctees tte i g 2019l ctio Ceremo



A top right Q A session with 2019 inductees, former inductees, drivers celebrities the current race with or her race with



Davey Allison's family enjoying private time at his exhibit in the Hall of Honor.



Jeff Gordon, Rick Hendrick and their Grandchildren in ceremony. Rick Hendrick shows his Hall of Fame



Roger Penske, 2011 inductee, is enjoying Mr. Penske's exhibit, along with other inductees' exhibits in the Hall of Fame



# NASCAR Hall of Fame

Calendar of School Groups  
January 2019-March 2019

January 2019		
1 11 19	Union County Emergent Gifted and Talented	99
1 11 19	Pinnacle Classical Academy	109
1 12 19	South Central District 4-H Winter Enrichment	106
1 18 19	Charlotte Country Day	21
1 22 19	Sharon Elementary School ASEP	72
1 22 19	Collinswood Elementary School ASEP	54
1 22 19	Bain Elementary School ASEP	69
1 22 19	Governor's Village STEM Academy ASEP	58
1 23 19	Metrolina Regional Scholar Academy	48
1 25 19	South Newton Elementary School	64
1 30 19	Fairfield Magnet School	18
Jan Totals		Total Guests 718
February 2019		
2 2 19	West Caldwell High School	44
2 6 19	Coltrane Webb STEM Elementary School	72
2 7 19	Robert Anderson Middle School	214
2 12 19	Hopewell High School	33
2 15 19	Robinson Elementary School	71
2 15 19	Hickory Grove Elementary School	84
2 15 19	Kennedy Middle School	110
2 21 19	Hawks Nest STEAM Academy	60
2 22 19	Gaston Early College	31
Feb Totals		Total Guests 719





# NASCAR Hall of Fame

Calendar of School Groups  
January 2019-March 2019

March 2019		
3 1 19	Clemmons Elementary School	150
3 1 19	Bethany Elementary School	61
3 6 19	Brookside Elementary School	106
3 6 19	Long Creek Elementary School	98
3 7 19	Royal Oaks Elementary School	75
3 8 19	Barringer Academic Center	98
3 8 19	Mallard Creek Elementary School	114
3 8 19	Muller Road Middle School	50
3 12 19	Western Alamance Middle School	282
3 13 19	Hembry Bridge Elementary School	109
3 13 19	Calvary Day School	37
3 14 19	East Jackson Middle School	51
3 15 19	Guilford Technical Community College	12
3 15 19	Central Wilkes Middle School	220
3 18 19	Irwin Academic Center	57
3 20 19	River Gate Elementary School	140
3 21 19	Sunset Park Center for Accelerated Studies	95
3 22 19	Lake Wylie Elementary School	121
3 28 19	Bremen Middle School	56
3 29 19	Tucker Middle School	65
M rch Tot l		Tot l G ests 1,997
		Gr Tot l 4 4



## NHOF EVENT FORECAST

March 1, 2019 – March 1, 2019

Start Date	End Date	Account Name	Event Description	Location
1/17/2019	1/17/2019	Pilgrim's Pride Corporation	Pilgrim's Kick-Off Reception	Race Week Heritage
1/8/2019	1/8/2019	EnergySolutions	EnergySolutions 17 <sup>th</sup> Annual Conference Reception	Main Lobby, Entire Facility
1/8/2019	1/8/2019	WheelhouseTV	NHOF Commercial Shoot	Entire Facility
1/9/2019	1/9/2019	Elliott Davis, LLC	Elliott Davis Intern Dinner	Legends Room
1/9/2019	1/9/2019	NASCAR Hall of Fame	Young Motorsports Announcement and Car Unveil	Great Hall
1/10/2019	10/10/2019	Regional Management Corp.	Regional Management Reception	Legends Room, Entire Facility
1/11/2019	1/11/2019	Taylor Morrison, Inc.	Taylor Morrison Holiday Party	Race Week Heritage
1/12/2019	1/12/2019	Visit Charlotte	ESPA Reception	Entire Facility
1/12/2019	1/12/2019	Visit Charlotte	ESPA Workshop	Legends Room
1/15/2019	1/15/2019	Isuzu Commercial Truck of America	Isuzu Commercial Truck Reception	Entire Facility
1/15/2019	1/15/2019	Charlotte Chamber of Commerce	Charlotte Regional Business Alliance All Chapter Luncheon	Great Hall
1/16/2019	1/16/2019	Hyster Material Handling	Hyster – Material Meeting Dinner	Entire Facility
1/16/2019	1/16/2019	NASCAR Hall of Fame	MBM Motorsports Announcement	Great Hall
1/17/2019	1/17/2019	Adobe Systems Incorporated	Adobe Holiday Party	Great Hall



## NHOF EVENT FORECAST

March 1, 2019 – March 31, 2019

1 18 2019	1 18 2019	Professional Eye Care Associates of America PECAA	PECAA OD Reception	Race Week Heritage
1 18 2019	1 18 2019	Visit Charlotte	Universal Spirit Judge's Dinner	Hall of Honor
1 18 2019	1 18 2019	NASCAR Hall of Fame	Tru North Warranty Announcement	Great Hall, Legends Room
1 22 2019	1 22 2019	Coats Group	Coats Global Leadership Conference Dinner	Entire Facility
1 23 2019	1 23 2019	NASCAR Hall of Fame	TG-Daugherty Racing Announcement	Great Hall
1 24 2019	1 24 2019	Elon University	Elon University Alumni Panelist Discussion	Legends Room
1 24 2019	1 24 2019	NASCAR Hall of Fame	R Motorsports Announcement	Great Hall
1 26 2019	1 26 2019	Wirepath Home Systems, LLC DBA SnapAV	SnapAV Reception	Entire Facility
1 26 2019	1 26 2019	Bonded Logistics, Inc.	Bonded Logistics Meeting	Theater Lobby, Legends Room
1 28 2019	1 28 2019	NASCAR Hall of Fame	Charlotte Regional Business Alliance Investor Quarterly Meeting	Great Hall, Hi-Octane Theatre
1 29 2019	1 29 2019	Strategic Market Alliance	Strategic Market Alliance Reception	Entire Facility
1 30 2019	1 30 2019	Therap Services	Therap Services Reception	Race Week Heritage, Great Hall
1 30 2019	1 30 2019	NASCAR Hall of Fame	Obaika Racing Announcement	Great Hall
1 31 2019	1 31 2019	NASCAR Hall of Fame	Class of 2019 Induction Insider Experience	Hi-Octane Theatre
1 31 2019	1 31 2019	NASCAR Hall of Fame	Legends and Champions Club Members Mix and Mingle	Theater Lobby



## NHOF EVENT FORECAST

March 1, 2019 – March 1, 2019

1 31 2019	1 31 2019	NASCAR Hall of Fame	Class of 2019 Reception	Great Hall
1 31 2019	1 31 2019	National Association for Stock Car Auto Racing, Inc.	NASCAR Hall of Famer Dinner	Hall of Honor
1 31 2019	1 31 2019	NASCAR Hall of Fame	Pre Induction Media Rounds	Legends Room
2 1 2019	2 1 2019	NASCAR Hall of Fame	NASCAR Hall of Famer Legends Brunch	Hall of Honor
2 1 2019	2 1 2019	NASCAR Hall of Fame	Members-Only Hall of Famer Autograph Session	Hall of Honor
2 1 2019	2 1 2019	NASCAR Hall of Fame	Landmark Award Plaque Unveiling	Hall of Honor
2 1 2019	2 1 2019	NASCAR Hall of Fame	Shire-Hall Exhibit Unveil	Race Week Heritage
2 1 2 2019	2 2 2019	NASCAR Hall of Fame	Private NHOF Class of 2019 Hall of Honor Exhibit Unveillings	Hall of Honor
2 2 2019	2 2 2019	NASCAR Hall of Fame	Induction Weekend Autograph Sessions	Great Hall
2 2 2019	2 2 2019	NASCAR Hall of Fame	Presentation of Membership Plaque and Induction Weekend NHOF As	Hi-Octane Theatre
2 2 22019	2 2 2019	NASCAR Hall of Fame	Granite Marker Unveil	Plaza
2 5 2019	2 5 2019	Hendrick Automotive Group	Hendrick Auto Group IT Luncheon Meeting Fast Track	Legends Room
2 6 2019	2 6 2019	United Way of Central Carolinas	United Way Young Leaders Awards	Hi-Octane Theatre
2 6 2019	2 6 2019	Spartaco C	Ameson Tools National Sales Dinner Reception	Hall of Honor



## NHOF EVENT FORECAST

March 1, 2019 – March 1, 2019

2 8 2019	2 8 2019	East Carolina University	CAR A Social	Entire Facility
2 9 2019	2 9 2019	NASCAR Hall of Fame	Race Season Kick-Off Member Event	Race Week Heritage
2 11 2019	2 11 2019	NASCAR Hall of Fame	NACE May Meeting	Race Week Heritage
2 13 2019	2 13 2019	National Basketball Association	NBA All Star Hold	Hi-Octane Theatre, Entire Facility
2 14 2019	2 14 2019	afete Weddings	NBA All Star Event	Entire Facility
2 14 2019	2 14 2019	NASCAR Hall of Fame	Charlotte Sports Business Networking Breakfast	Hi-Octane Theatre
2 15 2019	2 16 2019	enny Smith	Kenny Smith's Annual NBA All Star Bash	Entire Facility, Legends Room
2 15 2019	2 15 2019	TPG Sports Group	TPG Sports Group Meeting	Hi-Octane Theatre
2 16 2019	2 17 2019	Talent Resources Sports, C	TRS NBA All Star Reception	Hall of Honor, Entire Facility, Great Hall, Hi-Octane Theatre
2 18 2019	2 18 2019	State Automobile Mutual Insurance Company	2019 State Auto Agency Partner Tour	Hi-Octane Theatre
2 20 2019	2 20 2019	Turfgrass Producers International	Turfgrass Producers International Dinner Auction	Entire Facility
2 22 2019	2 22 2019	American Honda Motor Company	Honda Motor Company Party	Entire Facility
2 25 2019	2 25 2019	The Charlotte-Mecklenburg Hospital Authority d b a Atrium Health	Atrium Health Reception	Race Week Heritage
3 2 2019	3 9 2019	Assistance League of Charlotte	Assistance League of Charlotte Mock Trial	Legends Room



## NHOF EVENT FORECAST

### March 1, 2019 – March 1, 2019

3/5/2019	3/5/2019	Service Now, Inc.	Service Now Meeting	Hall of Honor, Race Week Heritage, Entire Facility, Great Hall, Hi-Octane Theatre, Legends Room
3/6/2019	3/6/2019	Ellevest Network	RBG Screening Discussion	Legends Room
3/7/2019	3/7/2019	CCI Media	CCCE 2019 Awards Dinner	Great Hall
3/9/2019	3/9/2019	Major League Lacrosse, LLC	MLL Draft	Entire Facility
3/11/2019	3/11/2019	International Council of Shopping Centers, Inc. ICSC	ICSC Reception 2019	Great Hall
3/12/2019	3/12/2019	School Workshop	Western Alamance Middle	Main Lobby, Race Week Heritage
3/13/2019	3/13/2019	Visit Charlotte	Charlotte 101	Legends Room
3/14/2019	3/15/2019	Ally Financial Inc.	Ally Bank Meeting	Legends Room
3/14/2019	3/14/2019	Daniel's Discovery Tours	Daniel's Discovery Tours Dinner	Hall of Honor, Legends Room
3/16/2019	3/16/2019	Vegas Grand Boxing Promotions	Vegas Grand Boxing Promotions Matches	Great Hall, Legends Room
3/18/2019	3/18/2019	The Dow Chemical Company	Dow Chemical Company Reception	Entire Facility
3/19/2019	3/19/2019	The Architect's Newspaper, LLC	Facades Sponsor Expo and Forum	Great Hall, Hi-Octane Theatre, Legends Room
3/19/2019	3/19/2019	Optum Marketing	Optum VIP Reception	Hall of Honor, Race Week Heritage
3/21/2019	3/21/2019	The Carolinas Wireless Association	Carolinas Wireless Association Reception	Theater Lobby



## NHOF EVENT FORECAST

March 1, 2019 – March 1, 2019

3/22/2019	3/23/2019	NASCAR Hall of Fame	Mecklenburg County Club Scout Overnight and Pinewood Derby	Theater Lobby, Race Week Heritage, Great Hall, Plaza
3/23/2019	3/23/2019	Crohn's & Colitis Foundation	Crohn's & Colitis Foundation Board Retreat	Legends Room
3/23/2019	3/23/2019	Ernst & Young	Ernst & Young Reception Presentation	Great Hall, Hi-Octane Theatre
3/26/2019	3/26/2019	Martin Marietta Materials	Martin Marietta Team Build and Reception	Race Week Heritage
3/26/2019	3/26/2019	American Automobile Association, Inc. AAA	AAA Meeting	Great Hall
3/27/2019	3/27/2019	MANN HUMMEL Inc.	Wix Filters Mann-Hummel Dinner	Legends Room
3/27/2019	3/27/2019	Pace Communications	Pace Dinner and Reception	Hall of Honor, Race Week Heritage
3/27/2019	3/27/2019	Schaeffler Group USA, Inc.	Schaeffler Group Meeting	Great Hall, Hi-Octane Theatre
3/28/2019	3/28/2019	Schaeffler Group USA, Inc.	Schaeffler Group USA Inc. Reception	Race Week Heritage
3/30/2019	3/30/2019	International Police Association	International Police Association Dinner	Hi-Octane Theatre, Legends Room



# CHARLOTTE CONVENTION CENTER

December 2018 - January 2019

Submitted by Steve Bagwell

## RECENT EVENT HIGHLIGHTS

### The Good Fellows Club 101<sup>st</sup> Anniversary Luncheon, December 12

The Good Fellows Club hosted their annual fundraising luncheon in the Crown Ballroom. One hundred percent of donations from this event go directly to providing emergency assistance to families in need throughout the year. They had 1,650 in attendance.

### January North American Cup, January 4-7

We kicked off the year with the January North American Cup. This was Charlotte's first time hosting the USA fencing tournament that combined youth, adults, veterans and also wheelchair athletes. They saw a great turnout of 12,700 attendees throughout the 4 days of competition. They have signed a contract to come back in 2020.

### Remodel and Landscaping Show, January 11-13

The Remodel and Landscaping Show, one of our longest running consumer shows, has been coming to the Convention Center since 2001. They had a higher than anticipated turnout of 6,500 in attendance for their 3 day weekend event. They will be back in 2020.

### Flight 1549 – The "Miracle on the Hudson" 10<sup>th</sup> Anniversary Luncheon, January 15

The Charlotte Convention Center hosted the 10<sup>th</sup> Anniversary Luncheon for the "Miracle on the Hudson" flight. They had a gathering of 537 attendees. This event had a lot of media coverage spotlighting the flight crew and passengers of Flight 1549. It was a great event for Carolinas Aviation Museum and the city of Charlotte.

### Universal Spirit Cheerleading Competition: Spirit of Hope, January 19-20

This two day national cheerleading competition helps support the March Forth with Hope Foundation. This year marks the 17<sup>th</sup> year for competition in Charlotte. They had a total of 25,000 cheerleaders and over 385 teams registered. The client was pleased with the turnout and is planning to return next year.

### Martin Luther King Jr. Prayer Breakfast, January 21

This was the 25<sup>th</sup> annual Martin Luther King Jr. Prayer Breakfast established by the H. J. McCrorey Family MCA. During breakfast, their keynote speaker was Soledad O'Brien. A crowd of 1,700 attended the prayer breakfast program. This event was held in the Crown Ballroom and was a quick turnaround for facilities after Universal Spirit Cheerleading.

### The Mid-Atlantic Boat Show, January 25-27

The Mid-Atlantic Boat Show is a repeat consumer show for the Convention Center. They had 9,550 attendees for their 3 day weekend event. The Mid-Atlantic Boat Show displays one of the finest collections of Cruisers and Sport Yachts.





## UPCOMING EVENT HIGHLIGHTS

### NBA All-Star 2019 Events, February 14-17

The 2019 NBA All-Star Weekend will take place in Charlotte this year. More than 150 city events are expected during the weekend, including several ticketed and non-ticketed public events at Bojangles' Coliseum, The Epicentre and the Charlotte Convention Center. More than 1,800 members of the media from around the world are expected to attend the NBA All-Star events, which are expected to bring thousands of visitors to Charlotte. Coverage of Sunday's All-Star Game, in addition to the games, activities and activations leading up to and following the event is expected to reach fans in more than 200 countries and territories and be heard in more than 40 different languages.

### The 2019 CIAA Official Events, February 27 – March 3

For the 14<sup>th</sup> year, Charlotte has served as the backdrop for this basketball tournament. The CIAA uses the Convention Center for all their ancillary events. Thousands of fans are expected for the two day Fan Fest which is free and open to the public.

## FACILITY REPORT

### Projects completed:

- NASCAR parking deck lighting upgrades.
- Sewer pump upgrades at gate 3 and dock 7. This was the last of a 3 stage upgrade.
- Square D lighting controls final testing to be done.
- Painting of meeting rooms in the Convention Center.
- NASCAR Hall of Fame loading dock door and gate arm replaced with new high speed door.
- New vehicle barrier and gate arm installed at Convention Center loading dock entrance.
- New exit ramp gate arm installed at Convention Center exit gate.
- Security hut moved from Stonewall Street to exit ramp.
- Sidewalk repaired along Brevard Street next to parking deck.

### Ongoing Projects:

- Painting of loading dock walls phase 2 delayed due to temperature in the dock area.
- Updating of signage in loading dock with new lighting.
- Replacement of large expansion joint on lower bridge area and a smaller joint in service corridor next to kitchen.
- Replacement repair of protective bollards in Crown service corridor. With a new sink.

### Upcoming Projects:

- Repair of leak in fountain water fall feature.
- Cleaning of fuel system for life safety generator.

# Bojangles' Coliseum & Ovens Auditorium

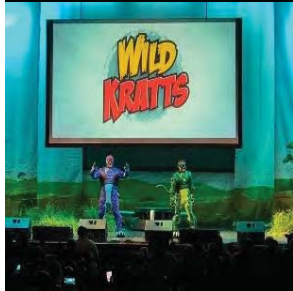
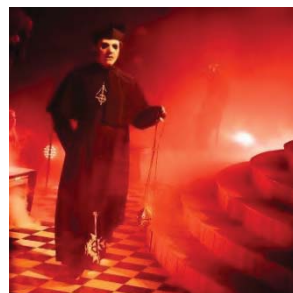
December 2018 - January 2019  
Submitted by Cathy Buchhofer



## Ovens Auditorium Success Metrics

In the months of December and January, Ovens Auditorium held 22 events with over 2,488 people coming through our doors. The events hosted were all well attended, including the Brian Setzer Orchestra's Christmas Rocks! Tour, Ghost, A Christmas Story, Celtic Thunder, Cirque Musical Holiday presents Wonderland, Darcynne Friends Rocking Around the Christmas Tree, The Beach Boys-Reason for the Season Tour, A Charlie Brown Christmas, Wizard of Oz, Moscow Ballet, E.T. in Concert with the Charlotte Symphony, and Dancing with the Stars Live, George Clooney and Novant Health's private event. The New Year is off to a great start with a busy continuation of the season with more than 17 events already booked for the next two months.

## Concerts, Shows and Events



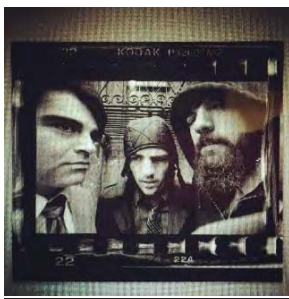


Upcoming Events

- Festival of Laughs Comedy Tour
- Freedom Train
- Wild Ratts Live
- CIAA Middle School Education Day
- Aesop's Fables
- The Cat in the Hat
- Franco Escamilla
- Funny as Ish Comedy Tour
- Harry Potter and the Chamber of Secrets in Concert
- Experience Hendrix
- Lauren Daigle Look Up Child Tour
- Hooper
- John Mellencamp Show
- Revolution Dance
- Legacy Dance

**Bojangles' Coliseum Successful Events**

Bojangles' Coliseum has had an eventful two months, hosting 17 events with over 37,478 people visiting the coliseum. The events included the Charlotte Checkers games and the r. Checkers ice time, Rock Tumble Roll, Our Lady of Guadalupe, Holy Angels, Avett Brothers and the CMS Mid-year Graduation. We are expecting the Checkers fans to continue to pack the coliseum for the remainder of the season as we cheer our team to victory.



Upcoming Events

- Checkers Season Continues
- NBA All-Star Celebrity Game, Media Day and All-Star Practice Sessions
- CIAA Practice and First Round Games
- PAC Cup and Elite National Qualifier
- Salute to Heroes Hockey Game



SPECTRUM CENTER  
 Dec 2018- an 2019  
 Submitted by Bill Becker



## RECENT EVENT HIGHLIGHTS

### Dec 2018

- Dec 2<sup>nd</sup> Hornets vs New Orleans, 5 p.m.
- Dec 7<sup>th</sup> Hornets vs Denver 7 p.m.
- Dec 8<sup>th</sup> Trans-Siberian Orchestra, 3 p.m. 7:30 p.m.
- Dec 12<sup>th</sup> Hornets vs Detroit 7 p.m.
- Dec 14<sup>th</sup> Hornets vs New York 7 p.m.
- Dec 15<sup>th</sup> Hornets vs Lakers 7 p.m.
- Dec 19<sup>th</sup> Hornets vs Cleveland 7 p.m.
- Dec 21<sup>st</sup> Hornets vs Detroit 7 p.m.
- Dec 28<sup>th</sup> Hornets vs Brooklyn 7 p.m.
- Dec 31<sup>st</sup> Hornets vs Orlando 6 p.m.

### an 2019

- an 2<sup>nd</sup> Hornets vs Dallas 7 p.m.
- an 8<sup>th</sup> Justin Timberlake 7:30 p.m.
- an 11<sup>th</sup> Monster Jam 7 p.m.
- an 12<sup>th</sup> Monster Jam 1 p.m. 7 p.m.
- an 17<sup>th</sup> Hornets vs Sacramento 7 p.m.
- an 19<sup>th</sup> Hornets vs Phoenix 5 p.m.
- an 20<sup>th</sup> Winter Jam, 6 p.m.
- an 22<sup>nd</sup> Panic AT THE DISCO 7 p.m.
- an 25<sup>th</sup> Marvel Universe Live 7 p.m.
- an 26<sup>th</sup> Marvel Universe Live 11 a.m., 3 p.m., 7 p.m.



- an 27<sup>th</sup> Marvel Universe Live 1 p.m. 5 p.m.
- an 28<sup>th</sup> Hornets vs New York 7 p.m.
- an 29<sup>th</sup> Cher, 8 p.m.

## UPCOMING EVENT HIGHLIGHTS

### Feb 2019

- Feb 1<sup>st</sup> Hornets vs Memphis 7 p.m.
- Feb 2<sup>nd</sup> Hornets vs Chicago 7 p.m.
- Feb 5<sup>th</sup> Hornets vs LA Clippers 7 p.m.
- Feb 8<sup>th</sup>-14<sup>th</sup> NBA All-Star Game Move In
- Feb 15<sup>th</sup> MTN DEW ICE Raising Stars 9 p.m.
- Feb 16<sup>th</sup> State Farm All-Star Saturday Night 8 p.m.
- Feb 17<sup>th</sup> 68<sup>th</sup> NBA All-STAR GAME 8 p.m.
- Feb 18<sup>th</sup> All-Star Road Out
- Feb 22<sup>nd</sup> Hornets vs Washington 7 p.m.
- Feb 23<sup>rd</sup> Hornets vs Brooklyn 7 p.m.
- Feb 24<sup>th</sup> Fleetwood Mac 8 p.m.
- Feb 25<sup>th</sup> Hornets vs Golden State 7 p.m.
- Feb 26<sup>th</sup> WWE Smackdown 7:45 p.m.
- Feb 27<sup>th</sup> Hornets vs Houston 7 p.m.
- Feb 28<sup>th</sup> CIAA Tournament, Women's Games 1 p.m. 3 p.m., Men's Games 7 p.m. 9 p.m.

### March 2019

- Mar 1<sup>st</sup> CIAA Tournament, Women's Games 1 p.m. 3 p.m., Men's Games 7 p.m. 9 p.m.
- Mar 2<sup>nd</sup> CIAA Tournament, Women's Championship 1 p.m., Men's Championship 4:30 p.m.
- Mar 3<sup>rd</sup> Hornets vs Portland 1 p.m.
- Mar 6<sup>th</sup> Hornets vs Miami 7 p.m.
- Mar 8<sup>th</sup> Hornets vs Washington 7 p.m.



- Mar 9<sup>th</sup> Pink 8 p.m.
- Mar 10<sup>th</sup> ACC MBBT Road-In
- Mar 11<sup>th</sup> ACC MBBT Practices TBD
- Mar 12<sup>th</sup> ACC MBBT noon, 2 p.m., 7 p.m.
- March 13<sup>th</sup> ACC MBBT Noon, 2 p.m., 7 p.m., 9 p.m.
- Mar 14<sup>th</sup> ACC MBBT 12:30 p.m., 2:30 p.m., 7 p.m. 9 p.m.
- Mar 15<sup>th</sup> ACC MBBT 7 p.m., 9 p.m.
- Mar 16<sup>th</sup> ACC MBTT 8:30 p.m.
- Mar 17<sup>th</sup> ACC MBBT Road-Out
- Mar 18<sup>th</sup> ACC MBTT Road-Out
- Mar 19<sup>th</sup> Hornets vs Philadelphia 7 p.m.
- Mar 21<sup>st</sup> Hornets vs Minnesota 7 p.m.
- Mar 23<sup>rd</sup> Hornets vs Boston 6 p.m.
- Mar 24<sup>th</sup> Travis Scott 8 p.m.
- Mar 26<sup>th</sup> Hornets vs San Antonio 7 p.m.
- Mar 27<sup>th</sup> ACN Move-In
- Mar 28<sup>th</sup> ACN
- Mar 29<sup>th</sup> ACN
- Mar 30<sup>th</sup> ACN
- Mar 31<sup>st</sup> ACN

#### ADDITIONAL HIGHLIGHTS

Finalization of preparations for All-Star Game, including logistics, staffing, and day-t- day procedures. Advancing operational requirements for CIAA Tournament. Development of operational plans for ACC Men's Basketball Tournament. In initial stages of outlining FY 19-20 CAPE Strategy.



Bringing the community together to end homelessness, one life at a time.

**EXECUTIVE  
DIRECTOR**

Dale Mullennix

January 9, 2019

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**John Feldman**

Capital One Bank

**David Harker**

Harker, LLC

**Kathy Izard**

Community Advocate

**Matt Kinney**

Atando Technologies, LLC

**Collin Lane**

Atrium Health

**Katherine Lockhart**

Bank of America

**Sarah Paris**

DHG Wealth Advisors LLC

**Chris Schaaf**

JLL

**Shannah Stephens**

Bank of America

**John Stubbs**

Davis Moore Capital

**Scott Tyler**

Moore & Van Allen PLLC

Mr. Tom Murray

Charlotte Regional Visitors Authority

501 South College Street

Charlotte, NC 28202

Dear Tom:

I wanted to personally thank you, the CRVA, the Charlotte Convention Center management, Bojangles Coliseum management and their respective culinary teams for the food donations on behalf of the Urban Ministry Center. These CRVA culinary teams have quickly utilized the Stew of Sustainability food rescue program to produce significant food donations for our neighbors in need. As you know, we are the main Soup Kitchen in town, open daily for lunch and providing close to 100,000 meals annually. Your food donations have not only improved the quality of our meals but have helped us offset rising food prices enabling more resources for our programs and services focused on ending a person's homelessness.

The Stew of Sustainability program has made it easy for all of us to feed those in need. I am impressed how it promotes food safety, reduces food waste which results in close to 20% of our food donations allowing us to more efficiently feed close to 300 people a day. Your organization's support has been felt at the Urban Ministry Center and we are grateful.

Sincerely,

Dale Mullennix

Executive Director

Urban Ministry Center

704-926-0631

**From:** Adele Goodman <[adele.goodman@teampenske.com](mailto:adele.goodman@teampenske.com)>  
**Date:** February 4, 2019 at 8:46:19 AM EST  
**To:** William Dail <[wdail@psav.com](mailto:wdail@psav.com)>, Wendy Belk  
<[Wendy.Belk@NASCARHall.com](mailto:Wendy.Belk@NASCARHall.com)>, "Wells, Amber" <[awells@nascar.com](mailto:awells@nascar.com)>,  
Ashley Watkins <[AWatkins@psav.com](mailto:AWatkins@psav.com)>, William Taylor  
<[wtaylor@psav.com](mailto:wtaylor@psav.com)>, Kathy Manard <[Kathy.Manard@nascarhall.com](mailto:Kathy.Manard@nascarhall.com)>,  
Jennifer Brown <[Jennifer.Brown@charlotteconventionctr.com](mailto:Jennifer.Brown@charlotteconventionctr.com)>  
**Cc:** Jonathan Gibson <[jonathan.gibson@teampenske.com](mailto:jonathan.gibson@teampenske.com)>  
**Subject: Team Penske Hall of Fame Induction Party**

Good morning! Just wanted to send a note to thank you ALL for your help with our team party & all the millions of details that had to get sorted out. What a weekend! The venue was awesome, everything went off without a hitch & the food was delicious.

We appreciate you always taking care of us from these big parties down to our small meetings there. You're a great team. 😊

Kind regards,

Adele



From: <bjsafro@aol.com>  
Date: February 6, 2019 at 4:21:03 PM EST  
To: <Tom.Jensen@NascarHall.com>, <Kevin.Larrabee@Nascarhall.com>  
Subject: An Honor!

Hello Everyone,

"Please forward to Everyone involved" -Thank you!

I just wanted to drop all of you a line.

It is an Honor to have Alan Kulwicki's car in the NASCAR Hall of Honor!

Thank you all for making me feel comfortable that the car is in good hands and will be well cared for over the next year. I has been a pleasure to meet each and everyone of you and your staff.

Your Museum is second to none. From the minute I walked in the door, I could see that it is a special place. Everyone is happy, caring, considerate, professional and compassionate.

It is clean, well staffed, organized, perfectly designed and spectator friendly.

Please let me know if I can do anything further to help.

Looking forward to bringing my family to see your House!

Thank you again for everything!

John Safro



# **Board of Directors Meeting**

## **February 13, 2019**

# Economic Update

# Grow RevPAR Index to 104.1% of Comp Set

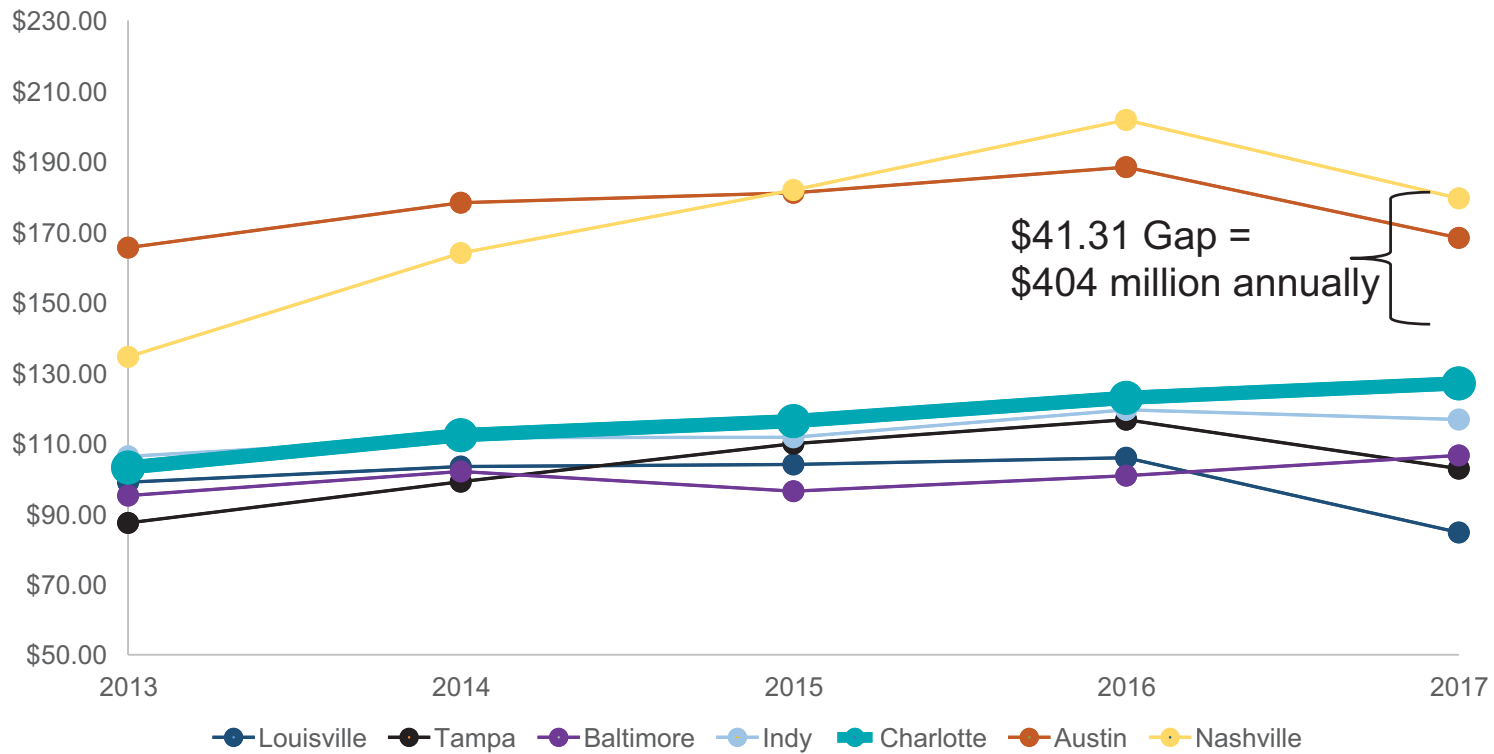
## Grow Charlotte Market Share of the Visitor Economy

By delivering on Charlotte' brand promise, developing competitive infrastructure and creating destination alignment, the CRVA will grow the visitor economy by capturing market share from our competitors.

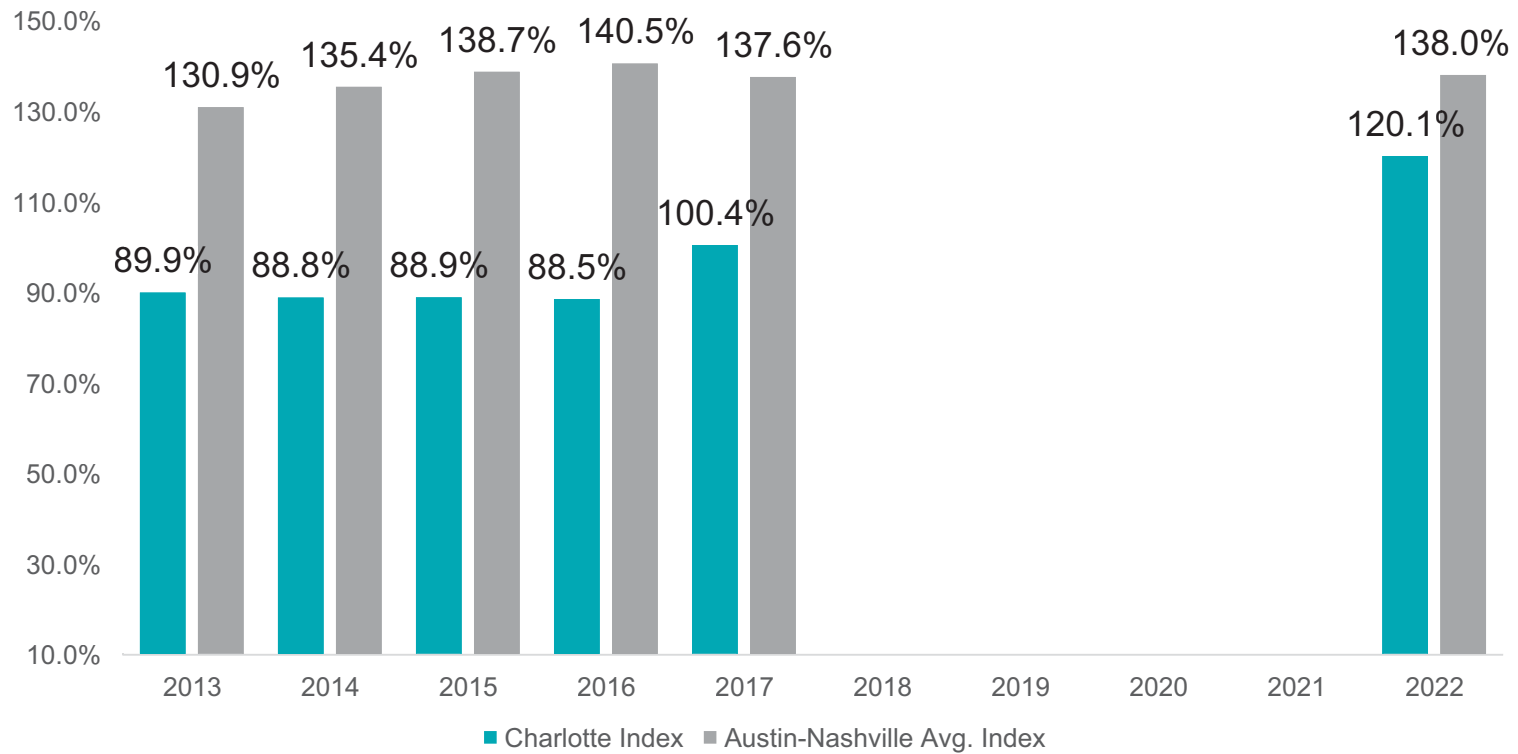
- Convert more interest travelers to choose Charlotte than competitive destinations.
- Earn more than Charlotte's fair market share of the visitor economy compared to competitive cities.

$$\text{RevPAR} = \frac{\text{Room Demand} \times \text{Room Rate}}{\text{Room Supply}}$$

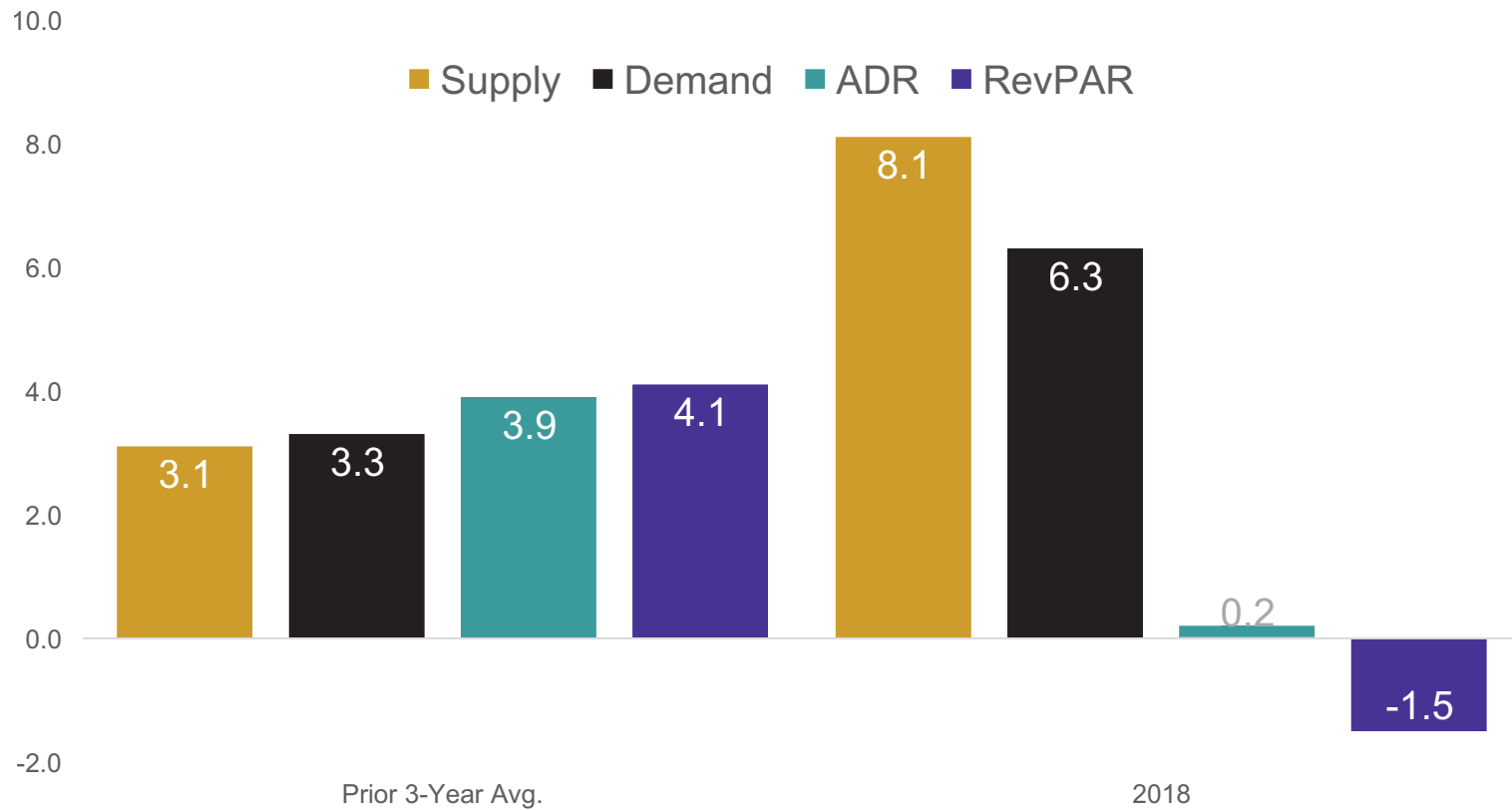
# Changing Perception, Creating Demand & Adding Value



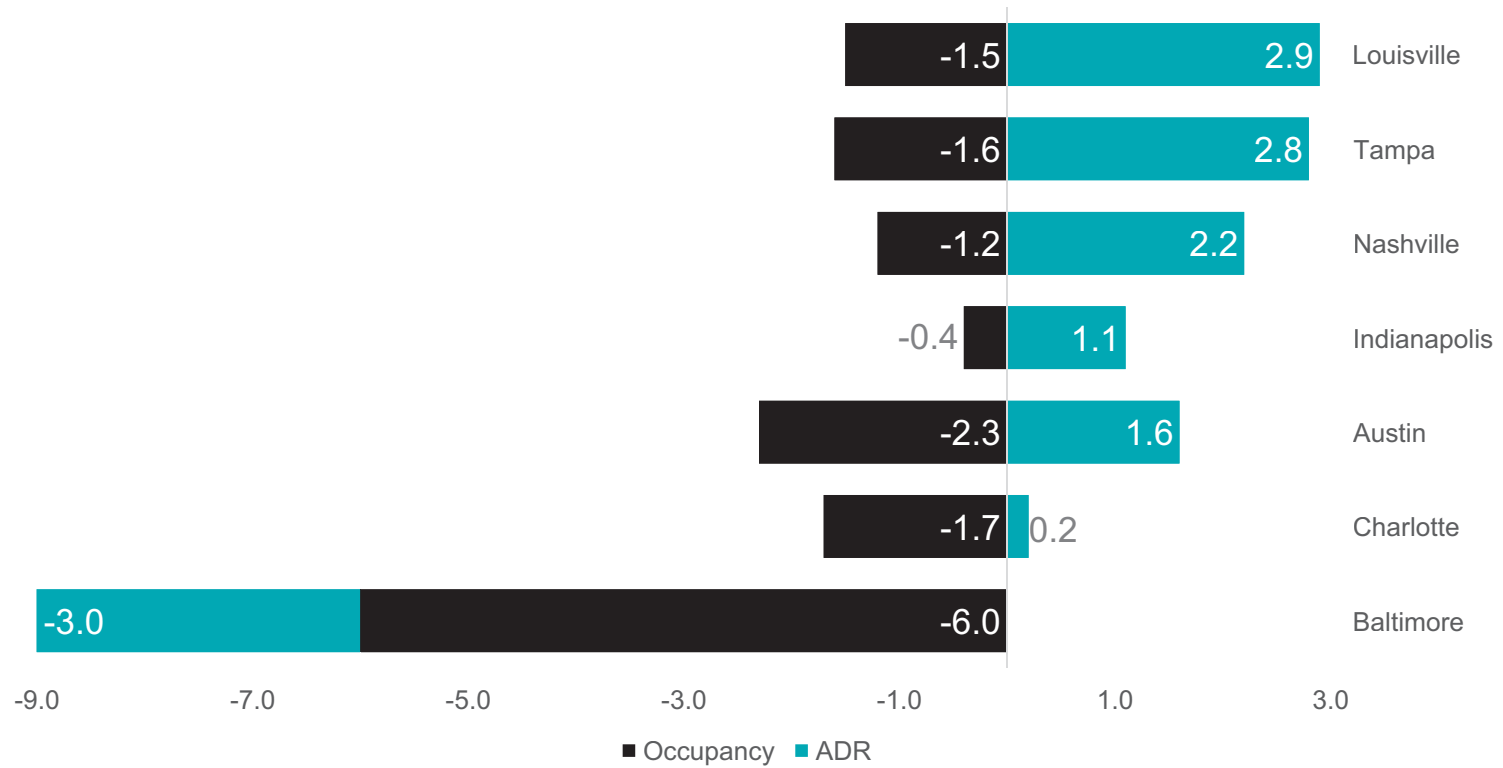
# Set Goals to Leave Comp Set and Close Gap on Market Leaders



# 2018 Uptown Charlotte Hotel Performance

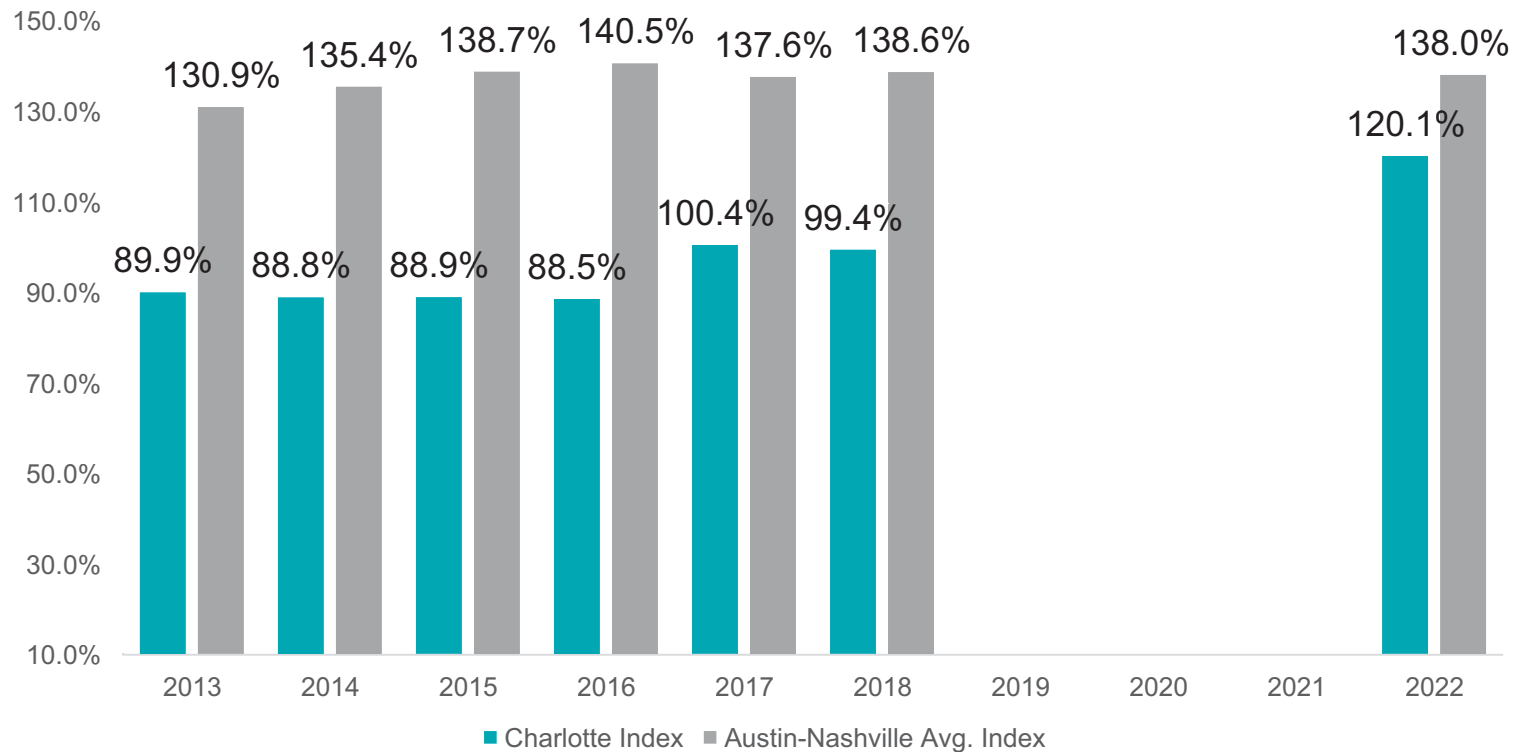


# 2018 Comp Set Hotel Performance





# Grow RevPAR Yield Index to 104.1% of Comp Set



# Questions/Comments

# **CITY OF CHARLOTTE ECONOMIC DEVELOPMENT PRESENTATION**

**\*\*\***

## **PLACEHOLDER**

# Questions/Comments

# Workforce Development Efforts at the CRVA

## Why was the Task Force Developed?

- 1:9 people work in the hospitality sector
- 4<sup>th</sup> Largest employment sector
- Aligns our industry with City-stated goals
- Extremely low unemployment has hotels & restaurants working hard to recruit
- Chronic unemployment in 18-25 year old African-American youth targeted

# Task Force Strategy

Bringing together divergent organizations that work in the empowerment of the Charlotte region but haven't collaborated fully on workforce development

## Private Sector Employers

- Restaurants
- Hotels (CAHA)
- Convention Center

## Educators

- CPCC
- Johnson & Wales
- UNCC

## Public Sector Employers

- City of Charlotte
- Mecklenburg Co. Sherriff's Office
- CATS

# Member Organizations



- CRVA
- Charlotte Works
- Dressler's Restaurants
- Community Culinary School
- Charlotte Area Hotel Association
- Ritz Carlton
- Hilton Center City
- CPCC
- Johnson @ Wales
- Burke Hospitality Group
- Piedmont Culinary Guild
- Grace Mar
- Centralina



# Hospitality Sector Partnership -- Goals

Build a sustainable ecosystem that aligns the needs of the community with the needs of Charlotte's hospitality industry

Provide economic mobility opportunities for the workforce and provide the skills employers most want and need.

Provide a forum to keep Group informed about resources and opportunities

Put people to work: sustaining employees for the hospitality industry

Create employee attraction and retention pilot programs that put people to work in the restaurant and hotel industries

## Industry Growth

- Strong growth projected through 2023 (total job demand):
- Full and Limited Service Restaurants (80,064)
- Hotels and Motels (7,962)
- Fitness and Recreational Sports Centers (9,085)
- Food Service Contractors (4,871)
- Golf Courses and Country Clubs (2,848)
- Amusement and Theme Parks and Other Recreation (3,032)
- Arts, Sports, and Event Venues (1,182)

\*Focus on employment and training needs of these sub-industries

## **Demand is highest for these positions through 2023:**

- Food Prep and Serving Workers (incl. Fast Food) (33,366)
- Waiters and Waitresses (22,011)
- Cooks (8,434)
- Supervisors of Food Prep and Serving Workers (5,895)
- Amusement and Recreation Attendants (3,390)
- Fitness Trainers (3,005)
- Bartenders (3,074)
- Maids and Housekeeping Cleaners (2,115)
- Food Service Managers (1,376)
- Chefs and Head Cooks (590)

\*Focus on employment and training needs of these sub-industries

# Early Wins

- Network of resources; exchange of ideas and information
- CAHA efforts
- Pilot programs: Hilton Center City and CRVA

**WE ARE HIRING!**

Hilton Charlotte Center City  
222 E. 3rd Street Charlotte, NC 28202  
Available Opportunities:  
Engineering  
Housekeeping  
Food & Beverage

**WE ARE HIRING!**  
HILTON  
HOSPITALITY

Benefits Include:  
Health, Dental & Vision Insurance  
401K Plan with Match  
Free Uniform & Shoes  
Free Meal on every shift  
Discounted CATS Passes  
Hilton Brand Travel Discounts

# Questions/Comments



Mon 11/5/2018 12:13 PM



Alison Lahners <Alison.Lahners@crva.com> on behalf of Tom Murray <tom.murray@crva.com>

[EXT] CRVA October Board of Directors Recap & Annual Report

To [Winston, Braxton](#); [Driggs, Edmund](#); [Phipps, Gregory](#); [Mitchell, James](#); [Harlow, Justin](#); [Egleston, Larken](#); [Newton, Matthew](#); [Bokhari, Tariq](#); [Ajmera, Dimple](#); [Mayfield, LaWana](#); [Eiselt, Julie](#); [Lyles, Viola](#)



**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe. Please forward all suspicious email to [bad.mail@charlottenc.gov](mailto:bad.mail@charlottenc.gov).

Dear Mayor Lyles and City of Charlotte Council Members -

The CRVA recently held its October Board of Directors Meeting. In an effort to keep you updated on the activities of our organization, I'm providing a brief recap of the topics covered below. In addition, our FY18 Annual Report is attached and can also be found [here](#). As always, I'd be happy to provide further detail on any of these points mentioned.

We were pleased to welcome two new board members appointed by Mayor Lyles and City Council, Mike Evans and Tarun Malik. We know their professional backgrounds will bring value to our board with Mike's years as a financial advisor and professor at Johnson C. Smith University and Tarun's leadership of Johnson and Wales University - Charlotte. We're also happy to continue to benefit from the leadership and guidance of Bridget-Anne Hampden who has been reappointed for a second three-year term.

The board received an update on the planning and preparation underway for the 2019 NBA All Star game that will be taking place Feb. 14 - 17, 2019. They were given an overview of how planning initiatives have been divided between the executive and local organizing committees, which are made up of various economic development and community contacts including City of Charlotte, CMPD and strategic partner staff. Work has been focused on completing what's outlined contractually by the Hornets, NBA, City and the CRVA while event schedules, security, traffic plans, marketing/communications execution and community service outreach are also in production. We were also pleased to hear that all hospitality packages are currently sold out.

In addition, a presentation was given regarding the 'Charlotte' place brand that launched earlier this year, which was created in collaboration with partners such as the City, Charlotte Chamber, Center City Partners and the Charlotte Regional Partnership. An extensive paid media campaign in 12 strategic drive markets within a 250-mile radius of Charlotte began this year as well (i.e. Atlanta, Nashville, Richmond and Columbia). The branding effort employs a multi-channel approach utilizing broadcast and cable television, digital and print. According to our latest research related to paid media as of last spring, with the recall of just one paid advertisement, we learned that we're able to positively impact perceptions of Charlotte's image by more than double in some cases.

Also in collaboration with the City and our strategic partners, we launched an economic development-focused public relations initiative with the New York City agency Development Counsellors International (DCI) that focuses on top-tier media relations targets, a digital advocate social media program and research that creates a benchmark to analyze the perceptions of site selectors and prospective talent.

The fiscal year 2018 Audited Financial Report was presented to the group, which was conducted by CohnReznik. It's worth noting that the audit resulted in a clean and/or unmodified opinion in addition to being a seamless process with no major findings or recommendations required. This audit marks the CRVA's 30<sup>th</sup> consecutive clean audit. The board unanimously approved the audit and has been shared with City of Charlotte staff. Please contact Alison Lahners ([alison.lahners@crva.com](mailto:alison.lahners@crva.com)) if you wish to see a copy of the final report.

We are also looking forward to celebrating the outstanding achievements of Charlotte's hospitality community at the Partners in Tourism Awards on Jan. 23 and inducting the tenth class during the Class of 2019 Induction Ceremony on Feb. 1. We invite you to join us for both events. Please let me know if you have any questions on these topics. I welcome the opportunity to meet one-on-one with you and address any questions you may have regarding this update. You can reach me via email or at 704-414-4010. Thank you for your time and continued support of the CRVA.

Sincerely,

**Tom Murray**  
Chief Executive Officer  
Charlotte Regional Visitors Authority  
Phone: 704-414-4010  
Fax: 704-339-6024  
Email: [Tom.Murray@CRVA.com](mailto:Tom.Murray@CRVA.com)

October 31, 2018

Dear Mayor Lyles and Charlotte City Council Members,

Enclosed, you will find the Charlotte Regional Visitors Authority (CRVA) Annual Report for Fiscal Year 2018 (FY18). This year, the City and CRVA collaborated on a number of initiatives to enhance destination perception and drive economic prosperity. From hospitality funding investments such as the Charlotte Convention Center expansion and connector at Bojangles' Coliseum and Ovens Auditorium to major events such as the CIAA Men's & Women's Basketball Tournament and securing the 2020 Republican National Convention, we thank the City for its partnership and support.

The CRVA is committed to furthering the "One CRVA" culture journey it has been on over the past six years. This journey has promoted collaboration across all eight CRVA brands and an "employee-first" environment that works to engage our staff so their enthusiasm helps drive positive customer experiences. This internal work has also helped to make the CRVA a more strategic, evidence-based organization, ultimately furthering the way we carry out our vision of making Charlotte the most sought-after city in the Southeast. Our new Strategic Plan mentioned in this document brings these corporate values to life.

You'll also see in this report that visitor spending and hotel performance indicators for the hospitality industry increased momentum in FY18. Visitor spending generated more than \$7 billion for the entire Charlotte region with visitors infusing \$5.4 billion in domestic spending into the county.

I encourage you to read more about our year in review as detailed in this document. We welcome the opportunity to address any questions or concerns. Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Murray". The signature is stylized with a horizontal line above the letters and a vertical line extending downwards from the end.

Tom Murray  
Chief Executive Officer  
Charlotte Regional Visitors Authority (CRVA)



## CRVA Strategic Journey

### STRATEGIC PLAN

Following the completion of a five-year Strategic Plan for FY2014–18, the CRVA vigorously set out to create a strong follow-up for the upcoming five years. Utilizing a robust foundation of data-driven decision-making, the organization's "employee-first" culture, and a commitment to customer experience and enhancing Charlotte's quality of life, the CRVA has set ambitious, forward-looking goals for the next five years with its new Strategic Plan.

One of the first elements of this process was to examine the organization's vision and mission. The updates build on the successes of the previous plan and emphasize the CRVA's role in driving community prosperity via the visitor economy. Using the updated mission and vision below as the plan's compass, the result is an evolved strategic direction that is both aspirational and competitive.

**Mission:** Embracing an inclusive, employee-first culture, the CRVA is the trusted leader of Charlotte's visitor economy, which elevates community prosperity through destination-defining infrastructure, impactful branding and job growth.

**Vision:** Charlotte will be recognized as the most sought-after city in the Southeast, known for its undeniable energy, passionate people and captivating experiences.

The CRVA's introspective culture journey over the past six years was also a key focal point during the previous Strategic Plan iteration. It was important to determine if there were any additions that needed to be made to continue to propel an "employee-first" culture. The CRVA added "Inclusion: Discover and value our differences." to its existing core value roster: Trust: Build meaningful relationships; Collaboration: Accomplish great work together; Innovation: Commit to constant curiosity; Integrity: Do what's right, not what's easy; Engagement: Inspire passion, purpose and pride; and Accountability: Count on me. This is a critical addition given the organization's commitment to being representative of the many faces and perspectives that shape Charlotte's character and strengthen its unity.

The updated plan largely encompasses five significant themes: destination development, customer experience, revenue generation, advocacy and culture. Meanwhile, the Strategy Map serves as an organized visual aid that highlights top-level components of the strategy. Lastly, a Balanced Scorecard (BSC) that's updated annually is the primary measurement tool with clear targets that are regularly assessed. The BSC includes 12 new measures directed at driving competitiveness by measuring the organization and city against its competition.

CRVA team members also spent time identifying some of the known challenges the organization and city will be working through in the coming years, such as the business impacts of the expansion at the Charlotte Convention Center. Accounting for these types of challenges in the plan in addition to driving new initiatives speaks to the thoroughness of analysis and detail the CRVA team went through in the planning process. Overall, this new direction is a vital catalyst for economic development and quality of life for Charlotte residents.

This continued commitment to strategy will require intense collaboration and the hard work of all CRVA team members, city partners and vital stakeholders to achieve the vision of being "recognized as the most sought-after city in the Southeast." The CRVA is energized by the innovation and collaboration it took to create the plan and is ready to embark on the next five years of its strategy-based organizational journey.

# strategy



## vision

Charlotte will be recognized as the most sought after city in the Southeast, known for its undeniable energy, passionate people and captivating experiences.

## mission

Embracing an inclusive, employee first culture, the CRVA is the trusted leader of Charlotte's visitor economy which elevates community prosperity through destination-defining infrastructure, impactful branding and job growth.



## **Operational Performance**

### **BOJANGLES' COLISEUM**

In FY18, Bojangles' Coliseum hosted a total of 107 events compared to a budgeted event volume of 110 events; an increase of 18 events over the previous year. Event highlights for FY18 include notable events such as Nick Cannon Presents: Wild 'N Out, Joyce Meyer, Charlie Wilson, Maluma, Mike Epps, Katt Williams and the return of Disney on Ice.

The venue also hosted a winning season for the Charlotte Checkers and supported strong attendance for the team throughout their season, including a bid to the playoffs for the second year in a row and making it to the division finals of the Calder Cup series. Strong promotions like "Pink in the Rink," "1950s Night," "NASCAR Night" and "Pooch Party" continued to be fan favorites. The venue also welcomed the addition of a new arena football team in the American Arena League, the Carolina Energy. The team finished the season 7-3, competing into the semifinals of the playoffs.

Graduations continue to be a staple at the complex with 13 Charlotte-Mecklenburg Schools (CMS) high school graduations, as well as graduations for Central Piedmont Community College, the University of Phoenix and Gaston College. The venue welcomed more than 341,842 visitors for these events, more than a 50,000-person increase over past year.

As part of City Council's approval of funding related to the Capital Improvement Plan, the CRVA team has been actively working on the connection between Bojangles' Coliseum and Ovens Auditorium. The enhancements will aid in additional restroom capacity, concession offerings, circulation space between the venues, and connectivity for CRVA staff and productions utilizing the venues.

### **OVENS AUDITORIUM**

In FY18, Ovens Auditorium hosted a total of 143 events compared to a budgeted event volume of 118 events. The venue welcomed a variety of performers from singer/songwriters, magicians, artists, comedians, dancers and more. Some of the most popular events were Bring It! Live, Jason Isbell, Paramore, Harry Potter in Concert, Sommore, Robert Plant and Paw Patrol. The CRVA successfully collaborated with Blumenthal Performing Arts Center to host four separate weeks of Broadway events including "On Your Feet! The Musical", "Les Miserables," "School of Rock" and "Beautiful: The Carole King Musical."

Like Bojangles' Coliseum, Ovens Auditorium also has rich history in hosting graduations and recitals. The venue held eight CMS high school graduations. During all of these performances and community events, Ovens welcomed more than 192,450 visitors.

### **SPECTRUM CENTER**

The CRVA continued its effective partnership with the Charlotte Hornets for back-of-house services at Spectrum Center in FY18. The level of accomplishment is determined mutually by the effectiveness and economic expenditures the CRVA supports through engineering, facility operations, maintenance, cleaning and security. Team responsibilities enhance the experience the Charlotte community and visitors have at the arena as a whole. In FY18, the CRVA provided a value of \$7.8 million in support of 92 events. This production assistance by the CRVA delivers

cost beneficial support when compared to that of a third party. Aside from the Hornets' regular season, these events spanned Bon Jovi, the Eagles, James Taylor, Bonnie Raitt and more.

In addition to delivering back-of-house services, the CRVA provided support to the City's Capital Improvement Program at the facility. This past year, projects included the arena's restaurant renovation, a point-of-sale integration system, main distribution frame (MDF) HVAC upgrade and pipe replacement project. There were continued energy efficiency upgrades made to the lighting and HVAC systems as well.

### **CHARLOTTE CONVENTION CENTER**

During FY18, the Charlotte Convention Center hosted 258 events with 227,238 in total registered attendance, including 43 conventions and trade shows, nine assemblies, 18 consumer shows and 188 local events. These events enabled the venue to surpass budget by 4.9 percent and generate approximately \$19.2 million in revenue for the year.

Noteworthy events hosted by the venue in FY18 included International Association of Fire Chiefs, P.E.O. Sisterhood, National League of Cities, American Football Coaches Association, International Sleep Products Association and American College of Medical Genetics and Genomics.

The venue completed several important capital projects in FY18, including the completion of the restroom renovations in the exhibit halls and Richardson Ballroom, change-out of all meeting room fluorescent lighting to LED fixtures, renovations and new furnishings in all VIP suites, and the replacement of the original exhibit hall chair inventory.

FY18 represents record revenues for the venue, highlighting the overall value of the convention and trade show business to the Convention Center as well as to the community. Work has continued on the Convention Center expansion project due to commence in early spring 2019 with the design development phase complete and construction documents well underway for the additional meeting room space and the Stonewall connector bridge.

Since the announcement of this expansion, 21 events have confirmed or are close to confirming their intentions to bring events to Charlotte post-construction along with a supplemental 48 events that are strong prospects. All of these customers benefit from the new meeting room space and most would not have selected Charlotte if not for the upcoming expansion.

### **NASCAR HALL OF FAME**

The NASCAR Hall of Fame continues to build on a balanced business model to support its vision of operating a premier sports hall of fame, being a leader in defining what it means to honor a sport and serve as a defining destination asset for the Charlotte region. Operating revenue for the Hall of Fame in FY18 totaled \$6.85 million, up 2.6 percent from FY17.

The landmark strongly contributed to the local economy through \$39.1 million in direct spending and \$72 million in economic impact in FY18. A large piece of this direct spending is achieved from visitors. Attendees visited the venue from all 50 states and multiple countries. More than 90 percent of the Hall of Fame's guests travel more than 50 miles, and nearly 70 percent travel more than 200 miles or more. More than half of all attendees traveled at least 440 miles with an average distance of 564 miles. Approximately 37 percent indicate that their primary reason for visiting

Charlotte is to explore the Hall of Fame, while 62 percent of visitors stay overnight for an average of 2.98 days. Travel parties averaged 2.66 people and spent more than \$760 on average per party. This demonstrates what a bucket-list experience the Hall of Fame has become and validates the investment the community, in particular the hotel community, made in the one-of-a-kind experience.

The Hall of Fame continues to be a highly sought-after event venue for conventions and local events alike, leveraging the immersive NASCAR experience the Hall of Fame provides and hosting more than 300 events in FY18. This volume of events has remained consistent over the past three years. The demand from various groups has resulted in the Hall of Fame developing a Group Hot Pass Tuesday program on a trial basis, which launched in early FY19. The program, which reserves the Hall of Fame exclusively for large groups like schools and meeting planners, will enable the venue to meet the increasing community, civic, education and corporate group demand the venue has experienced in recent years.

The Hall of Fame also brought operations of the venue's Gear Shop in-house during FY18, which enables the venue to better control the inventory, meet guest needs, promote the venue and Charlotte as a whole, match merchandise offerings with exhibits and events, and ultimately, contribute to the bottom line. In addition, the Hall of Fame continues to be the choice destination for industry announcements, press conferences, paint scheme unveils, media events, and sponsorship announcements that provide unique, insider access and enhance guest experiences.

The Hall of Fame's education program grew to serve more than 17,000 students in FY18, an increase of 21 percent from FY17 and a 325 percent increase since FY15. Programming geared toward avid NASCAR fans and local family audiences like the Racing Insiders Tour, Breakfast with Santa, Not-Too-Spooky Haunted Hall, Easter Egg 400 and Father's Day Brunch continue to be popular. These events further cement the Hall of Fame's appeal to diverse audiences.

In January 2018, the Hall of Fame remained committed to its mission to honor the history and heritage of NASCAR by inducting another class of icons: Red Byron, Ray Evernham, Ron Hornaday Jr., Ken Squier and Robert Yates. To date, the Hall of Fame has inducted 45 icons and selected five more for induction in winter 2019, bringing the total to 50 inductees. The Hall of Fame honored Jim France as the Landmark Award recipient and Norma "Dusty" Brandel as the Squier-Hall Award recipient as well.

Maintaining a tradition of constantly evolving and refreshing exhibits, the Hall of Fame created several concepts in FY18, including a unique partnership with Disney-Pixar's "CARS 3." It featured more than a dozen real-life NASCAR legends and personalities along with one of only two full-sized Lightning McQueen cars located outside Disney properties. In addition, the Hall of Fame unveiled an exhibit highlighting the career of the perennial "NASCAR's Most Popular Driver," Dale Earnhardt Jr. after his retirement. Lastly, the first phase of an extensive review of the exhibit experience and planning to refresh the hands-on interactive elements as well as other exhibit experiences began during FY18.

## **VISIT CHARLOTTE**

In FY18, the Visit Charlotte sales team booked 452 total events for future years. Approximately 30 of those events were Charlotte Convention Center events, and of the 376,743 room nights associated with the 452 events, 128,278 were tied to the Convention Center. Youth and amateur sports accounted for 219,092 room nights, representing 58

percent of the total room nights booked by Visit Charlotte. The Venue Sales Team booked \$1.1 million in event revenue for CRVA venues, predominately at the NASCAR Hall of Fame.

While House Bill 2 (HB2) was replaced with HB142, North Carolina still remains under a travel ban from six states, California and New York having the largest impact. Public employees from those states with conferences and conventions held in Charlotte are impacted by these travel bans, which are still in place due to states indicating that HB142 did not go far enough in protecting individuals against discrimination. The CRVA is still finding that conventions with a high percentage of public employees attending are choosing to not come to Charlotte because of the potential of decreased attendance, which is up to 15 percent in some cases.

Destination Services provided support to 36 citywide events that utilized the Convention Center as well as 56 sporting events and 42 events that took place at the Spectrum Center, Bojangles' Coliseum and area hotels. Citywide convention events that attracted more than 4,000 people to the destination included Fire Rescue International Meeting & Exposition, P.E.O. Sisterhood 73rd Convention of International Chapter, National League of Cities 2017 City Summit, American Football Coaches Association's Annual Convention, American Bus Association's 2018 Marketplace, ACN Inc., Alpha Kappa Alpha Sorority's Mid-Atlantic Regional Conference and PennWell Corporation's EMS Today and HydroVision International.

Sporting events consisted of professional, collegiate and amateur events. Single events with heavy attendance for FY18 were USBA's National Championship, the PGA Championship and NCAA's Division 1 Men's Basketball Tournament. Annual events such as ACC Football Championship, the Belk Bowl, Universal Spirit's National Cheerleading Championship, Palmetto Volleyball and CIAA's Men's & Women's Basketball Championship generated a high demand of visitors to the Queen City.

Visitor Information Center operations, which include the Convention Center, Charlotte Douglas International Airport, and an Uptown location on Tryon Street, serviced 335,071 inquiries via walk-in traffic, phone and internet inquiries, a 39 percent increase from FY17.

## **CHARLOTTE FILM**

The Charlotte region has served as the perfect backdrop for various commercials. In FY18, highlights of filming in the Charlotte region included, but were not limited to, commercials for Atrium Health, Coca-Cola, Spectrum, Kirishima Shochu (Japanese commercial), NC Lottery, John Deere, Henkel-Loctite, NASCAR, IBM, Car Gurus, Fox Sports, Brighthouse Financial, Cheerwine, Bojangles', Altria, NBA, Mobil 1, Bank of America, LendingTree, Goody's Headache Powder and NBC Sports Network.

A sampling of reality shows include Discovery ("Investigation Discovery"), Cooking Channel ("Southern and Hungry" and "Late Nite Eats"), Food Network ("Comfort Food Crawl"), CMT ("Racing Lives"), CNN ("Declassified") and Travel Channel ("Bizarre Foods with Andrew Zimmern"). Charlotte was used as a still photography backdrop for brands such as Hyundai, Syngenta, Seiko, National Geographic, Belk and Lowe's.

Total film-related spending in the Charlotte region was \$9.9 million with 2,794 hotel rooms booked, 1,290 crew positions filled and 198 leads on projects.

## **Operational Summary**

### **CAPITAL SUMMARY FOR VENUES**

In FY18, approximately \$10.1 million was invested in capital improvements for CRVA-managed venues. Noteworthy projects included schematic designs for future expansion and bathroom renovations at the Charlotte Convention Center, audio/visual interactive upgrades and Gear Shop upgrades at the NASCAR Hall of Fame, an event stage at Bojangles' Coliseum, new stage lighting console and new spotlights at Ovens Auditorium, and a point-of-sale integration system at Spectrum Center.

### **FINANCIAL SUMMARY**

For FY18, CRVA venues generated revenues of \$42,577,131 and received external financial support totaling \$35,302,740. Operational and capital expenses for FY18 totaled \$76,139,543. The resulting \$1,740,328 surplus is part of the CRVA Fund Balance.

As of June 30, 2018, after adjusting for non-cash items, the CRVA pre-audited working Fund Balance is \$16,559,676. The final audit is available as of November 2018.

## **FY18 Highlights**

### **VISITOR SPENDING**

Visitor spending in Mecklenburg County and the Charlotte region hit record highs again according to the most recently released data. This is a powerful metric that demonstrates how the tourism industry in the Charlotte region creates jobs, generates tax savings for residents and improves the quality of life for the entire community.

Mecklenburg County led all North Carolina's 100 counties in domestic travelers' expenditures at nearly \$5.4 billion, an increase of 4.2 percent since 2016, and visitors across the Charlotte region spent more than \$7 billion, an increase of 4 percent since 2016. Visitors are spending more money in Mecklenburg County than any other tourism-centric destination in the Carolinas, including Raleigh, Asheville, Charleston and Myrtle Beach.

Visitor spending in Mecklenburg County has seen a steady rise the past several years, growing by 44 percent since 2010. In 2017, the Charlotte region hosted approximately 28.3 million visitors, an increase of 500,000 from 2016, according to research firm Longwoods International.

The Charlotte region also continues to boast the largest number of direct tourism employees and the largest payroll in the state. Approximately 52,250 jobs in the tourism sector in Mecklenburg County are supported by visitor spending, which represents the largest number of direct tourism employees in the state and the largest payroll of \$1.9 billion, making it an important economic sector with a measurable impact on our community. The growth in visitor spending led to 1,480 new jobs in Mecklenburg County. State and local tax revenues from travel to Mecklenburg County totaled \$387.6 million, representing a \$360 tax savings for every county resident.

### **2020 RNC SITE SELECTION**

The Republican National Committee officially selected Charlotte as host of the 2020 Republican National Convention (RNC). To support this effort, the CRVA led the bid process for the city utilizing the talents and expertise of many organizations including hotels across our region, economic development partners and organizations such as the Charlotte Hornets and the Charlotte-Mecklenburg Police Department. A driving factor in the site selection was the involvement and commitment of leadership throughout the region, including but not limited to, Mayor Vi Lyles.

Charlotte will now join the ranks of only 10 cities who have had the opportunity to host both the Republican National Convention and the Democratic National Convention. In 2012, the DNC drew approximately 35,000 delegates, media and visitors. The outcome resulted in a historic high for the most net positive economic impact of \$163.6 million ever produced by a single Charlotte event.

Major events such as the RNC generate more than sizable economic impact. They elevate the awareness of Charlotte on national and international levels. The reach of these kinds of strategic events generate more impressions than the CRVA or City could ever be capable of generating via traditional marketing and economic development avenues.

Equally important, conventions such as the RNC keep Charlotte's hospitality workers working. During the DNC alone, the volume of visitor spending supported the equivalent of more than 1,400 full-time jobs. \$58.5 million in additional labor income was generated by the DNC. These are jobs and wages that wouldn't have been created otherwise.



In FY19, the CRVA will continue to support the Charlotte in 2020 Host Committee as they prepare for the event. There are upwards of 30,000 hotel rooms in the region, and the RNC will be contracting up to 17,000 rooms on peak. Site visits are expected to begin in early 2019 to assign room blocks to delegations and RNC attendees.

### **LAUNCH OF PLACE BRANDING**

In FY18, the CRVA partnered with the City and other key stakeholders including economic development partners to develop a collaborative place branding effort that would allow Charlotte's top civic influencers to share the city's story with one voice. While destination branding has typically been solely centered on the attraction of visitors, the evolution to place branding is aimed at achieving a higher level of connectivity, recognition and elevated perception among many audiences.

Standing on the shoulders of its previous destination brand, 'Charlotte's got a lot,' the CRVA launched the new place brand in February 2018, which sought to connect with these many audiences, not just visitors alone. The brand emphasizes memorable experiences over assets, game-changing people over places, and the soul of the city over its picturesque skyline. It's about how the people of Charlotte make you feel and celebrates a culturally diverse place where everyone has the opportunity to make Charlotte their own.

The CRVA and the City created a license agreement to guide the usage of the City of Charlotte 'crown' trademark, specifically the crown, and licensed property that utilizes the brand mark. A paid media campaign, a new website, collateral development and a complementary earned and shared media strategy launched this year. Retail and branded merchandise have also been a critical extension of the branding effort to help further the local adoption of the mark and develop brand ambassadors in the community.

In addition, the CRVA spent FY18 working to educate economic development and community partners about the brand. One of the first collaborative marketing/communications efforts involving the place brand has been the launch of an economic development public relations initiative with the New York City agency Development Counsellors International co-led by the City, Charlotte Chamber, Charlotte Center City Partners and the CRVA. The effort focuses on top-tier media relations targets, a digital advocate social media program and research that creates a benchmark to analyze the perceptions of site selectors and prospective talent.

The Charlotte Regional Partnership (CRP)/Charlotte Chamber merger may also be an opportunity to further leverage place branding as they focus on their approach to economic development marketing/communications. The CRVA has continued to present the Chamber and CRP with opportunities surrounding collaborative place branding efforts as part of the additional funding (reference page 13).

### **INTERNATIONAL SOCCER**

The CRVA continues to pursue events that are an ideal event mix for Bank of America Stadium and the five free rent dates negotiated as part of the \$87 million in hospitality taxes that renovated the venue in recent years. International soccer has proven to be an excellent fit that generates sizable economic impact and aligns with the Carolina Panthers schedule and venue requirements. The CRVA worked to book two international soccer events in FY18.

First, the CRVA partnered with Relevent, a multi-national media, sports and entertainment group, to host the 2018 International Champions Cup presented by Heineken at Bank of America Stadium. Liverpool F.C. took on Borussia Dortmund on July 22, 2018, drawing 55,447 attendees. This year featured the largest number of teams, matches and

venues in the tournament's history. The match also marked the third time that the International Champions Cup has come to Bank of America Stadium including matches in 2014, 2015 and 2016.

The CRVA also worked to secure the Confederation of North, Central America and Caribbean Association Football (CONCACAF) Gold Cup at Bank of America Stadium for summer 2019. Charlotte will be one of 15 venues across 13 U.S. metropolitan cities that will welcome the tournament, which is to be played for the first time in an expanded format with 16 participating nations. Taking place every two years and featuring some of the hemisphere's top players, the tournament crowns the champion from North and Central America and the Caribbean. CONCACAF Gold Cup games have been held in Charlotte in 2011 and 2015, featuring Costa Rica, El Salvador, Mexico, Cuba, Guatemala, and Trinidad and Tobago and garnering more than 50,000 attendees at each game.

### **WELLS FARGO PLAZA VISITOR INFO CENTER**

The Visitor Info Center (VIC) now operates three facilities with the addition of the newly opened VIC at Wells Fargo Plaza on Tryon Street. This VIC, which serves as the main VIC location, complements the existing ones at the Charlotte Convention Center and Charlotte Douglas International Airport. Located at the heart of Center City, the center provides both visitors and residents with wide-ranging resources on how to best experience the city through its fully-trained Visitor Info Specialists and helpful collateral. With more than 335,000 inquiries that include walk-ins, telephone calls and email inquiries, all three visitor information venues saw a 39 percent increase in servicing visitors year-over-year.

Aside from destination information, the Center City serves as a go-to spot for locally and regionally crafted retail offerings and gifts sourced and curated by the VIC team. The center also has two spaces with the ability to offer hospitality partners the chance to showcase their businesses. It also serves as a point of purchase for branded merchandise that bears the 'Charlotte' place brand mark. A pop-up concept is in the pipeline where local vendors and small enterprises are given the opportunity to be seen at a highly visible location on a rotating basis year-round.

### **APPROVAL OF TOURISM-FUNDED PROJECTS**

The CRVA strongly supports areas of hospitality tax investment that enhance Charlotte's quality of life and make the city a more competitive, attractive destination. A sampling of areas presented to City Council in FY18 are outlined below.

#### *Charlotte Convention Center Expansion*

The CRVA continues to plan for the \$110 million expansion plan for the Charlotte Convention Center. The allocation from the Convention Tax Fund debt capacity approved by Charlotte City Council in October 2017 will fund enhancements including increased breakout space on the Stonewall Street side of the venue, expanded accessibility to Center City amenities via a pedestrian bridge and flexible breakout space in the Richardson Ballroom. Construction will start following the NBA All-Star Game in February 2019 and is scheduled for completion in December 2020. The CRVA will look for City Council's continued support this fall to guarantee maximum price of the project and project financing.

Additional updates to the configuration of 22-year-old Charlotte Convention Center will allow for an increase in meeting rooms and soft spaces where attendees can network between sessions. The supplementary meeting room space will allow the venue to house 54 individual breakout sessions at one time with capacities ranging from 50-600 people theater-style per breakout. In total, the expansion will increase the capacity of the existing meeting level by

50,000 square feet including 26,000 square feet of breakout space comprising 15 meeting rooms ranging from 940 to 2,600 square feet, 24,000 square feet of pre-function space, and the ability to configure the Richardson Ballroom into four meeting rooms (7,700 square feet each)

#### *UNCC Project*

In summer 2018, City Council voted unanimously to invest \$8 million in hospitality taxes into a conference center at UNC Charlotte, part of an \$87 million new hotel and meeting space project in the University City area. With conference space of 24,000 square feet, the complex will support symposia and events of up to 500 attendees. Within the first seven years, projected estimates show the hotel and conference center could generate nearly \$9 million in city, county and state taxes. In addition, UNC Charlotte has agreed to offer the CRVA five rent-free dates per year for its various on-campus sports venues, such as the 9,000-seat basketball arena and the 15,000-seat football stadium.

#### *Bojangles' Coliseum and Ovens Auditorium Connector*

Charlotte City Council approved a highly functional connection between Bojangles' Coliseum and Ovens Auditorium that solves for kitchen and production space, usable special event and promoter space within Bojangles' Coliseum, additional restroom capacity and concessions outlets, increased circulation space for both facilities, and storage and overall connectivity for both venues. Additionally, a 6,000-square-foot multipurpose hospitality space will be added for pre-function space and potential event rentals.

The addition of the connector between the two venues follows renovations made to Bojangles' Coliseum in FY15 and FY16. The partnership between the Charlotte Checkers and the CRVA has been a strong one since the team's arrival in fall 2015. The \$16 million renovation provided necessary enhancements such as new seating, revamped concessions, a new sound system and a new scoreboard. This connection project is slated to be finished by spring 2019, making the historic complex more competitive for promoters and enhancing the overall customer experience for its patrons.

## **CRVA Requests for City Support**

### **CONTINUED SUPPORT OF PLACE BRANDING**

The CRVA worked closely with the City to develop benchmarks and measurements for the additional \$3 million that was allocated for reputation recovery and citywide place branding efforts that began in FY18. After the first full year of place branding activation, the CRVA will provide data related to perception changes, advertising return on investment, meeting bookings benefitting from increased business development funds, earned media impressions surrounding Charlotte as a site for economic development and quality of life and more.

This \$3 million allocation is critical in looking at Charlotte's share of voice in relation to competitive set cities. Charlotte's overall budget for consumer-facing paid media, \$5.2 million (\$3 million is a one-time investment), is less than half of Nashville's \$11.6 million. Atlanta spent \$8.1 million, Charleston spent \$8 million and Asheville spent \$7.8 million. The results of marketing the region continue to be one of the city's most sound investments. For every dollar spent in consumer-facing paid media, the city sees \$115 infused into local businesses in return. The CRVA looks forward to sharing results of these collaborative efforts and keeping up the momentum that this unified place branding effort yields.

### **DEVELOPMENT OF VISITOR ASSETS AND INFRASTRUCTURE**

The City and CRVA should continue to work collaboratively on the future of Charlotte as a destination of choice for tourism, conventions and special events. Through this partnership, plans should continue to be created to invest in assets that spur this development. Spending that supports the visitor economy continues to be a vital catalyst in ensuring Charlotte is an attractive place to live, work, play and visit. Tourism and hospitality generates approximately \$5.4 billion annually in Mecklenburg County. In turn, this visitor spending has supported major events that also generate economic impact as well as the creation of some of Charlotte's most notable assets. These assets include, but are not limited to: BB&T Ballpark, Levine Center for the Arts, Bank of America Stadium and Spectrum Center. The CRVA strives to be a careful steward of the dollars entrusted to it and encourages the City to support the tourism industry and the long-lasting dividends it continues to help procure for the Charlotte region.

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**From:** Montross, Tracy <Tracy.Montross@aa.com>  
**Sent:** Monday, January 14, 2019 10:58 AM  
**To:** Lyles, Viola; Lyles, Viola; Eiselt, Julie; Winston, Braxton; Mitchell, James; Egleston, Larken; Mayfield, LaWana; Phipps, Gregory; Driggs, Edmund; Harlow, Justin; Bokhari, Tariq; Ajmera, Dimple; Newton, Matthew  
**Cc:** Jones, Marcus; Dodson, Tracy; Tom Murray (tom.murray@crva.com)  
**Subject:** [EXT] From the CRVA Board re: CIAA Bid

Mayor Lyles and Members of the Charlotte City Council –

On behalf of the 12 other Mayoral and City Council-appointed members of the Board of Directors for the Charlotte Regional Visitors Authority (CRVA), please know that we are grateful for the opportunity to serve and proud of our role in helping to shape decisions that impact our community.

We are all incredibly disappointed to learn the news of the CIAA selection last week and the loss of this valuable piece of business, as it's been a defining event for our city and a bedrock for our tourism industry. As Chair, I want to reassure you that the CRVA Board was engaged in the CIAA bid proposal. Staff provided the Board with information related to the bid, and we were assured that the details were gathered in collaboration with elected officials, City staff, the local hotel community, and partners such as the Hornets. The Board was confident in both the bid's competitiveness and the many perspectives that had been taken into account in shaping its contents.

As engaged residents and qualified experts in our respective fields, you entrust us to review and guide operational and strategic decisions that are being made at the CRVA. Honoring that commitment, we take seriously our role in reviewing CRVA policies and we work to ensure that the community's feedback is reflected in CRVA initiatives. We also regularly review and address metrics for accountability and we will request a comparative review of both Charlotte and Baltimore's bids to host the tournament. We remain grateful for your trust in us.

We are confident that Charlotte's determination will yield even more opportunities that the CRVA and our Board of Directors are proud to pursue on behalf of the Charlotte region, including hosting the NAACP's Convention in 2021. We also eagerly look forward to submitting a bid for the CIAA tournament to return to Charlotte in 2024.

If you have any questions or concerns related to our involvement in the bid, please don't hesitate to let me know.

All the Best,

Tracy Montross  
Chair, Board of Directors  
Charlotte Regional Visitors Authority

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**From:** James Mitchell <James.Mitchell@jedunn.com>  
**Sent:** Thursday, September 20, 2018 6:57 AM  
**To:** Palmer, Jocella  
**Cc:** Mitchell, James  
**Subject:** [EXT] FW: CIAA Referral Update Presentation 02-20-18.pdf-today 11:00  
**Attachments:** CIAA Referral Update Presentation 02-20-18.pdf; ATT00001.txt

**Importance:** High

EXTERNAL EMAIL: This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe.

Jocella,  
Good morning. Can you make 5 copies of this attachment. I will pick up the copies from your office before my 11:30 am CIAA meeting.

Thank you  
James Mitchell | Senior Business Development Manager JE Dunn Construction  
1616 Camden Road, Suite 400, Charlotte, North Carolina 28203 | [www.jedunn.com](http://www.jedunn.com) main 704-554-0539 direct 704-319-7781 cell 980-275-9503 | [james.mitchell@jedunn.com](mailto:james.mitchell@jedunn.com)

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In pursuit of building perfection®

-----Original Message-----

From: Mitchell, James <James.Mitchell@ci.charlotte.nc.us>  
Sent: Thursday, September 20, 2018 6:53 AM  
To: James Mitchell <James.Mitchell@jedunn.com>  
Subject: CIAA Referral Update Presentation 02-20-18.pdf



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ENGINEERING & PROPERTY  
MANAGEMENT

# Special Events Permitting Changes for Outdoor Events on Private Property

February 20, 2018



## Criteria For Permits

- If an Outdoor event on Private Property requires any of the following criteria, the event organizer coordinates individually with the permitting agencies
  - Amplified noise (over 55db) – Police
  - One time sale of alcoholic beverages or a Temporary Extension of a current Alcohol License for an existing business – Police
  - Tents or canopies over 400 sq. ft. – Fire
    - The location of the tent structure (out of setbacks, not in the public ROW) – Zoning
  - Electrical Addition– Mecklenburg County LUESA
  - Prepared Food Sales – Mecklenburg County Health Department





## Event Needing a Permit



- ✓ Amplified Sound over 55 db
- ✓ Alcohol Sales
- ✓ Tent is over 400 sq. ft.



## Event Not Needing a Permit



- ✓ Tent is under 400 sq. ft.
- ✓ Not selling alcohol
- ✓ Not selling prepared food



## Data

- For the 2017 CIAA tournament, 11 tent permits were issued.
  - 8 were small tents located next to places of assemblies (restaurants, bars, special events centers, etc.)
  - 3 were free standing tents
- For the 2018 tournament, to date,
  - No tent permits have been issued. But, these permits are usually issued 2 weeks prior to the start of the tournament.
  - 14 temporary extension or one-time alcohol sale permits have been issued



## Two Key Finds From All Past Events

1. After analysis of the permitting process for past events, it became evident that there is a need for a formal collaborative effort among review and permitting agencies in the sharing of information
  - No central “clearing house” to consolidate all permits issued for events
2. No place where an event planner can go to find out permit requirements



## Incremental Step to One Stop Permitting

- Ideally, a “one stop permitting” process would be the best approach, but, this year’s process is an incremental step to get to that ideal
  - After the tournament, a meeting with stakeholders: City and County review agencies, Ongoing and Future Event Stakeholders (example: CIAA, NBA All Star Committee, NCAA Tournament Committee, etc.), CVRA, will occur to determine a collaborative path forward for **all** Outdoor Events on Private Property



## Goals for the Process Improvements

- A single point or centralized notification process for a collaborated distribution of permitting information
- Higher coordination among review agencies
- A better understanding of the event because of the additional information provided and distributed



## Key Find #1: No Formal Collaborative Effort Among Review and Permitting Agencies in the Sharing of Information

### **Action Plan:**

- E&PM/Land Development is acting as the Coordinator of permitting activity
- For data collection purposes, Land Development has established a staff contact within each agency, listed below. These agencies issue permits directly to event organizers
  - Police
  - Fire
  - Zoning
  - Mecklenburg County



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## **Process:**

- All agencies will send all approved permits associated with the event (in this case the tournament) to Land Development for insertion on a master spreadsheet.
- The updated spreadsheet, with all approved permits listed, will be sent out weekly (on a daily basis a week before the event) to all agencies to verify accuracy of information and to update permit issuance
- At the time of the event, a master spreadsheet will be distributed to Police and Fire





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- Data captured on the Master Spreadsheet:
  - Applicant
  - Company
  - Contact information: email, phone
  - Intent of event
  - Event location
  - Property owner (where applicable)
  - Event start date and time
  - Event end date and time
  - Permits Issued: ABC, Noise, Tent, Vendor, Electrical



## Key Find #2: No Place Where An Event Planner Can Go To Find Out Permit Requirements

- A ***Charlotte/Mecklenburg County: Outdoor Event on Private Property Questionnaire and Permitting Guide*** has been created
- Through a series of questions, the event planner can determine when a permit is required, by which agency and they are given the option to contact the agencies directly, or submit the questionnaire. If they opt to submit the questionnaire, they will be contacted by Land Development staff to provide assistance.
  - If the customer elects not to fill out the questionnaire but work directly with the permitting agency, the permit issuance will ultimately be captured through the weekly master spreadsheet update process.



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- Available on the City's Land Development website. <http://charlottenc.gov/ld>.

- Click on

**CIAA**  
*Tournament*

Outdoor Event on Private Property - Questionnaire  
and Guide



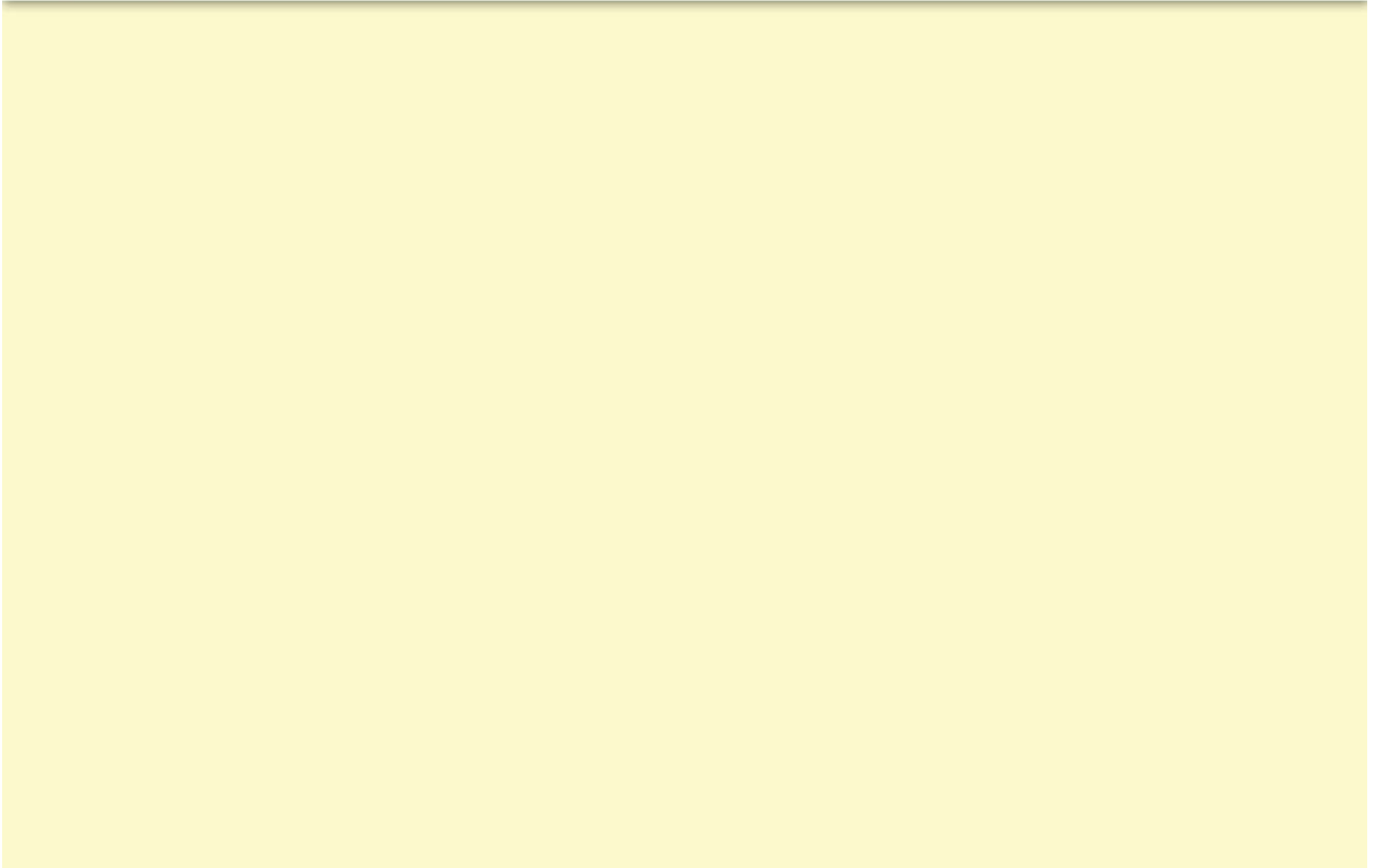
## Recap

- This is our first consolidated effort to make incremental improvements to the entire Outdoor Events on Private Property process
- A debrief after the tournament will be held to determine successes and areas of improvement
  - Including the exploration of a software solution to manage this process
- Higher coordination and communication among review agencies will bring a universal understanding of events being held.



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# Questions





# Charlotte City Council CIAA Tournament Referral

Referral Areas	Findings	Remaining Work / Opportunity Areas	Comments
1. Hotel Rates	2017 avg. rates lower than 2016 avg. rates. CIAA had no control over their inventory until two years ago when they began working with Conference Direct. Since then Average Daily Rate (ADR) has declined (i.e. 2017: \$262.82 to \$254.37).	CIAA and CRVA dialogue with hotels to reduce CIAA attrition penalties (if room block not met).	<p>Patrons can experience higher hotel rates if not reserved by the room block reservation deadline. Rate negotiation is the responsibility of the CIAA and the hotels. 2017 attendee surveys demonstrated high satisfaction with attendee experience including hotels.</p> <p><b>Update</b> Hotels are the greatest challenge for the CIAA Conference. The CIAA continues to work with Conference Direct to manage hotel agreements and rates. They evaluate blocks annually to minimize risks to the conference and institutions. The CIAA's marketing and PR strategy is to educate, inform and advocate for alumni, sponsor and fan support of the official blocks.</p>
2. One Arena	Cost effective and strong fan experience at Bojangles' Coliseum	Develop greater marketing for restaurants and amenities in Bojangles' vicinity.	<p>Contractually obligated to use Bojangles' for early games and Spectrum Center for later games; Approximately \$400K additional annually to host all games in Spectrum Center; NBA/Spectrum Center schedule impacts availability. Examine opportunities for bolstering CIAA support for East side businesses via CIAA working LOC marketing, communications, community activation efforts. 2017 attendee surveys showed that attendee experience at Bojangles' Coliseum was positive overall.</p> <p><b>Update</b> The CIAA will continue to proceed with Bojangles' for early round games as agreed upon. Middle school day has been moved to Owen's auditorium on Tuesday to support the atmosphere and games on Tuesday and Wednesday. The CIAA/LOC Marketing and PR subcommittee are developing strategies to include awareness for fans of local establishments near Bojangles' and to garner support from eastside establishments.</p>



# Charlotte City Council CIAA Tournament Referral

Referral Areas	Findings	Remaining Work / Opportunity Areas	Comments
<p>3. Relationship with EpiCentre, Center City Partners (CCP) and Corporate Sponsorships</p>	<p>Contract with Urban Sports ended in 2017; New sponsorship vendor Van Wagner Sports &amp; Entertainment will assume responsibilities on sponsorships and corporate relationships in June 2017; CCP is actively involved in community activation role on LOC.</p>	<p>Van Wagner to revamp sponsorship approach and work closely with CIAA and LOC on securement and activation of sponsorships.</p>	<p>CCCPs has been actively involved in CIAA LOC efforts related to community activation for the last 12 years, assisting with areas such as the securement of Center City light pole banners promoting the tournament and generating support from Center City businesses. Orange Barrel Media manages all advertising/visibility efforts for the EpiCentre.</p> <p>The LOC and Van Wagner will look for any opportunities that may be good fits for 2018.</p> <p><b>Update</b> The LOC and Van Wagner will look for any opportunities that may be good fits for 2018. The CIAA/LOC has created a sub-committee to support external opportunities and collaboration to execute defined strategies for the upcoming tournament. VWSE sports and CIAA staff have met with Epicenter officials for opportunities to promote and engage. The Village concept for vending outside and restaurant program are other opportunities this committee will explore. The CIAA is seeking every opportunity to partner and to collaborate resources for optimal exposure, impact and business community engagement.</p>
<p>4. Current Contract</p>	<p>Current contract runs through 2020</p>	<p>None at this time.</p>	<p>New contract discussions anticipated to begin in late 2018, led by CRVA.</p> <p><b>Update</b> Dialogue will begin this fall with CIAA Board and CRVA.</p>



# Charlotte City Council CIAA Tournament Referral

Referral Areas	Findings	Remaining Work / Opportunity Areas	Comments
5. Local Organizing Committee (LOC)	Desire increased elected official and community involvement.	Evolve LOC structure to include leadership representation.	<p>CIAA and CRVA have enhanced the current LOC to include an additional component: a leadership advisory LOC comprised of local corporate and community leaders to enhance the working LOC made up of CIAA, CRVA and CIAA vendor staff members. Current working LOC, which handles more than a dozen areas of execution, is very effective and will require no changes.</p> <p><b>Update</b> The CRVA and CIAA have recently identified individuals to serve on LOC leadership advisory committee to include a city council member, members of the business community and key leaders in the Charlotte area. The first meeting was held this fall and subsequent meetings have been held.</p>
6. Packaging Corporate Sells	Increase ticket and sponsorship package opportunities to corporate entities	New sponsorship vendor Van Wagner to create an activation plan for 2018 and present it for approval to the newly formed CIAA Leadership Advisory LOC.	<p>See number 3 and 5.</p> <p><b>Update</b> VWSE will serve on LOC Marketing sub-committee to identify opportunities and assets for sponsor engagement and resources to support the CIAA tournament. This sub-committee will provide updates to both the LOC committee and Leadership Advisory Board.</p>
7. Involvement with the Community	Increase local and regional attendance and involvement in tournament events.	Enhance local and regional marketing, promotions, and public relations strategies.	<p>Contractually CIAA manages marketing, communications and promotional efforts, although the CIAA LOC (including CRVA) has supported and partnered in previous years. CIAA and the working LOC will look to create specially targeted local engagement initiatives using paid and earned media as the primary vehicles.</p> <p><b>Update</b> The CIAA/LOC has created a sub-committee to support external opportunities and collaboration to execute defined strategies for the upcoming tournament. This committee will ensure that dollars budgeted and allocated are diversified to engage specific target areas. The CIAA has currently engaged the Hispanic chamber and will identify other areas to promote and market to the Charlotte East community. Middle School Day will be moved to Ovens Auditorium on Tuesday. The CIAA is focused on increasing ticket sales and community engagement with local businesses especially on the eastside near Bojangles's Arena.</p>





Referral Areas	Findings	Remaining Work / Opportunity Areas	Comments
<p>8. Village Boundaries</p> <p>9. Permits for non-CIAA sanctioned events</p> <p>10. Registration for CIAA sanctioned events</p>	<p>Unsanctioned events are a concern,</p>	<p>Explore opportunities and legal options for “clean zone” near event. City is researching legal and permitting options.</p>	<p>Staff provided the Community Safety Committee presentations on large event permitting at several of their meetings this past spring. These efforts are highly complex and legally contentious and involve many different stakeholders. An interdepartmental work team reviewed model ordinances and best practices to provide options for event permitting process and regulations.</p> <p><b>Update</b></p> <p>The City has developed a revised permitting notification process for special events that can be applied to a broad spectrum of public events. The goal is to have a one stop permitting process and this interim step is the first to be implemented.</p> <p>The Commissioner supports managing unsanctioned events with the goal of creating a consolidated permitting process. There are significant legal difficulties associated with a traditional “Clean Zones” approach. Next year, City staff, CCCPs and the CRVA will work with the CIAA staff to develop a street festival like event with the goal of engaging small and local businesses during the tournament (to include promoters).</p>

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**From:** Tom Murray <tom.murray@crva.com>  
**Sent:** Thursday, October 11, 2018 11:56 AM  
**To:** Mayor Vi Lyles; Jones, Marcus  
**Subject:** [EXT] Fwd: Champions of Sports Tourism Awards | Final Deliverables Needed by Oct. 17

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe. Please forward all suspicious email to bad.mail@charlottenc.gov.

I thought you would appreciate knowledge of this award our CIAA event will receive.  
Sent from my iPhone

Begin forwarded message:

**From:** Mike Butts <[mike.butts@visitcharlotte.com](mailto:mike.butts@visitcharlotte.com)>  
**Date:** October 11, 2018 at 11:20:54 AM EDT  
**To:** Heath Dillard <[Heath.Dillard@crva.com](mailto:Heath.Dillard@crva.com)>, Laura White <[Laura.White@crva.com](mailto:Laura.White@crva.com)>, Beth Butler <[beth.butler@visitcharlotte.com](mailto:beth.butler@visitcharlotte.com)>, Tom Murray <[tom.murray@crva.com](mailto:tom.murray@crva.com)>, Bill McMillan <[bill.mcmillan@visitcharlotte.com](mailto:bill.mcmillan@visitcharlotte.com)>  
**Subject:** RE: Champions of Sports Tourism Awards | Final Deliverables Needed by Oct. 17

Thanks for sharing and we need to capitalize on this award when it is released as validation of our overall commitment to the CIAA and reminder to them and our locals of the depth of our partnership with them.

---

**From:** Heath Dillard  
**Sent:** Wednesday, October 10, 2018 6:46 PM  
**To:** Laura White <[Laura.White@crva.com](mailto:Laura.White@crva.com)>; Beth Butler <[beth.butler@visitcharlotte.com](mailto:beth.butler@visitcharlotte.com)>; Tom Murray <[tom.murray@crva.com](mailto:tom.murray@crva.com)>; Mike Butts <[mike.butts@visitcharlotte.com](mailto:mike.butts@visitcharlotte.com)>  
**Subject:** Fwd: Champions of Sports Tourism Awards | Final Deliverables Needed by Oct. 17  
FYI.

Beth involved me to fill in some data for Suzette as the CIAA applied for this award. Just wanted to forward the news that they had won, and point out it is an award celebrating partnerships between destinations and events.

I am happy to coordinate the final deliverables, but these are details you all may want to take over. Just let me know what help you need from me to finalize.

Thanks,  
Heath  
Sent from my iPhone

Begin forwarded message:

**From:** Mary Helen Sprecher <[msprecher@duenorthmedia.com](mailto:msprecher@duenorthmedia.com)>  
**Date:** October 10, 2018 at 6:32:45 PM EDT  
**To:** "[Heath.Dillard@crva.com](mailto:Heath.Dillard@crva.com)" <[Heath.Dillard@crva.com](mailto:Heath.Dillard@crva.com)>, "[smcqueen@theciaa.com](mailto:smcqueen@theciaa.com)" <[smcqueen@theciaa.com](mailto:smcqueen@theciaa.com)>

Cc: Fonda Johnson <[fjohnson@duenorthmedia.com](mailto:fjohnson@duenorthmedia.com)>

**Subject: Champions of Sports Tourism Awards | Final Deliverables Needed by Oct. 17**

Congratulations, Heath and Suzette!

On behalf of everyone at *Sports Destination Management*, I am excited to inform you that the 2018 CIAA Men's and Women's Basketball Tournament in Charlotte, North Carolina, has been named a 2018 Champions of Economic Impact in Sports Tourism! We continue to be impressed by the overwhelming response to our awards, and again, the bar was raised with the nominations we received this year. Many successful partnerships between events and host destinations were illustrated, and yours stood out as one of the most notable.

As we prepare to announce the news of your success, along with our other winners, in the November/December issue of *Sports Destination Management*, we need your help collecting final details for publication. **Please click on the link below and submit the following deliverables before next Wednesday, October 17, 2018.**

**Please be prepared to submit the following. After gathering the following deliverables, click the link below and the form will walk you through submission of your materials.**

1. For publication by *Sports Destination Management*, the official names of the partnering event and destination organizations to receive the award
  - 1)Name of the event - *as it should appear in print*
  - 2)Name of the lead host destination organization – *as it should appear in print*
2. Image from the event – *the photo should best illustrate the event and be suitable for print use (300 dpi minimum @ 5"x5" min)*
3. Photo credit – if needed, for publication with the photo
4. For engraving and shipping the award, the official names of the partnering event and destination organizations receiving the award
  - 1)Name of the event - *as each should appear on the award, 60 characters or less*
  - 2)Name of the lead host destination organization - *as each should appear on the award, 60 characters or less*

Please click here <https://www.surveymonkey.com/r/2018ChampionsAward> to begin submitting the information and deliverables listed below. **For compatibility reasons, please open the above link in Internet Explorer.**

As exciting as this news is, **we ask that you kindly embargo releasing any announcement of the award until the November/December 2018 issue of *Sports Destination Management* is released.** Upon publication of the issue, we will notify you and for your convenience, we will include a media packet including a press release and logo you may use for your own distribution.

We extend our sincere congratulations on being named a Champion of Economic Impact in Sports Tourism. We are excited to present the award in the upcoming issue and count on you to submit the above deliverables before next Wednesday, October 17, 2018.

Meanwhile, if you have questions, feel free to call or email.

Cheers and Congratulations!

Mary Helen

**Mary Helen Sprecher**

**Managing Editor**

Due North Media | *Sports Destination Management*

Office 410.730.0852 | Fax 205.989.9384

[msprecher@duenorthmedia.com](mailto:msprecher@duenorthmedia.com) | [sportsdestinations.com](http://sportsdestinations.com)

Due North Media, a division of Due North Consulting, Inc., provides media services to executives within specialized vertical markets impacting economic development.



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***Trade & Industry Development***

[tradeandindustrydev.com](http://tradeandindustrydev.com) | [LinkedIn](#) | [@TIDRoundup](#)

Take our one-question industry poll by clicking [here](#)!

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**From:** Mohammad Jenatian <mj@charlottehta.com>  
**Sent:** Saturday, August 18, 2018 12:09 PM  
**To:** James Mitchell; Mitchell, James  
**Subject:** [EXT] Fwd: CIAA Bid Letter of Support - Requesting Your Assistance  
**Attachments:** Charlotte HTA - CIAA Support Letter.pdf; ATT00001.htm

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe.

James,  
Please read my below letter about the CIAA Tournament. We need and have to keep this event in Charlotte.

*Mohammad Jenatian*  
*President*  
*Greater Charlotte Hospitality & Tourism Alliance (HTA)*  
[301 South McDowell](#)  
[Suite 1106](#)  
[Charlotte, NC 28204](#)  
*P: (704) 331-0079*  
*F: (704) 331-0719*

[www.charlottehta.com](http://www.charlottehta.com)

Begin forwarded message:

**From:** "Mohammad Jenatian" <[mj@charlottehta.com](mailto:mj@charlottehta.com)>  
**Date:** August 15, 2018 at 5:31:04 PM EDT  
**To:** <[kristi.douglas@crva.com](mailto:kristi.douglas@crva.com)>  
**Cc:** "Tom Murray" <[tom.murray@crva.com](mailto:tom.murray@crva.com)>  
**Subject:** RE: CIAA Bid Letter of Support - Requesting Your Assistance

Kristi,

Please see the attached letter of support for the CIAA Tournament.

Let me know if you need anything else.

*Mohammad Jenatian*  
*President*  
*Greater Charlotte Hospitality & Tourism Alliance (HTA)*  
*301 South McDowell*  
*Suite 1106*  
*Charlotte, NC 28204*  
*P: (704) 331-0079*  
*F: (704) 331-0719*

[www.charlottehta.com](http://www.charlottehta.com)

**From:** Kristi Douglas [<mailto:Kristi.Douglas@crva.com>] **On Behalf Of** Tom Murray

**Sent:** Thursday, August 09, 2018 2:50 PM

**To:** [MJenatian@CharlotteHTA.com](mailto:MJenatian@CharlotteHTA.com)

**Subject:** CIAA Bid Letter of Support - Requesting Your Assistance

Dear Mohammad:

As you know, Charlotte is submitting a bid for the 2021-2023 CIAA Tournament, which has been held in the Queen City since 2006. We are putting together letters of support from many entities across the City and would like to include an endorsement from you.

Would you kindly submit a letter for our RFP response? Please put your letter on your organization's letterhead and save as a PDF.

Attached please find some "talking points" which might be helpful.

Finally, please send your letter of support to [kristi.douglas@crva.com](mailto:kristi.douglas@crva.com) by close of business on Thursday, August 16, 2018. We apologize for the tight turn around and thank you for your much-needed support of this effort.

**Tom Murray**

Chief Executive Officer

Charlotte Regional Visitors Authority

Phone: 704-414-4010

Fax: 704-339-6024

Email: [Tom.Murray@CRVA.com](mailto:Tom.Murray@CRVA.com)

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To the CIAA Board of Directors and Commissioner,

On behalf of the Greater Charlotte Hospitality & Tourism Alliance (HTA), which is a private membership association representing more than 900 businesses in the Greater Charlotte area, I am writing to thank you for the vital role that the CIAA tournament has had in helping the massive growth of the Charlotte region's hospitality business and its nearly 100,000 employees.

As someone who has been directly involved in the region's hospitality industry for over 30 years and has witnessed the remarkable growth of your tournament since 2006, I cherish your event and know that your successful annual events have proven Charlotte's capabilities of hosting mega national events. The partnership between your organization and Charlotte has been the key ingredient for this success and you have helped our City to become a phenomenal destination.

As an industry, we have done our part of making huge public and private investments to enhance the experience of your audience with drastic increase in number of first class hotel rooms, dining and entertainment options, shopping venues, museums and attractions, upgraded arenas and everything that a premier destination can offer.

As you know, we now have over 5,000 first class hotel rooms in the Center City with plenty of more hotels getting ready to open or going under construction. Also, Charlotte's newly opened extension of our light rail system to UNC Charlotte has added thousands of new hotel rooms accessible to our Center City, Spectrum Arena and our Convention Center. We now have over 36,000 hotel rooms within the region and those numbers are drastically increasing each day. In addition to hotels, our fantastic light rail offers access to hundreds of dining and entertainment options on the nearly 20 mile stretch of track.

Your extremely popular tournament with attendance from all over the country obviously recognizes the tremendous value of our remarkable Charlotte Douglas International Airport which offers 160 nonstop destinations worldwide and operates more than 700 daily flights. We are proud to be the second largest hub for the largest airline in the world, American Airlines.

You, your organization and your tournament are now truly a part of the fabric of our community, we sincerely appreciate what you have meant for the livelihood of many of us and stand ready to welcome your tournament annually for years to come beyond 2020. This city has done a lot to help elevate your tournament to become one of the best in the Nation. This is your home and I hope that you give us the opportunity to work with you in making your events even better by committing to keeping your tournament in Charlotte long term.

We appreciate you, cherish your event and hope to have the opportunity of enhancing this great partnership for many years to come.

Sincerely,

Mohammad Jenatian  
President

GREATER CHARLOTTE  
HOSPITALITY & TOURISM ALLIANCE (HTA)

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**From:** Tom Murray <tom.murray@crva.com>  
**Sent:** Tuesday, December 18, 2018 9:49 AM  
**To:** Jones, Marcus; Mayor Vi Lyles  
**Subject:** [EXT] Fwd: Observer article  
**Attachments:** CRVA Board of Directors Advocacy Talking Points Dec.pdf; ATT00001.htm; CRVA Board of Directors Advocacy Talking Points Oct.pdf; ATT00002.htm

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe. Please forward all suspicious email to bad.mail@charlottenc.gov.

FYI, see below related to today's observer story.

Sent from my iPhone

Begin forwarded message:

**From:** Laura White <[Laura.White@crva.com](mailto:Laura.White@crva.com)>  
**Date:** December 18, 2018 at 7:26:06 AM EST  
**To:** Art Gallagher <[artgallagher07@gmail.com](mailto:artgallagher07@gmail.com)>, Bill DeLoache <[bill.Deloache@hilton.com](mailto:bill.Deloache@hilton.com)>, Bridget-Anne Hampden <[Bahampden@gmail.com](mailto:Bahampden@gmail.com)>, Cameron Furr <[cfurr@grierlaw.com](mailto:cfurr@grierlaw.com)>, Carlos Sanchez <[cs6325@Att.com](mailto:cs6325@Att.com)>, Clarke Allen <[clarke@Charlottearrangements.com](mailto:clarke@Charlottearrangements.com)>, Dockery Clark <[dclark@bluecapmarketing.com](mailto:dclark@bluecapmarketing.com)>, Karen Bentley <[Kwbmontana@msn.com](mailto:Kwbmontana@msn.com)>, Kimberly Edmonds <[Kimberly@globalimpactindustries.com](mailto:Kimberly@globalimpactindustries.com)>, Mike Evans <[michaeldevans69@gmail.com](mailto:michaeldevans69@gmail.com)>, Tarun Malik <[tarun.malik@jwu.edu](mailto:tarun.malik@jwu.edu)>, Tom Henson <[thenson@ayrsley.com](mailto:thenson@ayrsley.com)>, Tom Sasser <[Tom@burkehospitality.com](mailto:Tom@burkehospitality.com)>, Tracy Montross <[tracy.montross@aa.com](mailto:tracy.montross@aa.com)>  
**Cc:** Kristi Douglas <[Kristi.Douglas@crva.com](mailto:Kristi.Douglas@crva.com)>, Tom Murray <[tom.murray@crva.com](mailto:tom.murray@crva.com)>  
**Subject:** Observer article

Hello CRVA Board of Directors – we wanted to give you a bit more detail on the [Observer story](#) that's running in today's issue. Katie had seen a line item in last year's City of Charlotte budget that was named "Post HB2 Marketing/Sales Support" that sparked this. As you know, this is part of a greater place branding and reputation recovery strategy that we've been sharing with you these many months. If we can answer any questions regarding the story, please let us know. You can also refer to talking points from the last two BOD Advocacy Talking Points for more recent details on the place branding efforts as well as this section of our [website](#) should you receive any questions. Many of the details she shares were also included in last fiscal's [annual report](#) as well. Thanks!

**Charlotte still has to spend money to attract visitors turned off by HB2, records show**

By Katherine Peralta

North Carolina repealed HB2 in 2017 but left intact some of its provisions. But with Charlotte's reputation tainted, the city is still paying to market itself to visitors.

It's been more than a year and a half since House Bill 2, a controversial LGBTQ law, was repealed and replaced with a compromise measure. But with Charlotte's reputation damaged, the city is still paying several million dollars to market itself to visitors.

Included in the Charlotte Regional Visitors Authority's current 2019 budget is \$2 million in "Post HB2 Marketing/Sales support," according to email records obtained by the Observer through a public records request.

The funding is for Visit Charlotte, a division of the CRVA. Visit Charlotte received \$1 million last fiscal year for post-HB2 marketing/sales support, according to the report.

The \$3 million total isn't necessarily for one ad or creative approach, CRVA spokeswoman Laura White said. Rather, she said, it's a "comprehensive place branding strategy" that includes more money spent on Charlotte's branding, as well as consumer-facing media like TV ads in out-of-state markets and magazine ads.

White said the increase in marketing dollars is meant to deal with three concerns: cleaning up the city's image post-HB2; improving its reputation following civil unrest from 2016 following the shooting of Keith Lamont Scott; and promoting Charlotte in regional markets such as Austin, Texas, Nashville, Tenn., and Asheville.

In its annual report for fiscal year 2018 sent to Mayor Vi Lyles and Charlotte City Council in late October, the CRVA noted that although HB2 was technically repealed and replaced with House Bill 142, North Carolina still remains under a travel ban from six states, with California and New York having the largest impact.

"As long as there is a law in North Carolina that creates the grounds for discrimination against LGBT people, I am barring non-essential state travel to that state," New York Gov. Andrew Cuomo said in a statement in May 2017 after HB2 was repealed.

Equality NC, a civil rights group based in Raleigh, said that HB 142 "continues the same anti-LGBTQ scheme put forward by the original measure."

States with the travel bans have indicated to local tourism officials that HB 142 "did not go far enough in protecting individuals against discrimination," said the CRVA, which is a division of the city of Charlotte funded with local hotel/motel and prepared food taxes.

"The CRVA is still finding that conventions with a high percentage of public employees attending are choosing to not come to Charlotte because of the potential of decreased attendance, which is up to 15 percent in some cases," the group said.

HB2, signed into law in March 2016 by then Gov. Pat McCrory, came in response to a Charlotte ordinance that extended legal protections to LGBTQ individuals. The ordinance also made it legal for transgender people to use the bathroom that corresponds with their gender identity, rather than the one on their birth certificates.

HB2, often called the "bathroom bill," nullified the Charlotte ordinance, prompting businesses and major events to boycott North Carolina. PayPal, for instance, scrapped its plans to open an operations center in Charlotte. The NBA moved its 2017 All-Star Game from Charlotte over HB2. Dozens of entertainers, including Maroon 5 and Bruce Springsteen, canceled North Carolina shows because of the law.

An Associated Press report in spring 2017 indicated that HB2 could cost North Carolina more than \$3.76 billion in lost business over 12 years.

In March 2017, the N.C. General Assembly approved a compromise bill, HB 142, that repealed HB2 but prohibits cities from extending protections to LGBTQ people and other groups until Dec. 1, 2020. Gov. Roy Cooper signed the measure into law.

Even after the repeal, roughly one in four travelers had a negative perception of North Carolina because of HB2, according to a July 2017 study commissioned by Destinations International, a professional organization that represents destination management groups.

The CRVA did not receive any "Post HB2 Marketing/Sales support" funding in 2017, said White, the group's spokeswoman. This just began for the tourism group last fiscal year, which ran from July 1, 2017, to June 30, 2018.

Laura Hill White

Director of Communications

Charlotte Regional Visitors Authority (CRVA)

501 S. College Street | Charlotte, NC 28202

704-414-4183 | Mobile: 704-989-3700

[crva.com](http://crva.com)

E-mail correspondence to and from this address is subject to the North Carolina Public Records Law.

## **CRVA Board of Directors Advocacy Talking Points – December 2018/January 2019**

### **CIAA Tournament Planning and Bid Submission**

- The CRVA and representatives from the City (Mayor Lyles, Councilman Mitchell) will present in-person in early December to follow up on the bid that was submitted in September. Subsequent steps in the bid process will be shared by CIAA following that presentation.
- For the coming tournament in 2019 (Feb. 25 – March 2), work is underway. One of the new events the local organizing committee is working to plan is a street festival. Center City Partners and the City are working to configure what this potential footprint would look like.
- The CIAA has been the largest annual event in our community for the past 13 years and we have contributed more than \$13.7 million in scholarship dollars divided among the 12 conference schools during the course of this valued partnership.

### **NBA All-Star Game Planning**

- Preparations continue for the NBA All-Star Game set to take place Feb. 15 - 17. A press conference announcing many of the fan activities beyond the game will take place in early January. These will take place in the EpiCentre and at Bojangles' Coliseum.
- The CRVA continues to co-lead the Local Organizing Committee in collaboration with the Hornets and is very involved with venue logistics, marketing/communications support that will welcome the game to town and promote its events, hotels, volunteers and more.

### **Bojangles' Entertainment Complex**

- The 10-year, \$2.85 million naming-rights agreement (approved by City Council on Nov. 26) calls for interior and exterior signage featuring the new identity in addition to several concessions, road signage, uniforms, complimentary tickets and promotional deliverables. The agreement outlines a payment of \$240,000 for the first calendar year and an increase of \$10,000 for each subsequent calendar year (i.e. Year 2019: \$240,000; Year 2020: \$250,000).
- A new logo for Bojangles' Entertainment Complex will be created with consistent style and design mutually agreed upon by the CRVA and Bojangles.' Timing on the promotional vehicle integration (website and social media handles) is expected by the end of first quarter 2019. Interior and exterior signage and other creative deliverables are expected within a similar timeframe. Road signage resides under the control of the State of North Carolina or City of Charlotte and will require longer lead time.
- The addition of the \$20 million connector facility will add more than 35,000 square feet to the complex and is expected to be complete in late fall 2019/early winter 2020.

### **Convention Center Expansion Project**

- Project financing for the Charlotte Convention Center expansion was approved on Nov. 26. Construction will start following Charlotte hosting the NBA All-Star Game (late winter/early spring 2019) and is scheduled for completion in December 2020.
- The \$110 million expansion to the 23-year-old Charlotte Convention Center includes the following:
  - Expansion of break-out meeting space: Space along an open roofline above Stonewall Street totaling 93,000 square feet (including pre-function, breakout and support spaces). The project features 15 meeting spaces

totaling 31,000 square feet ranging in size from 1,800 to 10,000 square feet. The larger spaces will include movable wall systems to subdivide into smaller spaces.

- Pedestrian Bridge: A pedestrian connection will be built above Stonewall Street on both sides of the light rail line that will connect the Convention Center to the Westin Hotel and Novel Stonewall Station development.
- Due to construction pricing, the City and CRVA dropped the ballroom terrace expansion, the movable wall system to Hall C in the exhibit space and the potential for event space above the light rail line.

### **CLT250**

- The CRVA continues to assist and promote CLT250 efforts via financial support (a one-time sponsorship amount of \$200,000), leadership on the Executive Council and marketing/communications subcommittee work.
- The CRVA is one of many financial partners including Atrium Health, Albemarle, Ally Bank, Bank of America, Barings, Compass Group, Duke Energy-Piedmont Natural Gas, Lowe's, Moore & Van Allen, Novant Health, Townsquare Interactive, Wells Fargo and Wray Ward.
- To execute the events, marketing/communications strategy and community relations work for the year-long celebration, the CRVA is working with community partners including the City of Charlotte, the Arts & Science Council, Charlotte Center City Partners, Charlotte Chamber, Charlotte Regional Partnership, Charlotte Mecklenburg Library, CMS Foundation, Charlotte Regional Visitors Authority, Foundation for the Carolinas.
- Following the Dec. 3 CLT250 Anniversary Celebration at Trade & Tryon, the next milestone event for CLT250 will be the culmination event, Charlotte Shout, taking place in May.

### **1000-Room Hotel**

- No new developments have progressed regarding the 1000-room hotel. All CRVA-related visitor spending projects are being worked on in close collaboration with the City of Charlotte to reflect citywide priorities.

### **Place Branding Update**

- Running February through June, the spring flight for paid media consists of broadcast, digital (retargeting, digital pre-roll) and print (leisure publications such as Garden & Gun, Food + Wine, Southern Living, Local Palate). Continued efforts with media relations, paid search and paid social resume year-round. All paid media is targeted within 12 strategic drive markets.
- The perception study for the fall 2018 paid media flight is currently underway and the CRVA will have results in January.
- The CRVA is also working to produce consumer-focused brand activations in target markets. A recent example surrounding the culinary theme line was the James Beard House event in NYC on Nov. 16. The CRVA sponsored a dinner featuring seven Charlotte chefs and mixologists to showcase the evolving culinary scene, engaging with media, digital influencers and bloggers to generate awareness for the destination. Additional activations such as Charleston Wine + Food as well as an event touting outdoor recreation and adventure are slated for the spring.

### **MWBE/MWBD Vendors**

- Events such as the 2020 RNC and NBA All-Star Game are committed to tapping diverse vendors to successfully execute their events. For the NBA All-Star Game, the NBA has worked with the City and CRVA to hold a MWBD vendor information event. NBA departments and contractors have been drawing from a databased created from the

vendor information event to contact MWBD vendors for more detailed interviews and negotiations. The CRVA and City will continue to work with the NBA as a resource to connect MWBD vendors with All-Star opportunities.

- For the 2020 RNC, the Charlotte in 2020 Host Committee is currently working on developing a workforce and vendor opportunity strategy with a focus on local spend, inclusivity and diversity. More details coming soon.
- Regarding CRVA-specific procurement opportunities, please direct individuals to [crva.com](http://crva.com). In addition, the CRVA's Vendor Diversity Program provides MWBE vendors as well as other responsible vendors with a fair and reasonable opportunity to participate in the CRVA's business opportunities.

**From:** Toya Everett <leverett@nbmbaacharlotte.org>  
**Sent:** Monday, January 7, 2019 12:34 PM  
**To:** Mitchell, James  
**Cc:** Jackson, Jerriane  
**Subject:** [EXT] INVITATION: CIAA & NBMBAA Black Think Executive Roundtable

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe. Please forward all suspicious email to bad.mail@charlottenc.gov.



Council Member Mitchell:

The National Black MBA Association<sup>®</sup> and the Central Intercollegiate Athletic Association<sup>®</sup> (CIAA<sup>®</sup>) would like to invite you to attend the **INVITATION ONLY** 2019 **Black Think** Executive Roundtable taking place on Thursday, February 28<sup>th</sup>, as part of the CIAA<sup>®</sup> Minority Business & Leadership Symposium in Charlotte, NC.

The **Black Think** Executive Roundtable is a series of ongoing roundtable discussions hosted by NBMBAA<sup>®</sup> that assembles key influencers from across sectors to inspire collaboration and thought leadership. It is because of your expertise that we would be honored to have your perspective represented at this event to explore the topic of "Empowering Entrepreneurs". The conversations will be thought provoking, engaging and inspirational as we explore key issues and challenges faced by Black entrepreneurs through specific topics of discussion, such as:

- Capacity Building
- Achieving Growth and Scale
- Mentorship
- Achieving equitable opportunities

Your insights will contribute to the ongoing community outreach and research efforts of the National Black MBA Association<sup>®</sup> which will enable the determination of models, systems, and practices that are important to amplify collective impact across sectors and maximize effort and the development of a compelling executive summary that will be shared with Roundtable participants, members, partners, and sponsors.

This **INVITATION ONLY** event will also feature a keynote address by the esteemed Thomas W. Dortch, Jr., Chairman Emeritus of 100 Black Men of America, Inc. and President and Chief Executive Officer of TWD, Inc.

**To confirm your attendance, please follow the registration link provided below, no later than 12 pm on Friday, February 8, 2019.** Please be advised that seating is limited and registration will close once capacity has been reached. **To avoid being waitlisted, please confirm your attendance at your earliest opportunity.**

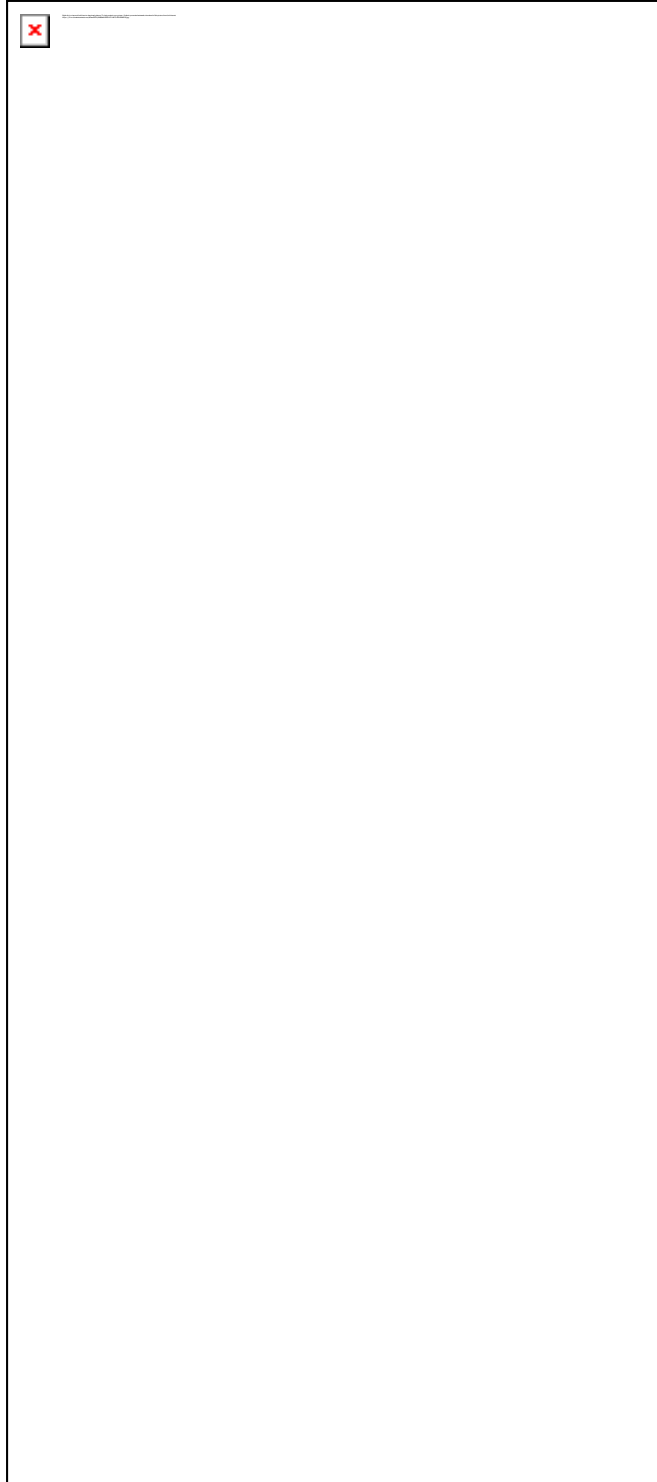
We look forward to having you in attendance at this dynamic forum. Feel free to contact me if you have any questions or concerns.

Sincerely,

Toya Everett, President  
NBMBAA Charlotte Chapter  
LEverett@nbmbaacharlotte.org  
(C) 919-271-7225

**Black Think RSVP HERE**  
\*INVITATION IS NON-TRANSFERRABLE

For more information about the CIAA 2019 Business & Leadership Symposium, visit [here](#).









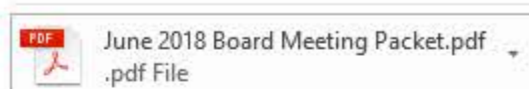
Thu 7/5/2018 10:25 AM

Kristi Douglas <Kristi.Douglas@crva.com> on behalf of Tom Murray <tom.murray@crva.com>

[EXT] June 2018 - CRVA Board of Directors Meeting Recap

To [Winston, Braxton](#); [Driggs, Edmund](#); [Phipps, Gregory](#); [Mitchell, James](#); [Harlow, Justin](#); [Egleston, Larken](#); [Newton, Matthew](#); [Bokhari, Tariq](#); [Ajmera, Dimple](#); [Eiselt, Julie](#); [Mayfield, LaWana](#); [Lyles, Viola](#)

You forwarded this message on 7/6/2018 7:22 AM.



**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe.

Dear Mayor Lyles and City of Charlotte Council Members -

The CRVA recently held its June Board of Directors Meeting. In an effort to keep you continuously in the loop on the activities of our organization, I'm providing a brief recap of the topics covered. As always, I'd be happy to provide further detail on any of these points mentioned.

During the meeting, we announced our new Executive Team slate for our Board of Directors, which includes Board Chair Tracy Montross, Vice Chair Art Gallagher, Treasurer Karen Bentley, Secretary Dockery Clark, and Past Chair Bill DeLoache. We thank Bill for his tremendous work as Chair over the last fiscal year. We also thank Theresa Foust and Peter Grills for their continued work and support on the Board of Directors as they roll off the board in the coming fiscal year.

In FY19, we will be embarking on an enhanced Strategic Plan that stands on the shoulders of the strides and success we've accomplished over the last five years. The board approved this direction unanimously. As you may know, the CRVA has been following a Strategic Plan since FY14, which charts the course for us as an organization laying out key priority areas that are both aspirational and competitive. Those areas include the customer, finances, running the business and our people & culture, which have measurements associated with each in the form of our Balanced Scorecard approach.

As we set out to create a strong follow-up to FY15-19, we also examined and updated the organization's mission and vision:

#### *Our Mission*

Embracing an inclusive, employee-first culture, the CRVA is the trusted leader of Charlotte's visitor economy, which elevates community prosperity through destination-defining infrastructure, impactful branding and job growth.

#### *Our Vision*

Charlotte will be recognized as the most sought after city in the Southeast, known for its undeniable energy, passionate people and captivating experiences.

I'd also like to share with you a [video](#) our team put together highlighting our new mission with the help of some of our employees. The updates build on the previous plan and emphasize the CRVA's role in driving community prosperity via the visitor economy. We are also adding "inclusion" to our set of core values that are currently trust, collaboration, innovation, integrity, engagement and accountability. We're pleased to have the board's support on all of these updates and would welcome the opportunity to share more on the strategic plan progress.

The upcoming FY19 budget was also approved during the meeting. Like last year's budget process, collaboration and communication were instrumental so that budgeting needs were aligned with strategic priorities. Examples of such aligned investments include the continuation of place branding, the support of strategic events such as the NBA All-Star game and preparation for post-convention center expansion bookings. This is the first budget in several years where we are anticipating a slight reduction in our \$17 million fund balance to offset costs related to a reduction in the quantity and quality of events. This is in anticipation of the convention center going offline during the last six weeks of the upcoming fiscal year for expansion construction.

We are looking forward to welcoming the International Champions Cup to Charlotte as well as the clubs: Liverpool F.C. of the English Premier League and Germany's Borussia Dortmund. We'd like to thank you all for your support in hosting major events such as international soccer, which are economic drivers for the Charlotte region and create valuable media exposure opportunities for Charlotte nationally and internationally. These rent-free dates are a benefit of the \$87 million that was invested in stadium renovations and previous matches have attracted up to 70,000 people, resulting in an economic impact upwards of \$16 million each year. I hope you are able to attend the match in person and join in on some of the festivities around it.

Please let me know if you have any questions on these topics. I welcome the opportunity to meet one-on-one with you and address any questions you may have regarding this update. You can reach me via email or at 704-414-4010. Thank you for your time and continued support of the CRVA.

Sincerely,

**Tom Murray**  
Chief Executive Officer



Charlotte Regional Visitors Authority  
 CRVA Board of Directors Meeting  
 Wed, June 13, 2018 8:00 am-10:30 am

1. Meeting Called to Order  
*(Bill DeLoache)*
2. Approval of April 11, 2018 Meeting Minutes  
*(Bill DeLoache)*  
 Minutes: April 2018 Board of Directors Meeting
3. Recognition of Outgoing Board Members  
*(Bill DeLoache)*
4. Economic Overview  
*(Heath Dillard)*
5. Board Advocacy  
*(Tom Murray)*
6. Committee Reports
  - a. Executive Committee Update - May 9, 2018  
*(Bill DeLoache)*  
 Minutes: Executive Committee Meeting - May 9, 2018
  - b. Strategic Planning Committee Update - May 17, 2018  
*(Tracy Montross)*  
 Minutes: Strategic Planning Committee - May 17, 2018
    - i. Approval of Fiscal 19-23 Strategic Plan  
 CRVA Strategic Plan Overview Document  
 FY19-FY23
  - c. Nominating Committee Update - May 31, 2018  
*(Tom Henson)*  
 Minutes: Nominating Committee Meeting - May 31, 2018
    - i. Recommendation: FY 2019 Board Officers
  - d. Audit and Compliance Committee Update - May 23, 2018  
*(Art Gallagher)*  
 Minutes: Audit Committee Meeting - May 23, 2018
    - i. Approval of FY 2018 Financial Audit Contract with CohnReznik  
 Audit Contract Approval Memo for June 13 2018  
 CRVA 2018 Audit Planning Presentation  
 CRVA LGC Audit Contract
  - e. Budget Committee Update - May 14, 2018  
*(Theresa Foust)*  
 Minutes: Budget Committee Meeting - May 14, 2018  
 FY18 Budget Amendment #4-5
    - i. Fiscal 2019 Proposed Budget Overview  
 FY19 Budget Presentation

## FY 19 Travel Budget

- ii. Budget Committee Recommendation
- iii. Public Hearing
- iv. Board Discussion / Consideration of Approval

## 7. Staff Reports

## a. "Market" Activities

- i. Sales  
(Mike Butts)  
Barometer - May 2018  
Barometer - June 2018
- ii. Marketing  
(Gina Sheridan)  
Marketing & Communications Report - June 2018

## b. "Manage" Activities

- Human Resources  
(Zaira Goodman)  
HR Report - June 2018

- i. Business Support Services  
(Michael Crum)  
March 2018 Financial Report  
April 2018 Financial Report  
MWBE 3rd Qtr. Update

## c. "Maximize" Activities

- i. NASCAR Hall of Fame  
(Winston Kelley)  
NHOF Report - June 2018  
NHOF Calendar of School Groups - May-July 2018  
NHOF Event Forecast - May-July 2018
- ii. Venues - Charlotte Convention Center, Bojangles' Coliseum, Ovens Auditorium,  
Spectrum Center  
(Steve Bagwell)  
CCC Report - June 2018  
Spectrum Center Board Report - June 2018  
Bojangles & Ovens Report - June 2018

## 8. Executive Session

(Bill DeLoache)

## 9. Other Business

(Bill DeLoache)

## 10. Adjourn

(Bill DeLoache)

Conference Line: (800) 504-8071 / Access Code: 5272085

CRVA Mission Video Link

<https://vimeo.com/260889065>  
June 2018 Master Presentation

# CRVA BOARD OF DIRECTORS MEETING



Wednesday, April 11, 2018 – 8 a.m.  
Ovens Auditorium Hospitality Room

Board Members in Attendance: Clarke Allen, Karen Bentley, Tracy Montross, Bill DeLoache, Theresa Foust, Art Gallagher, Bridget-Anne Hampden, Tom Henson, Tom Sasser

Board Members in Attendance by Teleconference: Peter Grills, Carlos Sanchez, Dockery Clark, Matt Hirschy

CRVA Staff in Attendance: Mike Crum, Tom Murray, Gina Sheridan, Steve Bagwell, Zaira Goodman, Mike Butts, Winston Kelley, Kristi Douglas, Brigitte Acosta, Cathy Buchhofer, Donald , Henry Nguyen, Heath Dillard, KD, Brooke, Katelin Sheppard, Sharon, Larry Williams, Jorge R., Diatra Fullwood, marketing, Bill McMillan, Kamin Brennan, Doug Tober, Sue Breckenridge

Others in attendance: Cameron Furr (CRVA Attorney)

The meeting was called to order at 8:04 a.m.

Mr. DeLoache moved to approve the minutes from the February 14, 2018 board meeting. Mr. Gallagher seconded. For: Allen, Montross, DeLoache, Foust, Gallagher, Hampden, Henson, Sasser, Grills, Sanchez, Clark and Hirschy. Against: None.

Economic Overview – Mr. Dillard shared information about economic indicators in the Charlotte region, including expansion, supply, demand, occupancy, ADR, and RevPAR. Within the last 24 months, supply has grown at 3-5% annually. However, demand is slowing and only growing at less than 2% annually. Ms. Bentley arrived at 8:10 a.m. RevPAR has grown by 75% because of expansion. The regional inventory has 210 hotels and more than 26K room nights available. There should be another 1400 room nights available in 2018 and the same number is expected in 2019. Analysts expect the market to continue to grow in 2018 and 2019. Mr. Dillard also reviewed Mecklenburg County Historical Market Value and provided an updated 2018 forecast.

FY2019-2023 Strategic Plan – Ms. Montross said that the board's Strategic Planning Committee met in January and again in March with the Budget Committee. Mr. Rodriguez shared a strategy update. There are three themes: (1) aspirational, (2) competitive, and (3) link to what CRVA does to the prosperity of the community. He also shared the vision and mission statements. The strategic plan has been reduced from 140 business initiatives to just under 60 initiatives to allow greater focus on what is important to the organization. Destination performance, increase revenue, advocacy, culture and customer experience were highlighted. Ms. Hampden asked about the scorecard and if there is an opportunity to revise the goal for the 5 year plan. Mr. Rodriguez noted that staff and the board will monitor the plan and results. There is always an opportunity to revise. Mr. Gallagher asked what staff would use to measure perception of Charlotte. Mr. Rodriguez and Mr. Murray responded that the Longwoods study and the Meeting Planner Image will help us measure that goal. Ms. Montross thanked Mr. Rodriguez for his leadership with the team. While there is still some work to be done, there has been a tremendous amount of work done to develop the plan. Mr. DeLoache also thanked the team, adding that this will be an exciting journey over the next 5 years.



Ms. Montross moved to approve the Strategic plan. Mr. Gallagher seconded. For: Allen, Bentley, Montross, DeLoache, Foust, Gallagher, Hampden, Henson, Sasser, Grills, Sanchez, Clark and Hirschy. Against: None.

Place Branding rollout update – Ms. Sheridan shared a presentation regarding the CRVA's new creative destination branding effort. To date, the CRVA has over 9 years of brand equity in "Charlotte's Got a Lot." CRVA has made a \$15M investment in the destination brand over the years and did not want to toss out that brand equity but wanted to

come up with something that would truly evolve the work. Because of the investment in advertising of \$2.3M in 2016, CRVA's efforts raised the destination profile, changed perceptions of Charlotte and led to 2.43M new incremental visits, \$233M in new visitor spending and \$12.2M in earned media. All of this impacts the City's image. Paid and earned media efforts have the greatest impact. Ms. Sheridan explained the evolution of Charlotte's destination brand to place branding. The idea is to tell the story of Charlotte through the eyes of the people who are shaping the City. The group decided to use the crown which has been organically adopted as the symbol of Charlotte and the "QC" symbol. Four key themes of this campaign include culinary, arts & culture, diversity & inclusion and outdoor recreation & adventure. Ms. Sheridan shared sizzle reels and several short ads which are currently running. The spring campaign runs through the end of June in Atlanta, Myrtle Beach, Asheville, Memphis, Nashville, Roanoke, and Raleigh-Durham. Ads are running on shows including include CBS Sunday morning, SNL, the Voice, Greys Anatomy and ACM awards, and networks including Food Network, TNT, USA, and HGTV. There are also digital billboards and transit advertisements in Atlanta. There are two fully wrapped CATS buses. People who are interested in travel were targeted. New merchandise is being sold at the new visitor info center. Mr. Hirschy noted that he has heard public feedback which has been very positive. Ms. Bentley asked if staff had considered Pandora as a platform. Ms. Sheridan noted that the Marketing Department has transitioned to working with a media agency and they have a team of five buyers who look at opportunities to use different platforms. Pandora is one of several opportunities they are considering. Mr. DeLoache thanked Ms. Sheridan and the Marketing and Communications team for their efforts.

Board Advocacy – Mr. Murray reported that amateur sports have been an evolving challenge. The City recently issued an RFP for a new opportunity for an amateur sports complex. None of the 3 bids received were adequate. The City and team that led the effort have decided not to accept the proposals and will wait for another opportunity. The County has decided to pursue Memorial Stadium for the Charlotte Independence, which the County will own. The City is in the process of considering a contribution to the project, which may allow hospitality funds to pay for turf that could be used for professional sports events as well as amateur sports. The CRVA would receive several rent-free days to attract events. The City has submitted a bid to try to attract the 2020 Republican National Convention to our community. Mr. Murray thanked Mr. Butts and his team for their great work in pulling together the bid so quickly. The local team hopes to be presenting to the RNC planning committee on April 26 in DC. The City and the CRVA are continuing to work on the NBA All-Star game.

Ms. Montross asked if CRVA had any requests of Council in the next two months. Mr. Murray noted that the contract for the CCC expansion should be before Council in June.

Executive Committee Update – Mr. DeLoache referred the members of the board to the minutes for the March 14, 2018 meeting.



Joint Budget & Strategic Planning Committee Update – Ms. Foust noted that there was a joint meeting of the Budget and Strategic Planning committees on March 12, 2018. Each of the leadership talked about their plans for 2019 and how it might impact the budget. Ms. Foust referred the board to the minutes in BoardBookIt.

VAC Update – Mr. Sasser referred the members of the board to the minutes from the February 22, 2018 meeting. The charter was discussed as well as future sales challenges while the Center is under renovation. Ms. Montross noted the challenge of speaking as one voice in the hospitality industry.

Sales Update – Mr. Butts referred the members of the board to BoardBookIt for the Barometer. He also mentioned the “Charlotte 10” program where hotels provide a \$5 rebate and CRVA matches that rebate to help address hotel needs in the time period during the CCC renovations. The City will be announcing an International Friendly soccer match next week. The new visitor center uptown has opened. Ms. Montross asked about competitive nature of

Atlanta and if the board could have some background information in June so she can use it during the Chamber’s Intercity visit to Atlanta.

Marketing Update – Ms. Sheridan referred the members of the board to the report in BoardBookIt. She also shared a presentation regarding brand activation at the Charleston Wine and Food Festival from March 2-4, 2018. The idea was to promote culinary amenities in Charlotte and generate earned media. Ms. Sheridan reported that CRVA held pre-events in Charlotte and Charleston and hosted more than 100 media influencers. CRVA partnered with the culinary show Order/Fire. CRVA staff interacted with approximately 5000 attendees and acquired 850 email addresses of people who were genuinely interested in travelling to Charlotte. CRVA partnered with JWU and boxed and took 8000 truffles to the festival. The efforts reached an audience of nearly 86K on social media. Chefs were appreciative of the opportunity to share their talent and the story of the City.

HR Update – Ms. Goodman referred the members of the board to the report in BoardBookIt. The HR department has been focused on compensation and conducted a pay study for full-time positions and part time positions. She added that staff is being strategic and looking at how to implement adjustments as necessary in training and development. The HR department is also busy with recruiting for open positions.

Business Support Services Update – Mr. Crum noted that the Business Services report is posted in BoardBookIt. January 2018 resulted in a Fund Balance loss of (\$1,029,844), as compared to a budgeted Fund Balance loss of (\$729,079). The unfavorable budget variance was a result of revenues being \$435k (6.8%) less than budget, operating expenses \$232k (3.3%) under budget, and capital expenses \$98k over budget. In February, operation revenues were \$5,639,092. Operating expenses were \$5,145,749. For February, there was a fund balance gain of \$435,414.

Ms. Hampden moved to approve the January and February financial statements. Mr. Gallagher seconded. For: Allen, Bentley, Montross, DeLoache, Foust, Gallagher, Hampden, Henson, Sasser, Grills, Sanchez, Clark and Hirschy. Against: None.





NHOF Update – Mr. Kelley referred the members of the board to the NHOF report in BoardBookIt. There are 50 potential inductees for the 2019 class. He also shared a presentation regarding the NHOF charitable foundation which intends to support educational programs at the Hall. The goals of the programs include creating a mechanism and process to expand the reach of the NHOF education program; creating a foundation that meets the community’s needs; in the future, expanding to other communities; opening doors to career pathways for today’s youth from Pre-K through 12thgrade; leveraging the educational strengths of STEAM that NASCAR presents; providing an educational legacy for our community, our legends and our passionate fan base; and growing NHOF/CRVA revenue, community engagement and advocacy. Ms. Hampden noted that she will be interested in seeing connections and long-term collaboration between racing teams and students in the NHOF educational programs. Employment of program students would be the economic impact that makes a difference long term.

Mr. Sanchez left the meeting at 10 a.m. Ms. Bentley left the meeting at 10:07 a.m. Mr. Gallagher left the meeting at 10:17 a.m.

Venues Update – Mr. Bagwell referred the members of the board to the venues report in BoardBookIt. Bojangles and Ovens remain busy. Mr. Bagwell shared highlights, noting that Bojangles’ Coliseum just finished successful season with the Checkers. Spectrum remains busy with Eagles and BonJovi. CIAA had a great impact, with 20K in the Convention Center for the CIAA Fan Fest. Upcoming events include Alpha Kappa Alpha, which will be hosting its regional conference for about 4000 attendees.

There being no further business, meeting adjourned at 10:21 a.m.



## MINUTES

### EXECUTIVE COMMITTEE

Charlotte Convention Center – Third Floor Conference Room

May 9, 2018 – 8:30 a.m.

Submitted by Mike Crum

Attending: Bill DeLoache, Theresa Foust, Art Gallagher, Bridget-Anne Hampden, Tracy Montross

Attending via Conference Call: None

Absent: None

Staff in Attendance: Tom Murray, Mike Crum, Gina Hight Sheridan, Heath Dillard, Jorge Rodriguez, Nick Biancofiore, Seth Denton

Meeting Called to Order: Mr. DeLoache called the meeting to order at 8:32 a.m.

Using the agenda, presentation and supporting materials found in BoardBookIt, the Committee covered the following items:

#### Economic Overview

Mr. Dillard reviewed highlights from the May Barometer. Employment growth continues at the national, state and local levels. Unemployment is down to 3.9 percent. GDP is up 2.3 percent for Q1. The estimate for Q2 GDP growth is 3.3 percent. TravelClick reports Business Travel decisions are being made in shorter timeframe and Summer Group Travel will be softer in comparison to 2017.

- Mr DeLoache asked if new hotel supply is showing up in the reports CRVA purchases. Mr. Dillard respond that no, properties have to be open for a year before they are included in the report. Center City continues to fill its supply at the expense of the suburban markets.
- Ms. Hampden asked about the status of the South Park submarket. Mr. Dillard explained that demand has stabilized for this market, meaning that any new supply in the market has been absorbed.
- Mr. Gallagher asked if the statistics were for Mecklenburg County or the Charotte MSA. Mr Dillard responded that the numbers were for Mecklenburg County. He then reviewed a chart in the report that shows how Charlotte supply growth is running ahead of Charlotte demand growth.
- Mr. Dillard noted that while Shared Economy Units, like VRBO and Airbnb, are growing, their impact on the Charlotte market is negligible.
- Ms. Montross asked if the CRVA Team was aware of Airbnb Experiences. Ms. Sheridan responded that the team is aware of the trend and monitoring its growth. At this time, the impact on the Charlotte market is negligible.



- Ms. Montross noted that the growth of Shared Economy Units may affect the future development of hotels in the Charlotte market.

#### Balanced Scorecard Update

Subbing for Ms. Adamson, Mr. Rodriguez reviewed the changes reflected in the latest update of the FY18 Balanced Scorecard.

- Ms. Hampden P1.5 (Room Night Pace) falling short of goal. Mr. Rodriguez responded that this was the product of Charlotte Convention Center inventory being taken offline to as part of the Expansion Project to begin in Q4 of FY19.
- Ms Montross asked the following questions about the FY18 Stakeholder Survey:
  - When will the survey go out? (Mr. Dillard: June)
  - Can the survey be segmented by elected officials (Mr. Dillard: Yes)
  - Can the elected officials' responses be segmented by State, County and City officials? (Mr. Dillard: Yes)

#### January Financial Report

Mr. Biancofiore reviewed the March Financial Report. For the period, the CRVA recorded a Fund Balance increase of \$470,703. (Operations generated a Fund Balance increase of \$402,204, while the net impact of Capital funding and expenditures totaled \$68,499.) This compares to a budgeted Fund Balance increase of \$41,727.

For this fiscal year-to-date, CRVA has recorded a net Fund Balance increase of \$2,128,777. (Operations have generated a Fund Balance gain of \$2,781,475, while the net impact of Capital funding and expenditures has totaled \$652,698) This compares to a budgeted year-to-date Fund Balance increase of \$723,419.

Mr. Biancofiore reviewed the Fund Balance Projection and accompanying graph, noting that CRVA Accounting now projects CRVA will end the fiscal year \$1.2M better than budgeted. This number will be revised on a regular basis as the organization moves toward the end of its fiscal year.

- Ms. Foust asked about the HR Program positive variance vs. budget. Mr. Crum responded that there has been a difference in the timing of spending vs. budget. The team expects the variance to narrow by year end.
- Ms. Hampden asked about projections for Q4. Mr. Biancofiore responded that Accounting expects the CRVA to exceed budget expectations for the period.
- Ms. Hampden asked about the reported sale of NASCAR. Mr. Murray responded that the report is new, and the team will need more facts before responding to the question.

#### FY19 Proposed Budget

Mr. Denton reviewed a summary of the CRVA FY19 Proposed Budget. The current draft of the Budget projects a Fund Balance decrease of approximately \$1.7M in FY 2019. Mr. Denton also



reviewed the projections for FY18 and key dates related to approval of the Budget in June. Mr. Murray described the CRVA Team's efforts to refine the Budget in response to the downturn in revenues the CRVA expects during the Convention Center Expansion Project (FY19-21). The Board's Budget Committee will review the Proposed Budget in detail on May 14.

#### Upcoming Agendas

Mr. Crum reviewed the draft agenda for the upcoming Board Committee Meetings and CRVA Board Meeting on June 13. During this discussion, the Committee also discussed the schedule for City Council appointments and re-appointments to the CRVA Board.

#### Staff Updates

Mr. Murray updated the Committee on the following topics:

- **Branding** – Led by Ms. Sheridan, CRVA continues to educate its partners and the community on the new place branding campaign. Organizations receiving presentations include Rotary, the Hospitality and Tourism Alliance, Cabarrus County CVB and Economic Development, Arts and Science Council and Charlotte Chamber. Private sector interest has come from the Knights, Carowinds, and Le Méridian. Charlotte-branded Paradies stores are opening at the airport. \$1.2M in customer-facing advertising is currently in the market, with \$5M more planned for the next 12 months. Additional TV spots are in development. CRVA is working with White Advertising to place its medial buys.
  - Ms. Hampden asked about Charlotte Regional Partnership interest. Mr. Murray responded that the CRP continues to resist the idea of adapting the concept.
  - Mr. DeLoache asked if place branding would be presented at the Marketing Outlook Forum. Ms. Sheridan responded that yes, there would be a presentation at that meeting.
  - Ms. Hampden encouraged the CRVA Team to look for additional MWBD marketing partnerships.
  - Ms. Foust asked for place branding media she should post on the electronic message boards at Bighthouse Financial.
  - Mr. DeLoache asked if there was a call to action during the HTA presentation. Ms. Sheridan responded that the HTA presentation was focused on educating and developing support for the program.
  
- **American Legion Memorial Stadium** – The City and County are discussing the idea of the City investing in a world-class synthetic surface for the facility. Negotiations are ongoing.
  
- **Indoor Amateur Sports** – The project is currently on hold.
  
- **The Link** – The project is currently within budget. The City Staff is considering whether to recommend a part of the project be funded with hospitality taxes (freeing up General Fund dollars for other purposes) in an effort to restore a front-to-back-of-house corridor that had been previously value-engineered about of the project scope.
  
- **Convention Center Expansion Project** – The project is currently within budget. City Staff will recommend a Construction Manager for City Council approval in June.
  
- **Convention Center Hotel** – For a timeframe beyond the completion of the Convention Center Expansion Project, Mr. Murray is engaged in preliminary, confidential conversations to identify a site and a developer for Charlotte's next Convention Center-caliber hotel.



- **Republican National Convention** – Mr. Murray described the effort to secure the event. He credited Mr. Butts with the idea to seek the RNC and for his leadership in crafting the proposal. Mr. Murray described the bipartisan effort that has gone into Charlotte’s proposal. It currently appears that Las Vegas is Charlotte’s most serious competitor.

There being no further business, the meeting was adjourned at 10:15 a.m.



## MINUTES

Board Strategic Planning Committee  
Charlotte Convention Center – Executive Conference Room  
May 17, 2018 – 9:00 a.m.  
Submitted by Jorge Rodriguez

Attending: Tracy Montross, Bill DeLoache, Art Gallagher, Bridget-Anne Hampden, Dockery Clark

Attending via Conference Call: Tom Sasser

Absent: Tom Murray

Staff in Attendance: Mike Crum, Jorge Rodriguez, Brooke Adamson, Heath Dillard

Meeting Called to Order: Ms. Montross welcomed the Committee and called the meeting to order at 9:00 a.m.

Using the attached agenda, presentation and supporting materials, the Committee covered the following items:

### FY18 BALANCED SCORECARD UPDATE

Ms. Adamson reviewed each of the updated Balanced Scorecard measures for FY18. Committee questions and comments were as follows:

Ms. Adamson reported strong Event Revenue Pace (F1.1) and handed out the Event Revenue detail document. She also noted that in FY19 we will change how Event Revenue Pace is measured. The pace will be determined as a percentage of our aspirational goal rather than a percentage of our historical performance.

There was discussion among the committee members of the importance in communicating our performance, especially as it relates to the upcoming challenges and the impacts of the Charlotte Convention Center renovation project, new Marketing efforts, and the positive business outlook for FY23 and beyond.

Mr. DeLoache asked why we track Event Revenue Pace vs. Room Nights. Mr. Dillard responded that we track both measures. Mr. Crum expanded by explaining the connection between Room Nights and Event Revenue Pace. Mr. Dillard reminded the group of the change in how we will track Event Revenue Pace in FY19, which represents a paradigm shift in our measuring of performance.

Ms. Montross asked why Atlanta was not included in our comp set and requested more details regarding the Atlanta market. Mr. Crum responded that Atlanta is a bigger market with a larger convention center, which allows them to compete nationally for much larger events. Atlanta is a Tier 1 city.

Ms. Montross added that it would be helpful for the Board to have an understanding of the city convention tiers and where Charlotte fits into the overall market. Mr. DeLoache added that Atlanta is listed in our second comp set.

Ms. Montross requested the information be provided to the entire Board at the upcoming June Board meeting. Ms. Hampden agreed.



Ms. Montross asked when the stakeholder survey would be distributed and asked to see the questions ahead of the scheduled distribution. Mr. Dillard will provide the questions to the Committee in time for review ahead of the June Board meeting.

Ms. Hampden asked why there was no change in the vendor diversity measure (P1.6), Ms. Adamson responded that the Q3 results are not yet available in time for this update. Q3 results are expected by the end of the month.

Ms. Hampden asked when final results are expected for the FY18 measures, which have not been updated. Mr. Dillard explained the timing of end of year surveys and visitor information, assuring that all surveys would be completed and results compiled by the August Board meeting.

Ms. Montross and Ms. Hampden brought up the subject of conducting a survey of the CRVA Board and the committee engaged in a discussion. Key points of the discussion included that it is a best practice among many Boards, the importance of understanding Board members thoughts on their service, level of engagement and thoughts on the Boards effectiveness.

The Committee decided that the full Board should be brought into the discussion and that if a survey were to be conducted it would be separate from the current stakeholder reputation survey.

There were additional questions around how Board attendance is tracked, and Mr. Crum responded that the City keeps the official attendance record.

Ms. Hampden suggested that the attendance records be shared with the full Board.

#### STATE OF CRVA STRATEGY

Subbing for Mr. Murray, Mr. Rodriguez reviewed the strategic planning process that began in September. In addition to workshops with the Executive Leadership and Management, the Committee was engaged on three previous occasions and the full Board was updated in April. Mr. Rodriguez highlighted the differences between our first strategy and the upcoming five-year strategy, which will take us through FY23. Mr. Rodriguez highlighted the engagement of all management levels of the organization in the process as well as the learnings applied from previous years planning.

Mr. Crum noted that this change in strategic direction to a more aspirational direction is indicative of the organization being on the cusp of realizing the original vision for the organization merger in 2004.

Ms. Hampden commented that the organization has a solid foundation to move forward.

Mr. Rodriguez introduced and played the Mission and Vision video which Mr. Murray narrates. Mr. Rodriguez indicated that the video should be shared beyond the original purpose to educate staff.

Ms. Montross stated that the video could be used as an advocacy tool as well as an internal video. Ms. Clark agreed, and suggested this could help City Council better understand what we do and our value as an organization. Ms. Montross concluded by stating that it is a team effort and that the organization is strategic.



Mr. Rodriguez then presented the strategy map, strategy narrative and Balanced Scorecard, noting that the key change to these documents was the addition of the Introduction to the strategy narrative document and the change of the recently added Inclusion definition to more accurately communicate the actionable behavior and better align with the other core values.

Ms. Hampden asked if the map, Balanced Scorecard and narrative can be connected to provide additional detail behind the Balanced Scorecard measures. Mr. DeLoache inquired about the possibility of using software to accomplish the task.

Mr. Rodriguez concluded his comments by stating that the organization has looked at a software solution but the project is still in the discovery phase. The strategy team will explore other interim solutions to provide the connectivity and detail requested.

Several Committee members suggested we consider changing the Balanced Scorecard updates to mirror the ELT updates, which include more detail and presentations from staff responsible for driving specific measures.

#### FY19–FY23 STRATEGIC PLAN PROCESS

Mr. Rodriguez, having covered the planning process in his prior remarks, asked if there were any additional questions.

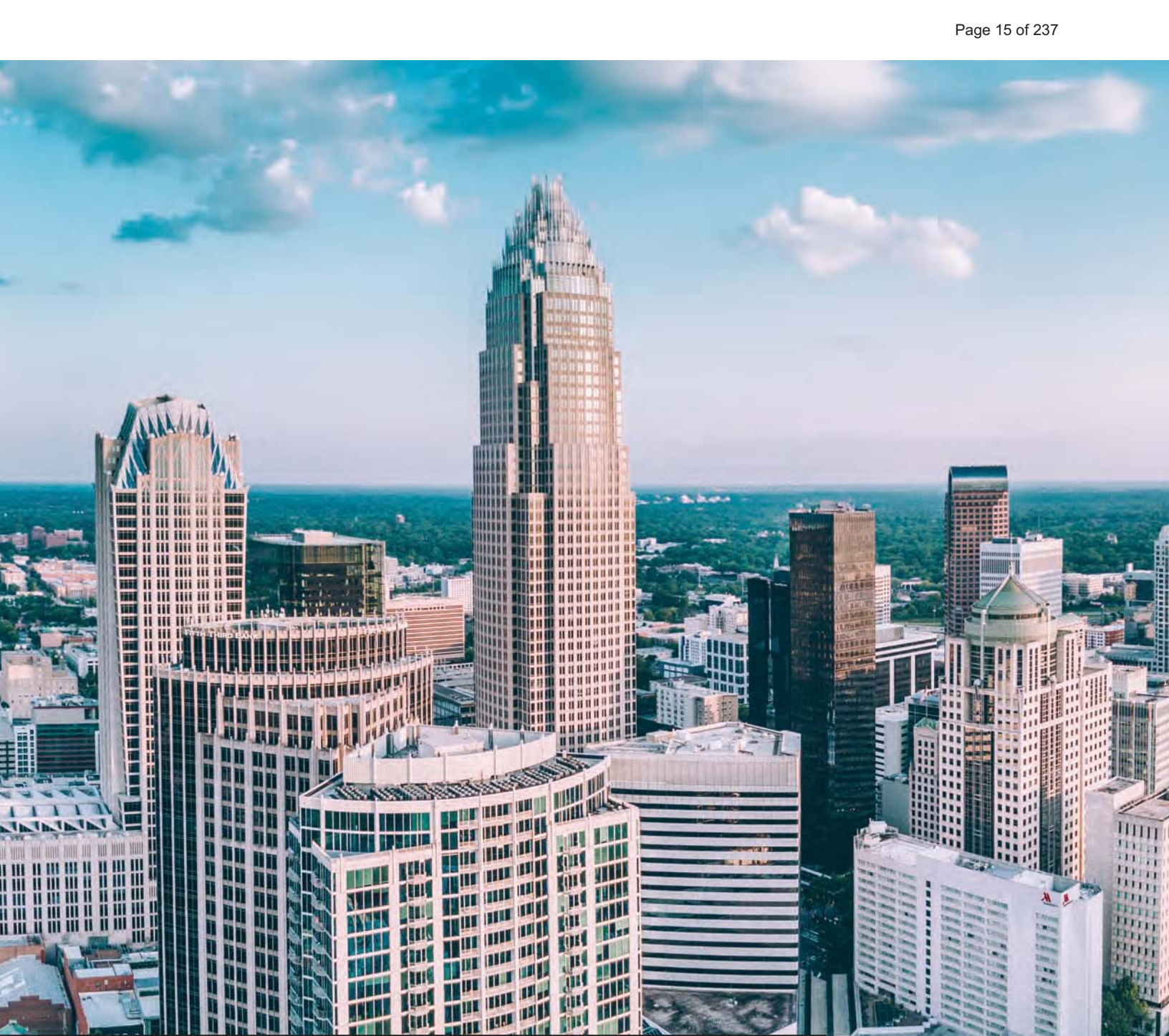
Ms. Hampden asked if the new strategy narrative format would cause the Committee to miss some of the details. Mr. Rodriguez responded that the strategy narrative provides the strategic direction and the details now reside in the Business Initiatives for each department, which drives the results. Staff will provide additional details of the business initiatives and tactics on a quarterly basis and showing the connectivity between the tactical activity and the Balanced Scorecard measures.

#### COMMITTEE DISCUSSION

Ms. Montross lead the Committee through a discussion of changing the current Board meeting format to increase Board engagement. She noted the need for the Board meetings to evolve along with the strategy. Key discussion points included Board alignment between all stakeholders, increased Board engagement through restructured meetings, review of project proposals in advance of consideration by City Council, communication and the shift to a consultative role.

There being no further business, the meeting was adjourned at 10:45 a.m.





**CRVA STRATEGY**  
FY19 – FY23





V Charlotte will be recognized as the most sought after city in the Southeast, known for its undeniable energy, passionate people and captivating experiences.

M Embracing an inclusive, employee first culture, the CRVA is the trusted leader of Charlotte's visitor economy which elevates community prosperity through destination-defining infrastructure, impactful branding and job growth.

## CRVA Core Values



- T Build meaningful relationships.
- C Accomplish great work together.
- I Commit to constant curiosity.
- I Do what's right, not what's easy.
- E Inspire passion, purpose and pride.
- A Count on me.
- I Discover and value our differences.

### Trust: Build meaningful relationships.

Our venues and assets don't fulfill promises to our customers our people do. By creating an organization that lives by its commitment to build relationships that stand the test of time, we form enduring connections rooted in open communication. If we're doing this successfully, we're anticipating needs before they even surface and capturing the hearts of our stakeholders with a sincere drive to surpass their expectations.

This standard applies to the way we treat others within the organization as well. We know that trust breeds collaboration and that to create an environment of trust, our actions must speak first. Every interaction, every decision and every effort to communicate add up to our ability to effectively lean on one another. We want employees to try new things, speak the truth as they see it and take risks. Without trust among our peers and with leadership, these actions don't sync with their true intention, which is ultimately to prompt engagement.

### Collaboration: Accomplish great work together.

With an organization as complex as ours and with as many diverse stakeholders as we serve, working in isolation isn't an option. Collaboration is a process that gets better the more it is practiced. Relationships are forged. Viewpoints are heard. Information is shared. And each opportunity to work together becomes more fluid and yields a better end product. Open communication becomes the keystone in the process that enables us to achieve the common goals that serve as the passion for what we do every day. The crux of this core value is the quality of the relationships built and the unique contributions that are shared. Both create a supportive, teamwork-oriented atmosphere where working together is one of the primary reasons that sparks enthusiasm for what we do.

## Innovation: Commit to constant curiosity.

We want to make every day better for our employees and our customers. To make that happen, we recognize that the status quo doesn't cut it. It takes courage to embrace a mindset where change is not something to fear and where employees are encouraged to take risks. We value innovation because our business model is an innovation. The multiple brands that our organization supports allow us the freedom to offer experiences and incentives for our customers that no other destination can.

We seek to inspire an atmosphere where all ideas are given balanced consideration and fresh perspectives get heard and rewarded. To fuel a culture of innovation, it's not always the biggest breakthroughs that reap the greatest rewards. Continuous curiosity leads to questions, questions lead to learning. It's this steady pace of idea sharing that provides us with actionable business decisions, impacting the forward momentum of our company and community.

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## Integrity: Do what's right, not what's easy.

Difficult situations often reveal your truest colors. These instances may challenge us, but we're self-assured because we foster a culture where employees are emboldened and expected to live by the words we've all been told before. Do what's right, not what's easy. Our individual choices are a reflection of the integrity we possess. It's not enough to talk the talk of integrity at the CRVA. It's a walk that must be walked, and one done so with humility. We respect those who aren't afraid to admit mistakes and who step up to accept the responsibility in correcting any missteps. In turn, this unwavering commitment to putting values ahead of results cultivates enduring credibility.

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## Engagement: Inspire passion, purpose and pride.

True power comes from sharing it with others, not collecting it for yourself. When our employees get involved in the decision-making, we run an organization where the voices of many are heard. Employees become part of the fabric of the CRVA that guides its direction. They're proud of where they work and what they do, ultimately ensuring they put their heart and mind into what they set out to achieve. In this process, individuals work to maximize their contributions, but most importantly, they're inspired by one of the places where they spend such a vast percentage of their lives. We believe that life is too short to not love what you do or who you do it for, which is why engaging employees in believing in the community enrichment that we're working for is critically essential. Passion changes everything.

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## Accountability: Count on me.

As an arm of the City of Charlotte, we hold the resources with which we are charged in high regard. We know that being a trusted steward of public dollars means that we must take great care in our actions and decision-making. That's why we strive to make choices for our organization and community that are worth it. While others may shy from great responsibility like ours, we live for the challenge. We keep a keen eye on making Charlotte a better place to live, work, play and visit, knowing that the significant economic impact that we influence has a positive and direct effect on the future of the city we call home.

Our steadfast commitment to accountability for our visitors, customers and stakeholders is only as good as the promises we make to each other within the CRVA. If we say we're going to do something, we stick to it knowing that our success as a whole is, in fact, interdependent on every interaction with each other.

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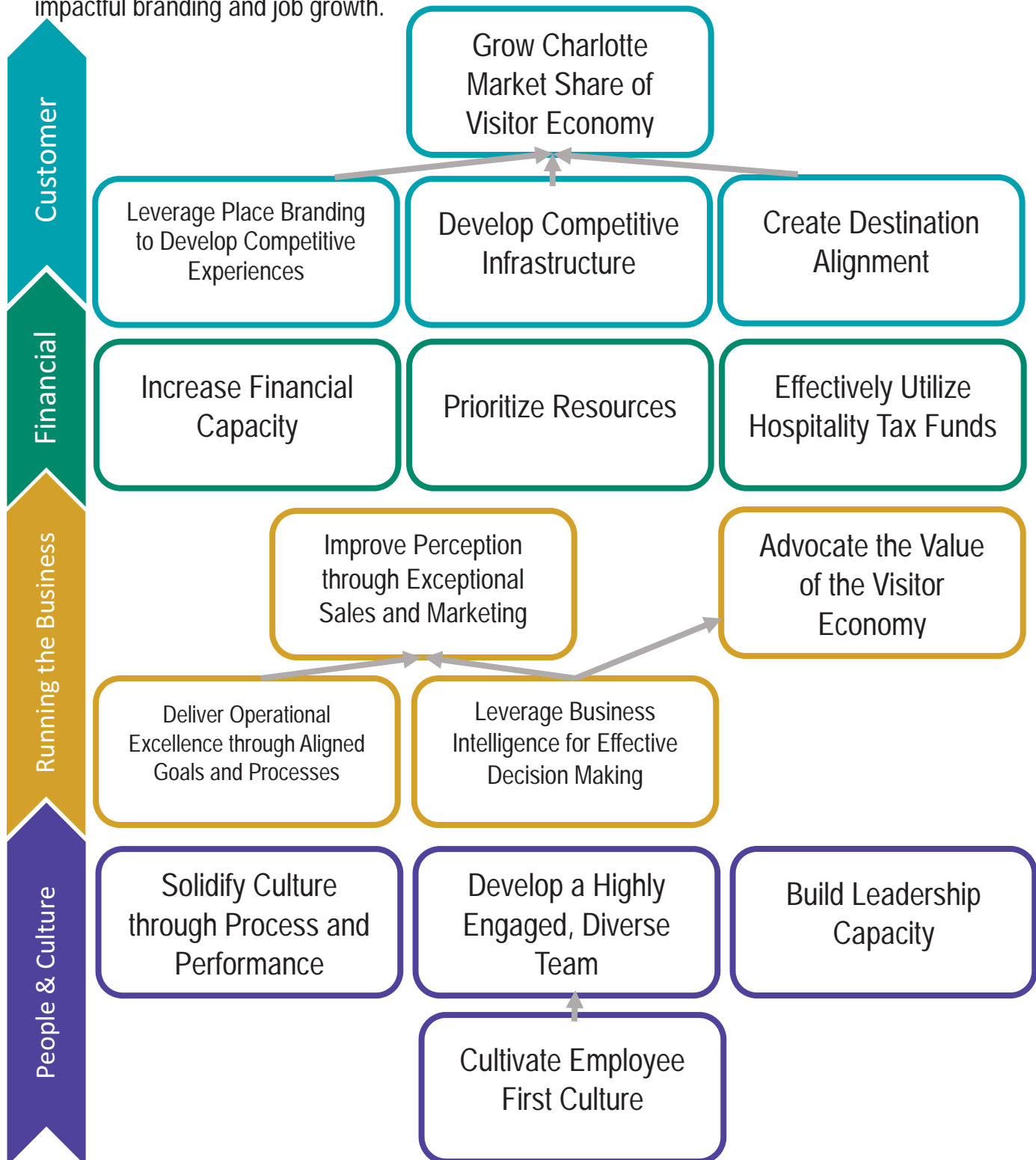
## Inclusion: Discover and value our differences.

Inclusion at the CRVA is a shared responsibility for every employee. It's a dedicated, long-term mindset that we celebrate the unique personal differences that make us a stronger organization. We are committed to being representative of the many faces that shape Charlotte's character and strengthen its unity. And since we are trusted leaders in managing treasured city-owned assets and promoting our region's limitless potential, our intentions are clear in this pursuit to leverage diversity and inclusivity in executing our mission within the CRVA and in the community.

Inclusion to us means respecting all differences and that those differences can drive people and performance to new heights. And to be inclusive, you have to intentionally seek to understand each individual and their respective worldviews. Our employee-first culture demands engagement and engagement can't happen without the voices of many talented and diverse individuals charting our direction.

Vision: Charlotte will be recognized as the most sought after city in the Southeast, known for its undeniable energy, passionate people and captivating experiences.

Mission: Embracing an inclusive, employee first culture, the CRVA is the trusted leader of Charlotte's visitor economy which elevates community prosperity through destination-defining infrastructure, impactful branding and job growth.



I T : Build meaningful relationships C : Accomplish great work together  
 I : Commit to constant curiosity I : Do what's right, not what is easy E : Inspire passion,  
 purpose and pride A Count on me I : Discover and value our differences

**CRVA FY19 - FY23 STRATEGIC PLAN**  
**Working Draft BSC Measures**

Version: V3.3 3.20.2018

**Lead measure: (Improvement Metric)** – Metric that is forward looking and predictive, measures actions that drive results.

**Lag measure: (Result Metric)** - Metric that measures results, and driven by the lead actions.



Strategic Objective	#	Lead/Lag	Measures	Targets	FY19 Goal	5 Year Aspirational Goal	Incentive	Method	Reporting Contact
<b>CUSTOMER MEASURES</b>									
Grow Charlotte Market Share of Visitor Economy	C1		Visitor Volume	Grow Visitor Volume to Destination	29.5 million visitors	36.0 million	X	Longwoods International	Research: Heath Dillard ELT: Mike Crum
	C2		Economic Impact - Visitor Economy	Grow Visitor Spending	\$7.3 billion in visitor spending	\$9.5 billion	X	Tourism Economics	Research: Heath Dillard ELT: Mike Crum
	C3		Hotel Market RevPAR	Grow RevPAR Yield Index Compared to Comp Set	104.1% of Comp Set Average	120.1%	X		Research: Heath Dillard ELT: Mike Crum
Leverage Place Branding to Develop Competitive Experiences	C4		Destination Experience Satisfaction	Grow Emotional Connection tied to the Destination Experience		50%	X		Research: Heath Dillard ELT: Mike Crum
Develop Competitive Infrastructure	C5		Competitive Venues and Attractions	Grow Convention District Infrastructure Index Compared to Comp Set	Set Benchmark		X		Research: Heath Dillard ELT: Mike Crum
Create Destination Alignment	C6		Destination Funding	Grow Winning Cities' Traits	Set Benchmark		X		Research: Heath Dillard ELT: Mike Crum
<b>FINANCIAL MEASURES</b>									
Increase Financial Capacity	F1		Operating Revenue	Generate Operating Revenue	TBD - 6.7% Annual, with 2% inflation	\$48.0 million		CRVA Monthly Report	Finance: Nick Biancofiore ELT: Mike Crum
	F2		Fund Balance	Grow Strategic Investment Fund Balance in excess of 16% operating expense reserve				CRVA Monthly Report	Finance: Nick Biancofiore ELT: Mike Crum
	F3		Event Revenue Pace	Achieve an Average Event Revenue Pace for FY23 - 26	\$11.0 million average annual pace 19-22	\$18.7 million	X	CRVA Monthly Report	Research: Heath Dillard ELT: Steve Bagwell
Prioritize Resources	F4		Economic Impact - CRVA	Grow CRVA Economic Impact on the Destination	\$1.32 billion	\$1.5 billion	X	Tourism Economics	Research: Heath Dillard ELT: Mike Crum
<b>RUNNING THE BUSINESS MEASURES</b>									
Improve Perception through Exceptional Sales and Marketing	R1		Charlotte Image	Grow Charlotte Perception Within Culinary, Arts & Culture, Outdoor Recreation and Diversity & Inclusion Attributes	38%	50%	X	Longwoods International	Research: Heath Dillard ELT: Gina Sheridan
	R2		Meeting Planner Image	Be a Top 15 Destination Among National Meeting Planners	Rank 24th or better among top 40 destinations	Top 15 City of the 40 Destination Comp Set	X		Research: Heath Dillard ELT: Gina Sheridan
	R3		Room Night	Grow Convention, Conference and Sports Event Room Night Pace for FY23 - 26	357,500 average annual pace 19-22	600,000 Room Nights	X	CRVA Monthly Report	VC Sales: Callie O'Mahen ELT: Mike Butts
Advocate the Value of the Visitor Economy	R4		CRVA Reputation	Grow CRVA Reputation Favorability	82.0%	85.0% Favorable	X	CRVA Study	Research: Heath Dillard ELT: Mike Crum
	R5		Visitor Economy/Tourism Industry	Visitor Economy/Tourism Industry Perception	Set Benchmark		X		Research: Heath Dillard ELT: Mike Crum
Deliver Operational Excellence through Aligned Goals and Processes	R6		Customer Experience - CRVA	Grow CRVA Net Promoter Score	71.0%	75.0%		CRVA Monthly Survey	Research: Heath Dillard ELT: Mike Crum
	R7		Aligned Goals and Processes	Grow Internal Alignment Index	Set Benchmark		X		Research: Heath Dillard ELT: Zaira Goodman
Leverage Business Intelligence for Effective Decision Making	R8		Innovation Audit	Grow Innovation Audit Score	79.3	85.0	X	CRVA Annual Report	IT Governance: Brooke Adamson ELT: Mike Crum
<b>PEOPLE AND CULTURE MEASURES</b>									
Solidify Culture through Process and Performance	P1		Vendor Diversity	Grow MWBE Vendor Opportunities	14.0%	15.0%	X	CRVA MWBE Quarterly Report	Finance: Larry Williams ELT: Mike Crum
	P2		Cultural Systems	Grow Cultural Audit Index	Set Benchmark		X		Research: Heath Dillard ELT: Zaira Goodman
Develop a Highly Engaged, Diverse Team	P3		Engagement, Inspiration, Activation	Grow Employee Engagement Index	90.0%	93%		Employee Pulse Surveys	Research: Heath Dillard ELT: Zaira Goodman
	P4		Employment Diversity	Grow the racial, ethnic, and gender composition collectively for all CRVA Full Time and Regular Part Time Employees to 100% of Mecklenburg County's racial, ethnic, and gender composition	94.0%	100%	X	CRVA Quarterly ADP Report	ELT: Zaira Goodman
	P5		Management Diversity	Have the racial, ethnic, and gender composition for new hire employment pools into management levels of CRVA collectively be at 100% of Mecklenburg County's racial, ethnic, and gender composition for the period of FY19-FY23	Set Benchmark	100%	X	CRVA Quarterly ADP Report	ELT: Zaira Goodman
Build Leadership Capacity	P6		SLT and ELT Perception	Achieve Top 10% for SLT & ELT Perception Index - Segmented by MLT & Team Members	76.0%	83.0%			Research: Heath Dillard ELT: Zaira Goodman
	P7		Learning and Development	Achieve Top 10% for Learning & Growth Index - Segmented by by MLT & SLT Members	85.0%	87.0%			Research: Heath Dillard ELT: Zaira Goodman
Cultivate Employee First Culture	P8		Employee First	Achieve Top 10% for Employee First Culture Index	91.0%	91.0%			Research: Heath Dillard ELT: Zaira Goodman
	P9		Immediate Supervisor	Achieve Top 10% for Immediate Supervisor Index	87.0%	87.0%			Research: Heath Dillard ELT: Zaira Goodman

# CRVA S FY 2 19 2 23

## INTRODUCTION

Following the completion of its five-year Strategic Plan for Fiscal Year 2015 – 2019, the CRVA vigorously set out to create a strong follow-up for the upcoming five years. Built on a foundation of data-driven decision-making, an employee first culture, a commitment to exceptional customer experiences and enhancing Charlotte's quality of life, the CRVA has set ambitious, forward-looking goal for the next five years with its new Strategic Plan.

One of the first elements of this process was to examine the organization's vision and mission. The updates build on the successes of the previous plan and emphasize the CRVA's role in driving community prosperity via the visitor economy. Using the updated mission and vision below as the plan's compass, the result is an evolved strategic direction that is both aspirational and competitive.

V Charlotte will be recognized as the most sought after city in the Southeast, known for its undeniable energy, passionate people and captivating experiences.

M Embracing an inclusive, employee-first culture, the CRVA is the trusted leader of Charlotte's visitor economy, which elevates community prosperity through destination-defining infrastructure, impactful branding and job growth.

The CRVA's introspective culture journey over the last five years was also a key focal point during the previous Strategic Plan iteration. It was important to examine if there were any additions to be made in continuing to propel an employee first culture. The CRVA added Inclusion: Discover and value our differences. to its existing core value roster: Trust: Build meaningful relationships Collaboration: Accomplish great work together Innovation: Commit to constant curiosity Integrity: Do what's right, not what's easy Engagement: Inspire passion, purpose and pride and Accountability: Count on me. This was a critical addition given the organization's commitment to being representative of the many faces and perspectives that shape Charlotte's character and strengthen its unity.

The following document is the Strategic Narrative for the plan, which ultimately communicates the CRVA's purpose, detailed direction of strategic initiatives and aspirational goals for the next five years. The updated plan largely encompasses five significant themes: destination development, customer experience, revenue generation, advocacy and culture. Meanwhile, the Strategy Map serves as an organized visual aid that highlights top-level components of the strategy. Lastly, a Balanced Scorecard that's updated annually is the primary measurement tool with clear targets that are regularly assessed. The scorecard includes 12 new measures directed at driving competitiveness by measuring the organization and city against its competition.



CRVA team members also spent time identifying some of the known challenges the organization and city will be working through such as the business impacts of the expansion at the Charlotte Convention Center. Accounting for these types of challenges in the plan in addition to driving new initiatives speaks to the thoroughness of analysis and detail the CRVA team went through in the planning process. Overall, this new direction is a vital catalyst for economic development and quality of life for Charlotte residents.

This continued commitment to strategy will require intense collaboration and the hard work of all CRVA team members, city partners and vital stakeholders to achieve the vision of being recognized as the most sought after city in the Southeast. The CRVA is energized by the innovation and collaboration it took to create the plan and is ready to embark on the next five years of its strategy-based organizational journey.

## MISSION VISION CORE VALUES

**Vision:** Charlotte will be recognized as the most sought after city in the Southeast, known for its undeniable energy, passionate people and captivating experiences.

**Mission:** Embracing an inclusive, employee first culture, the CRVA is the trusted leader of Charlotte's visitor economy which elevates community prosperity through destination-defining infrastructure, impactful branding and job growth.

o **Values:** Trust: Build meaningful Relationships Collaboration: Accomplish great things together Accountability: Count on me Integrity: Do what is right, not what is easy Innovation: Commit to constant curiosity Engagement: Inspire passion, purpose and pride Inclusion: Discover and value our differences

## PEOPLE AND CULTURE PERSPECTIVE

### S C P P

Living out our culture everyday depends on the systems and processes we have in place to hold ourselves accountable to the organization we strive to be. Through all levels and business units of the organization we have to create the steps that will ensure our culture is sustained and enforced.

S

- Hire and retain people that align with our Core Values, Culture, and Mission and Vision
- Through robust training programs (CRVA University and Customer Experience) and building strong leaders, ensure each employee embodies our culture through their everyday decisions and interactions
- Ensure that the authenticity of our Employee First Culture and Core Values permeates throughout the organization
- Celebrate and inspire employees through a storytelling strategy that emphasizes Distributed Leadership, Employee First Culture, Customer Experience, and Core Values

### D E D T

True power comes from sharing it with others, not collecting it for yourself. When our employees participate in decision-making, they are proud of where they work and what they do, ultimately ensuring they put their heart and mind into what they set out to achieve. We create great teams by maintaining a diverse and inclusive environment and being representative of the many faces that shape Charlotte's character and strengthen its unity.

S

- Build relationships through effective communication based on trust and mutual respect and valuing differences of others
- Foster an inclusive culture that values diversity of ideas, experience, and talent within the CRVA
- Foster community relationships and drive competitive talent management practices to create diverse, engaged employees

C E F C

Create a culture where employees are put first, increasing the level of engagement throughout the organization. The CRVA and employees can meet their objectives by understanding and addressing employee needs and creating a mutually committed relationship. Built on the foundation of trust, inclusion, collaboration, and engagement, we rely on the unique contributions of our employees, creating a supportive, teamwork-oriented atmosphere where working together sparks enthusiasm for what we do. We strive to leverage our individual strength to empower every employee to set high standards and live up to their potential.

S

- Solidify activation of Internal Communications Plan to focus on 1:1 relationships that strengthen employee manager relationships and Listening Posts for employees to feel valued and heard
- Enrich the lives and careers of employees through strong personalized learning and development opportunities

B L C

Leadership is expected from every layer of the organization, ultimately yielding a culture where communication and collaboration are fundamental to how everyone interacts. Leaders are responsible to grow team members, improve communication, hold themselves and their team accountable to our culture, and make better decisions. The CRVA will foster a culture that prides itself on personal and professional growth so that every team member, no matter their title, is empowered to work toward pursuing the greater good that drives the organization and destination to reach their goals.

S

- Empower employees to chart the CRVA direction through distributed leadership opportunities
- Reinforce distributed leadership and culture through robust development programs at all levels of the organization

## RUNNING THE BUSINESS PERSPECTIVE

I P E S M

Changing perception of Charlotte is an essential element for raising the destination profile. By reviewing and enhancing our core processes of Sales and Marketing, the CRVA will be positioned to deliver an exceptional visitor experience that upholds our Brand Promise.

S

- Bolster paid, earned, owned and shared media initiatives that resonate with visitation target audiences
- Promote Charlotte and the CRVA brands to elevate perception
- Execute Place Branding initiatives to attract visitors and raise the destination profile

A V V E

Continuously and proactively educate stakeholders on the impact of the visitor economy. The growth of the visitor economy increases revenue, adds jobs and opportunities, improves the visitor experience and increases residents quality of life.

S

- Formalize advocacy approaches on issues impacting the destination and the community
- Analyze and develop best practices and involvement for community relationships, social responsibility, charitable endeavors sponsorships and CRVA resources
- Leverage the influence of the CRVA s corporate reputation and CSR philosophy to advance the hospitality industry

D O E A G P

Create a competitive advantage by leveraging One CRVA , to develop an organization that delivers a unified customer experience that is unmatched in the industry.

S

- Align our values, goals, and measures of success to move the organization in one direction
- Deliver outstanding experiences utilizing the CRVA s expertise to ensure memorable customer experiences

L B I E D M

By relying on actionable business information based on research and proven experience, turn information into business intelligence. Grow the information capacity within our company to support CRVA departments with intelligence that drives sound business decisions and positioning.

S

- Develop a network of information gathering in accordance with best research practices that can be put into action for decision-making purposes
- Increase collaboration and sharing of ideas, resources and existing information across departments through cross functional teams to solve business challenges and drive results.

## FINANCIAL PERSPECTIVE

I F C

Through research-driven sales marketing efforts, increase revenue by pursuing new opportunities and maximizing revenue streams. Increased operating capacity allows the CRVA to fulfill its mission without increased external funding.

S

- Employ research and business information to target new revenue streams, regularly reviewing sales and revenue generating strategies
- Explore opportunities for greater revenue potential and stronger customer experience

P R

Through aligned goals and processes, the CRVA prioritizes people, money and time to maximize the impact on customer experience, revenue generation and economic impact.

S

- Improve the effectiveness of money spent to attract visitors and secure event bookings
- Invest money prioritized by the greatest return on investment

E U T F

Invest hospitality tax funds to maximize the impact of the visitor economy on the Charlotte community.

S

- Align long-term financial plans in conjunction with stakeholders to ensure the future viability of the visitor economy

## CUSTOMER PERSPECTIVE

G C M S V E

By delivering on Charlotte's brand promise, developing competitive infrastructure, and creating destination alignment, the CRVA will grow the visitor economy by capturing market share from our competitors.

S

- Convert more interested travelers to choose Charlotte than competitive destinations.
- Earn more than Charlotte's fair market share of the visitor economy compared to competitive cities.

L P B D C E

The CRVA will lead the effort to realize Charlotte's brand promise, cultivating a destination experience that creates an emotional connection, an affinity for and a loyalty to Charlotte as a destination to visit.

S

- Raise the destination profile through exciting amenities that deliver a memorable visitor experience
- Lead Charlotte's hospitality tourism industry in cultivating experiences that drive visitation

D C I

Lead the effort to develop assets, destination amenities and infrastructure that drive increased visitor demand and a more memorable experience.

S

- Advocate for the development destination assets that drive increased visitor demand
- Develop destination amenities that position Charlotte as a leader among competitive cities
- Lead the effort to develop the Charlotte Convention Center and NASCAR Hall of Fame Complex as a premier group travel destination

C D A

An aligned destination understands the value of the visitor economy and its role in increasing community prosperity. Destination stakeholders come together as One Charlotte to achieve community goals.

S

- Collaborate and lead initiatives in destination development planning with city partners and key stakeholders
- Harness the power of identified stakeholder groups to communicate and advocate the value of the industry

This strategy document provides the organization with a clear direction and focus in order to achieve our Vision and execute on our Mission. Strategic plans must be flexible and be able to respond quickly to changes. Close monitoring and regularly measuring progress is critical to ensuring strategic objectives are achieved. As such this document is intended to be a working document and subject to constant review and updating.



## MINUTES

### CRVA BOARD NOMINATING COMMITTEE

Charlotte Convention Center – Executive Conference Room

Thursday, May 31, 2017 – 9 a.m.

Submitted by Mike Crum

Attending: Tom Henson, Bridget-Anne Hampden, Bill DeLoache, Tom Sasser

Attending by Phone: None

Absent: None

Staff in Attendance: Tom Murray, Mike Crum

Meeting Called to Order: Tom Henson, serving as Chair of the committee, called the meeting to order at 9:00 a.m.

As described by Mr. Henson, the purpose of the meeting was for the Committee to develop a recommendation concerning the election of Board Officers for FY19. The positions to be elected are as follows:

- Chairman
- Vice Chairman
- Treasurer
- Secretary

In preparation for developing its recommendation, the Committee discussed the following topics:

- Terms and eligibility of CRVA Board Members
- Philosophy of developing future CRVA Board Chairs
- Experience and qualifications of potential officer candidates
- Potential conflicts of interest for potential officer candidates
- The history of CRVA Board Officer elections
- Potential candidates for CRVA Board vacancies
- Development of candidates for future Board appointments

At the conclusion of the discussion, Mr. Henson suggested the following slate of officers to serve in FY19. By consensus, Committee members agreed that Mr. Henson's suggestion would



serve as the Committee's recommendation for adoption by the CRVA Board at its June 13 meeting:

- **Chairman** – Tracy Montross
- **Vice Chairman** – Art Gallagher
- **Treasurer** – Karen Bentley
- **Secretary** – Dockery Clark
- **Past Chair** – Bill DeLoache

A motion was made by Ms. Hampden to adopt the slate. Mr. Sasser seconded the motion. The motion passed unanimously.

Mr. Henson was charged by the Committee with contacting each nominee to confirm their willingness to serve in their respective capacities.

There being no other items to be considered by the Committee, Mr. Henson thanked the Committee for its service and adjourned the meeting at 9:40 a.m.





## MINUTES

### CRVA AUDIT COMMITTEE MEETING

Charlotte Convention Center – Executive Conference Room

May 23, 2018, 9:00 a.m.

Submitted by Josh Glenn

Attending: Art Gallagher, Clarke Allen, and Matt Hirschy

Attending via Conference Call: Karen Bentley

Staff in Attendance: Tom Murray, Mike Crum, Larry Williams, Jorge Rodriguez, Seth Denton and Josh Glenn

Guests in Attendance: Allan Kitchen and Christopher McDonald from CohnReznick

Meeting Called to Order: Audit Committee Chair Art Gallagher called the meeting to order at 9:03 a.m.

#### Security Audit Update

Mr. Rodriguez opened with a brief review of the previous Network Security Audit which occurred in 2016. He noted that all areas of risk identified by the audit have since been remediated. Mr. Rodriguez then discussed the FY17 PCI Compliance Questionnaire and the successful detection and defeat of a malware attack on a CRVA server in May 2017. Mr. Rodriguez informed the Committee that a new vendor has been contracted for the FY18 Network Security Audit. The FY18 audit plan will expand the scope of risk assessment for CRVA policies and procedures. The audit will also include table-top exercises with CRVA staff based on the risk assessment findings. The purpose of the exercises will be to formulate a comprehensive action plan for any future attacks that may occur.

Mr. Gallagher asked if the increased focus on risk was a response to the security breach Mecklenburg County experienced last year. Mr. Rodriguez stated that CRVA staff attended sessions discussing the County's breach, and the main lesson learned from those sessions was that having a plan of action in place was key to finding a quick resolution. He explained that the County had table-top exercises just prior to the breach that resulted in the action plan, which proved to be very successful in limiting the impact of the security breach.

#### Review and Discussion of FY2018 Financial Audit Scope

Mr. Kitchen, partner with CohnReznick, introduced his team for the FY18 audit and gave a brief overview of the audit plan. Mr. McDonald then began to review the Audit Plan document that was distributed to the Committee and Staff by CohnReznick. He led the Committee through the FY18 due dates and deliverables. Cash and inventory counts will take place in late June. Field work is planned for Aug. 13-24, 2018, and the auditors expect to have a preliminary draft of the FY18 audit by late September for the Audit Committee to review. A draft of the financial statements will be presented to the board at the October board meeting.

Mr. McDonald then reviewed the FY18 audit plan, which will include testing of internal control structures and activities, expense reimbursements, testing of employee credit cards/expense reports, analytical review of financial information, and fraud interviews with selected personnel.



Mr. Hirschy asked how extensive is the testing of employee expense reports. Mr. McDonald stated that a sample size of 25 employees will be selected for testing. Mr. Kitchen noted that CRVA's upper management will be included in the selection. Mr. Hirschy asked if a Board member approved Mr. Murray's expense report to which Mr. Williams stated that the Vice-Chairman signs each expense report.

Mr. McDonald continued with his review of areas that will be tested during field work. These areas include receivables, payables, transactions with the City of Charlotte, payroll, interactions with charitable organizations, and post-employment benefits and pensions. He then gave an overview of changes to GASB standards that will go into effect in FY18 and the upcoming years.

Review of FY18 Audit Contract:

Mr. Williams reviewed the audit contract and highlighted the timeframe and fees, noting there will be a 2-percent increase from the prior year's fee. Mr. Williams added that this is a standard contract issued by the Local Government Commission (LGC). Mr. Crum stated this is the last year of the current contract with CohnReznick and recommended the committee determine a plan for issuing a contract for future years following the completion of the FY18 audit.

With no further business to be considered by the Audit Committee, the meeting was adjourned at 9:36 a.m.



## MEMO

TO: CRVA Board Members  
FROM: Mike Crum  
DATE: June 6, 2018  
Re: Approval of FY18 Financial Audit Contract

The Local Government Commission (LGC) of North Carolina is responsible for monitoring the accounting practices of local governments and their agencies. As part of this ongoing effort, the LGC requires that the contract between the CRVA and our audit firm, CohnReznick, be approved by the full Board of Directors.

The audit fee for FY18 audit is \$49,400 compared to the FY17 fee of \$48,250.

A copy of the audit contract follows this memo. If you have any questions, please contact me or Larry Williams.



# **AUDIT PLAN FOR THE YEAR ENDING JUNE 30, 2018**

Charlotte Regional Visitors Authority Audit Committee

May 23, 2018

CohnReznick LLP



# AGENDA

- CohnReznick Engagement Team
- Due Dates and Deliverables
- Audit Planning and Interim Procedures
- Year End Procedures
- New Accounting & Auditing Standards
- Questions

# COHNREZNICK ENGAGEMENT TEAM

Team Member	Title
Allan Kitchen	Engagement Partner
Melissa Boone	Quality Control Reviewer
Christopher McDonald	Manager
Kelsey Helin	Associate
Ashley Verhein	Associate
TBD	CohnReznick IT Reviewer

## DUE DATES AND DELIVERABLES

Date	Deliverable
May 14 – 18, 2018	Audit planning and interim procedures
May 23, 2018	Meeting with the Audit Committee to discuss the Audit Plan
June 29 – 30, 2018	Cash counts and inventory observation
August 13 – 24, 2018	Year end procedures
September 2018	Meeting with the Audit Committee to discuss the results of the audit and review the draft financial statements
October 10, 2018	Meeting with the Board to present the draft financial statements
October 31, 2018	Due date for the Local Government Commission submission



# CRVA TESTING PLAN





# AUDIT PLANNING AND INTERIM PROCEDURES

## Part I

- Obtain an understanding and documentation for the internal control structure and key control activities
- Identify engagement risks
- Testing of internal control structure and key control activities
- Testing of employee credit card reports and expense reimbursements
- Preliminary analytical review of financial information
- Fraud interviews with selected personnel



# AUDIT PLANNING AND INTERIM PROCEDURES

## Part II

- Assessment of general computer controls
- Plan substantive year end testing
- Prepare and circulate confirmations
- Review litigation expense and circulate legal letters
- Cash counts at selected locations
  - Performed at the Convention Center Accounting Office, Convention Center Concessions and the NASCAR Hall of Fame Box Office in 2017
- Inventory counts at selected locations as necessary
  - Performed at the Convention Center and the NASCAR Hall of Fame in 2017

# YEAR END PROCEDURES

Audit Area	Procedure
Cash	Obtain reconciliations and confirmations
Accounts Receivable	Obtain listings and compare against confirmations and subsequent receipts
Accounts Payable	Obtain listings, confirm significant balances and sample subsequent disbursements
Business Development Accrual	Obtain listings and test for reasonableness
Payroll	Obtain payroll reports and recalculate year end expense and accruals
Charitable Organizations	Test interactions with charitable organizations against CRVA policies
Postemployment Benefits and Pensions	Obtain third party reports and appraisals and recalculate year end expense and accruals



# NEW ACCOUNTING AND AUDITING STANDARDS



# GOVERNMENT ACCOUNTING STANDARDS BOARD

## Part I

- GASB No. 75 - Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions (Effective for 2018 audit)
  - This Statement improves the accounting and financial reporting by improving the decision-usefulness of information in employer and governmental non-employer contributing entity financial reports by requiring recognition of the entire OPEB liability and a more comprehensive measure of OPEB expense.
  
- GASB No. 84 - Fiduciary Activities (Effective for 2020 audit)
  - This Statement establishes criteria for identifying fiduciary activities of all state and local governments. The focus of the criteria generally is on (1) whether a government is controlling the assets of the fiduciary activity and (2) the beneficiaries with whom a fiduciary relationship exists. Separate criteria are included to identify fiduciary component units and postemployment benefit arrangements that are fiduciary activities.



# GOVERNMENT ACCOUNTING STANDARDS BOARD

## Part II

- GASB No. 85 - Omnibus 2017 (Effective for 2018 audit)
  - The objective of this Statement is to address practice issues that have been identified during implementation and application of certain GASB Statements. This Statement addresses a variety of topics including issues related to blending component units, goodwill, fair value measurement and application, and postemployment benefits (pensions and other postemployment benefits [OPEB]).
- GASB No. 87 - Leases (Effective for 2021 audit)
  - Requires recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contract.



# GOVERNMENT ACCOUNTING STANDARDS BOARD

## Part III

- CohnReznick does not expect the following GASB Pronouncements to have material effect on CRVA's financial statements.
  - GASB No. 81 - Irrevocable Split-Interest Agreements (Effective for 2018 audit)
  - GASB No. 83 - Certain Asset Retirement Obligations (Effective for 2019 audit)
  - GASB No. 86 - Certain Debt Extinguishment Issues (Effective for 2018 audit)
  - GASB No. 88 - Certain Disclosures Related to Debt, including Direct Borrowings and Direct Placements (Effective for 2019 audit)

# CONTACT



**Allan Kitchen, CPA**

Partner  
Charlotte, NC



704-332-9100



[allan.kitchen@cohnreznick.com](mailto:allan.kitchen@cohnreznick.com)

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**CONTRACT TO AUDIT ACCOUNTS**Of Charlotte Regional Visitors AuthorityPrimary Government UnitDiscretely Presented Component Unit (DPCU) if applicableOn this 1st day of May, 2018,Auditor: CohnReznick, LLP Auditor Mailing Address: 525 N Tryon Street, Suite 800Charlotte, NC 28202 Hereinafter referred to as The Auditorand Audit and Compliance Committee (Governing Board(s)) of Charlotte Regional Visitors Authority  
(Primary Government)and \_\_\_\_\_: hereinafter referred to as the Governmental Unit(s), agree as follows:  
(Discretely Presented Component Unit)

1. The Auditor shall audit all statements and disclosures required by accounting principles generally accepted in the United States of America (GAAP) and additional required legal statements and disclosures of all funds and/or divisions of the Governmental Unit (s) for the period beginning July 1, 2017, and ending June 30, 2018. The non-major combining, and individual fund statements and schedules shall be subjected to the auditing procedures applied in the audit of the basic financial statements and an opinion shall be rendered in relation to (as applicable) the governmental activities, the business-type activities, the aggregate DPCUs, each major governmental and enterprise fund, and the aggregate remaining fund information (non-major government and enterprise funds, the internal service fund type, and the fiduciary fund types).
2. At a minimum, the Auditor shall conduct his/her audit and render his/her report in accordance with auditing standards generally accepted in the United States of America. The Auditor shall perform the audit in accordance with *Government Auditing Standards* if required by the State Single Audit Implementation Act, as codified in G.S. 159-34. If required by OMB *Uniform Administration Requirements, Cost Principles, and Audit Requirements for Federal Awards*, (Uniform Guidance) and the State Single Audit Implementation Act, the Auditor shall perform a Single Audit. This audit and all associated audit documentation may be subject to review by Federal and State agencies in accordance with Federal and State laws, including the staffs of the Office of State Auditor (OSA) and the Local Government Commission (LGC). If the audit and Auditor communication are found in this review to be substandard, the results of the review may be forwarded to the North Carolina State Board of CPA Examiners (NC State Board). **County and Multi-County Health Departments:** The Office of State Auditor will require Auditors of these Governmental Units to perform agreed upon procedures (AUPs) on eligibility determination on certain programs. Both Auditor and Governmental Unit agree that Auditor shall complete and report on these AUPs on Eligibility Determination as required by Office of the State Auditor (OSA) and in accordance with the instructions and timeline provided by OSA.
3. If an entity is determined to be a component of another government as defined by the group audit standards, the entity's Auditor shall make a good faith effort to comply in a timely manner with the requests of the group auditor in accordance with AU-6 §600.41 - §600.42.
4. This contract contemplates an unmodified opinion being rendered. If during the process of conducting the audit the Auditor determines that it will not be possible to render an unmodified opinion on the financial statements of the unit, the Auditor shall contact the SLGFD staff to discuss the circumstances leading to that conclusion as soon as is practical and before the final report is issued. The audit shall include such tests of the accounting records and such other auditing procedures as are considered by the Auditor to be necessary in the circumstances. Any limitations or restrictions in scope which would lead to a qualification should be fully explained in an attachment to this contract.

**Contract to Audit Accounts (cont.)** Charlotte Regional Visitors Authority  
Primary Government Unit

Discretely Presented Component Unit (DPCU) if applicable

5. If this audit engagement is subject to the standards for audit as defined in *Government Auditing Standards*, 2011 revisions, issued by the Comptroller General of the United States, then by accepting this engagement, the Auditor warrants that he has met the requirements for a peer review and continuing education as specified in *Government Auditing Standards*. The Auditor agrees to provide a copy of their most recent peer review report regardless of the date of the prior peer review report to the Governmental Unit and the Secretary of the LGC prior to the execution of the audit contract. **If the audit firm received a peer review rating other than pass**, the Auditor shall not contract with the Governmental Unit without first contacting the Secretary of the LGC for a peer review analysis that may result in additional contractual requirements.

If the audit engagement is not subject to Government Accounting Standards or if financial statements are not prepared in accordance with GAAP and fail to include all disclosures required by GAAP, the Auditor shall provide an explanation as to why in an attachment.

6. It is agreed that time is of the essence in this contract. All audits are to be performed and the report of audit submitted to the SLGFD within four months of fiscal year end. Audit report is due on: 10/31/2018. If it becomes necessary to amend this due date or the audit fee, an amended contract along with a written explanation of the delay shall be submitted to the Secretary of the LGC for approval.
7. It is agreed that generally accepted auditing standards include a review of the Governmental Unit's systems of internal control and accounting as same relate to accountability of funds and adherence to budget and law requirements applicable thereto; that the Auditor shall make a written report, which may or may not be a part of the written report of audit, to the Governing Board setting forth his findings, together with his recommendations for improvement. That written report shall include all matters defined as "significant deficiencies and material weaknesses" in AU-C 265 of the *AICPA Professional Standards (Clarified)*. The Auditor shall file a copy of that report with the Secretary of the LGC.
8. All local government and public authority contracts for audit or audit-related work require the approval of the Secretary of the LGC. This includes annual or special audits, agreed upon procedures related to internal controls, bookkeeping or other assistance necessary to prepare the Governmental Unit's records for audit, financial statement preparation, any finance-related investigations, or any other audit-related work in the State of North Carolina. **Invoices for services rendered under these contracts shall not be paid by the Governmental Unit until the invoice has been approved by the Secretary of the LGC.** (This also includes any progress billings.) [G.S. 159-34 and 115C-447] All invoices for Audit work shall be submitted in PDF format to the Secretary of the LGC for approval. The invoices shall be sent via upload through the current portal address: <https://nctreasurerslgfd.leapfile.net>. Subject line should read "Invoice – [Unit Name]. The PDF invoice marked 'approved' with approval date shall be returned by email to the Auditor to present to the Governmental Unit for payment. Approval is not required on contracts and invoices for system improvements and similar services of a non-auditing nature.
9. In consideration of the satisfactory performance of the provisions of this contract, the Primary Government shall pay to the Auditor, upon approval by the Secretary of the LGC, the fee, which includes any cost the Auditor may incur from work paper or peer reviews or any other quality assurance program required by third parties (Federal and State grantor and oversight agencies or other organizations) as required under the Federal and State Single Audit Acts. (**Note: Fees listed on Fees page.**). This does not include fees for any Pre-Issuance reviews that may be required by the NC Association of CPAs (NCACPA) Peer Review Committee or NC State Board of CPA Examiners (see Item #12).
10. If the Governmental Unit has outstanding revenue bonds, the Auditor shall submit to the SLGFD either in the notes to the audited financial statements or as a separate report, a calculation demonstrating compliance with the revenue bond rate covenant. Additionally, the Auditor shall submit to the SLGFD simultaneously with the

**Contract to Audit Accounts (cont.)** Charlotte Regional Visitors Authority  
 Primary Government Unit

Discretely Presented Component Unit (DPCU) if applicable

Governmental Unit's audited financial statements any other bond compliance statements or additional reports required by the authorizing bond documents, unless otherwise specified in the bond documents.

11. After completing the audit, the Auditor shall submit to the Governing Board a written report of audit. This report shall include, but not be limited to, the following information: (a) Management's Discussion and Analysis, (b) the financial statements and notes of the Governmental Unit and all of its component units prepared in accordance with GAAP, (c) supplementary information requested by the Governmental Unit or required for full disclosure under the law, and (d) the Auditor's opinion on the material presented. The Auditor shall furnish the required number of copies of the report of audit to the Governing Board as soon as practical after the close of the fiscal year end.
12. If the audit firm is required by the NC State Board, the NCACPA Peer Review Committee, or the Secretary of the LGC to have a pre-issuance review of its audit work, there shall be a statement in the engagement letter indicating the pre-issuance review requirement. There also shall be a statement that the Governmental Unit shall not be billed for the pre-issuance review. The pre-issuance review shall be performed **prior** to the completed audit being submitted to the SLGFD. The pre-issuance review report shall accompany the audit report upon submission to the SLGFD.
13. The Auditor shall electronically submit the report of audit to the SLGFD as a text-based PDF file when (or prior to) submitting the invoice for services rendered. The report of audit, as filed with the Secretary of the LGC, becomes a matter of public record for inspection, review and copy in the offices of the SLGFD by any interested parties. **Any subsequent revisions to these reports shall be sent to the Secretary of the LGC along with an Audit report Reissuance form.** These audited financial statements, excluding the Auditors' opinion, may be used in the preparation of official statements for debt offerings, by municipal bond rating services to fulfill secondary market disclosure requirements of the Securities and Exchange Commission and for other lawful purposes of the Governmental Unit without subsequent consent of the Auditor. If the SLGFD determines that corrections need to be made to the Governmental Unit's financial statements, those corrections shall be provided within three days of notification unless another deadline is agreed to by the SLGFD.

If the OSA designates certain programs to be audited as major programs, as discussed in item #2, a turnaround document and a representation letter addressed to the OSA shall be submitted to the SLGFD.

The SLGFD's process for submitting contracts, audit reports and invoices is subject to change. Auditors shall use the submission process in effect at the time of submission. The most current instructions will be found on our website: <https://www.nctreasurer.com/slq/Pages/Audit-Forms-and-Resources.aspx>

14. Should circumstances disclosed by the audit call for a more detailed investigation by the Auditor than necessary under ordinary circumstances, the Auditor shall inform the Governing Board in writing of the need for such additional investigation and the additional compensation required therefore. Upon approval by the Secretary of the LGC, this contract may be varied or changed to include the increased time, compensation, or both as may be agreed upon by the Governing Board and the Auditor.
15. If an approved contract needs to be amended for any reason, the change shall be made in writing, on the Amended LGC-205 contract form and pre-audited if the change includes a change in audit fee. This amended contract shall be completed in full, including a written explanation of the change, signed and dated by all original parties to the contract. It shall then be submitted through the audit contract portal to the Secretary of the LGC for approval. The portal address to upload the amended contract is <https://nctreasurerslgfd.leapfile.net>. No change to the audit contract shall be effective unless approved by the Secretary of the LGC, the Governing Board, and the Auditor.

**Contract to Audit Accounts (cont.)** Charlotte Regional Visitors Authority  
 Primary Government Unit

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Discretely Presented Component Unit (DPCU) if applicable

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16. A copy of the engagement letter, issued by the Auditor and signed by both the Auditor and the Governmental Unit shall be attached to the contract, and by reference here becomes part of the contract. In case of conflict between the terms of the engagement letter and the terms of this contract, the terms of this contract shall take precedence. Engagement letter terms that conflict with the contract are deemed to be void unless the conflicting terms of this contract are specifically deleted in Item #23 of this contract. Engagement letters containing indemnification clauses shall not be accepted by the SLGFD.
17. Special provisions should be limited. Please list any special provisions in an attachment.
18. A separate contract should not be made for each division to be audited or report to be submitted. If a DPCU is subject to the audit requirements detailed in the Local Government Budget and Fiscal Control Act and a separate audit report is issued, a separate audit contract is required. If a separate report is not to be issued and the DPCU is included in the primary government audit, the DPCU shall be named along with the parent government on this audit contract. DPCU Board approval date, signatures from the DPCU Board chairman and finance officer also shall be included on this contract.
19. The contract shall be executed, pre-audited, physically signed by all parties including Governmental Unit and the Auditor and then submitted in PDF format to the Secretary of the LGC. The current portal address to upload the contractual documents is <https://nctreasurerslgfd.leapfile.net>. Electronic signatures are not accepted at this time. Included with this contract are instructions to submit contracts and invoices for approval as of November 2017. These instructions are subject to change. Please check the NC Treasurer's web site at <https://www.nctreasurer.com/slg/Pages/Audit-Forms-and-Resources.aspx> for the most recent instructions.
20. The contract is not valid until it is approved by the Secretary of the LGC. The staff of the LGC shall notify the Governmental Unit and Auditor of contract approval by email. **The audit should not be started before the contract is approved.**
21. There are no other agreements between the parties hereto and no other agreements relative hereto that shall be enforceable unless entered into in accordance with the procedure set out herein and approved by the Secretary of the LGC.
22. **E-Verify.** Auditor **shall comply** with the requirements of NCGS Chapter 64 Article 2. Further, if Auditor utilizes any subcontractor(s), Auditor **shall require** such subcontractor(s) to comply with the requirements of NCGS Chapter 64, Article 2.
23. All of the above paragraphs are understood and shall apply to this contract, except the following numbered paragraphs shall be deleted: (See Item 16 for clarification).

***SIGNATURE PAGES FOLLOW FEES PAGE***

Contract to Audit Accounts (cont.) **Charlotte Regional Visitors Authority**

Primary Government Unit

Discretely Presented Component Unit (DPCU) if applicable

**FEES – PRIMARY GOVERNMENT**

AUDIT: \$ 49,400

WRITING FINANCIAL STATEMENTS: \$ \_\_\_\_\_

ALL OTHER NON-ATTEST SERVICES: \$ \_\_\_\_\_

For all non-attest services the Auditor shall adhere to the independence rules of the AICPA Professional Code of Conduct and *Governmental Auditing Standards* (as applicable). Bookkeeping and other non-attest services necessary to perform the audit shall be included under this contract. However, bookkeeping assistance shall be limited to the extent that the Auditor is not auditing his or her own work or making management decisions. The Governmental Unit shall designate an individual with the suitable skills, knowledge, and/or experience necessary to oversee the services and accept responsibility for the results of the services. Financial statement preparation assistance shall be deemed a “significant threat” requiring the Auditor to apply safeguards sufficient to reduce the threat to an acceptable level. The Auditor shall maintain written documentation of his or her compliance with these standards in the audit work papers.

Prior to submission of the completed audited financial report, applicable compliance reports and amended contract (if required) the Auditor may submit invoices for approval for services rendered, not to exceed 75% of the total of the stated fees above. If the current contracted fee is not fixed in total, invoices for services rendered may be approved for up to 75% of the prior year audit fee.

The 75% cap for interim invoice approval for this audit contract is \$ 37,050

\*\* NA if there is to be no interim billing

**FEES – DPCU (IF APPLICABLE)**

AUDIT: \$ \_\_\_\_\_

WRITING FINANCIAL STATEMENTS: \$ \_\_\_\_\_

ALL OTHER NON-ATTEST SERVICES: \$ \_\_\_\_\_

For all non-attest services the Auditor shall adhere to the independence rules of the AICPA Professional Code of Conduct and *Governmental Auditing Standards* (as applicable). Bookkeeping and other non-attest services necessary to perform the audit shall be included under this contract. However, bookkeeping assistance shall be limited to the extent that the Auditor is not auditing his or her own work or making management decisions. The Governmental Unit shall designate an individual with the suitable skills, knowledge, and/or experience necessary to oversee the services and accept responsibility for the results of the services. Financial statement preparation assistance shall be deemed a “significant threat” requiring the Auditor to apply safeguards sufficient to reduce the threat to an acceptable level. The Auditor shall maintain written documentation of his or her compliance with these standards in the audit work papers.

Prior to submission of the completed audited financial report, applicable compliance reports and amended contract (if required) the Auditor may submit invoices for approval for services rendered, not to exceed 75% of the total of the stated fees above. If the current contracted fee is not fixed in total, invoices for services rendered may be approved for up to 75% of the prior year audit fee.

The 75% cap for interim invoice approval for this audit contract is \$ \_\_\_\_\_

\*\* NA if there is to be no interim billing

Contract to Audit Accounts (cont.) Charlotte Regional Visitors Authority

Primary Government Unit

Discretely Presented Component Unit (DPCU) if applicable

*Communication regarding audit contract requests for modification or official approvals will be sent to the email addresses provided in the spaces below.*

**Audit Firm Signature:**

CohnReznick, LLP

**Name of Audit Firm**

By Allan C. Kitchen

**Authorized Audit firm representative name: Type or print**

Signature of authorized audit firm representative

Date May 23, 2018

Allan.Kitchen@CohnReznick.com

**Email Address of Audit Firm**

**Governmental Unit Signatures:**

Charlotte Regional Visitors Authority

**Name of Primary Government**

By Bill DeLoache

**Mayor / Chairperson: Type or print name and title**

Signature of Mayor/Chairperson of governing board

Date June 13, 2018

By Art Gallagher

**Chair of Audit Committee - Type or print name**

Signature of Audit Committee Chairperson \*\*

Date May 23, 2018

*\*\* If Governmental Unit has no audit committee, mark this section "N/A"*

**PRE-AUDIT CERTIFICATE: Required by G.S. 159-28 (a)**

This instrument has been pre-audited in the manner required by The Local Government Budget and Fiscal Control Act or by the School Budget and Fiscal Control Act.

By Michael E. Crum

**Primary Government Unit Finance Officer:**

Type or print name

Primary Government Finance Officer Signature

Date May 23, 2018

*(Pre-audit Certificate **must be dated.**)*

Mike.Crum@CRVA.com

**Email Address of Finance Officer**

**Date Primary Government Governing Body Approved Audit Contract - G.S. 159-34(a)**

June 13, 2018

**\*\*\*Please provide us the most current email addresses available as we use this information to update our contact database\*\*\***

Contract to Audit Accounts (cont.) Charlotte Regional Visitors Authority  
Primary Government Unit

Discretely Presented Component Unit (DPCU) if applicable

**\*\* This page to only be completed by Discretely Presented Component Units If Applicable \*\***

*Communication regarding audit contract requests for modification or official approvals will be sent to the email addresses provided in the spaces below.*

**DPCU Governmental Unit Signatures:**

\_\_\_\_\_

Name of Discretely Presented Component Unit

By \_\_\_\_\_

DPCU Board Chairperson: Type or print name and title

\_\_\_\_\_  
Signature of Chairperson of DPCU governing board

Date \_\_\_\_\_

By \_\_\_\_\_

Chair of Audit Committee - Type or print name

\_\_\_\_\_  
Signature of Audit Committee Chairperson \*\*

Date \_\_\_\_\_

\*\* If Governmental Unit has no audit committee, mark this section "N/A"

**PRE-AUDIT CERTIFICATE: Required by G.S. 159-28**

**(a)**

This instrument has been pre-audited in the manner required by The Local Government Budget and Fiscal Control Act or by the School Budget and Fiscal Control Act.

By \_\_\_\_\_

**DPCU Finance Officer:**

Type or print name

\_\_\_\_\_  
**DPCU Finance Officer Signature**

Date \_\_\_\_\_

*(Pre-audit Certificate **must be dated.**)*

\_\_\_\_\_  
*Email Address of Finance Officer*

**Date DPCU Governing Body Approved Audit Contract - G.S. 159-34(a)**

\_\_\_\_\_

**\*\*\*Please provide us the most current email addresses available as we use this information to update our contact database\*\*\***

Discretely Presented Component Unit (DPCU) if applicable

### Steps to Completing the Audit Contract

1. Complete the header information – If a DPCU is subject to the audit requirements found in the Local Government Budget and Fiscal Control Act and a separate report is being issued for that DPCU, a separate audit contract for the DPCU is required. If a separate report is not being issued for the DPCU – it is being included in the Primary Government’s audit – the DPCU shall be named with the Primary Government on the audit contract for the Primary Government. The Board Chairperson of the DPCU shall sign the audit contract in addition to the elected leader of the Primary Government.
2. Item No. 1 – Complete the period covered by the audit
3. Item No. 6 – Fill in the audit due date. For Governmental Unit (s), the contract due date can be no later than 4 months after the end of the fiscal year, even though amended contracts may not be required until a later date.
4. Item No. 8 – If the process for invoice approval instructions changed, the Auditor should make sure he and his administrative staff are familiar with the current process. Instructions for each process can be found at the following link. <https://www.nctreasurer.com/slg/Pages/Audit-Forms-and-Resources.aspx>
5. Item No. 9 –Please note that the new fee section has been moved to page 5.
6. Item No. 16 – Has the engagement letter been attached to the contract that is being submitted to SLGFD?
  - a. Do the terms and fees specified in the engagement letter agree with the Audit contract? *“In case of conflict between the terms of the engagement letter and the terms of this contract, the terms of this contract shall take precedence.”*
  - b. Does the engagement letter contain an indemnification clause? **The audit contract shall not be approved if there is an indemnification clause – refer to LGC Memo # 986.**
7. Complete the fee section for BOTH the Primary Government and the DPCU (if applicable) on the fees page; please note:
  - The cap on interim payments is 75% of the current audit fee for services rendered if the contracted fee amount is a fixed amount. If any part of the fee is variable, interim payments are limited to 75% of the prior year’s total audit fee. If the contract fee is partially variable, we shall compare the authorized interim payment on the contract to 75% of last year’s actual approved total audit fee amount according to our records. There is a report of audit fees paid by each governmental unit on our web site: [https://www.nctreasurer.com/slg/lfm/audit\\_acct/Pages/default.aspx](https://www.nctreasurer.com/slg/lfm/audit_acct/Pages/default.aspx) select “audit fees”

Please call or email Lorna Hodge at 919-814-4299 [lorna.hodge@nctreasurer.com](mailto:lorna.hodge@nctreasurer.com) if you have any questions about the fees on this list.

  - For variable fees for services, are the hourly rates or other rates clearly stated in detail? If issued separately in an addendum, has the separate page been acknowledged in writing by the Governmental Unit?



**Contract to Audit Accounts (cont.)** Charlotte Regional Visitors Authority  
Primary Government Unit

Discretely Presented Component Unit (DPCU) if applicable

- For fees for services that are a combination of fixed and variable fees, are the services to be provided for the fixed portion of the fee clearly stated? Are the hourly rates or other rates clearly stated for the variable portion of the fee? (Note: See previous bullet point regarding variable fees.)
  - If there is to be no interim billing, please indicate N/A instead of leaving the line blank.
8. Signature Area – There are now 2 Signature Pages: one for the Primary Government and one for the DPCU. Please only send the page(s) that are applicable to your Unit of Government and do not include the instructions pages. Make sure all signatures have been obtained, and properly dated. **The contract shall be approved by Governing Boards pursuant to G.S. 159-34(a).** If this contract includes the audit for a DPCU that is a Public Authority that falls under the Local Government Budget and Fiscal Control Act, it shall be named in this contract and the Board Chairperson of the DPCU also shall sign the contract in the area indicated. If the DPCU is filing a separate audit, a separate audit contract is required for that DPCU.
9. Please place the date the Primary Government’s Governing Board and the DPCU’s Governing Board (if applicable) approved the audit contract in the space provided.
- a. Please make sure that you provide email addresses for the audit firm and finance officer as these will be used to communicate official approval of the contract.
  - b. Has the pre-audit certificate for the Primary Government (and the DPCU if applicable) been signed and dated by the appropriate party?
  - c. Has the name and title of the Mayor or Chairperson of the Unit’s Governing Board and the DPCU’s Chairperson (if applicable) been typed or printed on the contract and has he/she signed in the correct area directly under the Auditor’s signature?
10. If the Auditor is performing an audit under the yellow book or single audit rules, has year-end bookkeeping assistance been limited to those areas permitted under the revised GAO Independence Standards? Although not required, we encourage Governmental Units and Auditors to disclose the nature of these services in the contract or an engagement letter. Fees for these services should be shown in the space indicated on the fees page.
11. Has the most recently issued peer review report for the audit firm been included with the contract? This is required if the audit firm has received a new peer review report that has not yet been forwarded to us. The audit firm is only required to send the most current Peer Review report to us once – not multiple times.
12. After all the signatures have been obtained and the contract is complete, please convert the contract and all other supporting documentation to PDF. When submitting for approval send the documents as one PDF file to include the Audit contract, any applicable addendums, the engagement letter and Peer Review Report. Submit these documents using the most current submission process which can be obtained at the NC Treasurer’s web site <https://www.nctreasurer.com/slg/Audit%20Forms%20and%20Resources/Instructions%20for%20Contract%20Submission.pdf>
13. If an audit cannot be completed by the due date, the Auditor or Governmental Unit shall file an Amended Contract form (Amended LGC-205). This form shall be signed by the Governmental Unit representative and the Auditor. The explanation for the delay in completing the audit is part of this contract amendment form and shall be provided. The parties that signed the original audit contract shall sign the amended contract form as well. If the signing representatives are unable to sign the amended contract, please include an explanation for this in the submitted amended contract form.



## MINUTES

### CRVA BUDGET COMMITTEE MEETING

Charlotte Convention Center – Executive Conference Room

May 14, 2018, 8:30 a.m.

Submitted by Larry J. Williams

Attending: Theresa Foust (Chair) and Tom Henson

Absent: Peter Grills and Carlos Sanchez

Staff in Attendance: Tom Murray, Larry Williams, Nick Biancofiore, Seth Denton, Steve Bagwell, Mike Butts, Zaira Goodman, Winston Kelley, Laura White and Jorge Rodriguez

Attending via Conference Call: Mike Crum

Meeting Called to Order: Committee Chair Theresa Foust called the meeting to order at 8:30 a.m.

#### Review and Discussion of March 2018 Financial Report

Mr. Biancofiore led the Committee through a review of the March 2018 Financial Report. He started with page four which showed revenues of \$6,236,936 versus budget of \$5,703,147 yielding a positive budget variance of \$533,789. Operating Revenues for March totaled \$3,534,491, which is \$594K or 20.2 percent better than the \$2,940,367 budgeted. External Operating Support totaled \$2,702,445, which is (\$60K) or -2.2 percent less than budget. The variance is primarily due to the reimbursement of expenses for the Spectrum Center being less than budget.

Total Operating Expenses for March totaled \$5,834,731, which is \$195K or 3.5 percent greater than the \$5,639,934 budgeted. Favorable variances were realized in the Market Function (\$119K) as expenses were under budget due to timing of business development expenses. Unfavorable variances were realized in the Manage Function (\$18K) primarily as a result of timing of program spending and in the Maximize Function (\$296K) primarily as a result of expenses related to support the increased revenues generated from the venues and timing of expense payments.

Mr. Biancofiore finished his review with the projected year-end Fund Balance. The projected balance was increased by \$550K to \$16.5M. The current \$19.6M Fund Balance as of March 31, 2018, will decrease over the last quarter by \$3.1M from a combination of operating loss and capital spending.

#### Review and Discussion of FY18 Budget Amendments

Mr. Biancofiore first reviewed Budget Amendment No. 4 for the Committee. The amendment covers the reallocation of capital budget money (\$288,774) for projects at the Charlotte Convention Center (restrooms and ballroom operable walls) and Bojangles' Coliseum (chiller supply lines). There is no change in the total amount of expenses.

Next Mr. Biancofiore reviewed Budget Amendment No. 5 to revise the Spectrum Center's FY18 budget to reflect the change in the security services agreement. The Hornets took building



security in-house in December 2017. As a result, our expense, reimbursement from the team and administrative fee decreased.

It was the consensus of the Committee to recommend approval of budget amendments 4 and 5 as submitted to the CRVA Board at its meeting on June 13.

#### Presentation of the FY19 Proposed Budget

Mr. Denton gave an overview of today's presentation. Then Mr. Crum led the presentation with a review of the Strategic Plan map and reminded the Committee that strategy guides our decisions and continues to influence our business planning process. He commented that the map may look different, but the approach is the same with the end result of "Growing Charlotte's market share of the Visitor Economy." Mr. Crum then talked about the FY18 projected Fund Balance of \$16.5M and the importance of building reserves to ensure funding for long-term sustainability. The next several years are predicted to be challenging years in terms of event volume and the quality of the events. He then led the Committee through a summary of the Budgeted Revenues and Expenses for FY19.

Mr. Crum stated that the proposed budget for FY19 calls for:

Total Revenues:	\$73.1M
Operating Expenses:	\$68.0M
Capital Expenses:	\$ 6.8 M
Fund Balance (Loss)	\$(1.7M)

Mr. Crum stated that our investments in the FY19 budget reflect the objectives we want to achieve in the Strategic Plan. He emphasized that the FY19 budget discussion will focus on investing in our employees, running the business, financial and customer. He then led the Committee through a high-level overview of the budget decisions that support 1) cultivate employee-first culture; 2) develop a highly engaged team; 3) improve perception through exceptional sales and marketing; 4) deliver operational excellence through aligned goals and processes; 5) increase financial capacity; 6) develop competitive infrastructure; and 7) grow Charlotte market share of the visitor economy.

Next, Mr. Denton talked about the operating revenues for FY19. Operating Revenue is estimated to be \$32.0M, down (\$2.0M) or -6 percent from FY18 year-end projection. We are projecting a decrease in Operating Revenues primarily as a result of the types of events being held at the Convention Center and Ovens Auditorium. The Convention Center has 28 Convention/Trade Shows budgeted in FY19, compared to 40 scheduled in FY18. Also, the expansion project is slated to begin in FY19 Q4. Ovens is slated to have eight Broadway shows in FY19 compared to 24 in FY18. Mr. Denton noted that we were very aggressive in factoring in a reach of \$5.5M at the Convention Center.

Mr. Murray commented that this was a hard budget to develop as we started with a \$8M hit to the Fund Balance, and he challenged Staff to get the reduction in the Fund Balance to \$2M. He



stated that we have built our Fund Balance up to withstand a couple of lean years, which includes a period of Convention Center expansion/construction. Our Staff will have to work hard in FY19 to make this budget work as we have several challenging years ahead of us that will require us to be mindful of how much we erode the Fund Balance in the coming years. Mr. Murray thanked Staff for being very thoughtful in our planning process as to where and how we spend funding to ensure that it aligns with our strategic objectives and for making some tough decisions to minimize the hit to the Fund Balance.

Then Mr. Denton talked about the external and capital funding and the FY19 budget implications relative to people expenses such as merit increases, employee incentive plan, fringe benefits, impact from health care legislation and new full-time positions. Afterward, Mr. Denton led the Committee through the operating expense budgets for the Market (Marketing and Sales) function, Manage (Human Resources and Business Support Services) function, and the Maximize (NASCAR Hall of Fame, Parking Operations, the Convention Center, the Coliseum and Ovens) function. He referenced the strategic objectives that tie to each major expense item requested in the budget.

Mr. Denton then reviewed the \$6.8M capital expense budget for FY19 related to projects at the Convention Center, and the NASCAR Hall of Fame. Any capital projects at the Coliseum and Ovens will be supported by prior year funding.

Mr. Denton summed it up with the FY19 budgeted Fund Balance projection of \$14.8M and the 16 percent operating reserve of \$9.6M. The remaining \$5.2M is earmarked for long-term capital reserve. Mr. Henson asked for further explanation of this reserve. Mr. Rodriguez responded that Staff is charged with making sure there are objectives in the Strategic Plan for utilizing these reserves. Mr. Crum commented that from this point forward, there will be constant revisions to our projections for what we think will be happening in FY20 and beyond.

Mr. Denton then reviewed the next steps in the FY19 budgeting process, which includes the public notice on May 31, 2018, and presentation of the budget to the full CRVA Board on June 13, 2018.

It was the consensus of the Budget Committee to recommend approval of the FY19 budget by the Board at the June 13 meeting.

With no further business to be considered by the Budget Committee, the meeting was adjourned at 9:32 a.m.

**Charlotte Regional Visitors Authority  
Budget Amendment #4  
Fiscal Year 2018**

**Purpose:** To reallocate Capital Expense funding for projects at the Charlotte Convention Center and Bojangles' Coliseum.

**Background:** This request asks for monies to be reallocated for the capital projects listed below. There is no change in expenses.

**Amendment:**

The Board Members of the Charlotte Regional Visitors Authority of Charlotte, North Carolina approve the following amendment to the annual budget for the fiscal year ending June 30, 2018:

<b>Expenses/Transfers</b>	<b>Increase</b>
Charlotte Convention Center Restrooms - Hall C/MLK Entrance	25,000
Charlotte Convention Center - Ballroom Operable Walls	205,120
Bojangles' Coliseum - Chiller Supply Lines	58,654
<b>Total Budgeted Expenses</b>	<b>\$288,774</b>

To provide the additional funding for the capital projects above, the following budgeted expenses will be decreased.

<b>Expenses/Transfers</b>	<b>Decrease</b>
Charlotte Convention Center - Pickup Truck	(25,000)
Charlotte Convention Center Exterior Waterproofing	(205,120)
Bojangles' Coliseum - Ice Exchanger / Spare Shell Tube	(50,000)
Bojangles' Coliseum - Basketball Goals	(8,654)
<b>Total Budgeted Expenses</b>	<b>(288,774)</b>

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**Charlotte Regional Visitors Authority  
Budget Amendment #5  
Fiscal Year 2018**

**Purpose:** To revise the Spectrum Center's FY18 budget to reflect the change in Security services agreement.

**Background:** Beginning in December 2017, the Charlotte Hornets took building security in-house. Therefore, these costs will not be the responsibility of the CRVA. As a result, our expense, reimbursement from the Team, and administrative fee decrease.

**Amendment:**

The Board Members of the Charlotte Regional Visitors Authority of Charlotte, North Carolina approve the following amendment to the annual budget for the fiscal year ending June 30, 2018:

<b>Expense</b>	<b>Decrease</b>
Security Services	(662,667)
Security Supplies	(200)
Security Travel	(250)
Administrative Fee	(25,530)
<b><i>Total Budgeted Expenses</i></b>	<b><i>(\$688,647)</i></b>

To provide the additional funding for the capital projects above, the following budgeted expenses will be decreased.

<b>Reimbursement</b>	<b>Decrease</b>
Expense Reimbursement	688,647
<b><i>Total Budgeted Reimbursement</i></b>	<b><i>688,647</i></b>

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

# Charlotte Regional Visitors Authority FY 2019 Proposed Budget

Presentation to  
CRVA Budget Committee  
May 14, 2018

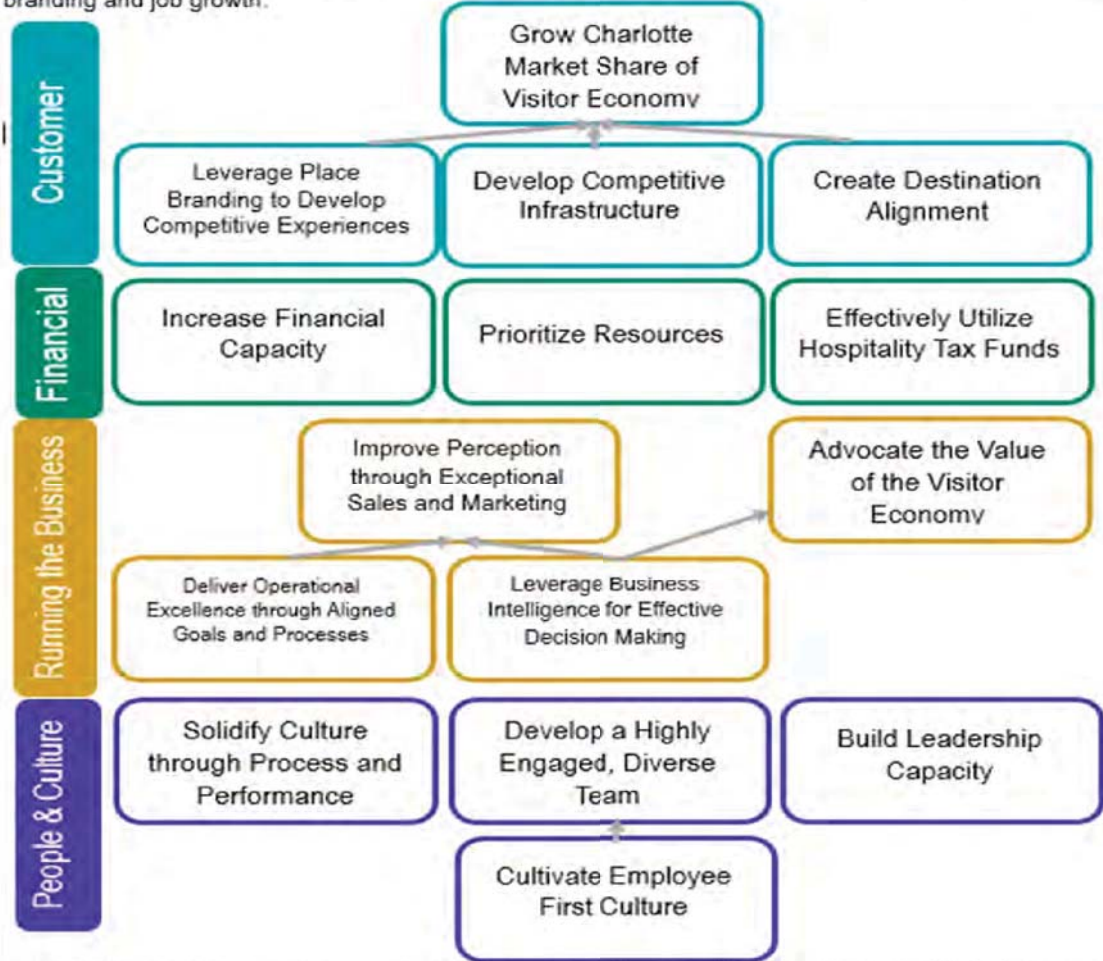
# Today's Presentation

- Strategic Plan Review
- Projected FY 2018 Fund Balance Gain
- FY 2019 Proposed Budget:
  - Proposed Strategy-Driven Expenses
  - Operating Revenue Forecast
  - External and Capital Funding Forecast
  - Proposed Operating Expenses
  - Proposed Capital Expenses
  - Forecast of Fund Balance Gain (or Loss)



*Vision:* Charlotte will be recognized as the most sought after city in the Southeast, known for its undeniable energy, passionate people and captivating experiences.

*Mission:* Embracing an inclusive employee first culture, the CRVA is the trusted leader of Charlotte's visitor economy which elevates community prosperity through destination-defining infrastructure, impactful branding and job growth.



**Trust:** Build meaningful relationships | **Collaboration:** Accomplish great work together | **Innovation:** Commit to constant curiosity | **Integrity:** Do what's right, not what is easy | **Engagement:** Inspire passion, purpose and pride | **Inclusion:** Our differences make us stronger | **Accountability:** Count on me

# FY 2018 - Projected Fund Balance

<b>"Working" Fund Balance 06/30/2017</b>	<b>\$15,244,575</b>
FY 2018 Projected Surplus / (Deficit)	\$1,250,000
<hr/> <b>= Projected Fund Balance 06/30/2018</b> <hr/>	<hr/> <b>\$16,494,575</b> <hr/>

Strategic Objective – Increase Financial Capacity

# FY 2019 Proposed Budget

	CRVA Budget	NBA All-Star	CRVA Consolidated	FY18 Y/E Projection
<u>REVENUES</u>				
Operations Revenue	31,967,636	3,900,000	35,867,636	33,934,811
External and Capital Funding	35,140,946	2,100,000	37,240,946	29,896,840
<b>TOTAL REVENUES</b>	<b>\$67,108,582</b>	<b>\$6,000,000</b>	<b>\$73,108,582</b>	<b>\$63,831,651</b>
<u>EXPENSES</u>				
People	27,919,511	-	27,919,511	25,459,864
Programs	33,893,758	6,256,400	40,150,158	32,053,762
Capital	6,759,250	-	6,759,250	5,068,025
<b>Total Expenses</b>	<b>\$68,572,519</b>	<b>\$6,256,400</b>	<b>\$74,828,919</b>	<b>\$62,581,651</b>
<b>Projected Fund Balance Impact</b>	<b>(\$1,463,937)</b>	<b>(\$256,400)</b>	<b>(\$1,720,337)</b>	<b>\$1,250,000</b>

# Strategy-Driven Investments

- People and Culture
- Running the Business
- Financial
- Customer

# People and Culture

- “Cultivate Employee First Culture”
  - Wage Increase for Full-Time and Part-Time Employees
  - Incentive for Full-Time Employees
  - Maintaining Affordable and Competitive Employee Benefits
  
- “Develop a Highly Engaged, Diverse Team”
  - Continued Management Training
  - Develop Additional General Studies / Emerging Leaders Development Opportunities
  - Customer Experience Program

# Running the Business

- “Improve Perception through Exceptional Sales and Marketing”
  - Adoption of New Sales Database – SimpleView
  - Place Branding Initiatives
  - Visit Charlotte Sales
- “Deliver Operational Excellence through Aligned Goals and Processes”
  - Increased Focus on Training and Quality Assurance
  - Continued Focus on New Cleaning and Maintenance Tactics
  - Continued Internal Audit Activities
  - Continued Expansion of Business Intelligence Technology

# Financial

- “Increase Financial Capacity”
  - Maximize Impact of Venue Sales Team
  - Additional National Sales Manager Position
  - Expand Commitment to Booking “Conference Business” into FY19 – FY20
  - Self-Operation of NHOF Merchandise Operations (Full-Year)

# Customer

- “Develop Competitive Infrastructure”
  - Capital Projects at Venues
    - Charlotte Convention Center Expansion
    - “The Link” at Bojangles’ Coliseum and Ovens Auditorium
    - NASCAR Hall of Fame Interactive Exhibit Redesign
- “Grow Charlotte Market Share of Visitor Economy”
  - Increase Destination Awareness to Build Attendance for Conventions, Conferences, and Sporting Events
  - Increase the Overall Value of Charlotte as a Destination to Visit and Host Events by Delivering Unique Experiences to Meeting Planners and Event Attendees



# Operating Revenue

<u>Operating Revenues</u>	<u>FY 19 Budget</u>	<u>FY 18 Y/E Proj.</u>	<u>FY 19 Budget vs. FY 18 Y/E Proj.</u>	
Charlotte Convention Center	16,068,739	18,191,556	(2,122,817)	-11.7%
NASCAR Hall of Fame	7,802,339	6,726,213	1,076,126	16.0%
Bojangles' Coliseum	4,103,603	4,215,332	(111,729)	-2.7%
Ovens Auditorium	2,524,352	3,193,384	(669,032)	-21.0%
Visit Charlotte	907,200	784,629	122,571	15.6%
Parking Operations (Garage/Cald.)	2,526,996	2,391,697	135,299	5.7%
Parking Operations (Rev. Allocation)	(1,975,592)	(1,828,000)	(147,592)	8.1%
NBA ASG - Divisional Transfers	(250,000)	-	(250,000)	n/a
Renovation Fees	160,000	160,000	-	0.0%
Spectrum Center	100,000	100,000	-	0.0%
<b>Operating Revenue Total</b>	<b>\$31,967,636</b>	<b>\$33,934,811</b>	<b>(\$1,967,175)</b>	<b>-5.8%</b>

## Notes:

- Operating revenue driven from series of assumptions for each business unit, anticipated event volume, consumer spending and servicing.

# FY 2019 Operating Revenue by Venue

- FY 2019 Operating Revenue is estimated to be \$32.0M
  - Down (\$2.0M) or -6% from FY 2018 Year-end Projection
- Projecting a decrease in Operating Revenues primarily as a result of the types of events being held at the Convention Center and Ovens Auditorium.
- Convention Center has 28 Convention/Tradeshows budgeted in FY 2019, compared to 40 scheduled in FY 2018. Also, expansion project is slated to begin in FY 2019 Q4.

# FY 2019 Operating Revenue by Venue

	FY 2019 Budget		FY 2019 Budget
Charlotte Convention Center		NASCAR Hall of Fame	
Conventions/Tradeshows	4,232,542	Consumer	3,280,239
Reach	5,557,003	Other	3,391,356
Local Events	3,703,503	Event	1,130,744
Consumer Shows	1,362,661	NHOFF Total	\$7,802,339
Assemblies	1,213,030	Other: Third Parties, Parking, Induction, Sponsorship, and Merch.	
<u>CCC Total</u>	<u>\$16,068,739</u>		
Bojangles' Coliseum		Ovens Auditorium	
Charlotte Checkers	1,735,139	Broadway	232,780
Miscellaneous	176,228	Concerts/Comedy	1,003,477
Concerts/Comedy	924,237	School / Recitals / Family	445,612
Graduations	288,845	Non-Event	325,000
Family Shows	-	Plays / Fine Arts	293,693
Non-Event	560,805	Graduations	163,539
Other Sports	418,350	Miscellaneous	60,250
Religious	-	Religious	-
<u>BC Total</u>	<u>\$4,103,603</u>	<u>OA Total</u>	<u>\$2,524,352</u>
Non-Event: Naming Rights, Ticketing Fees, Investment		Non-Event: Ticketing Fees and Investment Income	

# External and Capital Funding

	FY 19 Budget	FY 18 Y/E Proj.	FY 19 Budget vs. FY 18 Y/E Proj.	
External and Capital Funding				
Charlotte Convention Center	8,168,202	7,779,240	388,962	5.0%
CCC - Extraordinary Capital	2,500,000	1,191,000	1,309,000	109.9%
NASCAR Hall of Fame	4,924,250	2,750,983	2,173,267	79.0%
Bojangles' Coliseum	200,000	200,000	-	0.0%
Ovens Auditorium	200,000	200,000	-	0.0%
Visit Charlotte	18,218,480	16,896,727	1,321,753	7.8%
Film Commission	300,000	300,000	-	0.0%
Airport Visitor Information Center	352,814	306,409	46,405	15.1%
Spectrum Center	277,200	272,481	4,719	1.7%
External and Capital Funding Total	\$35,140,946	\$29,896,840	\$5,244,106	17.5%

## Notes:

- External and Capital Funding comes from the various funding agreements in place with the City of Charlotte and other partners.
- Visit Charlotte includes \$2M in Post HB2 Marketing/Sales support (received \$1M in FY18 + \$2M in FY19 = \$3M)
- An Extraordinary Capital item is a long-term asset that is unusual in nature, infrequent in occurrence, and significant in amount.
- NASCAR Hall of Fame increases primarily in Capital Project funding (Interactive Exhibit Refresh Project)

# FY 2019 Budget Implications – People

- Merit Increases Full-time (Average of 3%) = **\$462,287**
- Insurance Benefits Expense (\$15,300/employee, anticipated 20% increase (Eff. 01/01/19)) = **\$408,870**
- Healthcare Legislation (PT Employee Benefits) = **\$110,115**
- LGERS (PT Employees Retirement) estimated = **\$17,500**
- Part-time Wage Increase estimated = **\$50,000**

Total from above equals approximately **\$1.0M** in new/incremental people costs

- 401-A Change - **No Change from FY18 (2.5%)**
- Benefit % to Full-Time Wages – **38.4%** up from 36.8% in FY18

# FY 2019 New Full-Time Positions

## Position Title

---

Content Manager (Marketing)

Parking Supervisor (NHOF Garage / Caldwell)

Food and Beverage Director (BC/OA)

Food and Beverage Office Manager (BC/OA)

National Sales Manager (Sales)

Internal Audit Manager (Business Support Services)

**Notes:**

- FY 2019 full-time headcount remains budget neutral with FY 2018.

Function	FY18	FY19	Unfilled	Variance
Market	1	2	(1)	2
Manage	1	1	(1)	1
Maximize	-	3	(6)	(3)
<b>Total</b>	<b>2</b>	<b>6</b>	<b>(8)</b>	<b>-</b>

# Market - Marketing

Operating Expense	FY 19 Budget	FY 18 Y/E Proj.	FY 19 Budget vs. FY 18 Y/E Proj.	
People	2,714,794	2,332,576	382,218	16.4%
Program	9,108,615	7,140,244	1,968,371	27.6%
Total Expense	11,823,409	9,472,820	2,350,589	24.8%

## Notes:

### People

- FY19 assumes a fully staffed department, merit, and benefit increases. Also includes one (1) new position (Content Manager).

### Programs

- Program increases to promote the destination via our owned, earned, and consumer-facing paid media efforts.

# Market - Sales

Operating Expense	FY 19 Budget	FY 18 Y/E Proj.	FY 19 Budget vs. FY 18 Y/E Proj.	
People	4,773,630	4,188,414	585,216	14.0%
Program	5,736,137	5,242,725	493,412	9.4%
Total Expense	10,509,768	9,431,139	1,078,629	11.4%

## Notes:

### People

- Includes merit and benefit increases along with one new position: National Sales Manager.

### Programs

- Program increases primarily in the and Convention and Conference Sales related travel and costs related to the NBA All-Star Game.



# Manage – Human Resources

Operating Expense	FY 19 Budget	FY 18 Y/E Proj.	FY 19 Budget vs. FY 18 Y/E Proj.	
People	1,394,577	1,352,966	41,611	3.1%
Program	811,285	645,533	165,752	25.7%
Total Expense	2,205,862	1,998,499	207,363	10.4%

## Notes:

### People

- Staff merit and benefit increases, offset by anticipated decreases in Unemployment and Workers Compensation costs.

### Programs

- Program spending anticipated to be in-line with FY18 budget, with continued focus on employee training and development.

# Manage – Business Support Services

Operating Expense	FY 19 Budget	FY 18 Y/E Proj.	FY 19 Budget vs. FY 18 Y/E Proj.	
People	3,461,821	2,951,571	510,250	17.3%
Program	1,535,512	1,322,242	213,270	16.1%
Total Expense	4,997,333	4,273,813	723,520	16.9%

## Notes:

### People

- Assumes a fully-staffed department along with Staff merit and benefit increases. One (1) new position: Internal Audit Manager. Also includes the creation of a Venue Administrative Services Department which includes Customer Service and Risk Management (\$410k of increase).

### Programs

- Increase primarily related to various services and professional fees within the Admin, IT, Business Application and Research departments. Also includes costs related to the new Venue Administrative Services department (\$57k of increase).

# Maximize – NASCAR Hall of Fame

Operating Expense	FY 19 Budget	FY 18 Y/E Proj.	FY 19 Budget vs. FY 18 Y/E Proj.	
People	3,536,434	2,962,470	573,964	19.4%
Program	2,404,398	2,025,838	378,560	18.7%
Total Expense	5,940,832	4,988,308	952,524	19.1%

## Notes:

### People

- Staff merit and benefit increase and assumes a fully staffed department.

### Programs

- Increases are related to supplies, repair and maintenance costs, programming costs, as well as the operation of the Gear Shop for the full-year.

# Maximize – Parking Operations

Operating Expense	FY 19 Budget	FY 18 Y/E Proj.	FY 19 Budget vs. FY 18 Y/E Proj.	
People	329,610	210,734	118,876	56.4%
Program	221,794	174,020	47,774	27.5%
Total Expense	551,404	384,754	166,650	43.3%

**Notes:** Includes the NASCAR Hall of Fame Parking Garage and Caldwell Street Parking Lot

## People

- Staff merit and benefit increase for Full-Time employees. Part-time labor based on projected coverage needs. Also includes addition of one (1) new position (Parking Supervisor).

## Programs

- Increases are related to supplies, repairs and maintenance, and credit card processing fees.

# Maximize – Charlotte Convention Center

Operating Expense	<u>FY 19 Budget</u>	<u>FY 18 Y/E Proj.</u>	<u>FY 19 Budget vs. FY 18 Y/E Proj.</u>	
People	8,618,756	8,209,063	409,693	5.0%
Program	11,283,284	11,189,694	93,590	0.8%
<b>Total Expense</b>	<b>19,902,039</b>	<b>19,398,757</b>	<b>503,282</b>	<b>2.6%</b>

## Notes:

### People

- Staff merit and benefit increase. Part-time labor based on projected event load.

### Program

- Primarily related to decreased F&B merchandise and Contract Services offset by increases in Utilities and Repairs and Maintenance.

# Maximize – Bojangles' Coliseum

	FY 19 Budget	FY 18 Y/E Proj.	FY 19 Budget vs. FY 18 Y/E Proj.	
Operating Expense				
People	1,748,195	1,998,671	(250,476)	-12.5%
Program	2,386,091	2,747,522	(361,431)	-13.2%
Total Expense	4,134,286	4,746,193	(611,907)	-12.9%

## Notes:

### People

- Staff merit and benefit increase as well as part-time labor to support projected event load. Includes the addition of two (2) new positions: Food and Beverage Director and Food and Beverage Office Manager (split between Bojangles' Coliseum and Ovens Auditorium).

### Program

- Program decreases are related to event volume and load which offset slight increases in non-event expenses.

# Maximize – Ovens Auditorium

	FY 19 Budget	FY 18 Y/E Proj.	FY 19 Budget vs. FY 18 Y/E Proj.	
Operating Expense				
People	1,294,179	1,253,399	40,780	3.3%
Program	1,246,643	1,678,425	(431,782)	-25.7%
Total Expense	2,540,822	2,931,824	(391,002)	-13.3%

## Notes:

### People

- Staff merit and benefit increase as well as part-time labor to support projected event load. Includes the addition of two (2) new positions: Food and Beverage Director and Food and Beverage Office Manager (split between Ovens Auditorium and Bojangles' Coliseum).

### Program

- Program decreases are related to event volume and load which offset slight increases in non-event expenses.

# Capital Expenses

Business Unit	Externally Funded	+	CRVA Funded	=	Total Capital Expense
NASCAR Hall of Fame	3,624,250		-		3,624,250
Charlotte Convention Center	2,500,000		635,000		3,135,000
Total	\$6,124,250		\$635,000		\$6,759,250

## Notes:

Any capital projects at Bojangles' Coliseum and Ovens Auditorium will be supported by prior year funding.



# NASCAR Hall of Fame

<u>Operations, Administration, and Parking</u>	<u>Cost Estimate</u>
Office Redesign and Furniture	300,000
Museum Ticketing System	250,000
NHOF Design Study and Preliminary Architectural Work	200,000
Lighting Upgrade in Parking Deck	175,000
Box Office and Customer Service Displays	30,000
Simulator Bullpen, Video Screen, and Information Panel	7,000
Merchandise Racks	5,000
Audio Visual Equipment - Microphones and Receivers for Internal Events	4,800
Front Line Staff Seating	2,500
<u>Total NHOF Operations, Admin, and Capital - NASCAR Hall of Fame</u>	<u>\$974,300</u>

# NASCAR Hall of Fame - Continued

Exhibit Management	Cost Estimate
A/V Interactive Creative Upgrade (Phase II)	2,500,000
Annual Inductee Exhibit Updates	114,450
Educational Activity Carts	20,500
Expansion Space Storage	10,000
Hall of Honor A/V Equipment	5,000
Total Exhibit Management Capital - NASCAR Hall of Fame	\$2,649,950
<b>NASCAR Hall of Fame Capital Total</b>	<b>\$3,624,250</b>

# Charlotte Convention Center

Capital Project	Cost Estimate
Expansion Project Mechanical Upgrades (Extraordinary)	2,500,000
Digital Mesh Sign - College Street Entrance	230,000
Infrastructure for Water/Sewer Pumps - Gate 3, Dock 6	135,000
Elevator #10 Modernization (Richardson Ballroom)	100,000
Retail Outlet Renovations	100,000
Turnstiles (6)	20,000
<b>CCC Ordinary and Extraordinary Capital Total</b>	<b>\$3,085,000</b>
Information Technology	
Meraki Network Switches- Phase 2 CRVA wide	35,000
Firewall (2) Replacements for Existing CRVA wide	15,000
<b>CCC Information Technology Total</b>	<b>\$50,000</b>
<b>CCC Capital Total</b>	<b>\$3,135,000</b>

# FY 2019 - Projected Fund Balance

<b>Projected "Working" Fund Balance 06/30/2018</b>	<b>\$16,494,575</b>
FY 2019 Projected Surplus / (Deficit)	(\$1,720,337)
<hr/> <b>= Projected Fund Balance 06/30/2019</b> <hr/>	<hr/> <b>\$14,774,238</b> <hr/>
- 16% Operating Reserve: (\$60.0M x 16%)	(\$9,600,000)
FY 2019 Fund Balance Contributed to Long-Term Capital Reserve	\$5,174,238

# FY 2019 Proposed Budget Next Steps

- May 14: Budget Committee Reviews Proposed Budget and Makes Recommendations
- May 31: Public Notice of CRVA Board's Review and Adoption of FY 2019 Proposed Budget on June 13
- June 13: CRVA Board Approval of FY 2019 Proposed Budget

# Questions?

**Charlotte Regional Visitors Authority**  
**FY 2019 Scheduled Travel**  
**July 1, 2018 - June 30, 2019**

**Notes:**

- Business Travel Expense Policy 7.1 Amended by CRVA Board on August 10, 2011
- Staff will develop a schedule of travel expenses known or anticipated for the upcoming fiscal year
- The budget may also include un-scheduled amounts for discretionary spending by departments that requires approval based on the dollar thresholds as outlined in the policy
- Total Proposed Travel and Entertainment Budget (Scheduled and Unscheduled) for FY19 = \$1.7M; this is 2.7% of the total Operating Budget
- Of the scheduled Travel Expenses, Lead Generation makes up \$821k (63%) and Industry Related Events/ Conferences and Professional Development travel totals approximately \$303k (37%)
- Budgets are reviewed by Executive Vice Presidents and Accounting Staff
- Proposed budgeted expenses consistent with the Travel Policy - No known exceptions

<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: Tourism Marketing</b>	
<b>Description of Travel Expense</b>	<b>Estimated Cost</b>
Destinations International Annual Convention - 4 Staff	10,600
U.S. Travel Association ESTO - 2 Staff	5,200
Brand New Conference (or other design conference)	2,250
Skift Global Forum - 2 Staff	9,090
TTRA Marketing Outlook Forum	2,300
Tourism Leadership Conference	575
Spredfast Users Conference	2,545
Visit NC UK Media Mission	4,600
Visit NC Regional Media Mission (D.C. or Atlanta)	1,300
International Media Marketplace (TravMedia)	3,100
Visit NC 365 Conference on Tourism	3,250
North Carolina-based social and/or media conference/symposium	1,600
Drive Market Media/Influencer/Mktg Activation Mission - 2 Staff x 2 Trips	12,800
Visit NC Canadian Sales/Media Mission	3,900
PRSA Travel & Tourism Conference	5,820
Visit NC NYC Media Mission	2,425
U.S. Travel Association's IPW (Media Marketplace) - 5 Staff	7,125
DMO Mojo	2,000
<b>Total</b>	<b>80,480</b>



<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: NHOFF Marketing</b>	
<b>Description of Travel Expense</b>	<b>Estimated Cost</b>
Brand New Conference (or other design conference)	2,250
Public Relations Society of America International Convention	5,490
IAAPA Attractions Expo - 4 Staff	10,000
Daytona 500 Inductee Support - 2 Staff	3,200
Visit NC 365 Conference on Tourism	1,625
Qualtrics Summit	2,700
North Carolina-based social and/or media conference/symposium	1,600
U.S. Travel Association's IPW (Media Marketplace) - 2 Staff	7,125
NASCAR At-Track Visits (Darlington; Martinsville)	2,600
Emma Conference	2,750
Adobe Summit	3,095
<b>Total</b>	<b>42,435</b>

<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: Convention Marketing</b>	
<b>Description of Travel Expense</b>	<b>Estimated Cost</b>
Connect Marketplace - 2 Staff	4,000
TEAMS Conference	1,750
IMEX America	1,800
Connect Faith Marketplace	1,800
Connect DC	1,700
IAEE Expo!	2,450
PCMA Convening Leaders	1,750
RCMA Emerge	2,700
Sales Convention Support 1	1,700
PRSA Employee Communications Conference	2,355
<b>Total</b>	<b>22,005</b>

<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: Travel Trade and Venue Marketing</b>	
<b>Description of Travel Expense</b>	<b>Estimated Cost</b>
MCASC-NCMA-VMA Regional Meeting	2,175
Domestic Marketing Sales Mission	2,450
NTA Travel Exchange	3,395
ABA Marketplace - 3 Staff	9,735
Visit NC Canadian Sales/Media Mission	3,900
Connect Travel Marketplace	2,500
State Association Trips	5,000
Brand New Conference (or other design conference)	2,250
North Carolina-based social and/or media conference/symposium	1,600
Event & Arena Marketing Conference	4,400
Four Winds Interactive Users Conference	3,950
<b>Total</b>	<b>29,155</b>

<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: NHOF Sales</b>	
<b>Description of Travel Expense</b>	<b>Estimated Cost</b>
<b>Venue Presence and Lead Generation</b>	
AENC Tradeshow	780
Chicago Roadshow	1,205
CVENT Show	3,265
DC Roadshow - Fall	1,800
DC Roadshow - Spring	1,800
IAAPA Conference	2,940
ILEA Conference	2,695
NACE Experience Conf & Expo	2,591
<b>Total</b>	<b>17,076</b>

<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: Film Commission</b>	
<b>Description of Travel Expense (Include Business Purpose)</b>	<b>Estimated Cost</b>
Raleigh Advocacy Trip	900
Cineposium	4,950
Tradeshaw UK	4,950
Sales Mission and Sundance Film Festival	4,950
Location Tradeshaw	4,950
SWSW Trade Show	4,950
Sales Mission - NYC/LA	4,950
<b>Total</b>	<b>30,600</b>

**CRVA**  
**Scheduled Travel Expenses**  
**July 1, 2018 - June 30, 2019**

**Department: Visit Charlotte Sales**

Description of Travel Expense	Estimated Cost
ASAE Annual Meeting	6,080
ASAE XDP	5,950
Atlanta FAM/Client Event	7,390
Atlanta Sales Calls	2,034
Boston Sales Calls	4,065
CDME Certification Training	3,480
Chicago Gourmet	3,200
Chicago Spring Sales Trip	3,200
Conference Direct Annual Partner Meeting	3,190
Congressional Black Caucus/Sales Calls	2,320
Connect Florida	2,280
Connect Marketplace	1,000
CVB Reps Summer Event	2,020
CVB Reps Winter Event	2,370
DC Fall Roadshow	780
DC Spring Roadshow	680
DMAI Destinations Showcase	1,410
Exhibitor Live	4,600
Experient Envision	3,580
Florida Sales Calls	3,295
Greenville, SC Sales Calls	1,092
HPN Partners Event	1,580
IAEE Expo Expo	3,020
IMEX Frankfurt	8,160
IncentiveWorks	1,940
International Association of Venue Managers (IAVM)	1,740
Kellen Company Annual Partner Conference	458
Kellen Company Annual Partner Meeting	200
Meetings Industry Council	1,625
Midwest Market, Client Appreciation Summer Outing	4,810
Midwest Sales Calls	1,510
MPI-GA Golf Outing	1,331
Multicultural/Religious Market Sales Calls	2,320
NC 365 Governor's Conference	440
NYC Sales Calls	4,990
PCMA Bowl-A-Thon	3,200
PCMA Capital Chapter's Reboot	2,910
PCMA Chapter Meeting and Sales Calls	2,140
PCMA Convening Leaders	14,400
PCMA Education Conference	6,150
PCMA Mix n Bowl	2,210
Philadelphia Sales Calls	5,380
Potomac Top Client Event	3,640
Simpleview Summit	3,810
Smart Meetings West	1,840
Society of Independent Show Organizers (SISO)	720
Toronto Sales Calls	1,560
US Travel Association (ESTO)	1,820
AENC Annual Meeting	957
AAU National Convention	1,820
City Outlook & Hotel Meetings	1,967
Connect Sports	5,650
NASC Market Segment Meetings	4,980
NASC Symposium	6,460
NSA National	2,460
NSA Tri-State	2,460
S.P.O.R.T.S	2,404
Sales Training (2)	2,000
Simpleview Summit	3,405
TEAMS	5,200
United Soccer Coaches	5,930
USSA	1,910
AENC Annual Tradeshow	1,354
AENC Fuel/YP Roundtable	1,470
AENC October and March Conferences	2,108
Connect Diversity	2,120
Connect Georgia and Sales Calls	1,260
Connect Midwest	1,330
Connect Rockies	1,510
CVENT Connect	23,660
Destination Southeast	6,227
GSAE Annual Meeting	2,113
GSAE Luncheons and Sales Calls (Sept, Dec, Spring)	2,277
HelmsBriscoe ABC Partner Conference	13,481
Meet NYC	3,820
Midwest Sales Calls	3,000
MPI Potomac Educational Events (5)	10,100
MPI Potomac Evening of the Stars Awards	1,300
MPI Potomac Leadership Retreat	320
MPI Potomac Leadership Retreat (Mid-Year)	320
MPI Potomac MACE	3,610
MPI Sunshine Education Summit	4,294
MPI World Education Conference (WEC)	9,660
MPI-CC Annual Meeting	1,268
MPI-CC Chapter Meetings and Sales Calls	1,755
MPI-GA Annual Phoenix Awards	1,039
MPI-GA Networking Event 2018 + 2019 and Sales Calls	1,528
MPI-KC Education and Destination Celebration	9,395
National Coalition of Black Meeting Planners (NCBMP)	4,120
Nursing Alliance Summit	1,400
Nursing Organizations Alliance Summit	960
Pharma Forum	11,190
Sales Training (4)	4,000
SimpleView Summit	3,405
Smart Meetings East National	6,277
Smart Meetings Midwest	5,925
Smart Meetings Northeast	5,510
Smart Meetings Southwest	5,510
West Market Client Event	4,620
<b>Total</b>	<b>358,759</b>

<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: Visit Charlotte Administration</b>	
<b>Description of Travel Expense</b>	<b>Estimated Cost</b>
<b>Representation at Industry related events and conferences</b>	
DMAI Annual Convention, Anaheim, CA (10-13)	2,500
US Travel Summer BOD Meeting, Park City, UT (25-29)	2,000
ASAE, Chicago, IL (18-21)	2,000
US Travel, ESTO, Phoenix, AZ (11-14)	2,000
DMAI Fall Destination CEO Roundtable, Washington, DC (5)	2,000
ABA Board Meeting, Sonoma, CA (23-25)	2,000
DC Road Show (TBD)	1,500
IMEX, Las Vegas, NV (16-18)	2,000
NCTIA - Tourism Leadership Conference 2018, Winston-Salem (29-30)	400
US Travel Fall BOD Meeting, Washington, DC (13-14)	2,000
AENC Tradeshow, Raleigh, NC (13)	600
Holiday Showcase, Chicago, IL (TBD)	2,000
PCMA Convening Leaders, Pittsburgh, PA (TBD)	2,000
RCMA Emerge Conference, Greensboro, NC (29-31)	2,000
Destination Showcase, Washington, DC (TBD)	2,000
NCTIA Tourism Day Legislative Events, TBD	1,000
Visit NC 365 Tourism Conference	1,200
US Travel Spring BOD Meeting, Washington, DC (11-12)	2,000
DMAI, CEO Forum, TBD	2,000
Association of Film Commissioners International, TBD	2,500
ABA Board Meeting, TBD (1-3)	1,900
US Travel Assoc/IPW, TBD	2,000
ASAE, Springtime, XDP, TBD	2,000
<b>Total</b>	<b>41,600</b>

<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: Visitor Information Center</b>	
<b>Description of Travel Expense (Include Business Purpose)</b>	<b>Estimated Cost</b>
DMAI Annual Visitors Summit	1,800
<b>Total</b>	<b>1,800</b>



<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: <u>VC Partnership</u></b>	
<b>Description of Travel Expense (Include Business Purpose)</b>	<b>Estimated Cost</b>
Registration, hotel and air for DMAI Shirtsleeves Meeting Fall 2018 (3 Staff)	5,000
Registration, hotel and air for IEG convention in Spring 2019	2,400
Registration, hotel and air for Simpleview meeting Spring 2019	1,000
<b>Total</b>	<b>8,400</b>

<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: Housing Services</b>	
Employee: Laura Elam	
<b>Description of Travel Expense (Include Business Purpose)</b>	<b>Estimated Cost</b>
Roadshow with Sales Department	1,740
SimpleView Training	2,140
<b>Total</b>	<b>3,880</b>



<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: <u>Research</u></b>	
<b>Description of Travel Expense (Include Business Purpose)</b>	
<b>Estimated Cost</b>	
U.S. Travel ESTO - Industry conference on destination branding, marketing and research methods	2,500
STR Hotel Data Conference - Hotel industry analytics conference	2,300
TTRA Marketing Outlook Forum - Travel Industry Marketing & Research Future Trends & Forecasts - 2 People	4,700
Qualtrics X4 - Experience Management Conference, Employee Engagement, Market Research, Customer Experience - 2 People	5,500
Advertising Research Annual Conference - Best practices for effectively measure advertising	2,600
SETTRA/STS Connections - Southeast Tourism Industry Conference - HD Board of Directors	1,600
TTRA International Annual Conference - Tourism Research's Annual Summit - 2 People	6,300
<b>Total</b>	<b>25,500</b>



<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: <u>General Administration</u></b>	
<b>Description of Travel Expense (Include Business Purpose)</b>	<b>Estimated Cost</b>
ACC Spring Meetings - Lead Generation	1,500
Chamber of Commerce Fall Planning Retreat - Lead Generation	1,250
Chamber of Commerce Intercity Visit - Lead Generation	3,500
CIAA Board Meeting - Lead Generation	1,000
Convention Center Visits - Site inspections of other Venues	2,000
DMAI Conference - Professional Development	2,000
League of Cities Meeting - Lead Generation	1,000
Legislative Trips to Raleigh	500
NASCAR Related Travel (2-3 Trips) - Industry presence	5,000
US Travel Association (2-3 Meetings) - Lead Generation	5,000
<b>Total</b>	<b>22,750</b>

<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: Accounting</b>	
<b>Description of Travel Expense (Include Business Purpose)</b>	<b>Estimated Cost</b>
Staff Continuing Education Conferences	4,000
ACC Spring Meetings	2,250
<b>Total</b>	<b>6,250</b>

<b>CRVA</b>	
Scheduled Travel Expenses July 1, 2018 - June 30, 2019	
<b>Department: Human Resources</b>	
<b>Description of Travel Expense (Include Business Purpose)</b>	<b>Estimated Cost</b>
Staff Conferences - Continuing Education	3,500
<b>Total</b>	<b>3,500</b>



<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: <u>Security &amp; Risk Management</u></b>	
<b>Description of Travel Expense (Include Business Purpose)</b>	<b>Estimated Cost</b>
ASIS Annual Seminar and Exhibits. (ASIS 2017) has been the premier event for security professionals worldwide, providing industry-leading education, countless business connections, and the latest products and services.	2,500
RIMS Annual Conference and Exhibition. Network and continuing education training sessions Risk Management.	2,500
ADA National Symposium. Network and continuing education training sessions on Americans with Disabilities Act.	2,500
Misc Travel	2,500
<b>Total</b>	<b>10,000</b>

<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: NASCAR Hall of Fame</b>	
<b>Description of Travel Expense (Include Business Purpose)</b>	<b>Estimated Cost</b>
<b><u>Operations</u></b>	
INTIX	3,000
IAAPA	2,500
American Museum Membership Conference	4,500
NC/SC/VA Motorcoach	2,500
Travel South	2,500
SYTA	2,500
American Bus Association	3,500
<b><u>Exhibit Management</u></b>	
American Association of Museums (3 Staff Members)	4,640
North Carolina Science Teacher Association Conference	1,700
<b><u>Corporate Partnership</u></b>	
Motorsports Marketing Forum	1,100
Sports Business Conference	3,800
<b>Total</b>	<b>32,240</b>

<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: Charlotte Convention Center</b>	
<b>Description of Travel Expense (Include Business Purpose)</b>	<b>Estimated Cost</b>
<b><u>Venue Sales</u></b>	
ILEA Convention	2,715
ESPA	2,100
CSPJ Annual Meeting	1,970
IAEE Women's Leadership	1,444
CEM Week	2,512
Catersource	2,870
IAEE	2,010
UWUA Conference	2,880
<b><u>Event Services</u></b>	
IAVM Crowd Management Conference	2,155
ESPA	7,062
IAAPA	2,150
IAVM	2,000
<b><u>Concessions</u></b>	
NAC	5,000
<b><u>Catering - Industry events</u></b>	
Western Food Show	5,400
NRA food show	7,200
Catersource/NACE	4,077
<b><u>Engineering</u></b>	
International Facility Management Association - Industry Conference	2,000
<b><u>Administration</u></b>	
IAVM - Venue Connect	3,750
IAVM - ICC	2,875
SEVT	1,100
IAAP Conference	2,200
<b>Total</b>	<b>65,470</b>

<b>CRVA</b>	
<b>Scheduled Travel Expenses</b>	
<b>July 1, 2018 - June 30, 2019</b>	
<b>Department: Bojangles' Coliseum and Ovens Auditorium</b>	
<b>Description of Travel Expense (Include Business Purpose)</b>	<b>Estimated Cost</b>
<b><u>Bojangles' Coliseum</u></b>	
<b>Event Services</b>	
INTIX	2,700
IAVM	2,050
<b>Administration</b>	
IAVM	3,150
IEBA	1,375
Billboard Live Touring Conference	1,450
<b><u>Ovens Auditorium</u></b>	
<b>Event Services</b>	
INTIX	2,700
IAVM	2,050
<b>Administration</b>	
IEBA	1,375
Billboard Live Touring Conference	1,450
<b>Total</b>	<b>18,300</b>

May 2018

**MONTHLY BAROMETER**

# CHARLOTTE

## INSIDE THIS ISSUE

P1 – Executive Summary

P2 – Highlights

P3 – Hotel Performance

P4 – Hotel Forecast

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P6 – Airport Activity

P7 – Group Bookings

P9 – Sales Summary

P10 – Economic News

## EXECUTIVE SUMMARY

Employers saw enough job growth nationally and locally in Charlotte in April to see unemployment drop to 3.9 percent and 4 percent, respectively. Estimates of the first quarter GDP show that the national economy grew by 2.3 percent, getting positive contributions from consumer spending, non-residential investment, exports and government spending. Consumer spending, making up nearly 70 percent of national GDP, grew by 1.1 percent, a lower growth rate than the previous four quarters. Consumer sentiment, which remains high, decreased in April as consumers tried to reconcile tax relief with talks of trade tariffs. Also, consumers expressed the belief that the economy is “as good as it is going to get”, according to the University of Michigan-Reuters Consumer Sentiment Index. So, while the current conditions index remains high, the future index is beginning to flatten or decrease.

Half of the top-25 hotel markets nationally continue to experience a decline in occupancy due to the increased development of hotel inventory. Charlotte would rank sixth nationally in supply growth, while demand growth has slowed down to 2.9 percent. Despite seeing a drag on occupancy, Charlotte’s ADR growth remains strong at 3.1 percent through the first quarter of 2018.

The economy remains a tailwind for travel and tourism and should continue to boost demand through the end of 2018. If demand can sustain current occupancy levels, Charlotte’s ADR will continue to beat forecasts through the end of the year.

*Source: STR, CRVA Research*

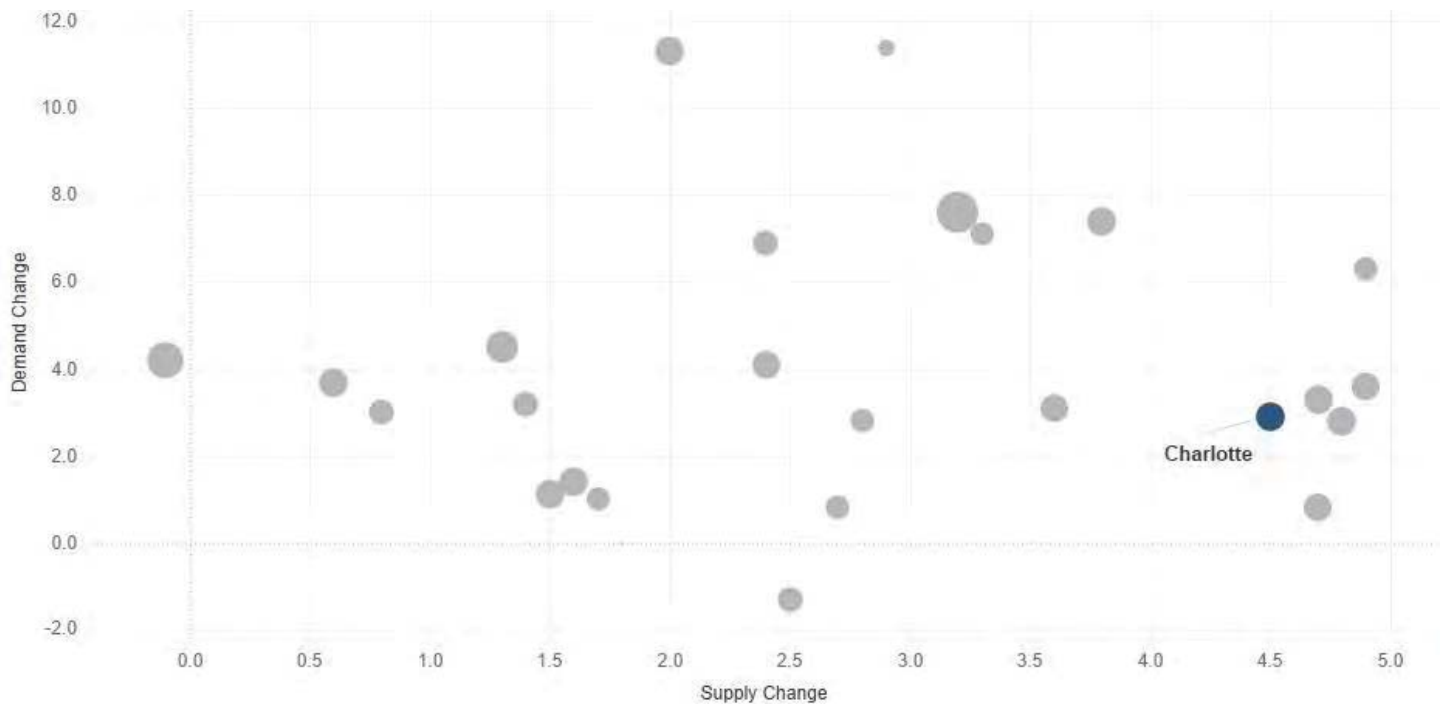
## HIGHLIGHTS

### Charlotte remains one of the fastest-growing hotel inventories nationwide.

After the first quarter of 2018, just half of the top-25 hotel markets nationally find their occupancy growing compared to 2017. The development cycle continues to add inventory in most markets faster than demand. The chart below shows the top-25 markets plotted where they are experiencing supply and demand growth through the first quarter of 2018. Charlotte is plotted alongside the top 25 by comparison. At 4.5 percent supply growth through March, just five other markets have seen inventory grow at a faster pace. Average supply growth across all top-25 markets is 2.7 percent.

Average demand across these markets is 4 percent, although a couple of markets skew the average. Minneapolis, which hosted the recent Super Bowl, and Philadelphia, who hosted two home playoff games and won the Super Bowl, each have seen nearly 12-percent growth. Charlotte has seen demand growth begin to slow compared to the top-25 markets nationally. At 2.9 percent through the first quarter, Charlotte would rank 17th among top-25 markets. When supply exceeds demand, it creates a gap, therefore causing occupancy to decline. Charlotte has seen occupancy decline by 1.6 percent through the first quarter of 2018.

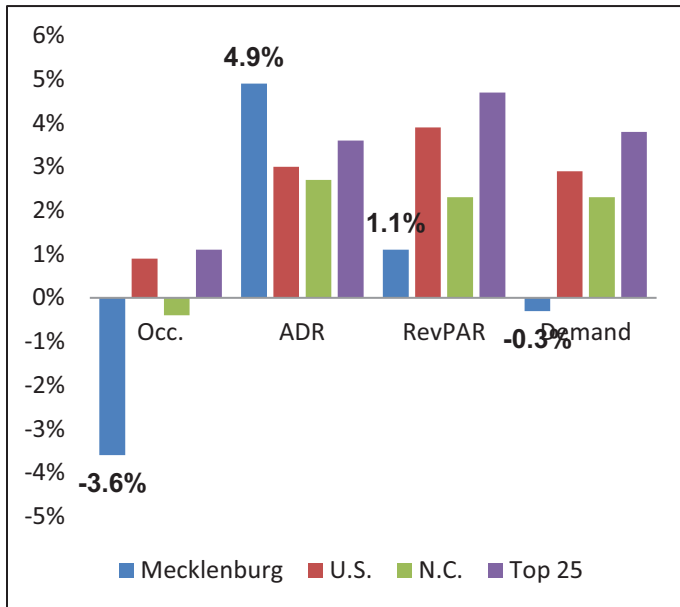
The chart below depicts each market's ability to continue pushing ADR growth despite its supply-demand relationship by the size of circle. Despite being one of the markets with the largest gap in occupancy decline, Charlotte has the 11th ranked ADR growth nationally. Beginning the recent development cycle with record high occupancy has helped sustain the market's ability to see rate growth. With consecutive years of occupancy decline, the first quarter ended with 68 percent occupancy, with the market's strongest months ahead. Maintaining the current level of demand growth, Charlotte can finish the year with occupancy at or greater than 70 percent, a rate strong enough to continue improving ADR.



Source: STR

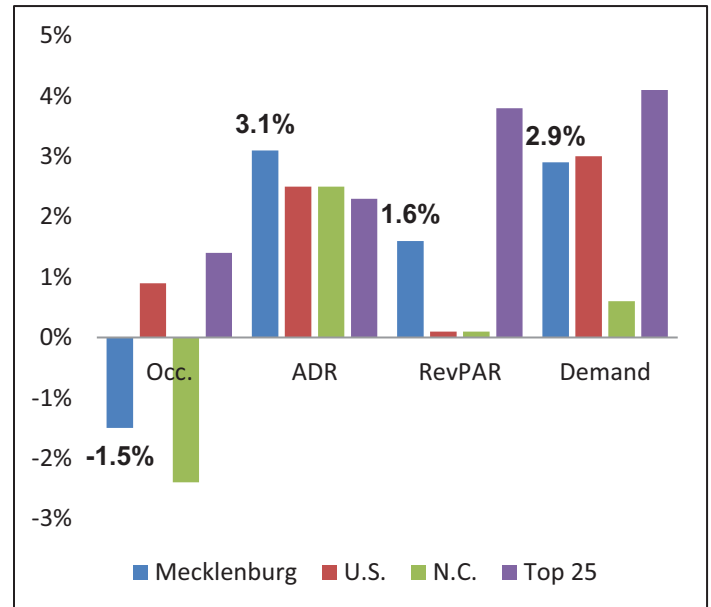
## HOTEL PERFORMANCE

**March 2018 – March 2017  
Percentage Change**



Source: STR

**Calendar Year 2018  
Percentage Change**

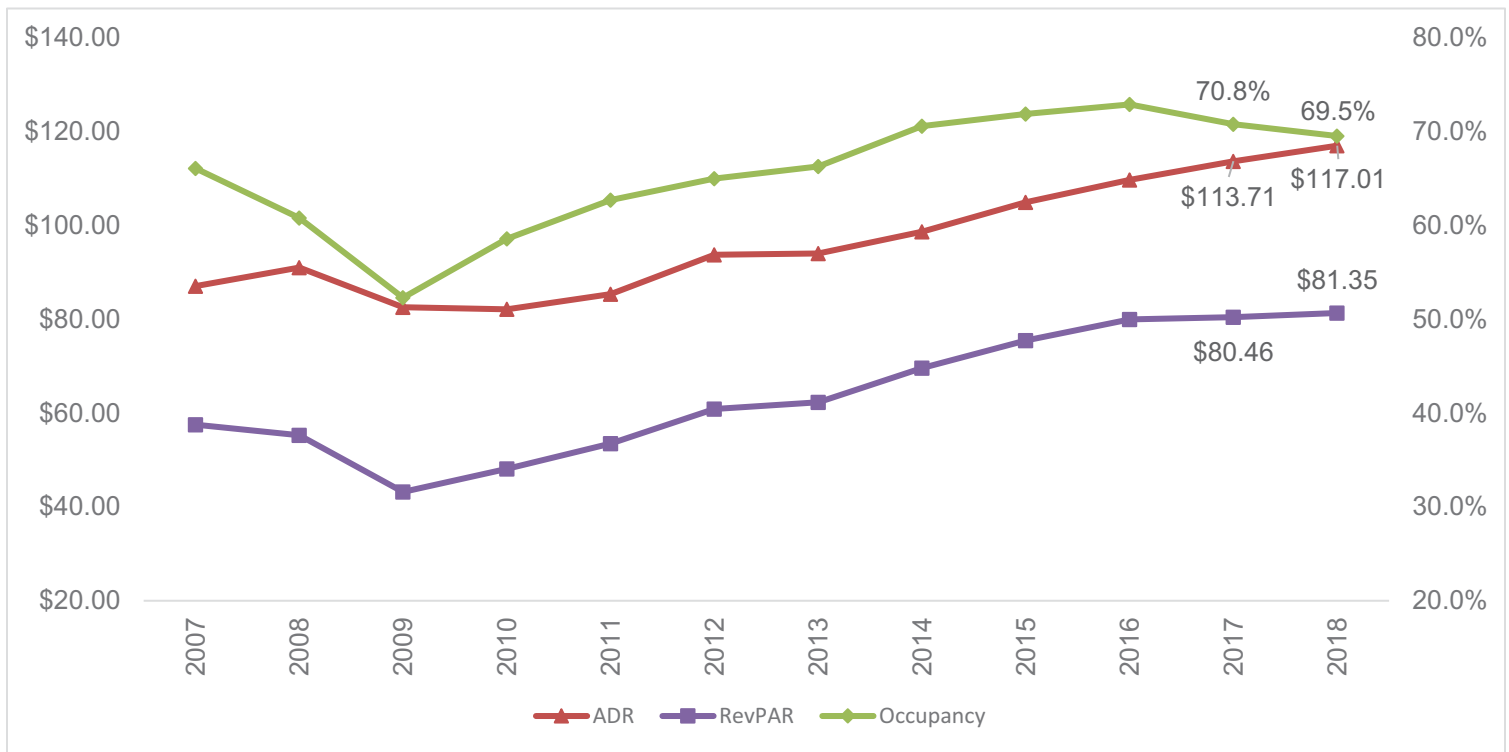


### Detailed Hotel Performance

		March 2018			2018 Year-to-Date		
		Occ. (%)	ADR (\$)	RevPAR (\$)	Occ. (%)	ADR (\$)	RevPAR (\$)
<b>Mecklenburg</b>	2018	74.2	120.91	89.72	68.0	118.22	80.4
	2017	77.0	115.28	88.72	69.0	114.65	79.14
<b>N.C.</b>	2018	65.2	99.60	64.91	57.4	97.20	55.79
	2017	65.4	97.00	63.46	58.8	94.82	55.76
<b>U.S.</b>	2018	68.5	131.56	90.17	61.6	127.37	78.46
	2017	67.9	127.70	86.75	61.0	124.25	75.83
<b>Top 25</b>	2018	78.0	159.64	124.46	71.3	152.42	108.70
	2017	77.1	154.08	118.84	70.3	149.02	104.77

# HOTEL FORECAST

## Mecklenburg County Year-end Projection



## 6-Month Committed Room Nights Outlook

### Occupancy Outlook

Date			Committed Occupancy	Total YOY Change	Transient YOY Change	Business YOY Change	Leisure YOY Change	Group YOY Change
2018	Qtr2	May	50.4%	-2.5%	-9.8%	-12.7%	-2.6%	10.8%
		Jun	25.9%	-11.8%	-15.6%	-30.7%	-6.0%	-9.6%
	Qtr3	Jul	17.6%	-38.0%	-31.8%	-49.4%	-23.7%	-40.2%
		Aug	14.6%	-31.5%	-39.0%	-62.4%	-23.8%	-28.7%
		Sep	16.9%	11.9%	53.9%	-2.2%	76.5%	3.0%
	Qtr4	Oct	16.4%	10.1%	2.9%	-24.7%	34.9%	11.1%

### ADR Outlook

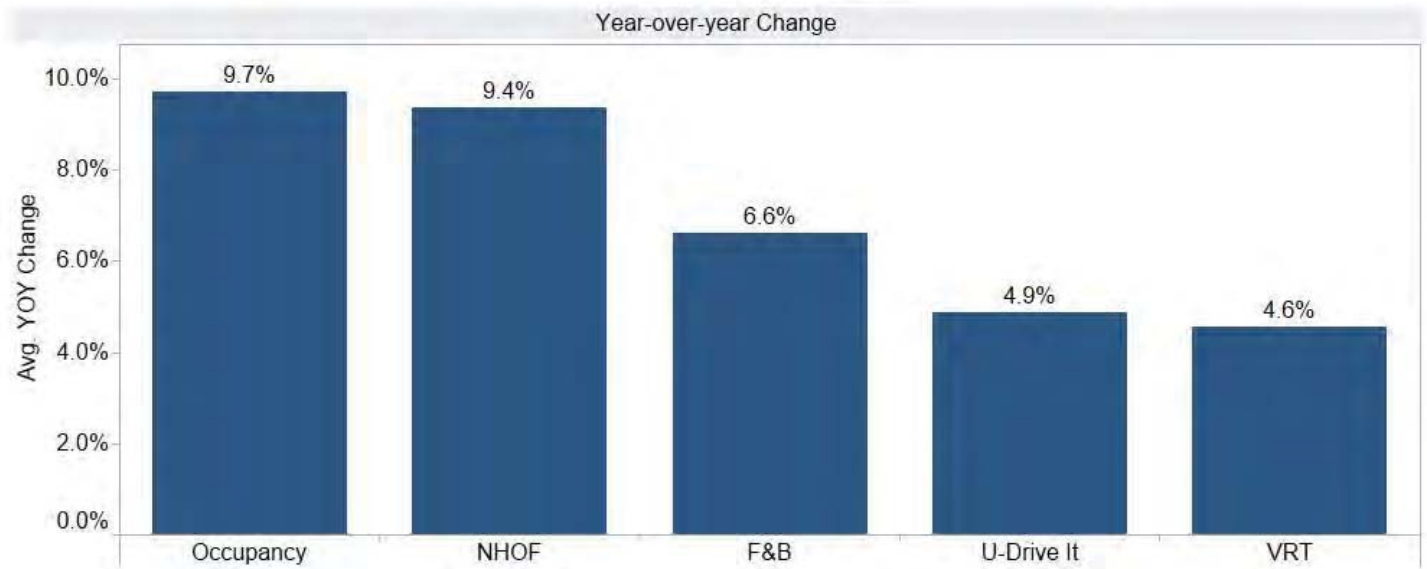
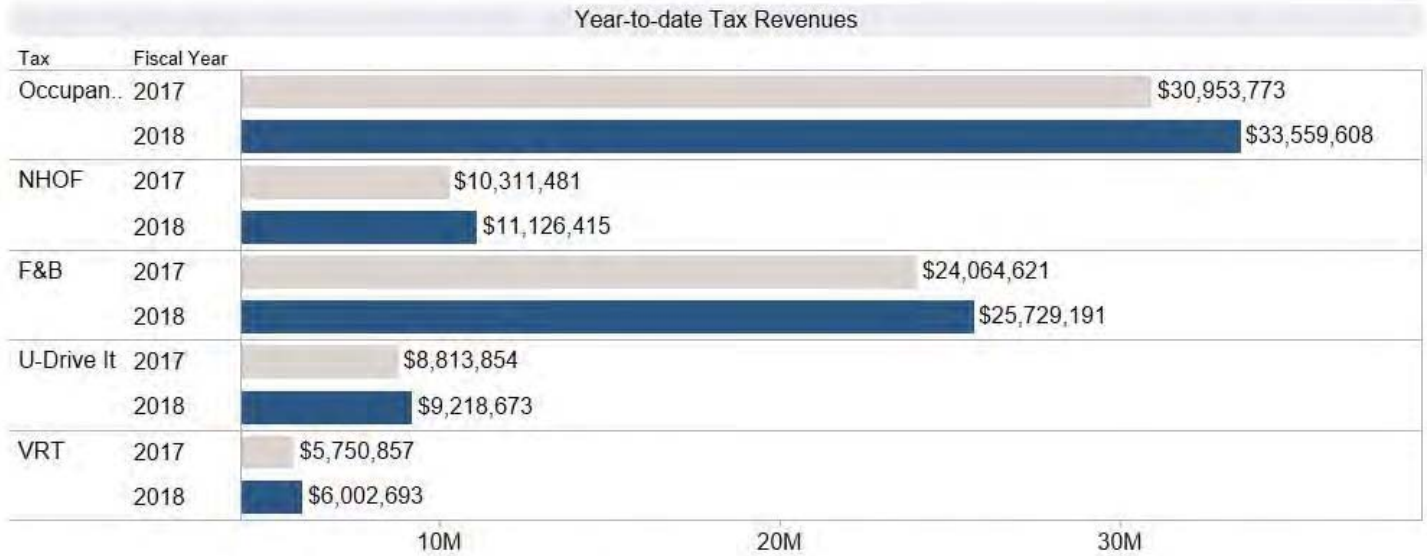
Date			Total YOY Change	Transient YOY Change	Business YOY Change	Leisure YOY Change	Group YOY Change
2018	Qtr2	May	1.2%	0.7%	0.9%	0.0%	-0.5%
		Jun	-4.1%	-1.5%	1.1%	-2.4%	-9.1%
	Qtr3	Jul	-5.9%	-3.4%	0.3%	-5.2%	-13.2%
		Aug	-1.0%	-0.2%	-4.7%	7.2%	-2.3%
		Sep	9.1%	11.7%	20.1%	11.0%	0.5%
	Qtr4	Oct	15.0%	17.7%	27.1%	19.0%	3.2%

Source: TravelClick, Destination Insights, May 4, 2018



# HOSPITALITY TAX REVENUES

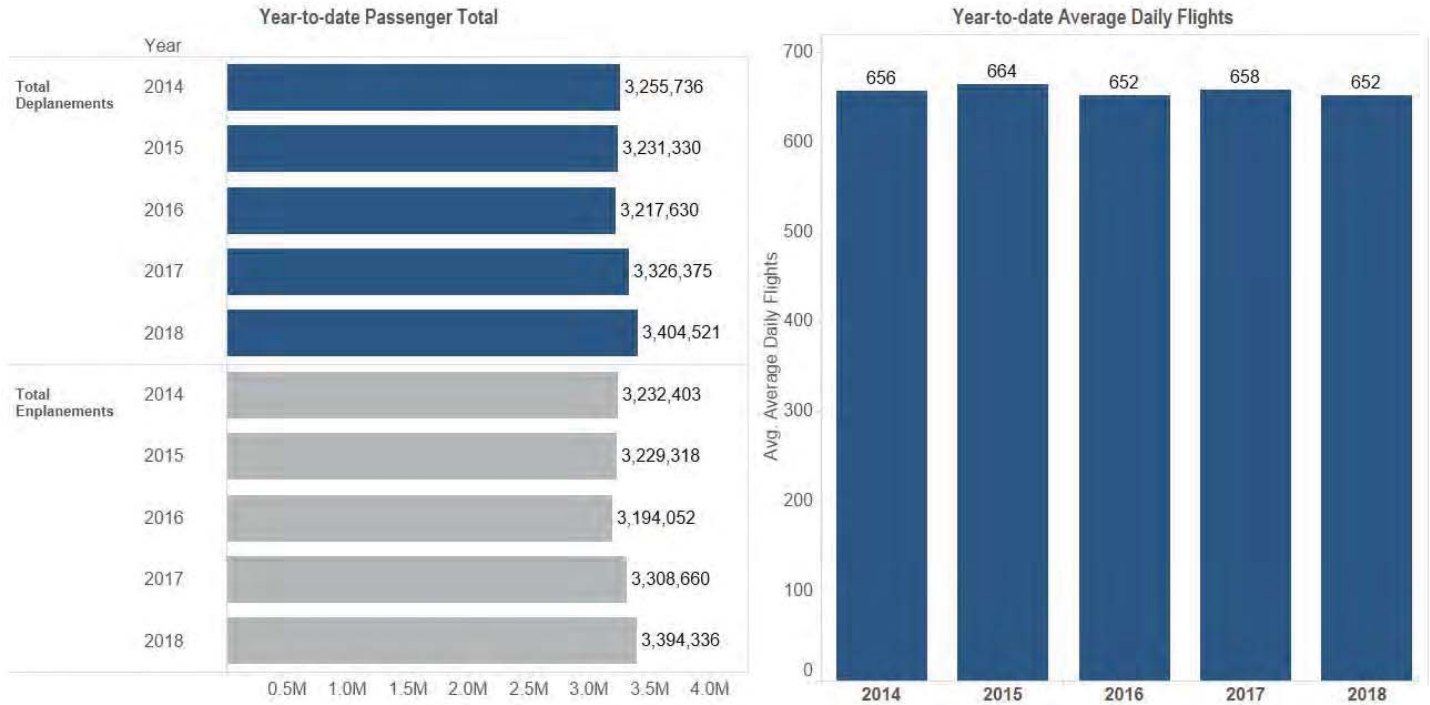
## Fiscal Year to Date 2018 (July 2017 – March 2018)



Source: Mecklenburg County Tax Office

# AIRPORT ACTIVITY

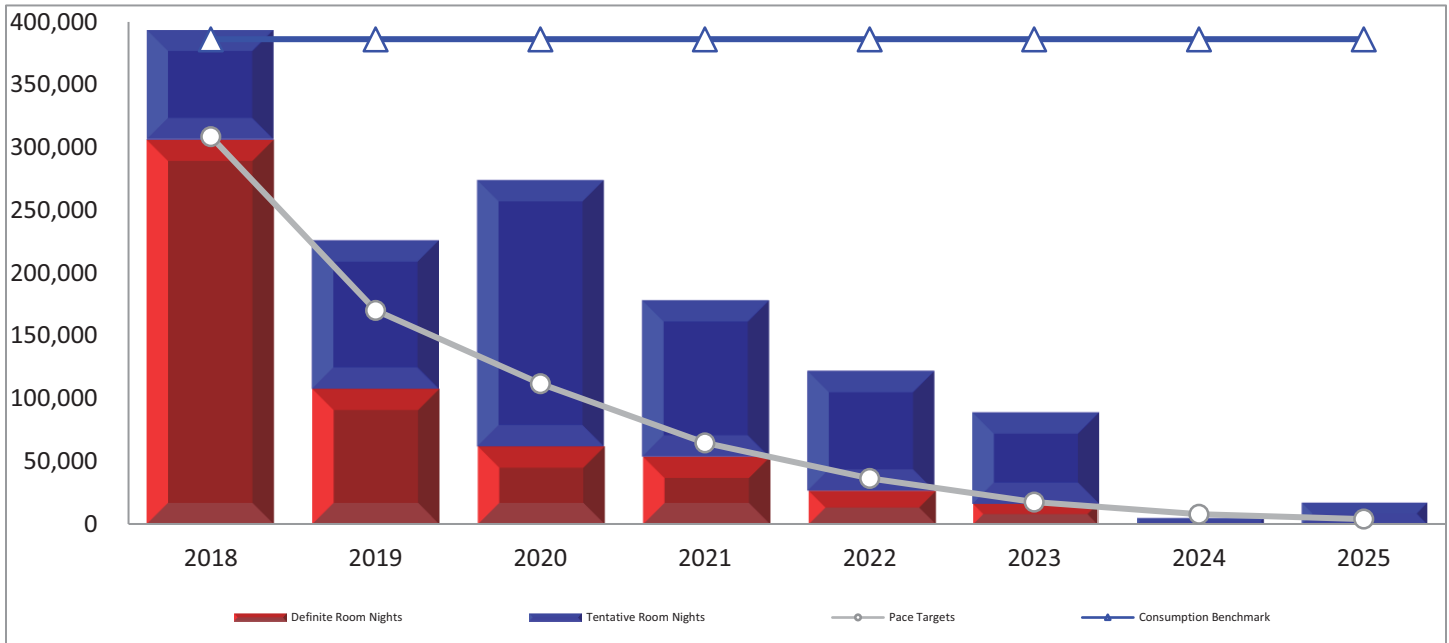
## February 2018 – Calendar Year



Source: Charlotte Douglas International Airport

# GROUP BOOKINGS

**Eight-year Pace Report - Trends Analysis Projections, LLC  
March 2018**



Room Night Pace									
	2018	2019	2020	2021	2022	2023	2024	2025	Total
<b>Charlotte Definite Room Nights</b>	305,609	107,569	61,742	53,570	26,575	16,201	0	0	<b>571,266</b>
<b>Pace Target</b>	308,594	170,132	111,735	64,578	36,421	17,513	7,705	3,895	<b>720,573</b>
<b>Pace %</b>	99%	63%	55%	83%	73%	93%	0%	0%	<b>79%</b>
<b>Tentative Room Nights</b>	87,077	117,842	211,705	124,320	95,176	72,655	4,980	17,350	<b>731,105</b>
<b>Consumption Benchmark</b>	386,262	386,262	386,262	386,262	386,262	386,262	386,262	386,262	<b>3,090,096</b>
<b>Peer Set 1 Pace %</b>	100%	100%	99%	94%	77%	90%	63%	88%	<b>96%</b>
<b>Share of Demand</b>	10%	9%	9%	9%	8%	10%	12%	4%	<b>9%</b>
<b>Share of Definite</b>	10%	5%	4%	5%	5%	4%	0%	0%	<b>6%</b>
<b>Peer Set 2 Pace %</b>	97%	90%	93%	87%	95%	85%	90%	70%	<b>91%</b>
<b>Share of Demand</b>	4%	4%	3%	3%	2%	2%	1%	0%	<b>3%</b>
<b>Share of Definite</b>	4%	2%	1%	1%	1%	1%	0%	0%	<b>2%</b>

Event Pace									
	2018	2019	2020	2021	2022	2023	2024	2025	Total
<b>Charlotte Definite Events</b>	283	53	16	14	2	1	0	0	<b>369</b>
<b>Pace Target</b>	304	68	28	13	7	0	0	0	<b>420</b>
<b>Pace %</b>	93%	78%	57%	108%	29%	100%	0%	0%	<b>88%</b>
<b>Tentative Events</b>	130	124	53	39	21	11	1	3	<b>382</b>
<b>Consumption Benchmark</b>	471	471	471	471	471	471	471	471	<b>3,768</b>
<b>Peer Set 1 Pace %</b>	110%	96%	88%	81%	69%	85%	66%	94%	<b>101%</b>
<b>Share of Demand</b>	11%	11%	9%	11%	9%	9%	11%	2%	<b>10%</b>
<b>Share of Definite</b>	11%	7%	4%	7%	2%	2%	0%	0%	<b>9%</b>
<b>Peer Set 2 Pace %</b>	105%	83%	78%	67%	66%	69%	68%	55%	<b>90%</b>
<b>Share of Demand</b>	9%	8%	7%	7%	5%	3%	3%	0%	<b>8%</b>
<b>Share of Definite</b>	7%	4%	2%	4%	1%	1%	0%	0%	<b>5%</b>

Peer Set 1 Data includes: Austin, Baltimore, Louisville, Nashville and Tampa Bay

Peer Set 2 Data Includes: Atlanta, Indianapolis, New Orleans, Orlando, Philadelphia and Washington, D.C.

**Consumption Benchmark:** 36-month rolling average. Current Consumption Benchmark includes the average 12-month consumption from April 2015 through March 2018.

**Pace Target:** Consumption amount that is currently required in order to achieve the Consumption Benchmark total for a given year. It is derived from a formula that uses five-year historical data and an eight-year forecast. Different-sized groups will book at different times, and these factors are included in the Pace Target formula.

# SALES SUMMARY

## Visit Charlotte Sales Activities Report

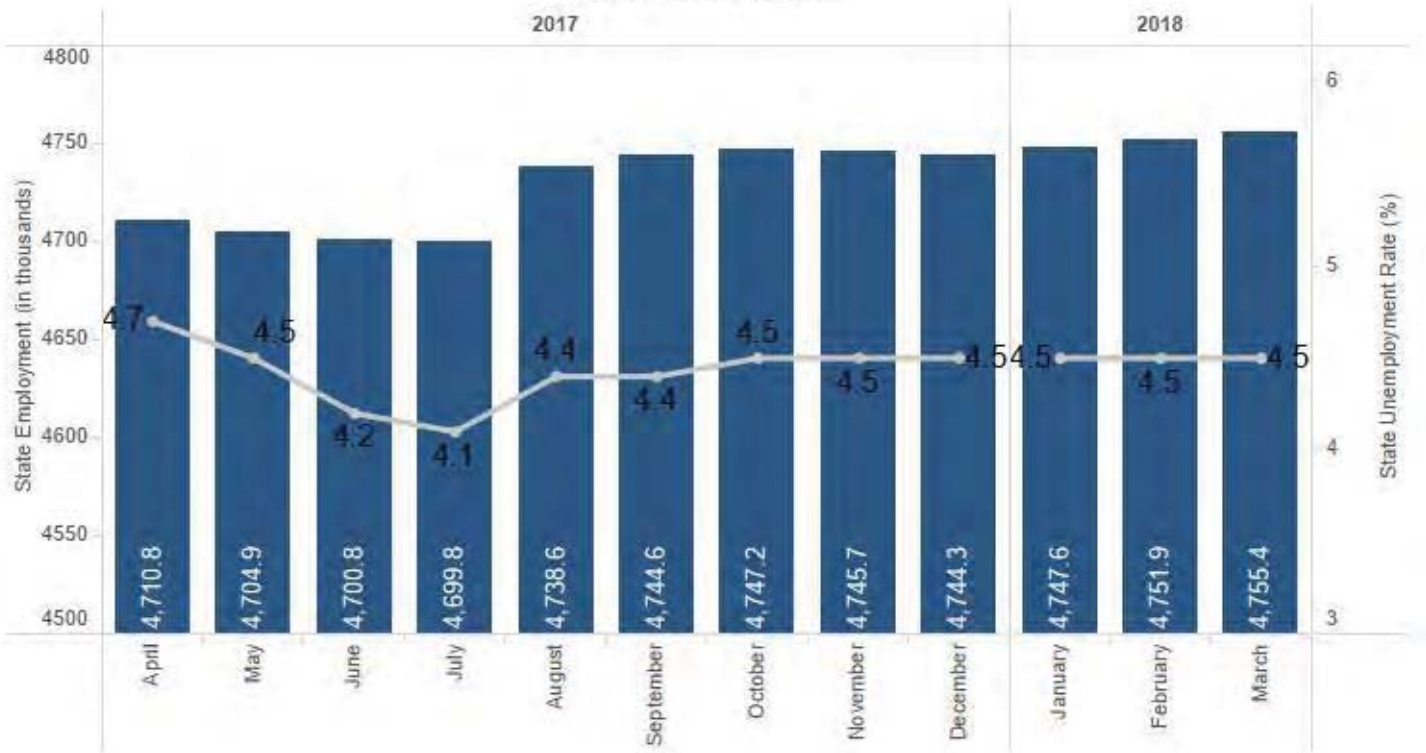
April 2018

Visit Charlotte Definite Bookings Production				
	Month of April 2018	Change from April 2017 (%)	FY18 Year-to-Date	Year-to-Date Change from FY17 (%)
<b>Total Room Night Production</b>	16,655	27.2%	310,535	12.7%
<b>Number of Definite Bookings</b>	39	11.4%	367	-1.4%
<b>Average Size of Definite Bookings</b>	427	14.2%	846	14.3%
<b>Total Attendance</b>	36,128	41.3%	625,966	73.6%
<b>Convention Center GSF Booked</b>	2.6m	100.0%	10.1m	-55.9%

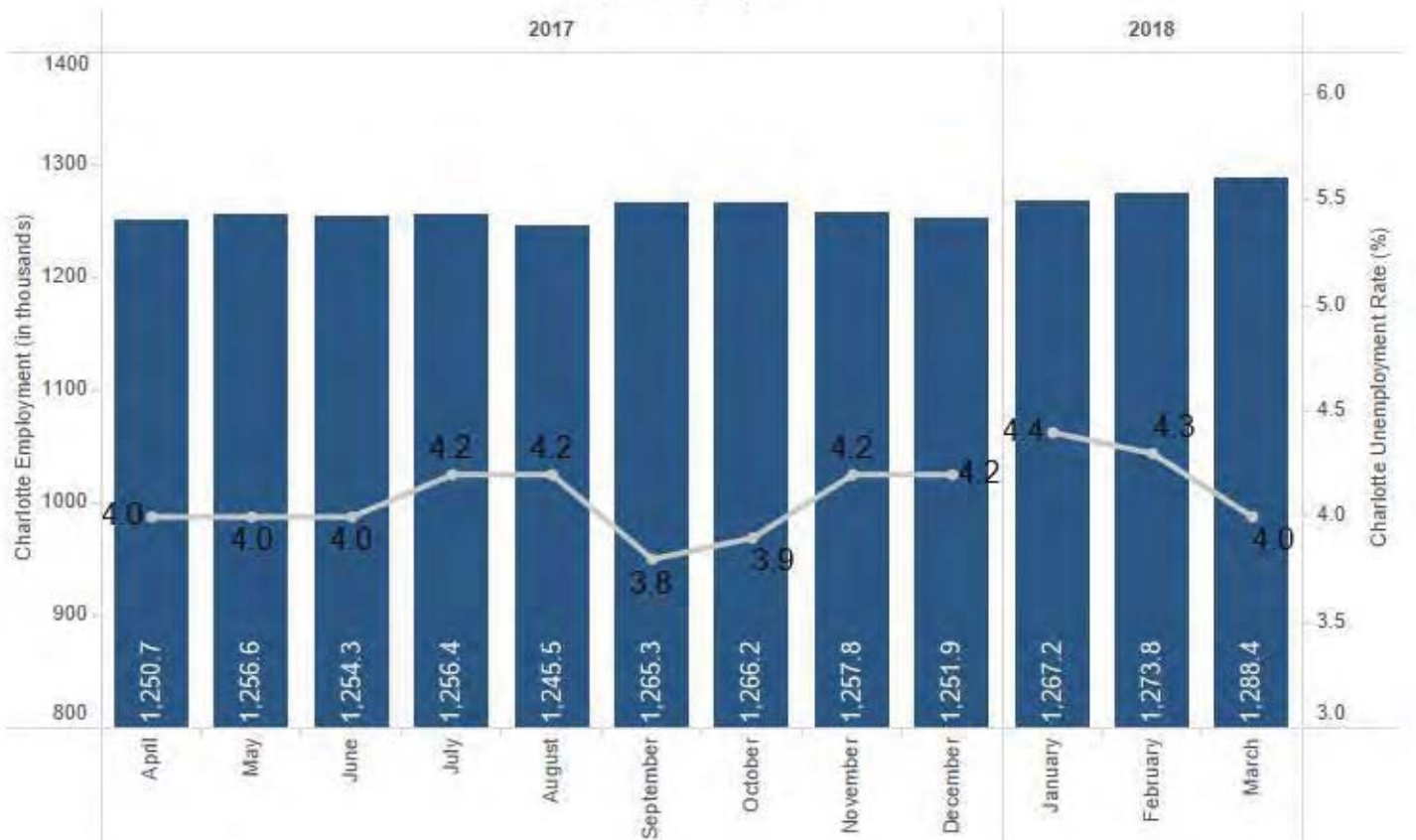
Visit Charlotte Lead Bookings Production				
	Month of April 2018	Change from April 2017 (%)	FY18 Year-to-Date	Year-to-Date Change from FY17 (%)
<b>Total Room Night Production</b>	218,359	61.4%	1,549,322	33.7%
<b>Number of Lead Bookings</b>	164	56.2%	1,173	15.5%
<b>Average Size of Lead Bookings</b>	1,331	3.3%	1,321	19.1%

# TRAVEL INDICATORS

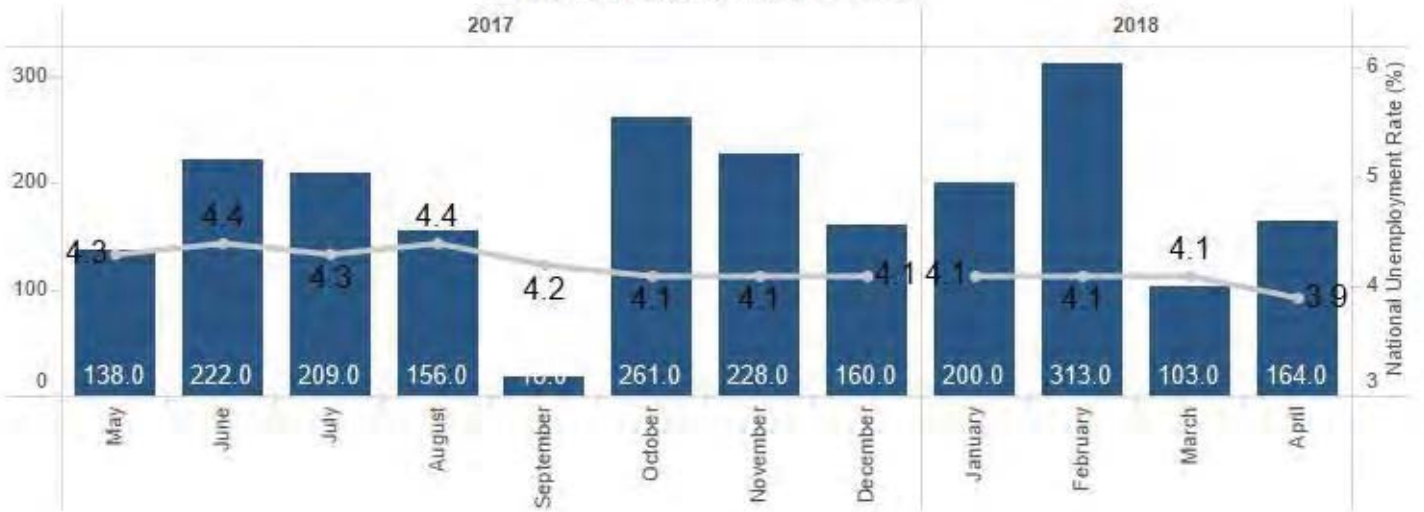
## State Employment



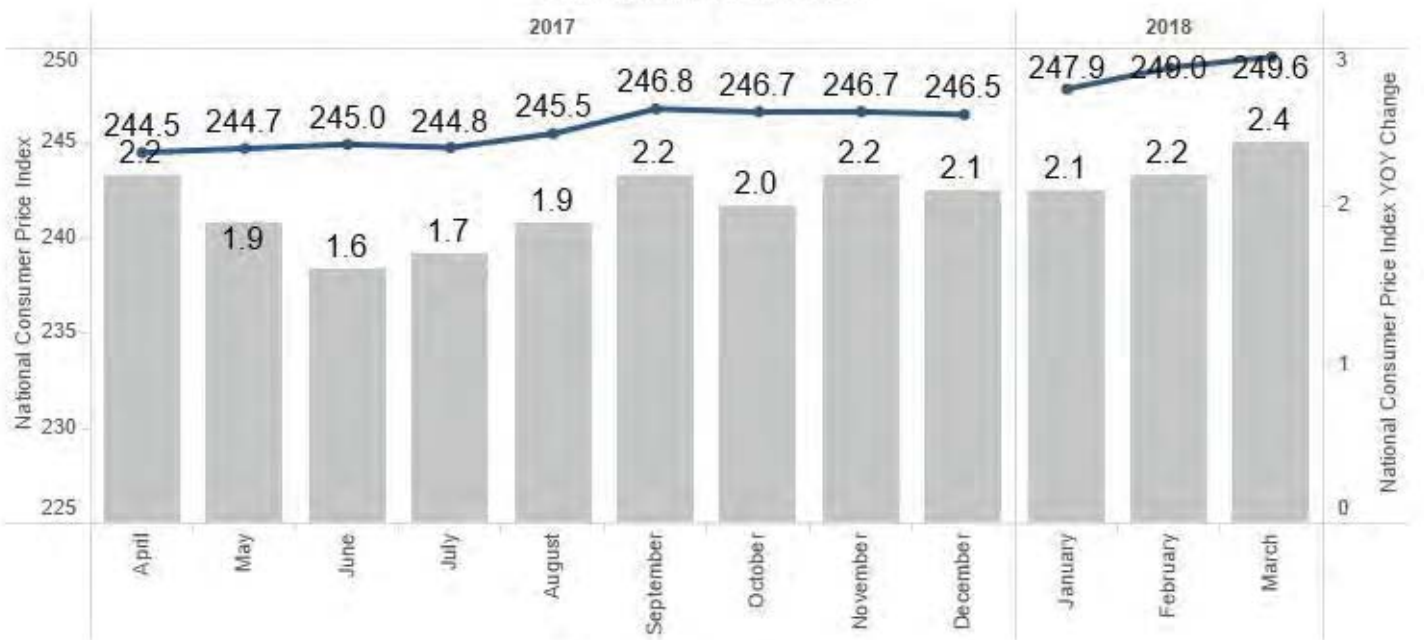
## Local Employment



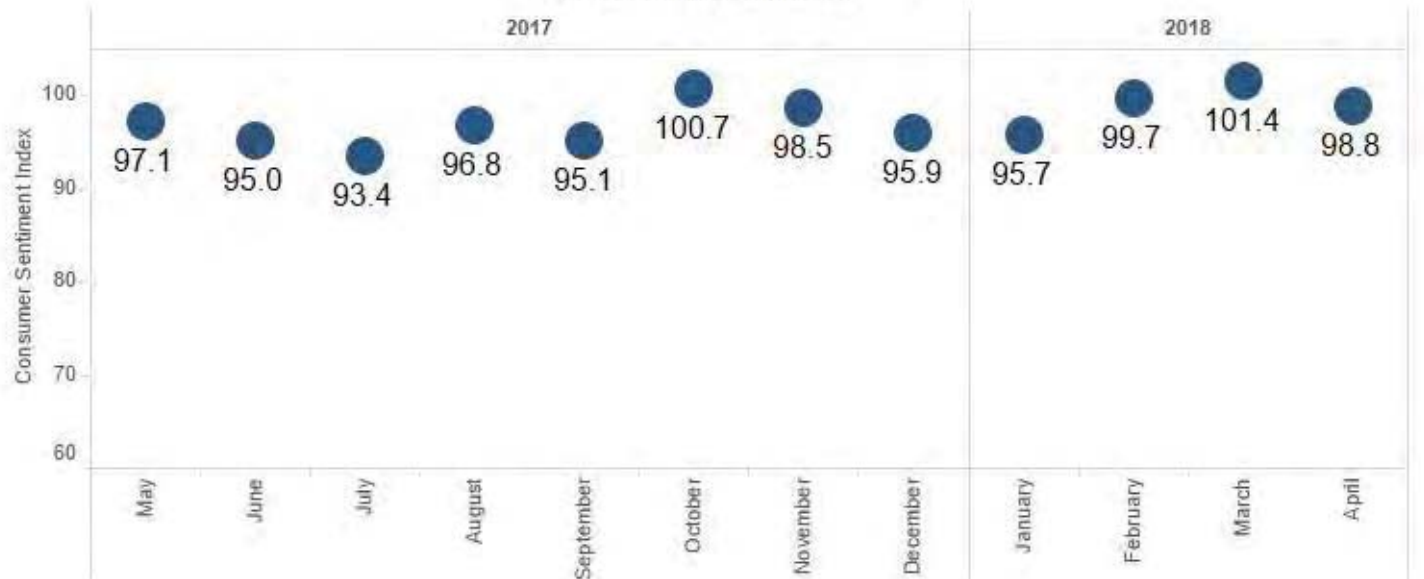
### National Employment Growth



### Consumer Price Index



### Consumer Sentiment



June 2018

**MONTHLY BAROMETER**

# CHARLOTTE

## INSIDE THIS ISSUE

P1 – Executive Summary

P2 – Highlights

P3 – Hotel Performance

P4 – Hotel Forecast

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## EXECUTIVE SUMMARY

Charlotte unemployment rates hit 3.4 percent in April, the lowest rate in nearly 18 years. Unemployment stayed under 3.4 percent for 35 months from August 1997 to June 2000, dropping as low as 2.1 percent during that stretch. Even at the height of the last economic expansion, unemployment rates fell to just 4.5 percent at their low point, and were consistently between 4.8 and 5.2 percent throughout 2007. Unemployment peaked at 12.4 percent in July 2009, but has been on a steady decline ever since.

As economic conditions continue to give consumers the confidence to spend discretionary income, it is giving employers a difficult challenge to meet growing demand with a limited workforce pipeline. The Bureau of Labor Statistics reported in April that the number of job openings surpassed the number of unemployed for the first time since this series has been reporting. There are just 0.9 unemployed persons available per open job in the U.S., and there is little evidence that the situation will improve over the short term. The number of quits was nearly double that of the number of layoffs, showing employee confidence in finding new employment.

Charlotte's impressive employment growth makes it a magnet for immigration and population growth. From 2012 to 2017 Mecklenburg County grew from 968,204 to 1,076,837, nearly 60 new people per day over a five year stretch. With a limited pool of unemployment to draw from, this trend is expected to continue as new population growth will be required to fulfill job openings locally.

*Source: BLS, U.S. Census, CRVA Research*



# HIGHLIGHTS

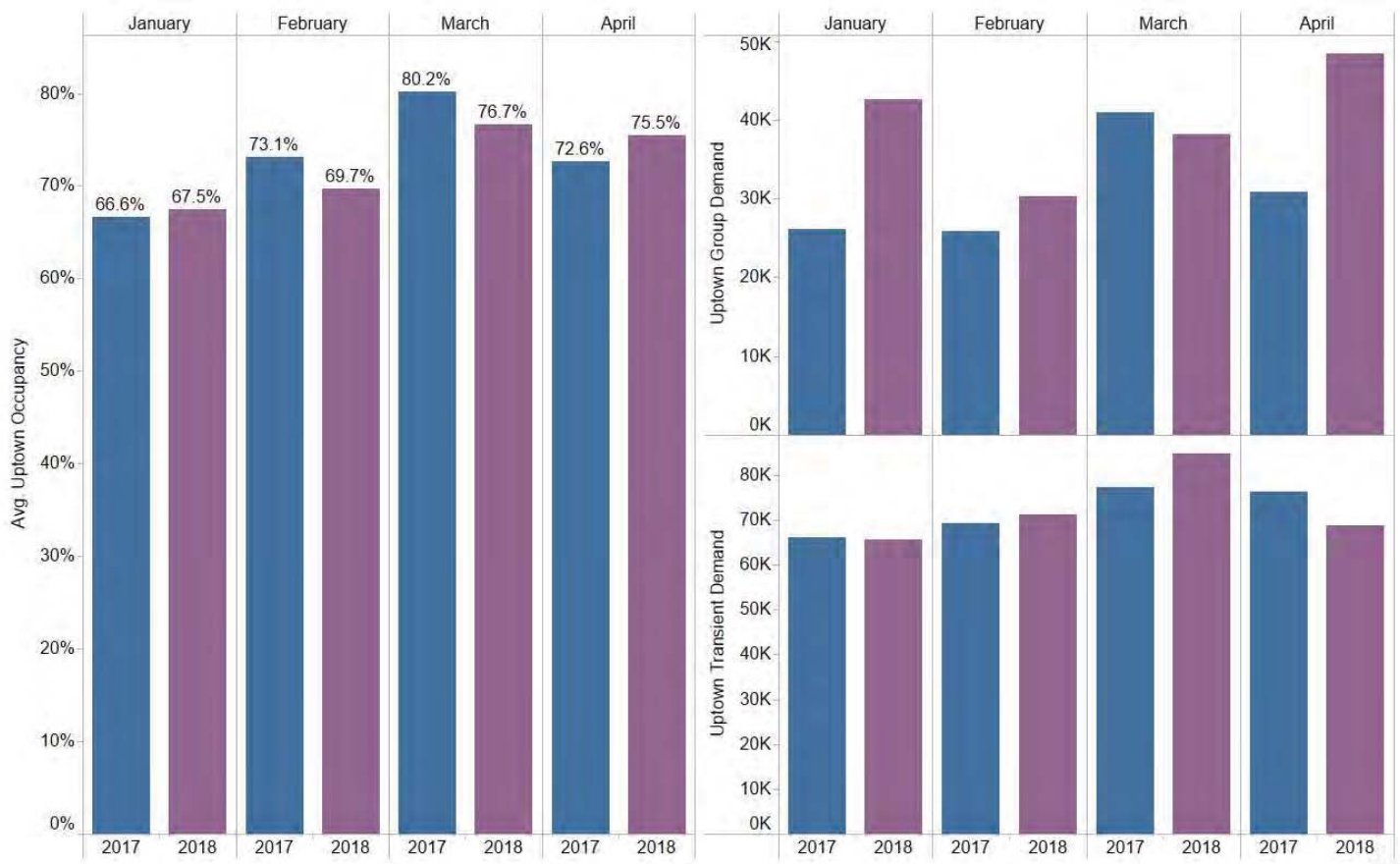
## Group demand drives performance through the first four months of the year

It has been talked about in this space at length over the past 12 months Charlotte hotel performance depends on our ability to increase demand in a new environment of much more rapid supply growth. In 2017, Mecklenburg County hotel supply grew by 5.2 percent while demand grew by just 2.1 percent. So far in 2018, the county's hotel growth is at 4.2 percent over the same time period in 2017, but demand has picked up the growth pace to 3.8 percent.

Much of the supply growth has been concentrated in the Uptown submarket, where supply grew by 9.3 percent in 2017 and 10.9 percent so far in 2018. We've demonstrated before that in periods of economic downturns or robust supply growth that the absence of new demand generators causes the Uptown submarket to pull demand from more outlying submarkets in the county. The lack of compression causes rate growth to stifle and overall performance to decline.

The great news in looking at the data thus far in 2018 is that we're seeing demand growth fill nearly all of the new supply in the Uptown submarket, causing the type of compression that stabilizes occupancy and allows ADR to continue growing. The chart below shows a month-by-month picture of hotel performance in the Uptown submarket for 2018 compared to the same month last year. Despite double-digit supply growth, occupancy outperformed 2017 in two of the four months so far, and is down just one percent overall.

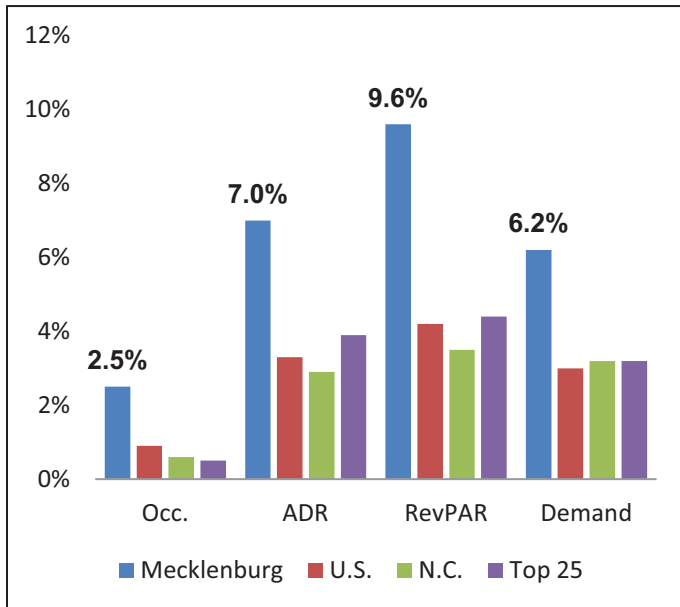
Despite making up just 20 percent of the share of supply in Mecklenburg County, the Uptown submarket has generated 67 percent of new demand for the entire county in 2018. A closer look shows that of that new demand in Uptown, 95 percent has been driven by new group business. Group demand is up 28 percent year over year, while transient demand remains relatively flat. Thus, it has been an increase in group business that has sustained occupancy in the Uptown submarket, compressed demand into other submarkets, stabilized the overall occupancy of Mecklenburg County and allowed rates to continue strong growth in 2018. The outlook for the remainder of 2018 is that group demand will continue to be positive over 2017, but it is unlikely to sustain the growth we've seen over the first four months of the year. Overall demand will need to continue to grow in order to sustain performance throughout the year.



Source: STR

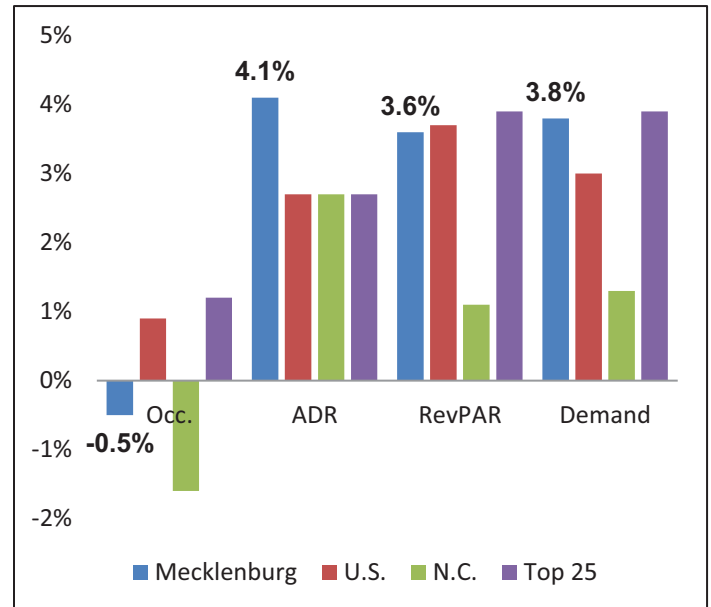
## HOTEL PERFORMANCE

April 2018 – April 2017  
Percentage Change



Source: STR

Calendar Year 2018  
Percentage Change

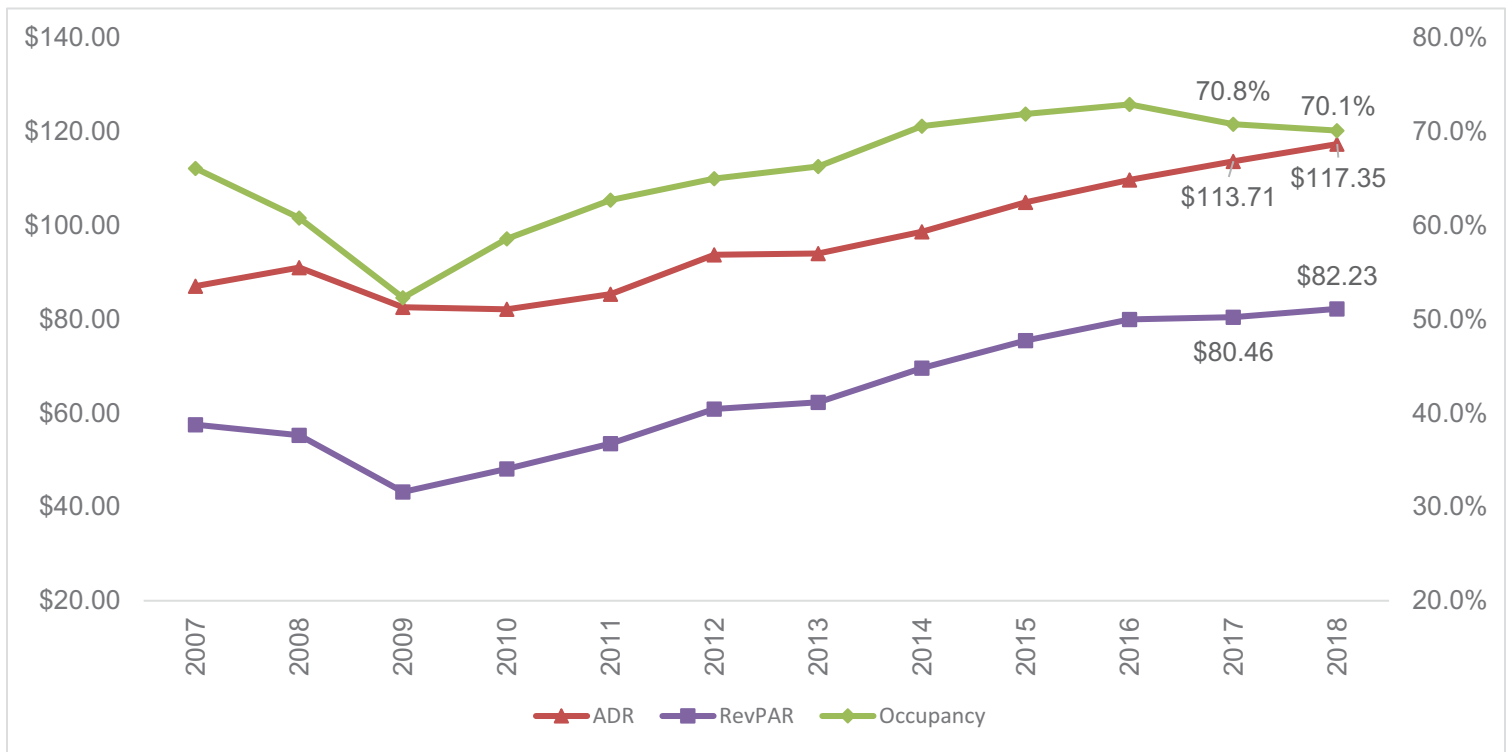


### Detailed Hotel Performance

		April 2018			2018 Year-to-Date		
		Occ. (%)	ADR (\$)	RevPAR (\$)	Occ. (%)	ADR (\$)	RevPAR (\$)
<b>Mecklenburg</b>	2018	75.0	118.35	88.77	69.8	118.28	82.50
	2017	73.2	110.66	80.98	70.1	113.59	79.60
<b>N.C.</b>	2018	68.6	106.40	72.95	60.2	99.87	60.13
	2017	68.2	103.41	70.47	61.2	97.25	59.49
<b>U.S.</b>	2018	67.9	130.33	88.54	63.2	128.19	81.00
	2017	67.3	126.20	84.96	62.6	124.78	78.12
<b>Top 25</b>	2018	76.9	161.17	123.89	72.7	154.72	112.50
	2017	76.5	155.13	118.71	71.9	150.64	108.25

# HOTEL FORECAST

## Mecklenburg County Year-end Projection



## 6-Month Committed Room Nights Outlook

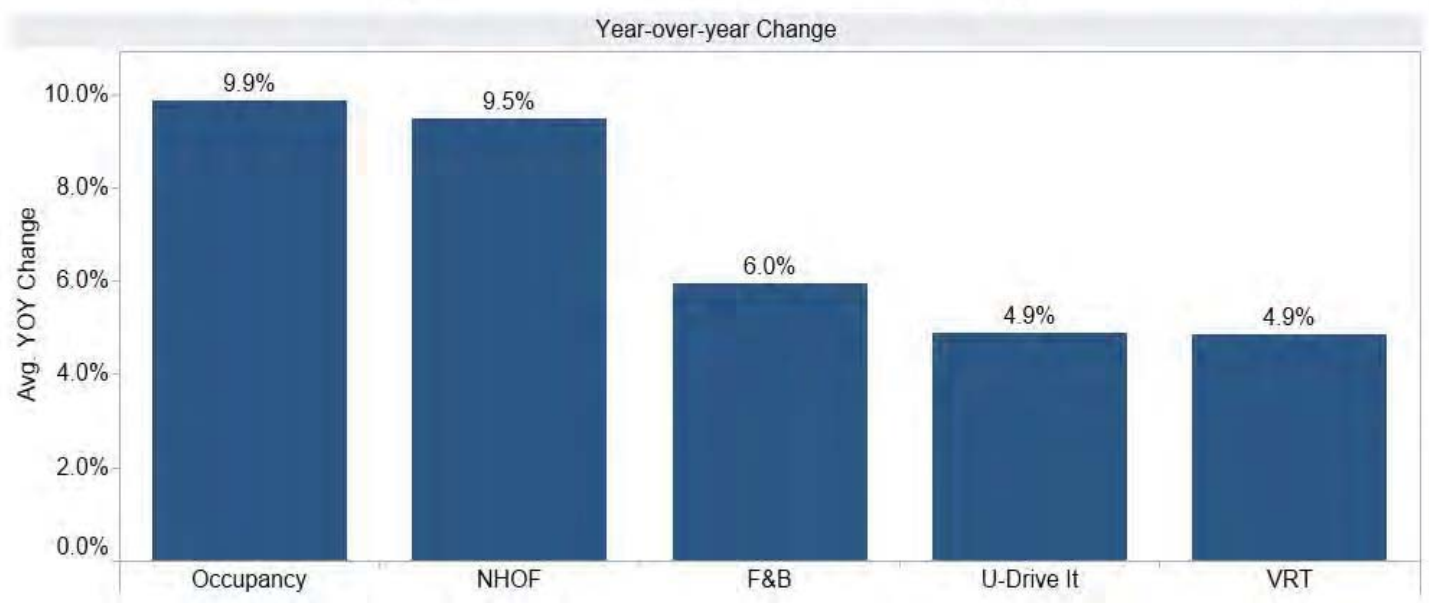
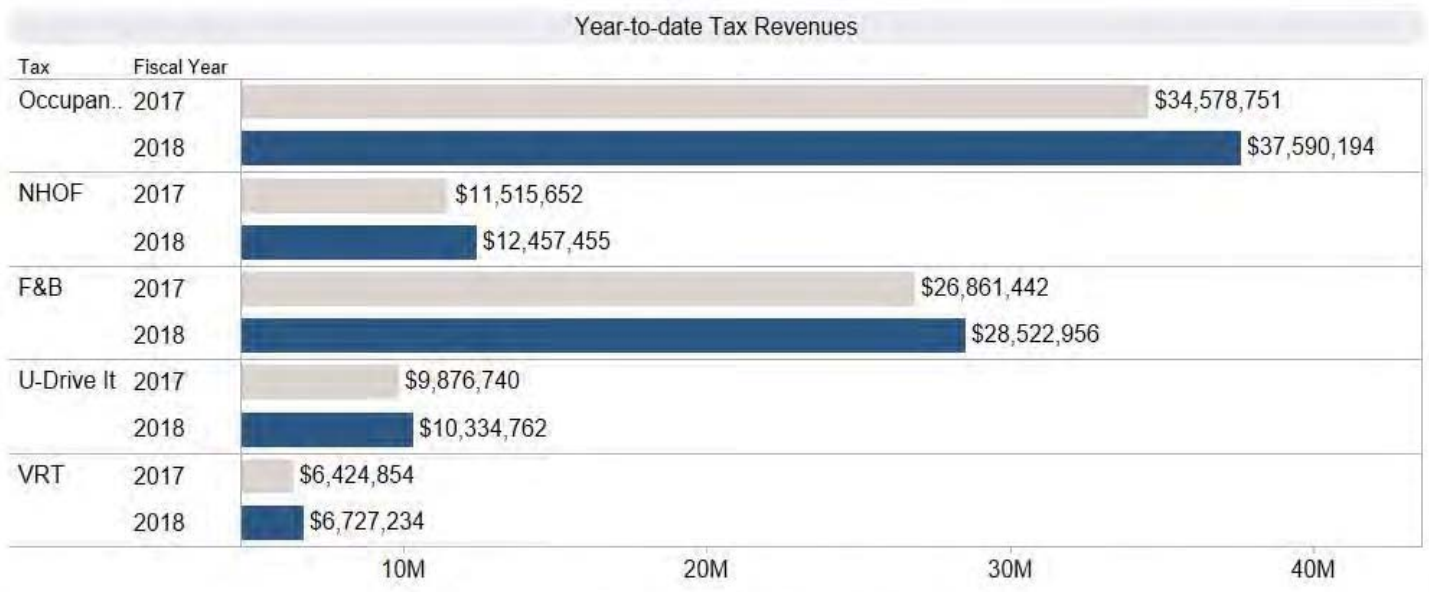
			Occupancy Outlook					
Date			Committed Occupancy	Total YOY Change	Transient YOY Change	Business YOY Change	Leisure YOY Change	Group YOY Change
2018	Qtr2	May	55.2%	-3.2%	-5.4%	-5.9%	-6.2%	8.8%
		Jun	43.6%	-5.4%	-8.0%	-13.9%	-1.6%	-1.6%
	Qtr3	Jul	23.4%	-29.1%	-22.4%	-35.2%	-16.2%	-32.5%
		Aug	18.1%	-23.0%	-32.7%	-54.1%	-19.1%	-18.7%
		Sep	19.5%	16.3%	39.6%	-6.0%	53.3%	9.9%
	Qtr4	Oct	18.9%	16.0%	2.1%	-21.0%	23.6%	18.6%

			ADR Outlook				
Date			Total YOY Change	Transient YOY Change	Business YOY Change	Leisure YOY Change	Group YOY Change
2018	Qtr2	May	-1.1%	-0.6%	-1.5%	-1.6%	-4.0%
		Jun	-2.4%	-0.5%	0.6%	-3.6%	-6.6%
	Qtr3	Jul	-6.3%	-4.9%	-3.0%	-7.1%	-10.9%
		Aug	-2.0%	-2.1%	-5.1%	2.8%	-2.8%
		Sep	9.2%	9.8%	16.9%	5.8%	9.3%
	Qtr4	Oct	16.4%	17.2%	23.0%	19.3%	11.9%

Source: TravelClick, Destination Insights, June 1, 2018

# HOSPITALITY TAX REVENUES

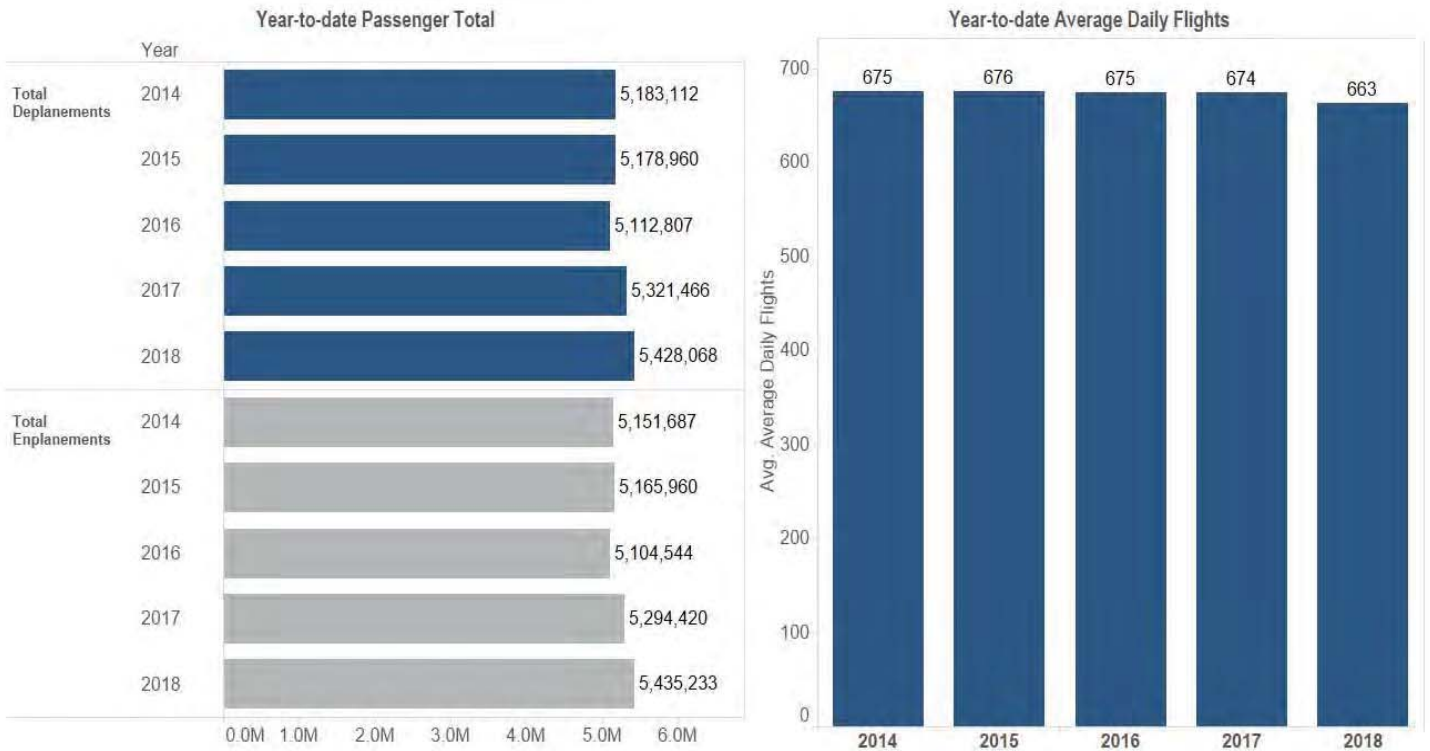
## Fiscal Year to Date 2018 (July 2017 – April 2018)



Source: Mecklenburg County Tax Office

# AIRPORT ACTIVITY

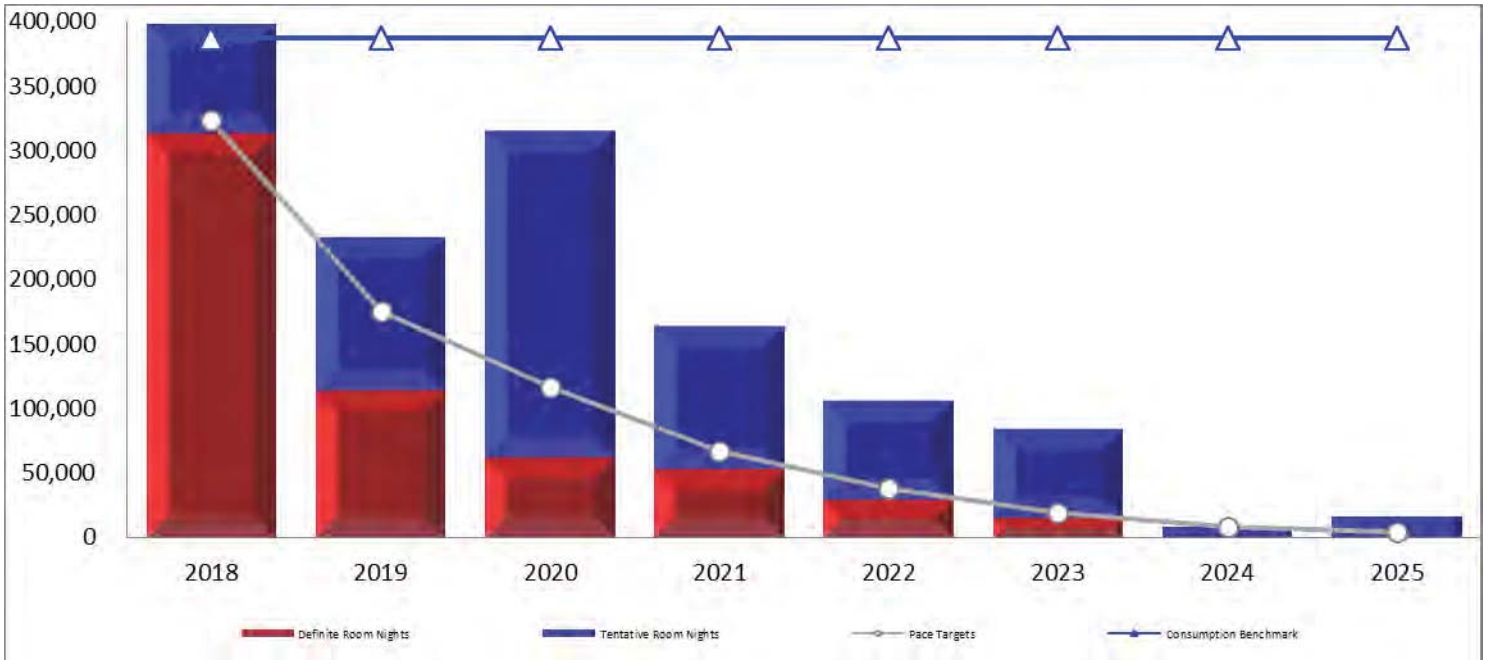
## March 2018 – Calendar Year



Source: Charlotte Douglas International Airport

# GROUP BOOKINGS

**Eight-year Pace Report - Trends Analysis Projections, LLC  
April 2018**



Room Night Pace									
	2018	2019	2020	2021	2022	2023	2024	2025	Total
<b>Charlotte Definite Room Nights</b>	313,253	114,938	62,857	53,570	30,177	16,201	0	0	<b>590,996</b>
<b>Pace Target</b>	323,837	175,302	116,643	67,310	38,229	18,707	8,141	4,000	<b>752,169</b>
<b>Pace %</b>	97%	66%	54%	80%	79%	87%	0%	0%	<b>79%</b>
<b>Tentative Room Nights</b>	84,675	118,217	252,308	110,940	76,298	68,960	8,815	17,350	<b>737,563</b>
<b>Consumption Benchmark</b>	387,230	387,230	387,230	387,230	387,230	387,230	387,230	387,230	<b>3,097,840</b>
<b>Peer Set 1 Pace %</b>	100%	100%	99%	93%	80%	89%	61%	84%	<b>96%</b>
<b>Share of Demand</b>	10%	9%	9%	9%	9%	10%	11%	4%	<b>9%</b>
<b>Share of Definite</b>	10%	5%	4%	5%	5%	4%	0%	0%	<b>6%</b>
<b>Peer Set 2 Pace %</b>	97%	91%	92%	89%	97%	85%	89%	72%	<b>91%</b>
<b>Share of Demand</b>	4%	4%	3%	3%	2%	2%	2%	0%	<b>3%</b>
<b>Share of Definite</b>	4%	2%	1%	1%	1%	1%	0%	0%	<b>2%</b>

Event Pace									
	2018	2019	2020	2021	2022	2023	2024	2025	Total
<b>Charlotte Definite Events</b>	311	62	17	14	3	1	0	0	<b>408</b>
<b>Pace Target</b>	334	75	31	13	7	0	0	0	<b>460</b>
<b>Pace %</b>	93%	83%	55%	108%	43%	100%	0%	0%	<b>89%</b>
<b>Tentative Events</b>	122	142	67	38	21	10	1	3	<b>404</b>
<b>Consumption Benchmark</b>	469	469	469	469	469	469	469	469	<b>3,752</b>
<b>Peer Set 1 Pace %</b>	110%	98%	88%	80%	71%	90%	57%	88%	<b>102%</b>
<b>Share of Demand</b>	11%	11%	9%	11%	9%	9%	11%	2%	<b>10%</b>
<b>Share of Definite</b>	11%	7%	4%	7%	3%	2%	0%	0%	<b>9%</b>
<b>Peer Set 2 Pace %</b>	103%	83%	78%	68%	64%	68%	67%	55%	<b>89%</b>
<b>Share of Demand</b>	9%	9%	7%	7%	5%	4%	3%	0%	<b>8%</b>
<b>Share of Definite</b>	7%	4%	2%	3%	1%	1%	0%	0%	<b>6%</b>

Peer Set 1 Data includes: Austin, Baltimore, Louisville, Nashville and Tampa Bay

Peer Set 2 Data Includes: Atlanta, Indianapolis, New Orleans, Orlando, Philadelphia and Washington, D.C.

**Consumption Benchmark:** 36-month rolling average. Current Consumption Benchmark includes the average 12-month consumption from May 2015 through April 2018.

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# SALES SUMMARY

## Visit Charlotte Sales Activities Report

May 2018

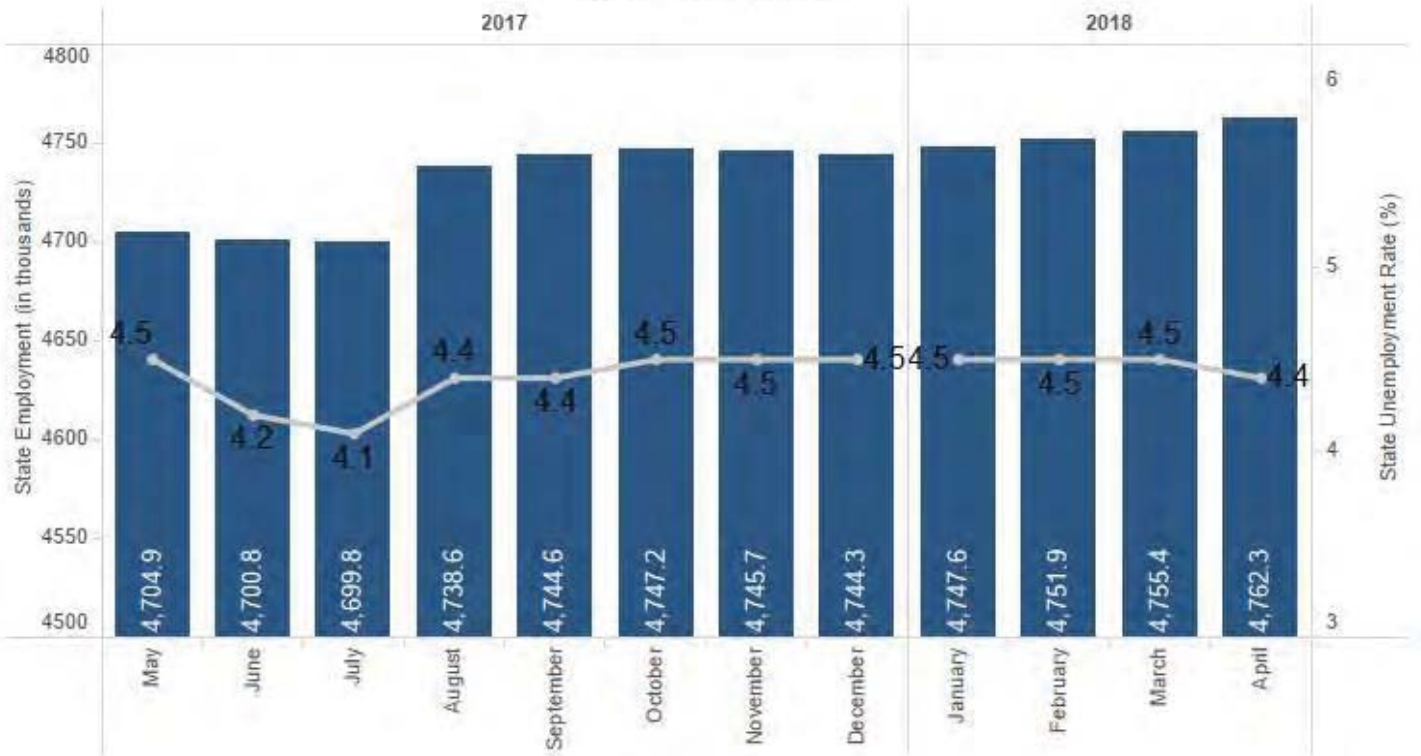
Visit Charlotte Definite Bookings Production				
	Month of May 2018	Change from May 2017 (%)	FY18 Year-to-Date	Year-to-Date Change from FY17 (%)
<b>Total Room Night Production</b>	24,192	-35.6	332,690	7.4
<b>Number of Definite Bookings</b>	38	52.0	405	18.4
<b>Average Size of Definite Bookings</b>	900	-40.1	821	-9.4
<b>Total Attendance</b>	28,465	29.0	654,431	83.7
<b>Convention Center GSF Booked</b>	0.2m	0.0	10.3m	-53.2

Visit Charlotte Lead Bookings Production				
	Month of May 2018	Change from May 2017 (%)	FY18 Year-to-Date	Year-to-Date Change from FY17 (%)
<b>Total Room Night Production</b>	131,826	-16.8	1,753,583	27.5
<b>Number of Lead Bookings</b>	132	24.5	1,332	15.8
<b>Average Size of Lead Bookings</b>	999	33.1	1,316	10.0

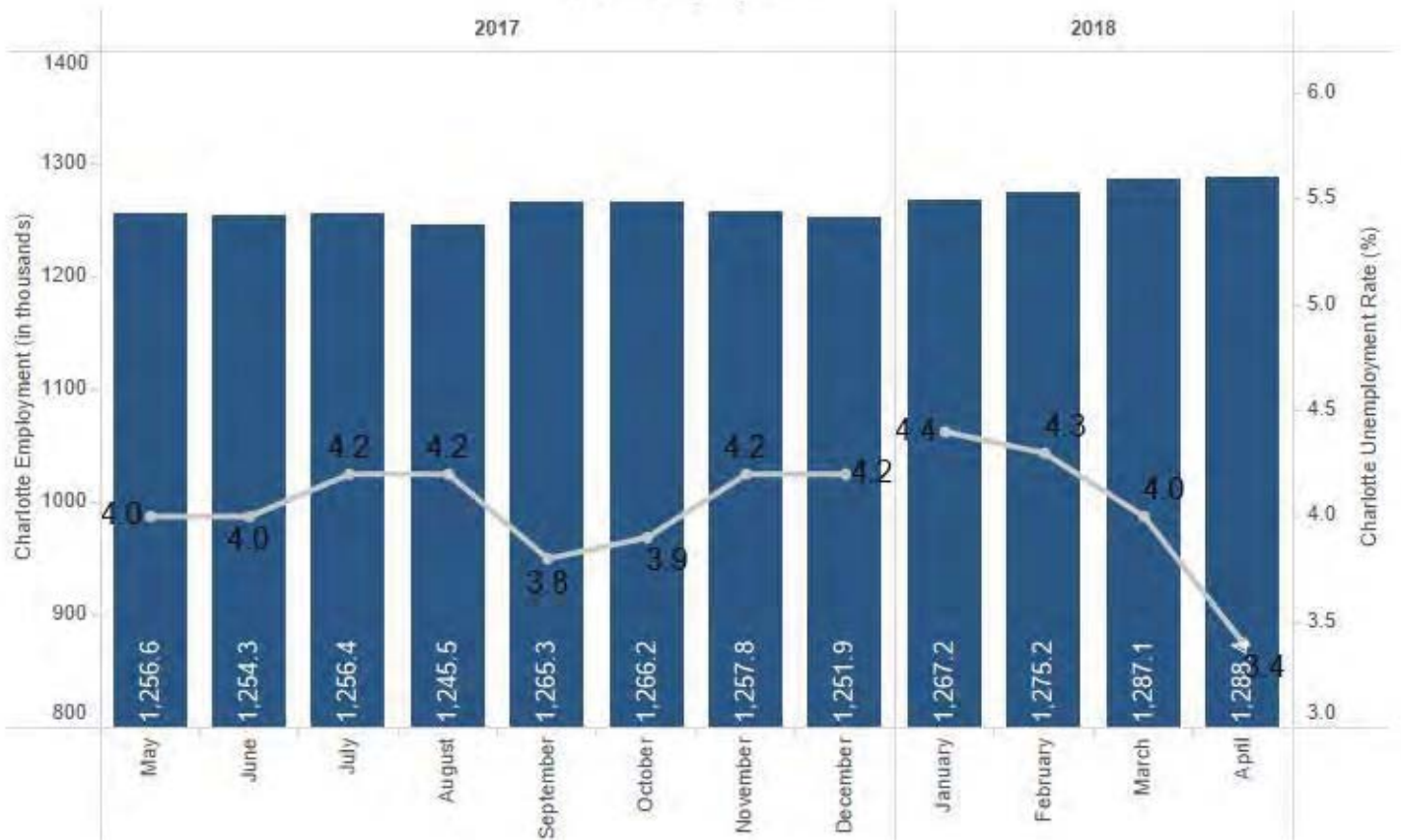


# TRAVEL INDICATORS

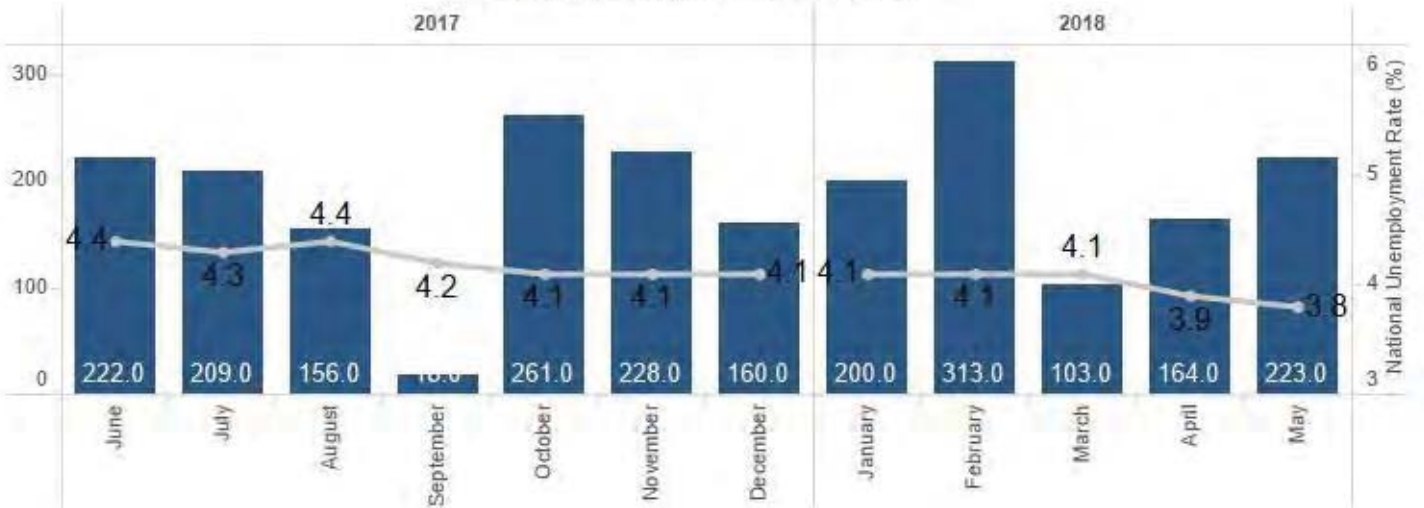
## State Employment



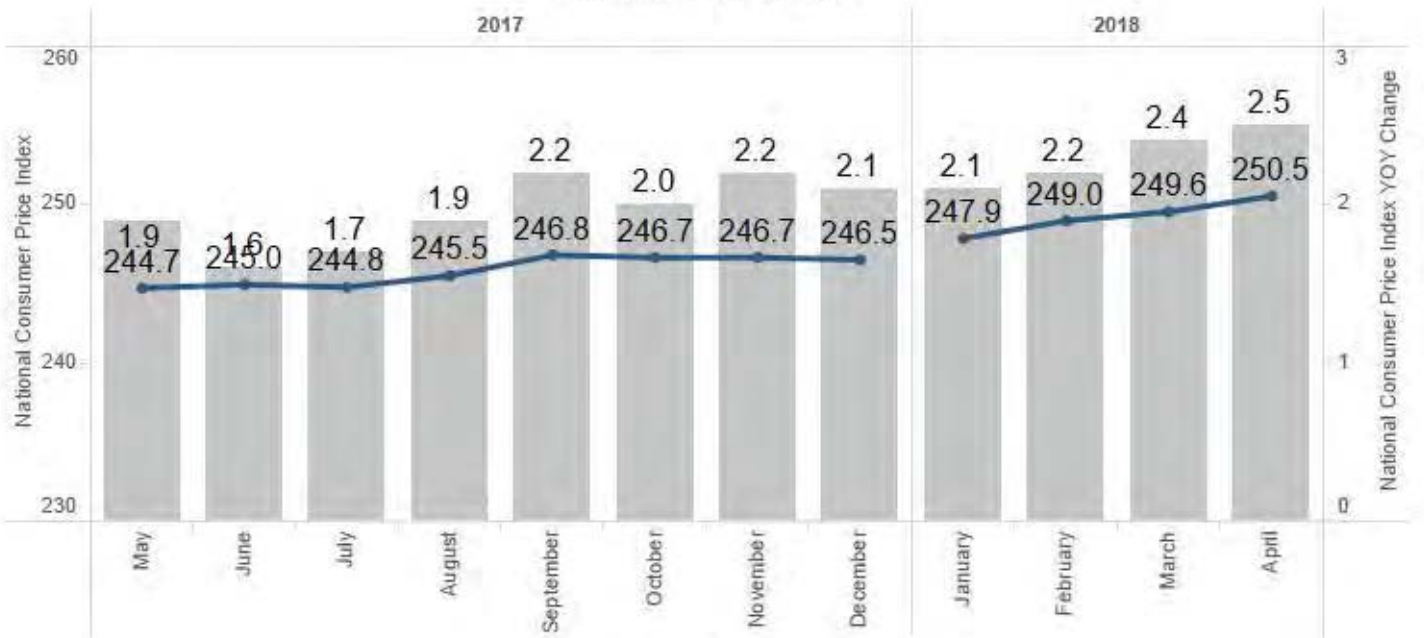
## Local Employment



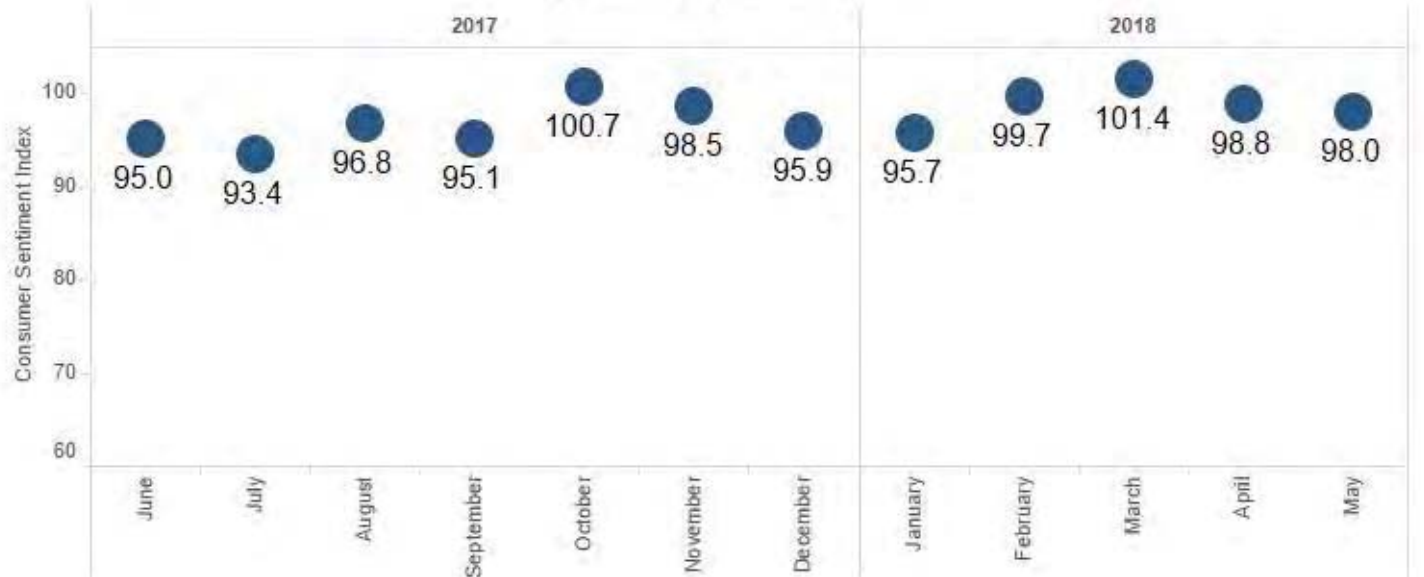
### National Employment Growth



### Consumer Price Index



### Consumer Sentiment





## CRVA MARKETING/COMMUNICATIONS

April/May 2018

Submitted by Gina Sheridan

### CHARLOTTE BRAND: NEW TELEVISION SPOTS

To complement the existing creative elements of the brand, the CRVA has created new television spots. The new spots focus on “Soul” to highlight nightlife and entertainment, “Wander” for outdoor recreation, “Encounters” for arts and culture, and “Uniquely Charlotte” for the one-of-a-kind experiences found in the Queen City. These new spots add to the existing suite of ads including “Craft” for craft beer and “Homegrown” for culinary. While the full suite of all new and existing television spots are largely 15-second spots, two are 30-second spots. The spots will begin integrating into the current media buys being trafficked in target markets below, complementing out-of-home advertising such as digital billboards and transit, and digital pre-roll (pre-roll ads are promotional video messages that play before the online content the user has selected).

As with all facets of the brand evolution, the new spots emphasize memorable experiences over assets, game-changing people over places and the soul of the city over its picturesque skyline.



(Clockwise from top left: Television spot frames from “Uniquely Charlotte,” “Encounters,” “Soul”



TV spots are currently targeting these markets:

- |  |               |
|--|---------------|
| 1. Charlotte                           | 7. Roanoke    |
| 2. Charleston                          | 8. Richmond   |
| 3. Greensboro/High Point/Winston-Salem | 9. Norfolk    |
| 4. Raleigh/Durham                      | 10. Nashville |
| 5. Greenville/Spartanburg/Anderson     | 11. Memphis   |
| 6. Columbia                            | 12. Atlanta   |
|  | 13. Savannah  |

### 2018 NC BEER MONTH

In April 2018, the CRVA participated in the fifth annual NC Beer Month, an initiative led by Visit NC designed to showcase the depth and appeal of the craft beer community statewide. The CRVA Marketing & Communications Department activated on a variety of different platforms to promote Charlotte's craft beer scene. One of the primary centerpieces of NC Beer Month is the distribution of promotional items bearing Charlotte branding. The main goal is to gain exposure for Charlotte-area breweries and position the Charlotte region as a premier craft beer destination.

The CRVA teamed up with HMSHost again this year and expanded its footprint to provide passengers at Charlotte Douglas International Airport a tasting of Charlotte's craft beer. NoDa Brewing Co., Birdsong Brewery, The Olde Mecklenburg Brewery, Sugar Creek Brewing Company and Unknown Brewery assisted in conducting the craft beer tastings at three locations in Charlotte Douglas International Airport, which included 1897 Market (Main Concourse), Whiskey River (Concourse E) and Carolina Beer Company (Concourse D). The tastings took place every Friday during the month of April. More than 1,000 airport visitors stopped by the tasting booth to sample local craft beer and sign-up to win the "Ultimate Craft Beer Weekend in Charlotte."

Members of Marketing & Communications were onsite to welcome guests and promote Charlotte. More than 5,000 Charlotte-branded pint glasses and T-shirts were distributed to local breweries and bottle shops, as well as handed out during the airport tastings.



(Above: Beer tastings at Charlotte Douglas International Airport throughout the month of April.)

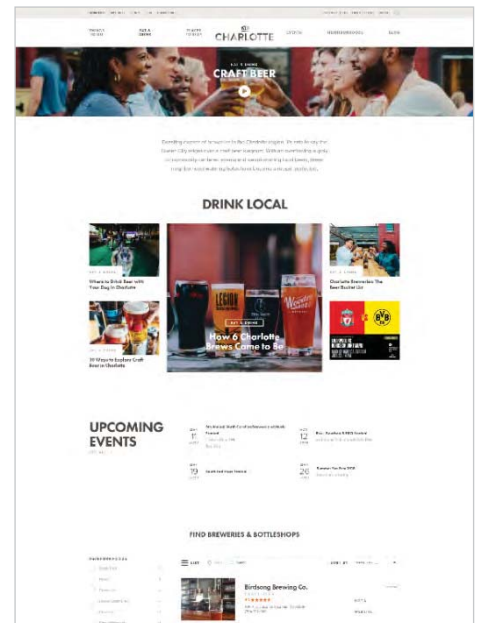


Owned media was used to lend additional support for NC Beer Month.

- Charlotte Happenings (right) featured the annual “Craft Beer Issue” with enriching content and photos. With 25,000 copies distributed, features included “Behind the Beer” (an in-depth look six unique Charlotte crafted brews) and “The Hops & The Hound” (where to drink with your dogs).
- Charlotte Happenings email newsletter was distributed to 64,614 opt-in subscribers and featured additional craft beer related content. April’s newsletter had a 19 percent open rate and 29 percent unique clicks.
- Once again, this year cltontap.com was the source for everything craft beer in Charlotte. This vanity URL drives traffic to a section of charlottesgotalot.com serving up craft beer related content. cltontap.com (charlottesgotalot.com/craft-beer). The page saw 18,000 page views for beer related content

On social media, the team conducted the Third Annual CLT Clash of the Crafts 2018 Beer Bracket. Fans submitted over 13,000 votes during the competition, demonstrating the universal appeal of the content. Additional social engagement included:

- NC Beer Month Facebook posts resulted in 1,046 likes, comments and shares and was seen by 54.6K fans
- NC Beer Month Twitter posts resulted in 655 clicks, replies, likes and retweets
- NC Beer Month & Charlotte Brewery takeovers resulted in 49+ Instagram posts and 15,496 likes for Charlotte’s got a lot
- Over 312 Instagram posts total using #cltontap (including Charlotte’s got a lot posts and user-generated content)
- 12 NC Beer Month Twitter & Instagram Social Takeover participants: NoDa Brewing Company, Lenny Boy Brewing Co., Legion Brewing, Sycamore Brewing, Birdsong Brewing Co., The Unknown Brewing Company, GoodRoad CiderWorks, Jamaican Hops Fest, The Olde Mecklenburg Brewery, Wooden Robot Brewery, Triple C Brewing Company, Sugar Creek Brewing





Media pitching has long been a staple in the success of garnering earned media in top travel- and craft beer-focused publications. This year's efforts included writers such as Mike Jordan (Thrillist), Jessica Davenport (DRAFT magazine), Ben Keene (BeerAdvocate), Daniel Hartis (All About Beer), Jess Baker (Craftbeer.com) and Carlo Alcos (Matador Network). In addition, the team hosted travel/beer writer Jenn Rice (USA Today – Food & Wine). Additional traction via writer/influencer social media channels garnered hundreds of "likes" and engagement from like-minded followers who also share an appreciation for craft beer.

### **NASCAR HALL OF FAME CLASS OF 2019 VOTING DAY**

Marketing/Communications partnered with NASCAR's Integrated Marketing/Communications to support efforts that promoted the NASCAR Hall of Fame's Voting Day on Wednesday, May 23, 2018. Coverage was heavy across NASCAR-targeted media outlets including USA Today, The Charlotte Observer, FoxSports.com, NBCSports.com and NASCAR.com. A sampling of headlines includes the following below:

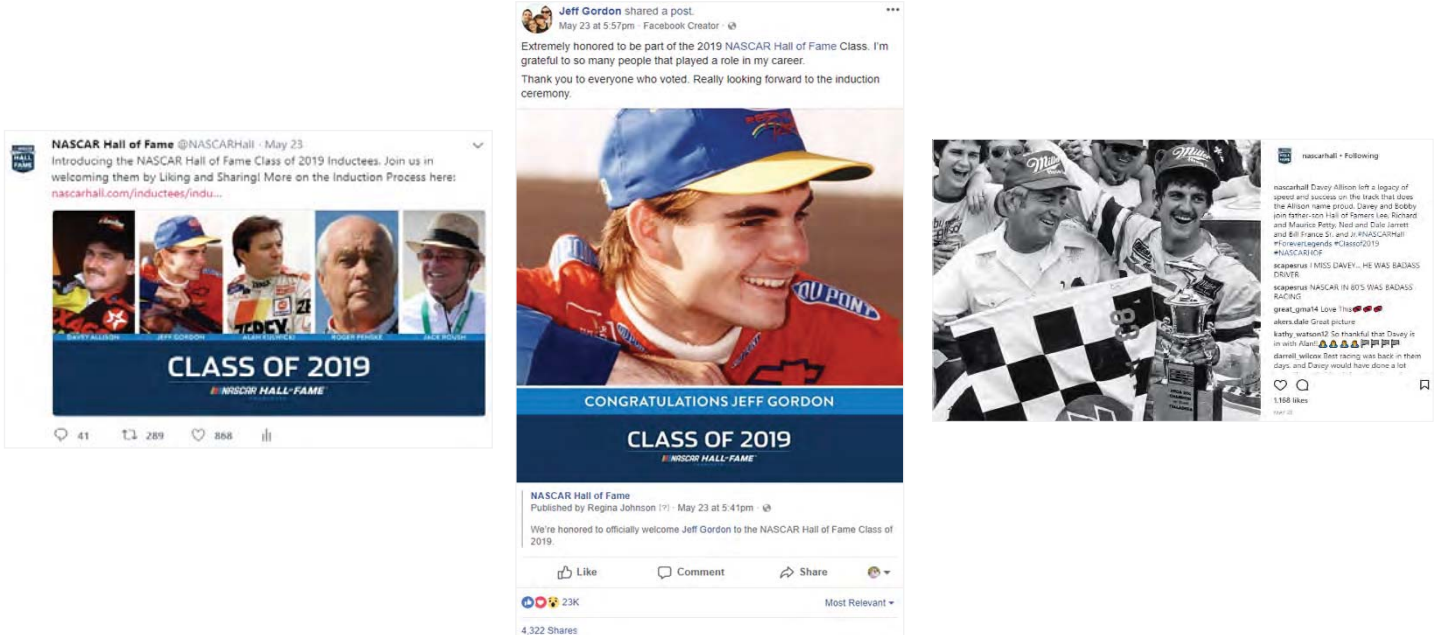
- USA Today: "2018 NASCAR Hall of Fame class"
- The Charlotte Observer: "Hall of Famer Robert Yates proved that professor wrong, and then some, as NASCAR icon"
- FoxSports.com: "Jeff Gordon celebrates each member of the 2019 NASCAR Hall of Fame class"

Locally, the NASCAR Hall also garnered positive headlines via in-depth interviews with Executive Director Winston Kelley. Both not only highlighted the Class of 2019 announcement and the Speed Week activities, but also positively positioned the Hall of Fame's mission in honoring the history and heritage of NASCAR.

- The Charlotte Observer: "Q&A with NASCAR Hall director Winston Kelley: 2019 class, Danica's HOF prospects, more"
- WFAE's Charlotte Talks with Mike Collins: "Breaking Down The New NASCAR Season" (featuring Winston Kelley, Scott Cooper from Charlotte Motor Speedway and Jeff Hammond from Fox Sports)



From teasers to the “big announcements,” the Hall of Fame’s social media channels provided multiple opportunities for people to interact with the Hall of Fame brand through Voting Day and the Memorial Day weekend Race Week events. Posts reached an audience of 1.2 million fans on Facebook with 92,428 Facebook engagements, 504,795 organic impressions on Twitter and 9,436 Instagram engagements. In support of this year’s announcement, individual Facebook



graphics were created to celebrate each new inductee. These individual graphics saw NASCAR Hall of Fame content sharing on Facebook up from 217 posts to 11,470 posts, driven in large part to Jeff Gordon sharing his individual graphic announcement (6,530 shares).

(Left to Right: From Voting Day on Wednesday, May 23 to Memorial Day weekend, the Class of 2019 announcement provided several opportunities to highlight the inductees across Twitter, Instagram and Facebook.

### CRVA CORPORATE COMMUNICATIONS

In April and May, the CRVA facilitated more than 40 media interactions related to CRVA and the tourism industry. All of these centered around the International Champions Cup (ICC) announcement for summer 2018, Charlotte’s bid for the 2020 Republican National Convention (RNC), the Concacaf Gold Cup announcement for summer 2019 and CIAA’s economic impact announcement following the 2018 tournament.

In support of the ICC and Gold Cup announcements, the CRVA helped to orchestrate two media opportunities to publicize Charlotte being selected as a host city. The CRVA worked extensively with Relevent (ICC’s promoter) and Concacaf teams to coordinate these media events and generated a significant amount of favorable local and regional media coverage (34 placements combined).



(Left to Right: International Champions Cup announcement at Romare Bearden Park on April 19;  
Concacaf Gold Cup announcement at Bank of America Stadium on May 15.

Regarding the Republican National Convention, the CRVA hosted a site visit during the bid selection process in mid-May. The CRVA worked with local stakeholders and elected officials on messaging as this continues to be a competitive process, and we wish to respect the decision-making of the RNC. The CRVA's statement included the following:

"Members of the RNC Host Committee did travel to Charlotte this week as part of the exploration of the bid packet our city submitted for the 2020 Republican National Convention. We spent time showing them key venues such as the Charlotte Convention Center and Spectrum Center in addition to meeting with leaders in our city and state's public and private sectors. We are committed to the possibility of hosting the convention and believe in the economic impact and strategic event value that it holds for our region." – CRVA CEO Tom Murray

### **CRVA PR SCORECARD AND QUALITY MEDIA SCORE**

During FY18 Q3, the Marketing/Communications team engaged local media with interview opportunities surrounding the Partners in Tourism awards and new Uptown Visitor Info Center opening, as well as responded to inquiries regarding the RNC bid and CIAA tournament tenure in Charlotte. Through providing strategic messaging, interview and/or quotes from key spokespersons and opportunities for positive imagery to support stories, these topics contributed to a continually high Quality Media Score this quarter for positive media placements that the CRVA influenced.

The Marketing/Communications team uses a metric called Quality Media Score to determine how the CRVA ultimately influenced the outcome of a media placement. It measures attributes that went into generating a media placement including tone, inclusion of key messages, visuals and quotes from CRVA representatives or third-party endorsers.

On a scale of -10 to 10, the CRVA brand scored a 7.3, which falls in the Desirable Quality Score category. The score is a reflection of the media relations team's efforts to ensure media hits and interviews include positive messages about Charlotte. Without these efforts the overall score could be significantly lower due to CRVA-specific content tending to cover more sensitive issues.



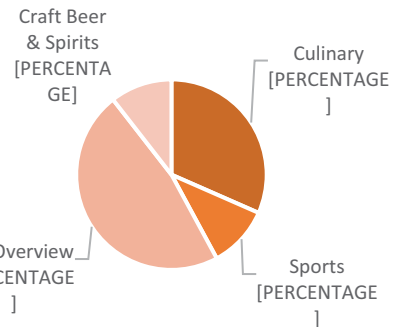


## FY18 Q3 MEDIA RELATIONS SCORECARD (JANUARY 2018- MARCH 2018)

BRAND	CRVA	Destination	NASCAR Hall of Fame	Bojangles' Coliseum/ Ovens Auditorium	Charlotte Film
Average Quality Media Score* (-10 to 10-point scale)	7.3 -8.75% decrease since FY18 Q2	7.7 -7% decrease since FY18 Q2	6.7 -27% decrease since FY18 Q2	8.1 23.6% increase since FY18 Q2	10 No change since FY18 Q2
Tone** (5-point scale) As reported by Cision	3.5 3% increase since FY18 Q2	4.4 0% change since FY18 Q2	--	--	--
PR Recall*** As reported by Cision	58% 29% increase since FY18 Q2	51% 8.5% increase since FY18 Q2	--	--	--
Media Inquiries	34	27	37	14	1
Total Placements	37	28	21	14	1
Media Placement Rate	109%	104%	56.8%	100%	100%
Media Hits in Target Markets	37	27	15	14	1
Key Message Included	37	28	21	14	1
Total Impressions	28 M	42 M	12.2 M		

\*Quality Media Score: Measurement created by CRVA communications team to determine the quality of coverage include: tone, key messages, visuals, headline quality, placement in target publication or market, inclusion of and prominence of brand throughout the article. Scoring Scale: 6-10 Desirable Quality; 2.5-5.99 Somewhat Desirable Quality; (-6) (-10) Undesirable Quality

\*\*Tone: Average editorial tone directed toward your brand, as scored on a 5-point scale, with 3 being neutral  
 \*\*\*PR Recall: A mathematical representation of the likelihood that a reader/viewer will remember something the score is positive, people are more likely to do business with you. When negative, less likely. PR Recall: Placement, Headline Presence, Initial Mention, Dominance, Extent of Mention and Visual Presence – and



### Top Placements

Brand	Publication	Headline		
Destination	Daily Star Online	<a href="#">Living the American Dream in North Carolina on a jaw-dropping US road trip</a>		
Destination	Boston.com	<a href="#">More actors, singers, and athletes are opening their own hotels, restaurants, bars, and stores</a>	11 M	5

### Example of Earned Media Placements

**Craft Beer**  
**CULINARY "INFUSIONS"**  
 CHARLOTTE'S BREWERIES LOOK BEYOND CLASSIC INGREDIENTS TO LOCAL AND SEASONAL

Photo: The Daily Star Online

### Destination Earned Media by Category

**The National Culinary Review**  
 SPECIAL MAGAZINE OF THE AMERICAN CULINARY FEDERATION

Photo: The Daily Star Online



## HUMAN RESOURCES

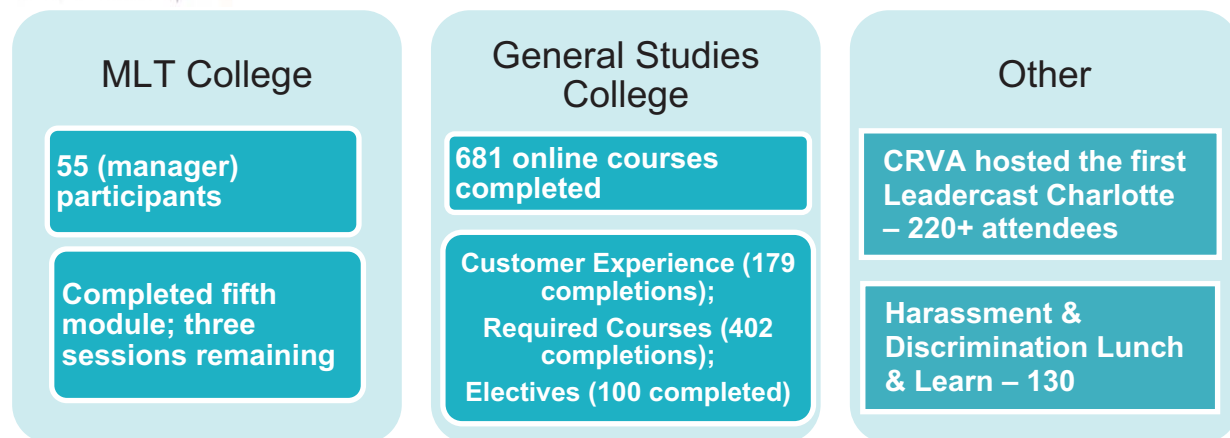
April/May 2018

Submitted by Zaira Goodman

### BENEFITS / WELLNESS

A new benefit was announced effective July 1, 2018, and we anticipate it will be well received. Six weeks of paid parental leave will now be offered to support bonding with a new child as a result of birth, adoption or foster care placement.

### TRAINING AND DEVELOPMENT



### RECRUITMENT

	Open Positions	Filled Positions
Full Time	9	4
Part Time	22	27

Current openings include the following:

Full Time:

- Corporate Partnership Coordinator
- Creative Director
- Director, Brand Marketing
- Engineering Tech



- Exhibits Manager
- Facility Housekeeping Lead
- Facility Operations Lead
- Facility Operations Team Member
- Senior Event Manager

Part Time:

- Admissions Representative
- Concessions Associate
- Education Associate
- Guest Services Representative
- Parking Supervisor
- Warehouse Clerk



## Financial Report for the Month Ended 03/31/18

**To:** CRVA Board of Directors

**From:** Mike Crum, CFO

**Date:** 04/30/18

**Re:** Financial Report for the Month Ended March 31, 2018

The financial report for the month ended March 31, 2018 reflects the "One CRVA" concept, where the organization's core competencies are shared across the organization while maintaining "brand iconic" functions that are unique to each of the businesses managed by the CRVA.

The next page contains a Glossary of the revenue and expense categories used on the Income Statement.

The Monthly Variance Analysis explains the key variances versus budget.

The Income Statement is organized around the three core competencies of the CRVA.

The Market function consolidates the CRVA's Sales and Marketing activities under a single organizational entity.

The Manage function covers the administrative governance of the CRVA. Activities within the Manage function include General Administration, Human Resources, Finance, Information Technology, Strategic Planning, Research, Security, Risk Management, Business Analysis, and Application Delivery.

The Maximize function includes departments responsible for the day-to-day operation of the NASCAR Hall of Fame, Charlotte Convention Center, Spectrum Center, Bojangles' Coliseum, Ovens Auditorium, and Parking Operations.

The charts below summarize the financial activity for the current month and fiscal year-to-date. Additional detail is provided on the income statement.

	March 2018 Actuals		
	Operations	Capital	Total
Total Revenue	6,236,936	295,122	6,532,058
Total Expense	5,834,731	226,623	6,061,354
<b>Fund Balance Impact</b>	<b>\$402,204</b>	<b>\$68,499</b>	<b>\$470,703</b>

	Fiscal Year-to-Date Actuals		
	Operations	Capital	Total
Total Revenue	50,529,397	4,468,035	54,997,432
Total Expense	47,747,922	5,120,733	52,868,655
<b>Fund Balance Impact</b>	<b>\$2,781,475</b>	<b>(\$652,698)</b>	<b>\$2,128,777</b>

The **Balance Sheet** reflects that the CRVA is able to meet its current fiscal year financial obligations with total assets of \$40.7 million.

The **Fund Balance Projection** is based on the financial activity for the month of March, and other anticipated effects of changes in revenues and expenses.

The last two pages display the **Graphs of Event Volume and Operating Revenues** along with a **Venues Event Volume Table**.

Please review the March 2018 financial report and contact me or Larry Williams if you have any questions.

# Glossary of Budgeted Revenues and Expenses

## Revenues

<b>Operating Revenues:</b>	Revenues generated from goods/services provided by the CRVA
<b>External Operating and Capital Support:</b>	Revenue received from external public support to fund operating and capital expenses

## Expenses

<b>People:</b>	Includes expenses for salary and wages and the related CRVA-paid Social Security taxes, employee insurance, employee retirement, worker's compensation, and unemployment insurance
<b>Programs:</b>	Includes all other operating expenses such as communications, dues, maintenance and repairs, insurance, merchandise, rentals, professional fees, office supplies, travel and utilities, ticket systems, grants, website services and contract services
<b>Capital Expense:</b>	Includes equipment purchase, facility improvement, or repair projects that have a usable life greater than one year

## Monthly Variance Analysis

March 2018

### OVERVIEW

- March's results provided a fund balance gain of \$470,703, compared to a budgeted gain of \$41,727.
- The favorable budget variance is a result of Operations being better than budget by \$339k, and a favorable Capital expense variance of \$90k.

### REVENUES

- Total Revenues for March were \$6.2M, which was \$534k, or 9.4% better than budget.
- Operating Revenues had a favorable budget variance of \$594k, while External Operating Support had an unfavorable variance of (\$60k).

#### Operating Revenues

- Operating Revenues for March totaled \$3,534,491, which is \$594k or 20.2% better than the \$2,940,367 budgeted.
- The Convention Center, Ovens Auditorium, NASCAR Hall of Fame, and CRVA Parking Operations all had favorable budget variances.

#### External Operating Support

- External Operating Support totaled \$2,702,445, which is (\$60k) or -2.2% less than budget. The variance is primarily due to the reimbursement of expenses for the Spectrum Center being less than budget.

### EXPENSES

- Total Operating Expenses for March totaled \$5,834,731, which is \$195k or 3.5% greater than the \$5,639,934 budgeted.
- Favorable variances were realized in:
  - The Market Function was (\$119k) under budget on expenses due to timing of business development expenses.
- Unfavorable variances were realized in:
  - The Manage Function (\$18k) primarily as a result of timing of program spending.
  - The Maximize Function (\$296k) primarily as a result of expenses related to support the increased revenues generated from the venues and timing of expense payments.

**Charlotte Regional Visitors Authority**  
**Monthly Financial Report**  
**Period Ended March 31, 2018**

March				March YTD				
Actual	Budget	Variance	Variance %		Actual	Budget	Variance	Variance %
				<b><u>OPERATIONS</u></b>				
				<b><u>REVENUES</u></b>				
3,534,491	2,940,367	594,124	20.2%	Operating Revenues	25,964,011	25,538,978	425,033	1.7%
2,702,445	2,762,780	(60,335)	-2.2%	External Operating Support	24,565,386	24,270,439	294,947	1.2%
<b>6,236,936</b>	<b>5,703,147</b>	<b>533,789</b>	<b>9.4%</b>	<b>TOTAL REVENUES</b>	<b>50,529,397</b>	<b>49,809,417</b>	<b>719,980</b>	<b>1.4%</b>
				<b><u>EXPENSES</u></b>				
				<b><u>MARKET</u></b>				
186,230	191,806	(5,576)	-2.9%	Marketing - People	1,741,333	1,820,228	(78,895)	-4.3%
861,787	854,686	7,101	0.8%	Marketing - Program(s)	3,196,457	3,271,606	(75,149)	-2.3%
348,772	348,340	432	0.1%	Sales - People	3,165,950	3,334,096	(168,146)	-5.0%
97,157	218,164	(121,007)	-55.5%	Sales - Program(s)	4,365,971	4,520,872	(154,901)	-3.4%
				<b><u>MANAGE</u></b>				
93,491	90,055	3,436	3.8%	Human Resources - People	921,229	953,555	(32,326)	-3.4%
44,394	69,477	(25,083)	-36.1%	Human Resources - Program(s)	426,327	659,065	(232,738)	-35.3%
245,860	233,062	12,798	5.5%	Business Support Services - People	2,264,563	2,275,804	(11,241)	-0.5%
84,398	57,817	26,581	46.0%	Business Support Services - Program(s)	703,613	796,370	(92,757)	-11.6%
				<b><u>MAXIMIZE</u></b>				
297,697	285,477	12,220	4.3%	NASCAR Hall of Fame - People	2,319,314	2,564,300	(244,986)	-9.6%
191,629	221,896	(30,267)	-13.6%	NASCAR Hall of Fame - Program(s)	1,518,031	1,868,747	(350,716)	-18.8%
1,244,533	1,176,529	68,004	5.8%	Venues - People	10,085,135	10,818,013	(732,878)	-6.8%
2,138,784	1,892,625	246,159	13.0%	Venues - Program(s)	17,040,000	16,408,524	631,476	3.8%
<b>5,834,731</b>	<b>5,639,934</b>	<b>194,797</b>	<b>3.5%</b>	<b>Total Operating Expenses</b>	<b>47,747,922</b>	<b>49,291,180</b>	<b>(1,543,258)</b>	<b>-3.1%</b>
<b>402,204</b>	<b>63,213</b>	<b>338,991</b>	<b>536.3%</b>	<b>Gain / (Loss) from Operations</b>	<b>2,781,475</b>	<b>518,237</b>	<b>2,263,238</b>	<b>436.7%</b>
				<b><u>CAPITAL PROJECTS</u></b>				
295,122	295,122	-	0.0%	Capital Support/Reimbursement	4,468,035	4,468,037	-	0.0%
				<b>Capital Expense</b>				
86,527	-	86,527	n/a	Carryforward	1,318,727	-	1,318,727	n/a
140,096	316,608	(176,512)	-55.8%	Current Year	3,802,006	4,262,855	(460,849)	-10.8%
<b>226,623</b>	<b>316,608</b>	<b>(89,985)</b>	<b>-28.4%</b>	<b>Total Capital Expense</b>	<b>5,120,733</b>	<b>4,262,855</b>	<b>857,878</b>	<b>20.1%</b>
<b>68,499</b>	<b>(21,486)</b>	<b>89,985</b>	<b>-418.8%</b>	<b>Gain / (Loss) from Capital</b>	<b>(652,698)</b>	<b>205,182</b>	<b>(857,878)</b>	<b>-418.1%</b>
<b>\$470,703</b>	<b>\$41,727</b>	<b>\$428,976</b>	<b>1028.1%</b>	<b>Overall Fund Balance Gain / (Loss)</b>	<b>2,128,777</b>	<b>723,419</b>	<b>\$1,405,360</b>	<b>194.3%</b>

**Charlotte Regional Visitors Authority**  
**Monthly Financial Report**  
**Period Ended March 31, 2018**

March				March YTD				
FY 2018	FY 2017	Variance	Variance %		FY 2018	FY 2017	Variance	Variance %
				<b><u>OPERATIONS</u></b>				
				<b><u>REVENUES</u></b>				
3,534,491	3,839,554	(305,063)	-7.9%	Operating Revenues	25,964,011	23,614,499	2,349,512	9.9%
2,702,445	2,521,345	181,100	7.2%	External Operating Support	24,565,386	22,951,530	1,613,856	7.0%
<b>6,236,936</b>	<b>6,360,899</b>	<b>(123,963)</b>	<b>-1.9%</b>	<b>TOTAL REVENUES</b>	<b>50,529,397</b>	<b>46,566,029</b>	<b>3,963,368</b>	<b>8.5%</b>
				<b><u>EXPENSES</u></b>				
				<b><u>MARKET</u></b>				
186,230	174,798	11,432	6.5%	Marketing - People	1,741,333	1,494,478	246,855	16.5%
861,787	206,819	654,968	316.7%	Marketing - Program(s)	3,196,457	1,747,362	1,449,095	82.9%
348,772	316,073	32,699	10.3%	Sales - People	3,165,950	2,953,127	212,823	7.2%
97,157	480,246	(383,089)	-79.8%	Sales - Program(s)	4,365,971	3,882,371	483,600	12.5%
				<b><u>MANAGE</u></b>				
93,491	89,756	3,735	4.2%	Human Resources - People	921,229	781,512	139,717	17.9%
44,394	26,357	18,037	68.4%	Human Resources - Program(s)	426,327	516,675	(90,348)	-17.5%
245,860	222,515	23,345	10.5%	Business Support Services - People	2,264,563	2,117,311	147,252	7.0%
84,398	92,695	(8,297)	-9.0%	Business Support Services - Program(s)	703,613	949,934	(246,321)	-25.9%
				<b><u>MAXIMIZE</u></b>				
297,697	209,832	87,866	41.9%	NASCAR Hall of Fame - People	2,319,314	1,875,246	444,067	23.7%
191,629	105,852	85,777	81.0%	NASCAR Hall of Fame - Program(s)	1,518,031	1,596,338	(78,308)	-4.9%
1,244,533	1,017,040	227,493	22.4%	Venues - People	10,085,135	8,464,102	1,621,033	19.2%
2,138,784	2,266,779	(127,994)	-5.6%	Venues - Program(s)	17,040,000	15,571,121	1,468,880	9.4%
<b>5,834,731</b>	<b>5,208,760</b>	<b>625,971</b>	<b>12.0%</b>	<b>Total Operating Expenses</b>	<b>47,747,922</b>	<b>41,949,577</b>	<b>5,798,346</b>	<b>13.8%</b>
<b>402,204</b>	<b>1,152,139</b>	<b>(749,935)</b>	<b>-65.1%</b>	<b>Gain / (Loss) from Operations</b>	<b>2,781,475</b>	<b>4,616,452</b>	<b>(1,834,977)</b>	<b>-39.7%</b>
				<b><u>CAPITAL PROJECTS</u></b>				
<b>295,122</b>	<b>385,632</b>	<b>(90,510)</b>	<b>-23.5%</b>	<b>Capital Support/Reimbursement</b>	<b>4,468,035</b>	<b>4,474,956</b>	<b>(6,921)</b>	<b>-0.2%</b>
				<b>Capital Expense</b>				
86,527	4,307	82,220	1909.0%	Carryforward	1,318,727	720,960	597,767	82.9%
140,096	458,977	(318,881)	-69.5%	Current Year	3,802,006	3,507,447	294,559	8.4%
<b>226,623</b>	<b>463,284</b>	<b>(236,661)</b>	<b>-51.1%</b>	<b>Total Capital Expense</b>	<b>5,120,733</b>	<b>4,228,407</b>	<b>892,326</b>	<b>21.1%</b>
<b>68,499</b>	<b>(77,652)</b>	<b>146,151</b>	<b>188.2%</b>	<b>Gain / (Loss) from Capital</b>	<b>(652,698)</b>	<b>246,549</b>	<b>(899,247)</b>	<b>-364.7%</b>
<b>\$470,703</b>	<b>\$1,074,487</b>	<b>(\$603,784)</b>	<b>-56.2%</b>	<b>Overall Fund Balance Gain / (Loss)</b>	<b>\$2,128,777</b>	<b>\$4,863,001</b>	<b>(\$2,734,225)</b>	<b>-56.2%</b>



**City of Charlotte**  
**CHARLOTTE REGIONAL VISITORS AUTHORITY**  
**BALANCE SHEET**  
**Comparisons to Previous Month and Previous Fiscal Year**  
**March 31, 2018**

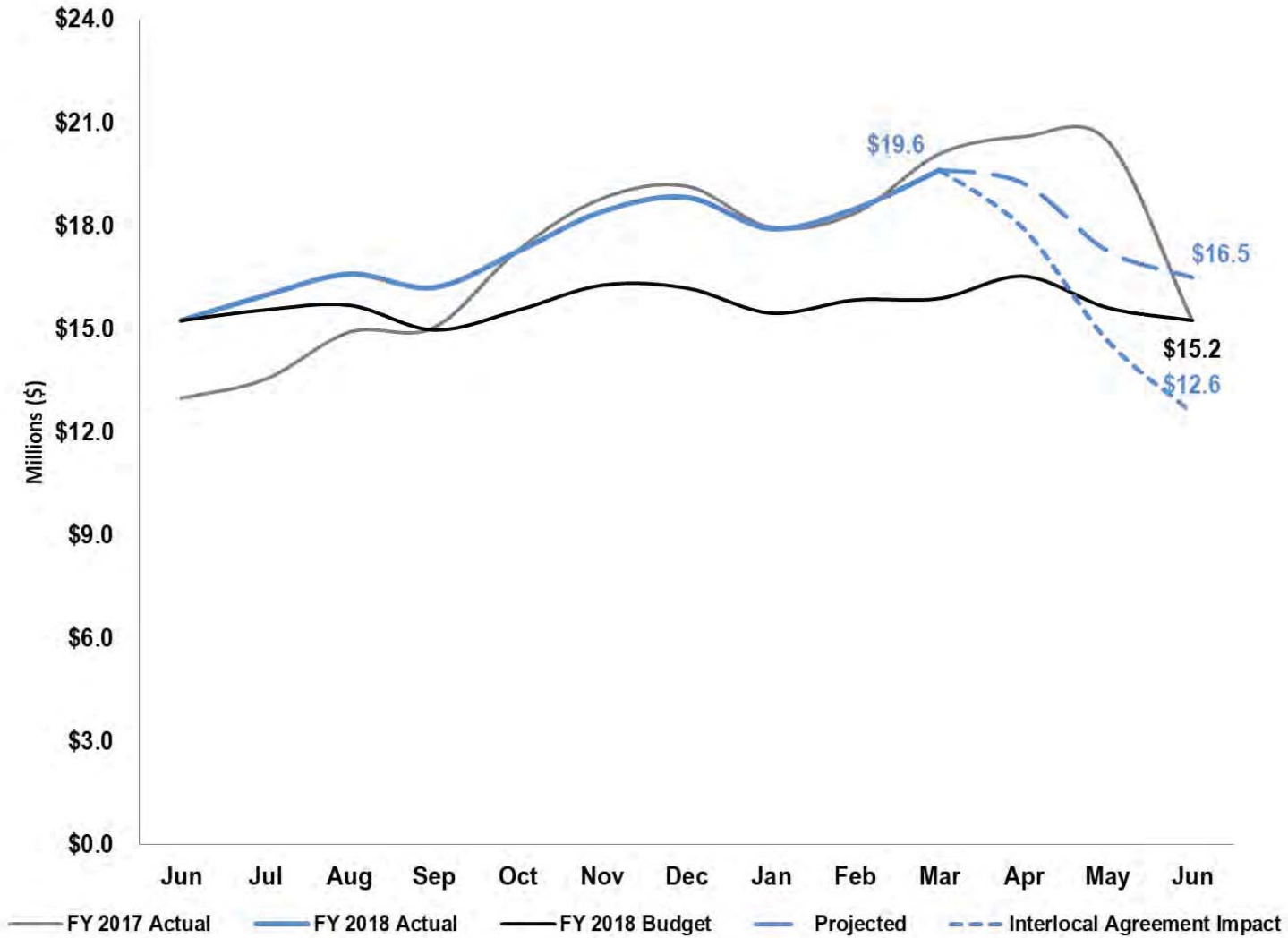
3/31/2018	2/28/2018	Increase (Decrease)	Assets	3/31/2018	3/31/2017	Increase (Decrease)
7,415,460	7,545,373	(129,913)	Operating Cash	7,415,460	5,394,970	2,020,490
3,047,415	3,047,415	-	Reserved Cash	3,047,415	3,124,562	(77,146)
2,301,074	2,261,221	39,854	Box Office Cash	2,301,074	1,482,839	818,235
234,825	234,825	-	Petty Cash/Change Funds	234,825	235,225	(400)
13,940,116	13,916,551	23,565	Invested Cash	13,940,116	13,144,507	795,609
7,379,650	8,585,917	(1,206,267)	Accounts Receivable	7,379,650	7,286,187	93,463
636,410	654,145	(17,734)	Merchandise Inventory	636,410	521,820	114,590
139,795	186,023	(46,228)	Prepaid Expenses	139,795	139,362	434
1,022,691	1,090,553	(67,862)	Deferred Expenses	1,022,691	179,018	843,673
59,258	59,258	-	Special Assets	59,258	59,258	-
4,480,864	4,480,864	-	Deferred Outflow - Assets	4,480,864	991,653	3,489,211
<b>\$ 40,657,560</b>	<b>\$ 42,062,145</b>	<b>\$ (1,404,586)</b>	<b>Total Assets</b>	<b>\$ 40,657,560</b>	<b>\$ 32,559,400</b>	<b>\$ 8,098,159</b>

3/31/2018	2/28/2018	Increase (Decrease)	Liabilities and Proprietary Interest	3/31/2018	3/31/2017	Increase (Decrease)
5,484,592	8,284,689	(2,800,096)	Accounts Payable	5,484,592	5,004,139	480,453
2,488,298	2,410,242	78,056	Miscellaneous Reserves	2,488,298	2,286,529	201,769
2,302,595	2,262,385	40,210	Box Office Obligations	2,302,595	1,484,236	818,359
2,688,010	2,758,843	(70,833)	Facility Deposits	2,688,010	2,617,354	70,656
745,076	745,076	-	Vacation Time Payable	745,076	726,229	18,847
547,718	568,063	(20,345)	Wages Payable	547,718	692,146	(144,428)
369,827	96,984	272,844	Payroll Withholdings	369,827	103,786	266,042
137,566	138,783	(1,217)	Taxes Payable	137,566	272,825	(135,259)
2,958,404	2,958,404	-	Loans Payable	2,958,404	3,118,404	(160,000)
7,288,104	7,288,104	-	LT OPEB Payable	7,288,104	6,266,901	1,021,203
5,113,766	5,113,766	-	Net Pension - Liability	5,113,766	983,087	4,130,679
179,192	179,192	-	Deferred Inflows - Liability	179,192	510,962	(331,770)
4,559,113	4,153,394	405,718	Proprietary Interest	4,559,113	785,148	3,773,965
5,795,298	5,104,220	691,078	YTD Operating Surplus	5,795,298	7,707,655	(1,912,358)
<b>\$ 40,657,560</b>	<b>\$ 42,062,145</b>	<b>\$ (1,404,586)</b>	<b>Total Liabilities and Proprietary Interest</b>	<b>\$ 40,657,560</b>	<b>\$ 32,559,400</b>	<b>\$ 8,098,159</b>

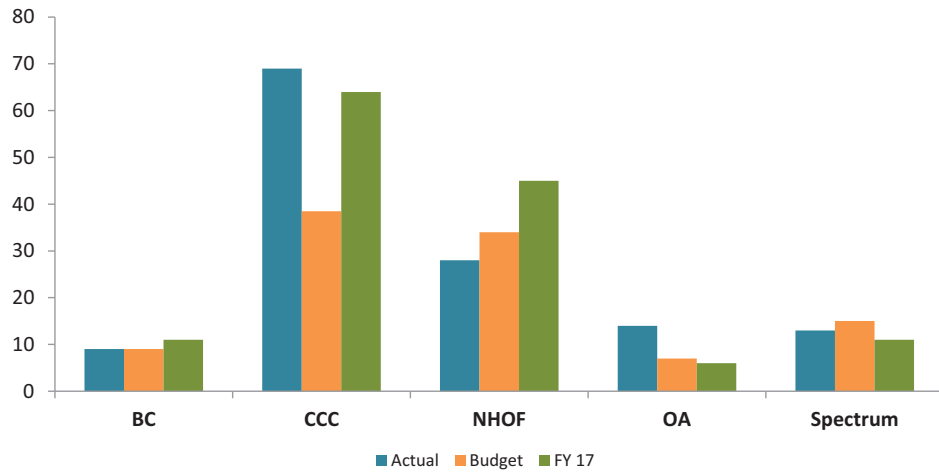
**Fiscal 2018 Fund Balance Projection  
As of March 31, 2018**

<b>Audited Fund Balance 6/30/17</b>	<b>\$ 8,724,014</b>
<b>Adjustments:</b>	
Ovens Loan Payable to the City - Long Term	2,798,404
Compensated Absences - Long Term	745,076
Post-Employment Benefit Obligation	7,288,104
GASB 68 Pension Obligation	812,094
Tourism Marketing Carryover	(2,000,000)
Capital Funding Carryover	<u>(3,123,117)</u>
<b>"Working" Fund Balance 6/30/2017</b>	<b>\$ 15,244,575</b>
Add: Total Revenues July 2017 - March 2018	54,997,432
Less: Total Expenses July 2017 - March 2018	(52,868,655)
Add Back: Tourism Marketing Carryover Spending	920,770
Add Back: Capital Funding Carryover Spending	<u>1,318,727</u>
<b>= Fund Balance March 31, 2018</b>	<b>\$ 19,612,849</b>
<b>Adjustments:</b>	
Add: FY18 Budgeted/Projected Revenues: April - June 2018	19,374,697
Less: FY18 Budgeted/Projected Expenses: April - June 2018	(22,032,122)
Less: Capital Funds Received for FY18 But Not Spent as of March 31, 2018	(460,849)
<b>= Projected Fund Balance June 30, 2018</b>	<b><u>\$ 16,494,575</u></b>

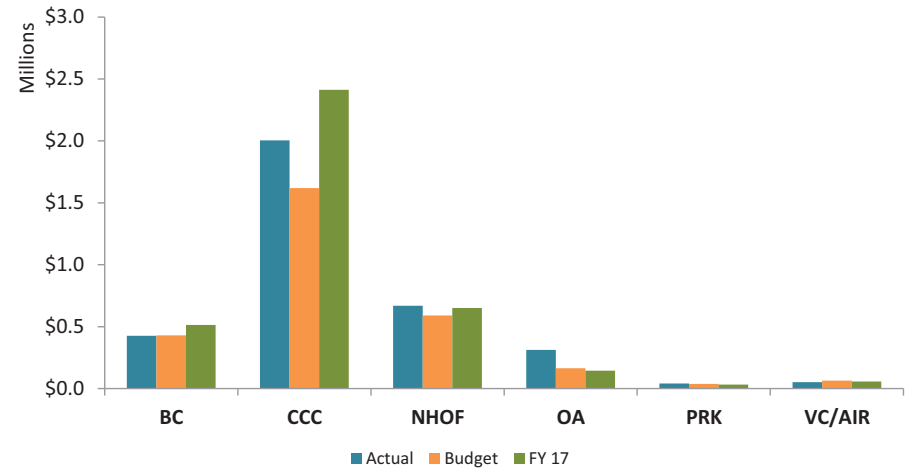
**Charlotte Regional Visitors Authority  
Fiscal 2018 Fund Balance Projection Graph  
As of March 31, 2018**



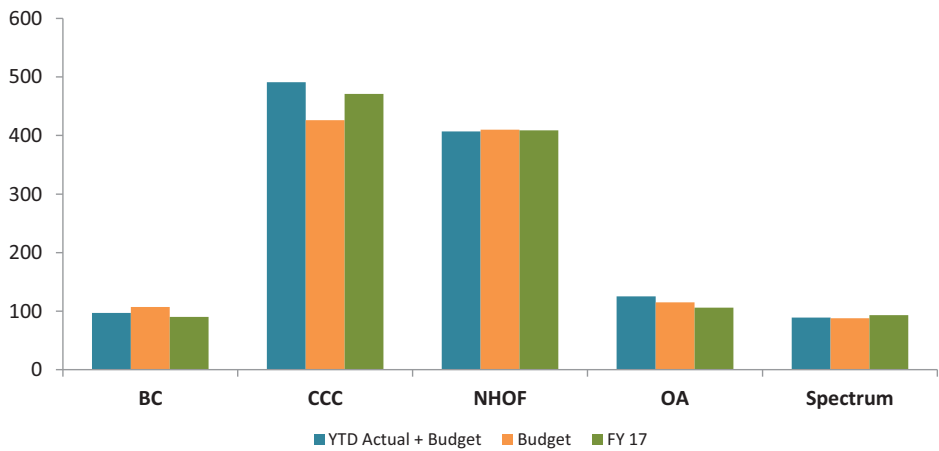
**Event Volume by Facility - March**



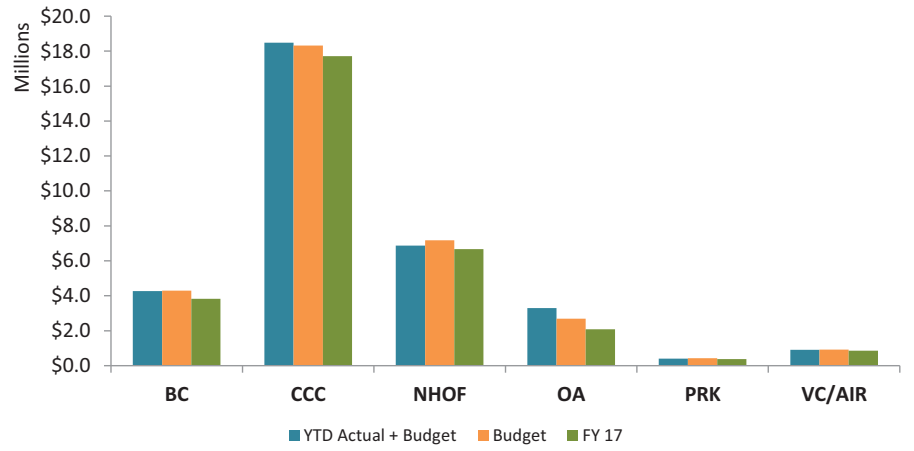
**Operating Revenues by Facility - March**



**Event Volume by Facility - Full Year Projection**



**Operating Revenues by Facility - Full Year Projection**



## Venue Event Volume Report

Facility		March 2018			Fiscal Year-to-Date			April 2018 - Preview		
		Actual	Budget	Prior Year	Actual	Budget	Prior Year	Actual	Budget	Prior Year
<b>Ovens Auditorium</b>	Concerts / Comedy	4	3	3	33	24	21	2	3	3
	School / Recitals / Family	9	3	3	16	15	10	3	2	3
	Plays / Fine Arts	0	0	0	5	6	11	0	0	0
	Religious	0	0	0	1	1	3	0	1	0
	Broadway	0	0	0	24	22	13	8	8	0
	Miscellaneous	1	1	0	14	10	15	2	1	0
	<b>Totals</b>	<b>14</b>	<b>7</b>	<b>6</b>	<b>93</b>	<b>78</b>	<b>73</b>	<b>15</b>	<b>15</b>	<b>6</b>
<b>Bojangles' Coliseum</b>	Graduations	0	0	0	4	8	2	0	0	0
	Concerts/Comedy	1	1	1	4	7	8	1	0	1
	Charlotte Checkers	6	6	9	34	34	34	6	4	9
	Other Sports	1	0	0	6	1	7	0	0	0
	Family Shows	0	0	0	8	8	0	0	0	0
	Religious	0	0	1	4	3	2	0	0	1
	Miscellaneous	1	2	0	7	15	1	3	1	0
<b>Totals</b>	<b>9</b>	<b>9</b>	<b>11</b>	<b>67</b>	<b>76</b>	<b>54</b>	<b>10</b>	<b>5</b>	<b>11</b>	
<b>Charlotte Convention Center</b>	Conventions/Tradeshows	8	6	7	33	26	24	4	6	7
	Assemblies	1	1	0	9	7	15	1	1	0
	Consumer Shows	3	1	0	16	14	12	1	1	0
	Local Events	57	31	57	326	273	278	36	31	57
<b>Totals</b>	<b>69</b>	<b>39</b>	<b>64</b>	<b>384</b>	<b>320</b>	<b>329</b>	<b>42</b>	<b>39</b>	<b>64</b>	
<b>NASCAR Hall of Fame</b>	Events	28	34	45	288	291	313	36	34	45
	<b>Totals</b>	<b>28</b>	<b>34</b>	<b>45</b>	<b>288</b>	<b>291</b>	<b>313</b>	<b>36</b>	<b>48</b>	<b>45</b>
<b>Spectrum Center</b>	Charlotte Hornets	6	8	7	41	41	38	2	3	7
	Concerts	1	2	1	19	16	12	3	1	1
	Other Sports	6	5	0	12	11	11	0	0	0
	Family Shows	0	0	0	8	12	18	0	0	0
	Conferences	0	0	3	1	0	3	0	0	3
	Graduations	0	0	0	1	1	1	0	0	0
<b>Totals</b>	<b>13</b>	<b>15</b>	<b>11</b>	<b>82</b>	<b>81</b>	<b>83</b>	<b>5</b>	<b>4</b>	<b>11</b>	



## Financial Report for the Month Ended 04/30/18

**To:** CRVA Board of Directors

**From:** Mike Crum, CFO

**Date:** 05/31/18

**Re:** Financial Report for the Month Ended April 30, 2018

The financial report for the month ended April 30, 2018 reflects the "One CRVA" concept, where the organization's core competencies are shared across the organization while maintaining "brand iconic" functions that are unique to each of the businesses managed by the CRVA.

The next page contains a Glossary of the revenue and expense categories used on the Income Statement.

The Monthly Variance Analysis explains the key variances versus budget.

The Income Statement is organized around the three core competencies of the CRVA.

The Market function consolidates the CRVA's Sales and Marketing activities under a single organizational entity.

The Manage function covers the administrative governance of the CRVA. Activities within the Manage function include General Administration, Human Resources, Finance, Information Technology, Strategic Planning, Research, Security, Risk Management, Business Analysis, and Application Delivery.

The Maximize function includes departments responsible for the day-to-day operation of the NASCAR Hall of Fame, Charlotte Convention Center, Spectrum Center, Bojangles' Coliseum, Ovens Auditorium, and Parking Operations.

The charts below summarize the financial activity for the current month and fiscal year-to-date. Additional detail is provided on the income statement.

	April 2018 Actuals		
	Operations	Capital	Total
Total Revenue	6,609,349	287,515	6,896,864
Total Expense	6,113,688	112,206	6,225,894
<b>Fund Balance Impact</b>	<b>\$495,661</b>	<b>\$175,309</b>	<b>\$670,971</b>

	Fiscal Year-to-Date Actuals		
	Operations	Capital	Total
Total Revenue	57,138,746	4,755,550	61,894,296
Total Expense	53,861,610	5,232,939	59,094,549
<b>Fund Balance Impact</b>	<b>\$3,277,136</b>	<b>(\$477,389)</b>	<b>\$2,799,747</b>

The **Balance Sheet** reflects that the CRVA is able to meet its current fiscal year financial obligations with total assets of \$42.8 million.

The **Fund Balance Projection** is based on the financial activity for the month of April, and other anticipated effects of changes in revenues and expenses.

The last two pages display the **Graphs of Event Volume and Operating Revenues** along with a **Venues Event Volume Table**.

Please review the April 2018 financial report and contact me or Larry Williams if you have any questions.

# Glossary of Budgeted Revenues and Expenses

## Revenues

<b>Operating Revenues:</b>	Revenues generated from goods/services provided by the CRVA
<b>External Operating and Capital Support:</b>	Revenue received from external public support to fund operating and capital expenses

## Expenses

<b>People:</b>	Includes expenses for salary and wages and the related CRVA-paid Social Security taxes, employee insurance, employee retirement, worker's compensation, and unemployment insurance
<b>Programs:</b>	Includes all other operating expenses such as communications, dues, maintenance and repairs, insurance, merchandise, rentals, professional fees, office supplies, travel and utilities, ticket systems, grants, website services and contract services
<b>Capital Expense:</b>	Includes equipment purchase, facility improvement, or repair projects that have a usable life greater than one year

## Monthly Variance Analysis

April 2018

### OVERVIEW

- April's results provided a fund balance gain of \$670,971, compared to a budgeted gain of \$173,259.
- The favorable budget variance is a result of Operations being better than budget by \$301k, and a favorable Capital expense variance of \$197k.

### REVENUES

- Total Revenues for April were \$6.6M, which was \$944k, or 16.7% better than budget.
- Operating Revenues had a favorable budget variance of \$835k, while External Operating Support had a favorable variance of \$109k.

#### Operating Revenues

- Operating Revenues for April totaled \$3,947,908, which is \$835k or 26.8% better than the \$3,113,279 budgeted.
- All CRVA Venues had favorable budget variances for the month of April.

#### External Operating Support

- External Operating Support totaled \$2,661,441, which is \$109k or 4.3% better than budget. The variance is primarily due to the reimbursement of expenses for the Spectrum Center being greater than budget.

### EXPENSES

- Total Operating Expenses for April totaled \$6,113,688, which is \$643k or 11.7% greater than the \$5,470,862 budgeted.
- Favorable variances were realized in:
  - The Manage Function was (\$37k) under budget on expenses due to timing of program expenses.
- Unfavorable variances were realized in:
  - The Market Function (\$327k) primarily as a result of business development expenses.
  - The Maximize Function (\$353k) primarily as a result of expenses related to support the increased revenues generated from the venues and timing of expense payments.



**Charlotte Regional Visitors Authority**  
**Monthly Financial Report**  
**Period Ended April 30, 2018**

<u>April</u>				<u>April YTD</u>				
Actual	Budget	Variance	Variance %		Actual	Budget	Variance	Variance %
				<b><u>OPERATIONS</u></b>				
				<b><u>REVENUES</u></b>				
3,947,908	3,113,279	834,630	26.8%	Operating Revenues	29,911,919	28,652,257	1,259,663	4.4%
2,661,441	2,552,329	109,112	4.3%	External Operating Support	27,226,827	26,822,768	404,059	1.5%
<b>6,609,349</b>	<b>5,665,608</b>	<b>943,741</b>	<b>16.7%</b>	<b>TOTAL REVENUES</b>	<b>57,138,746</b>	<b>55,475,025</b>	<b>1,663,722</b>	<b>3.0%</b>
				<b><u>EXPENSES</u></b>				
				<b><u>MARKET</u></b>				
158,760	191,806	(33,046)	-17.2%	Marketing - People	1,900,092	2,012,034	(111,942)	-5.6%
920,798	937,520	(16,722)	-1.8%	Marketing - Program(s)	4,117,256	4,209,126	(91,870)	-2.2%
380,386	350,385	30,001	8.6%	Sales - People	3,546,335	3,684,481	(138,146)	-3.7%
583,822	237,452	346,370	145.9%	Sales - Program(s)	4,949,793	4,758,324	191,469	4.0%
				<b><u>MANAGE</u></b>				
92,013	90,055	1,958	2.2%	Human Resources - People	1,013,242	1,043,610	(30,368)	-2.9%
39,913	50,027	(10,114)	-20.2%	Human Resources - Program(s)	466,240	709,092	(242,852)	-34.2%
228,412	233,062	(4,650)	-2.0%	Business Support Services - People	2,492,975	2,508,866	(15,891)	-0.6%
72,597	96,592	(23,995)	-24.8%	Business Support Services - Program(s)	776,210	892,962	(116,752)	-13.1%
				<b><u>MAXIMIZE</u></b>				
271,129	290,663	(19,534)	-6.7%	NASCAR Hall of Fame - People	2,590,443	2,854,963	(264,520)	-9.3%
137,071	145,276	(8,205)	-5.6%	NASCAR Hall of Fame - Program(s)	1,655,101	2,014,023	(358,922)	-17.8%
1,102,981	1,159,031	(56,050)	-4.8%	Venues - People	11,188,115	11,977,044	(788,929)	-6.6%
2,125,807	1,688,993	436,814	25.9%	Venues - Program(s)	19,165,807	18,097,517	1,068,290	5.9%
<b>6,113,688</b>	<b>5,470,862</b>	<b>642,826</b>	<b>11.7%</b>	<b>Total Operating Expenses</b>	<b>53,861,610</b>	<b>54,762,042</b>	<b>(900,432)</b>	<b>-1.6%</b>
<b>495,661</b>	<b>194,746</b>	<b>300,916</b>	<b>154.5%</b>	<b>Gain / (Loss) from Operations</b>	<b>3,277,136</b>	<b>712,983</b>	<b>2,564,154</b>	<b>359.6%</b>
				<b><u>CAPITAL PROJECTS</u></b>				
287,515	287,515	-	0.0%	Capital Support/Reimbursement	4,755,550	4,755,550	-	0.0%
				<b>Capital Expense</b>				
(26,181)	-	(26,181)	n/a	Carryforward	1,292,546	-	1,292,546	n/a
138,387	309,001	(170,614)	-55.2%	Current Year	3,940,393	4,571,857	(631,463)	-13.8%
<b>112,206</b>	<b>309,001</b>	<b>(196,795)</b>	<b>-63.7%</b>	<b>Total Capital Expense</b>	<b>5,232,939</b>	<b>4,571,857</b>	<b>661,082</b>	<b>14.5%</b>
<b>175,309</b>	<b>(21,486)</b>	<b>196,795</b>	<b>-915.9%</b>	<b>Gain / (Loss) from Capital</b>	<b>(477,389)</b>	<b>183,694</b>	<b>(661,082)</b>	<b>-359.9%</b>
<b>\$670,971</b>	<b>\$173,260</b>	<b>\$497,711</b>	<b>287.3%</b>	<b>Overall Fund Balance Gain / (Loss)</b>	<b>2,799,747</b>	<b>896,676</b>	<b>\$1,903,071</b>	<b>212.2%</b>

**Charlotte Regional Visitors Authority**  
**Monthly Financial Report**  
**Period Ended April 30, 2018**

April				April YTD				
FY 2018	FY 2017	Variance	Variance %		FY 2018	FY 2017	Variance	Variance %
				<b><u>OPERATIONS</u></b>				
				<b><u>REVENUES</u></b>				
3,947,908	2,528,062	1,419,846	56.2%	Operating Revenues	29,911,919	26,142,560	3,769,359	14.4%
2,661,441	2,612,937	48,504	1.9%	External Operating Support	27,226,827	25,564,466	1,662,361	6.5%
<b>6,609,349</b>	<b>5,140,999</b>	<b>1,468,350</b>	<b>28.6%</b>	<b>TOTAL REVENUES</b>	<b>57,138,746</b>	<b>51,707,026</b>	<b>5,431,720</b>	<b>10.5%</b>
				<b><u>EXPENSES</u></b>				
				<b><u>MARKET</u></b>				
158,760	164,961	(6,201)	-3.8%	Marketing - People	1,900,092	1,659,438	240,654	14.5%
920,798	142,975	777,823	544.0%	Marketing - Program(s)	4,117,256	1,890,336	2,226,920	117.8%
380,386	348,497	31,889	9.2%	Sales - People	3,546,335	3,301,623	244,712	7.4%
583,822	275,606	308,216	111.8%	Sales - Program(s)	4,949,793	4,157,977	791,816	19.0%
				<b><u>MANAGE</u></b>				
92,013	88,745	3,268	3.7%	Human Resources - People	1,013,242	870,256	142,986	16.4%
39,913	74,720	(34,807)	-46.6%	Human Resources - Program(s)	466,240	591,395	(125,155)	-21.2%
228,412	205,462	22,950	11.2%	Business Support Services - People	2,492,975	2,322,773	170,202	7.3%
72,597	78,210	(5,613)	-7.2%	Business Support Services - Program(s)	776,210	1,028,144	(251,934)	-24.5%
				<b><u>MAXIMIZE</u></b>				
271,129	209,074	62,055	29.7%	NASCAR Hall of Fame - People	2,590,443	2,084,320	506,122	24.3%
137,071	178,759	(41,688)	-23.3%	NASCAR Hall of Fame - Program(s)	1,655,101	1,775,097	(119,996)	-6.8%
1,102,981	970,063	132,918	13.7%	Venues - People	11,188,115	9,434,165	1,753,950	18.6%
2,125,807	1,875,465	250,342	13.3%	Venues - Program(s)	19,165,807	17,446,586	1,719,221	9.9%
<b>6,113,688</b>	<b>4,612,537</b>	<b>1,501,151</b>	<b>32.5%</b>	<b>Total Operating Expenses</b>	<b>53,861,610</b>	<b>46,562,112</b>	<b>7,299,498</b>	<b>15.7%</b>
<b>495,661</b>	<b>528,462</b>	<b>(32,801)</b>	<b>-6.2%</b>	<b>Gain / (Loss) from Operations</b>	<b>3,277,136</b>	<b>5,144,914</b>	<b>(1,867,778)</b>	<b>-36.3%</b>
				<b><u>CAPITAL PROJECTS</u></b>				
<b>287,515</b>	<b>427,185</b>	<b>(139,670)</b>	<b>-32.7%</b>	<b>Capital Support/Reimbursement</b>	<b>4,755,550</b>	<b>4,902,141</b>	<b>(146,591)</b>	<b>-3.0%</b>
				<b>Capital Expense</b>				
(26,181)	2,549	(28,730)	-1127.1%	Carryforward	1,292,546	723,509	569,037	78.6%
138,387	451,185	(312,797)	-69.3%	Current Year	3,940,393	3,958,632	(18,239)	-0.5%
<b>112,206</b>	<b>453,734</b>	<b>(341,528)</b>	<b>-75.3%</b>	<b>Total Capital Expense</b>	<b>5,232,939</b>	<b>4,682,141</b>	<b>550,798</b>	<b>11.8%</b>
<b>175,309</b>	<b>(26,549)</b>	<b>201,858</b>	<b>760.3%</b>	<b>Gain / (Loss) from Capital</b>	<b>(477,389)</b>	<b>220,000</b>	<b>(697,389)</b>	<b>-317.0%</b>
<b>\$670,971</b>	<b>\$501,914</b>	<b>\$169,057</b>	<b>33.7%</b>	<b>Overall Fund Balance Gain / (Loss)</b>	<b>\$2,799,747</b>	<b>\$5,364,914</b>	<b>(\$2,565,167)</b>	<b>-47.8%</b>

**City of Charlotte**  
**CHARLOTTE REGIONAL VISITORS AUTHORITY**  
**BALANCE SHEET**  
**Comparisons to Previous Month and Previous Fiscal Year**  
**April 30, 2018**

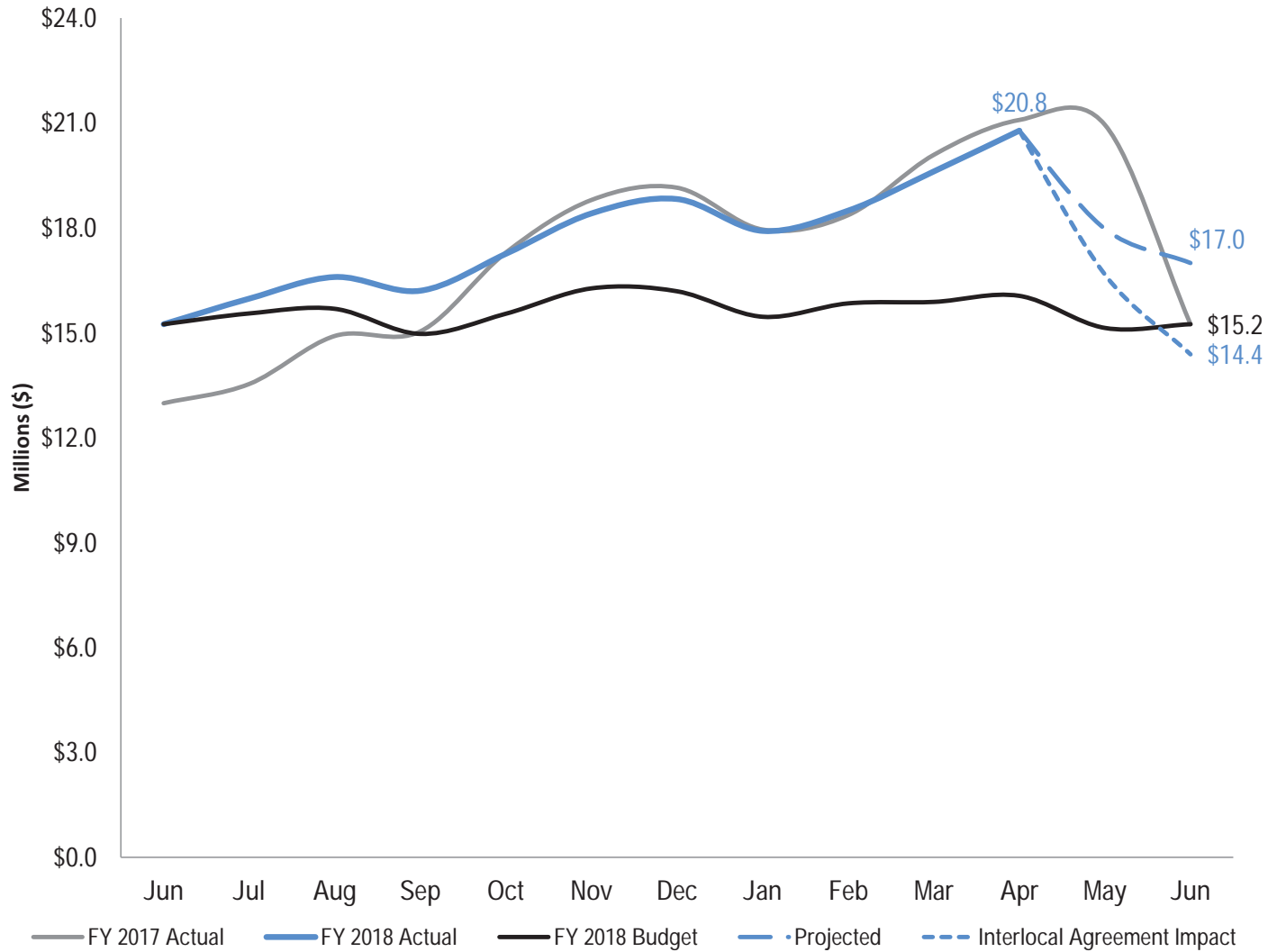
4/30/2018	3/31/2018	Increase (Decrease)	Assets	4/30/2018	4/30/2017	Increase (Decrease)
8,787,291	7,415,460	1,371,832	Operating Cash	8,787,291	8,681,840	105,451
3,047,415	3,047,415	-	Reserved Cash	3,047,415	3,124,562	(77,146)
2,430,275	2,301,074	129,200	Box Office Cash	2,430,275	1,200,385	1,229,890
230,825	234,825	(4,000)	Petty Cash/Change Funds	230,825	235,225	(4,400)
13,965,711	13,940,116	25,595	Invested Cash	13,965,711	13,156,255	809,456
7,944,275	7,379,650	564,625	Accounts Receivable	7,944,275	5,282,309	2,661,966
637,876	636,410	1,465	Merchandise Inventory	637,876	450,481	187,395
93,319	139,795	(46,476)	Prepaid Expenses	93,319	92,948	372
1,157,210	1,022,691	134,519	Deferred Expenses	1,157,210	202,250	954,960
59,258	59,258	-	Special Assets	59,258	59,258	-
4,480,864	4,480,864	-	Deferred Outflow - Assets	4,480,864	991,653	3,489,211
<b>\$ 42,834,320</b>	<b>\$ 40,657,560</b>	<b>\$ 2,176,761</b>	<b>Total Assets</b>	<b>\$ 42,834,320</b>	<b>\$ 33,477,165</b>	<b>\$ 9,357,155</b>

4/30/2018	3/31/2018	Increase (Decrease)	Liabilities and Proprietary Interest	4/30/2018	4/30/2017	Increase (Decrease)
6,254,496	5,484,593	769,903	Accounts Payable	6,254,496	5,310,727	943,768
2,977,956	2,488,298	489,658	Miscellaneous Reserves	2,977,956	2,740,071	237,885
2,431,821	2,302,595	129,226	Box Office Obligations	2,431,821	1,201,711	1,230,109
2,504,949	2,688,010	(183,061)	Facility Deposits	2,504,949	2,556,367	(51,418)
745,076	745,076	-	Vacation Time Payable	745,076	726,229	18,847
797,925	547,718	250,207	Wages Payable	797,925	531,000	266,925
456,336	369,827	86,509	Payroll Withholdings	456,336	386,516	69,820
160,055	137,566	22,488	Taxes Payable	160,055	177,874	(17,819)
2,958,404	2,958,404	-	Loans Payable	2,958,404	3,118,404	(160,000)
7,288,104	7,288,104	-	LT OPEB Payable	7,288,104	6,266,901	1,021,203
5,113,766	5,113,766	-	Net Pension - Liability	5,113,766	983,087	4,130,679
179,192	179,192	-	Deferred Inflows - Liability	179,192	510,962	(331,770)
4,446,907	4,559,113	(112,206)	Proprietary Interest	4,446,907	331,414	4,115,493
6,519,334	5,795,297	724,038	YTD Operating Surplus	6,519,334	8,635,903	(2,116,569)
<b>\$ 42,834,320</b>	<b>\$ 40,657,560</b>	<b>\$ 2,176,761</b>	<b>Total Liabilities and Proprietary Interest</b>	<b>\$ 42,834,320</b>	<b>\$ 33,477,165</b>	<b>\$ 9,357,155</b>

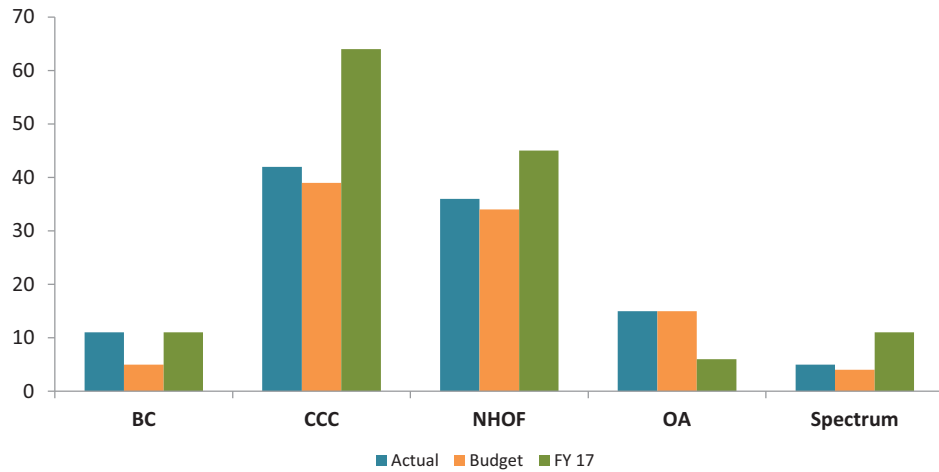
**Fiscal 2018 Fund Balance Projection  
As of April 30, 2018**

Audited Fund Balance 6/30/17	\$	8,724,014	
<b>Adjustments:</b>			
Ovens Loan Payable to the City - Long Term		2,798,404	
Compensated Absences - Long Term		745,076	
Post-Employment Benefit Obligation		7,288,104	
GASB 68 Pension Obligation		812,094	
Tourism Marketing Carryover		(2,000,000)	
Capital Funding Carryover		(3,123,117)	
		<hr/>	
<b>"Working" Fund Balance 6/30/2017</b>	<b>\$</b>	<b>15,244,575</b>	
Add: Total Revenues July 2017 - April 2018		61,894,296	
Less: Total Expenses July 2017 - April 2018		(59,094,549)	
Add Back: Tourism Marketing Carryover Spending		1,442,875	
Add Back: Capital Funding Carryover Spending		1,292,546	
		<hr/>	
<b>= Fund Balance April 30, 2018</b>	<b>\$</b>		<b>20,779,743</b>
<b>Adjustments:</b>			
Add: FY18 Budgeted/Projected Revenues: May - June 2018			13,996,561
Less: FY18 Budgeted/Projected Expenses: May - June 2018			(17,150,266)
Less: Capital Funds Received for FY18 But Not Spent as of April 30, 2018			(631,463)
<b>= Projected Fund Balance June 30, 2018</b>	<b>\$</b>		<b><u><u>16,994,575</u></u></b>

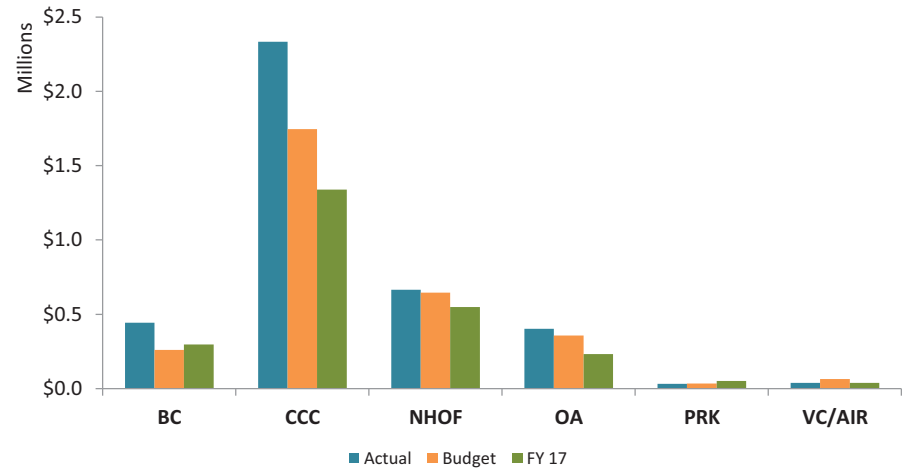
**Charlotte Regional Visitors Authority  
Fiscal 2018 Fund Balance Projection Graph  
As of April 30, 2018**



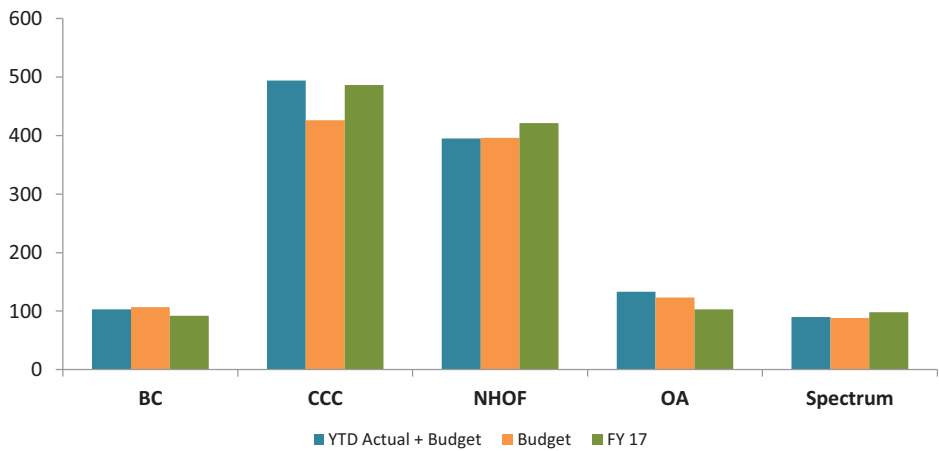
**Event Volume by Facility - April**



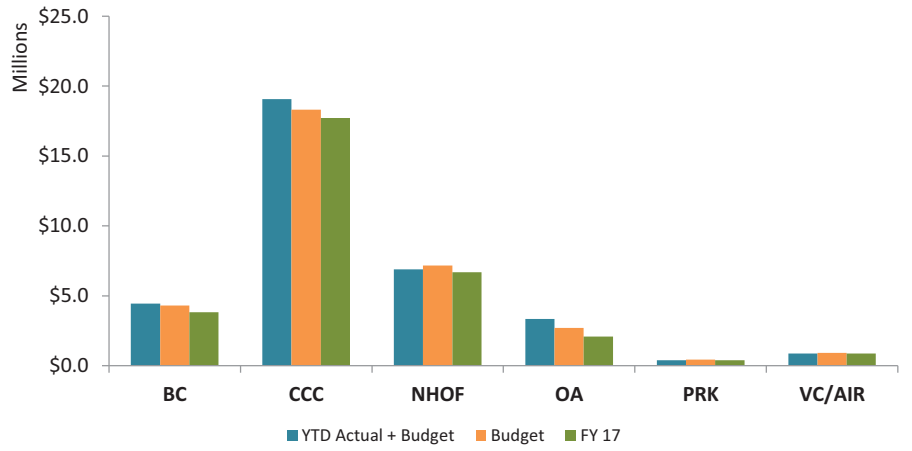
**Operating Revenues by Facility - April**



**Event Volume by Facility - Full Year Projection**



**Operating Revenues by Facility - Full Year Projection**



## Venue Event Volume Report

Facility		April 2018			Fiscal Year-to-Date			May 2018 - Preview		
		Actual	Budget	Prior Year	Actual	Budget	Prior Year	Actual	Budget	Prior Year
<b>Ovens Auditorium</b>	Concerts / Comedy	2	3	3	35	27	24	4	1	1
	School / Recitals / Family	3	2	3	19	17	13	6	6	6
	Plays / Fine Arts	0	0	0	5	6	11	1	0	0
	Religious	0	1	0	1	2	3	0	0	0
	Broadway	8	8	0	32	30	13	0	0	0
	Miscellaneous	2	1	0	16	11	15	1	3	5
	<b>Totals</b>	<b>15</b>	<b>15</b>	<b>6</b>	<b>108</b>	<b>93</b>	<b>79</b>	<b>12</b>	<b>10</b>	<b>12</b>
<b>Bojangles' Coliseum</b>	Graduations	0	0	0	4	8	2	4	4	4
	Concerts/Comedy	1	0	1	5	7	9	2	0	2
	Charlotte Checkers	6	4	9	40	38	43	3	0	0
	Other Sports	1	0	0	7	1	7	3	2	1
	Family Shows	0	0	0	8	8	0	0	0	0
	Religious	0	0	1	4	3	3	0	0	0
	Miscellaneous	3	1	0	10	16	1	0	1	0
<b>Totals</b>	<b>11</b>	<b>5</b>	<b>11</b>	<b>78</b>	<b>81</b>	<b>65</b>	<b>12</b>	<b>7</b>	<b>7</b>	
<b>Charlotte Convention Center</b>	Conventions/Tradeshows	4	6	7	37	32	31	5	5	2
	Assemblies	1	1	0	10	8	15	1	0	1
	Consumer Shows	1	1	0	17	15	12	1	1	1
	Local Events	36	31	57	362	304	335	40	32	43
<b>Totals</b>	<b>42</b>	<b>39</b>	<b>64</b>	<b>426</b>	<b>359</b>	<b>393</b>	<b>47</b>	<b>38</b>	<b>47</b>	
<b>NASCAR Hall of Fame</b>	Events	36	34	45	324	325	358	34	37	37
	<b>Totals</b>	<b>36</b>	<b>34</b>	<b>45</b>	<b>324</b>	<b>325</b>	<b>358</b>	<b>34</b>	<b>37</b>	<b>37</b>
<b>Spectrum Center</b>	Charlotte Hornets	2	3	7	43	44	45	0	0	0
	Concerts	3	1	1	22	17	13	1	1	1
	Other Sports	0	0	0	12	11	11	0	0	0
	Family Shows	0	0	0	8	12	18	0	0	0
	Conferences	0	0	3	1	0	6	0	0	0
	Graduations	0	0	0	1	1	1	1	1	1
<b>Totals</b>	<b>5</b>	<b>4</b>	<b>11</b>	<b>87</b>	<b>85</b>	<b>94</b>	<b>2</b>	<b>2</b>	<b>2</b>	



## MINORITY WOMEN BUSINESS ENTERPRISE (MWBE) Report for the Quarter Ended 3/31/2018

To: CRVA Board of Directors

From: Mike Crum, CFO

Date: 5/29/2018

As outlined below, for the third quarter (January-March 2018) of fiscal year 2018, the CRVA spent \$3,043,186 or 32.78% with MWBE vendors in the expense categories we track compared to \$830,033 (10.31%) spent during this same point in time for fiscal 2017.

Third Qtr. Spending MWBE Category	Fiscal Year 2018		Fiscal Year 2017	
	Dollars	Percentage	Dollars	Percentage
1 - Male, African American	\$1,685,903	55.38%	\$78,315	9.44%
2 - Male, Asian American	\$62,237	2.05%	\$97,283	11.72%
3 - Male, Native American	\$19,061	0.63%	\$40,602	4.89%
4 - Male, Hispanic	\$181,659	5.97%	\$13,814	1.66%
5 - Women (Other)	\$627,290	20.61%	\$444,707	53.58%
6 - Women, African American	\$297,500	9.78%	\$0	0.00%
7 - Women, Asian American	\$30,915	1.02%	\$13,271	1.60%
8 - Women, Native American	\$0	0.00%	\$0	0.00%
9 - Women, Hispanic	\$138,621	4.56%	\$142,041	17.11%
<b>3<sup>rd</sup> Qtr. Totals</b>	<b>\$3,043,186</b>	<b>100%</b>	<b>\$830,033</b>	<b>100%</b>

Fiscal year-to-date, we spent \$5,739,854 (23.98%) with MWBE vendors as outlined below. At this same point in time for the prior fiscal year, we spent \$2,084,874 (10.24%) with MWBE vendors. In fiscal 2018 thus far, there was an increase in MWBE spending in the Contract Services, Advertising/Promotion and Capital Projects/Equipment categories compared to fiscal 2017.

Fiscal Year to Date Spending MWBE Category	Fiscal Year 2018		Fiscal Year 2017	
	Dollars	Percentage	Dollars	Percentage
1 - Males, African American	\$2,620,623	45.65%	\$177,854	8.53%
2 - Males, Asian American	\$162,415	2.83%	\$192,770	9.25%
3 - Males, Native American	\$132,113	2.30%	\$170,382	8.17%
4 - Males, Hispanic	\$931,020	16.22%	\$397,552	19.07%
5 - Women (Other)	\$1,166,900	20.33%	\$816,326	39.16%
6 - Women, African American	\$418,850	7.30%	\$0	0.00%
7 - Women, Asian American	\$44,177	0.77%	\$18,642	0.89%
8 - Women, Native American	\$0	0.00%	\$0	0.00%
9 - Women, Hispanic	\$263,756	4.60%	\$311,348	14.93%
<b>Fiscal Year to Date Totals</b>	<b>\$5,739,854</b>	<b>100%</b>	<b>\$2,084,874</b>	<b>100%</b>





The table below illustrates MWBE Total (successful and unsuccessful) opportunities compared to the third quarter of fiscal year 2017. There were 4 unsuccessful opportunities with MWBE vendors in the third quarter of FY 18 compared to 1 unsuccessful MWBE opportunities in the third quarter of FY 17. As of the end of the third quarter of FY 18, our MWBE opportunity percentage is 13.7%; the Balanced Scorecard target for FY 18 is "to increase MWBE opportunities to a minimum of 13%."

<b>Total Opportunity Statistics – 3rd Quarter</b>			
	<b>MWBE Opportunities</b>	<b>CRVA Total Opportunities</b>	<b>Percentage</b>
<b>Fiscal Year 2017</b>	434	3490	12.4%
<b>Fiscal Year 2018</b>	456	3407	13.4%

<b>Total Opportunity Statistics - Year to Date</b>			
	<b>MWBE Opportunities</b>	<b>CRVA Total Opportunities</b>	<b>Percentage</b>
<b>Fiscal Year 2017</b>	1190	9632	12.4%
<b>Fiscal Year 2018</b>	1298	9502	13.7%

On page one of the report that follows this memo, you will find the report of the CRVA's record of spending with MWBE vendors for the quarter ended March 31, 2018. Activity for the third quarter of fiscal 2017 (January 1, 2017 – March 31, 2017) is shown for comparative purposes.

Activity reports for third party vendors and group commissions are provided on page 2 of the report. For the third quarter ended March 31, 2018, 1.72% of third party commissions were paid to MWBE vendors and 68.73% of group commissions were paid to MWBE vendors. In comparison to the same quarter last fiscal year, these percentages were 1.36% and 0.0% respectively.

We continue to work with budget managers to aggressively identify upcoming purchasing opportunities that MWBE vendors can bid on and/or provide the product/service when bids/quotes are not required.

Please contact me or Larry Williams if you have any questions.

City of Charlotte  
Charlotte Regional Visitors Authority

### Successful Efforts 3rd Quarter

	Total Expenses	\$ Expended with MWBD Vendors	% Expended with MWBD Vendors
Advertising / Promotions	\$2,114,880	\$729,649	7.86%
Contractual Services	2,211,534	1,921,388	20.70%
Merchandise	1,098,305	75,348	0.81%
Rentals	290,186	4,859	0.05%
Repairs and Maintenance	693,365	47,376	0.51%
Supplies	434,427	33,903	0.37%
Ticket System	15,235	0	0.00%
Professional Fees	495,605	0	0.00%
Insurance	144,904	0	0.00%
Miscellaneous	22,703	55,737	0.60%
Capital Projects / Equipment	1,763,000	175,126	1.85%
<b>Totals</b>	<b>\$9,284,144</b>	<b>\$3,043,186</b>	<b>32.78%</b>

### Successful Efforts YTD 2017 vs. 2018

	Period Ending 3/31/2017	Fiscal 2017 Percentages	Period Ending 3/31/2018	Fiscal 2018 Percentages
1 - African American	\$177,854	0.87%	\$2,620,623	10.95%
2 - Asian American	192,770	0.95%	162,415	0.68%
3 - Native American	170,382	0.84%	132,113	0.55%
4 - Hispanic	397,552	1.95%	931,020	3.89%
5 - Women	816,326	4.01%	1,166,900	4.87%
6 - Women, African American	0	0.00%	418,850	1.75%
7 - Women, Asian American	18,642	0.09%	44,177	0.18%
8 - Women, Native American	0	0.00%	0	0.00%
9 - Women, Hispanic	311,348	1.53%	263,756	1.10%
10 - Other	18,280,924	89.76%	18,200,764	76.02%
<b>Totals</b>	<b>\$20,365,798</b>	<b>100.00%</b>	<b>\$23,940,618</b>	<b>100.00%</b>

### Successful and Unsuccessful Efforts 3rd Quarter 2018

	Total Expenses	Successful Efforts with MWBD Vendors	Unsuccessful Efforts with MWBD Vendors	% All efforts Attempted with MWBD Vendors
Advertising / Promotions	\$2,114,880	\$729,649	\$0	7.86%
Contractual Services	2,211,534	1,921,388	132,600	22.12%
Merchandise	1,098,305	75,348	0	0.81%
Rentals	290,186	4,859	0	0.05%
Repairs and Maintenance	693,365	47,376	0	0.51%
Supplies	434,427	33,903	0	0.37%
Ticket System	15,235	0	0	0.00%
Professional Fees	495,605	0	0	0.00%
Insurance	144,904	0	0	0.00%
Miscellaneous	22,703	55,737	0	0.60%
Capital Projects / Equipment	1,763,000	175,126	0	1.85%
<b>Totals</b>	<b>\$9,284,144</b>	<b>\$3,043,186</b>	<b>\$132,600</b>	<b>34.21%</b>

### Successful and Unsuccessful Efforts YTD 2018

	Expended through 3/31/18	Successful Efforts with MWBD Vendors	Unsuccessful Efforts with MWBD Vendors	% All efforts Attempted with MWBD Vendors
Advertising / Promotions	\$3,500,590	\$880,396	\$0	3.68%
Contractual Services	6,281,389	3,219,626	663,439	16.22%
Merchandise	2,937,224	199,158	0	0.83%
Rentals	753,650	9,017	0	0.04%
Repairs and Maintenance	2,236,446	177,101	0	0.74%
Supplies	1,311,590	97,671	0	0.41%
Ticket System	39,806	0	0	0.00%
Professional Fees	1,266,190	4,000	0	0.02%
Insurance	425,167	0	0	0.00%
Miscellaneous	68,033	107,577	0	0.45%
Capital Projects / Equipment	5,120,733	1,045,308	996,796	8.53%
<b>Totals</b>	<b>\$23,940,618</b>	<b>\$5,739,854</b>	<b>\$1,660,235</b>	<b>30.91%</b>

City of Charlotte  
Charlotte Regional Visitors Authority

### Third Party Vendors 3rd Quarter 2017 vs. 2018

	Third Quarter Fiscal 2017 \$	Third Quarter Fiscal 2017 %	Third Quarter Fiscal 2018 \$	Third Quarter Fiscal 2018 %
1 - African American	\$3,862	0.53%	\$12,300	1.31%
2 - Asian American	6,034	0.83%	3,818	0.41%
3 - Native American	0	0.00%	0	0.00%
4 - Hispanic	0	0.00%	0	0.00%
5 - Women	0	0.00%	0	0.00%
6 - Women, African American	0	0.00%	0	0.00%
7 - Women, Asian American	0	0.00%	0	0.00%
8 - Women, Native American	0	0.00%	0	0.00%
9 - Women, Hispanic	0	0.00%	0	0.00%
10 - Other	716,874	98.64%	920,984	98.28%
<b>Totals</b>	<b>\$726,770</b>	<b>100.00%</b>	<b>\$937,102</b>	<b>100.00%</b>

### Third Party Vendors YTD 2017 vs. 2018

	3/31/2017 Fiscal 2017 \$	YTD % Fiscal 2017	3/31/2018 Fiscal 2018 \$	YTD % Fiscal 2018
1 - African American	\$4,267	0.20%	\$17,860	0.83%
2 - Asian American	25,973	1.23%	12,257	0.57%
3 - Native American	0	0.00%	0	0.00%
4 - Hispanic	0	0.00%	0	0.00%
5 - Women	0	0.00%	0	0.00%
6 - Women, African American	0	0.00%	0	0.00%
7 - Women, Asian American	0	0.00%	0	0.00%
8 - Women, Native American	0	0.00%	0	0.00%
9 - Women, Hispanic	0	0.00%	0	0.00%
10 - Other	2,079,572	98.57%	2,130,974	98.61%
<b>Totals</b>	<b>\$2,109,812</b>	<b>100.00%</b>	<b>\$2,161,091</b>	<b>100.00%</b>

### Group Commissions 3rd Quarter 2017 vs. 2018

	Third Quarter Fiscal 2017 \$	Third Quarter Fiscal 2017 %	Third Quarter Fiscal 2018 \$	Third Quarter Fiscal 2018 %
1 - African American	\$0	0.00%	\$0	0.00%
2 - Asian American	0	0.00%	0	0.00%
3 - Native American	0	0.00%	0	0.00%
4 - Hispanic	0	0.00%	0	0.00%
5 - Women	0	0.00%	38,149	68.73%
6 - Women, African American	0	0.00%	0	0.00%
7 - Women, Asian American	0	0.00%	0	0.00%
8 - Women, Native American	0	0.00%	0	0.00%
9 - Women, Hispanic	0	0.00%	0	0.00%
10 - Other	58,980	100.00%	17,355	31.27%
<b>Totals</b>	<b>\$58,980</b>	<b>100.00%</b>	<b>\$55,504</b>	<b>100.00%</b>

### Group Commissions YTD 2017 vs. 2018

	3/31/2017 Fiscal 2017 \$	YTD % Fiscal 2017	3/31/2018 Fiscal 2018 \$	YTD % Fiscal 2018
1 - African American	\$0	0.00%	\$0	0.00%
2 - Asian American	0	0.00%	0	0.00%
3 - Native American	0	0.00%	0	0.00%
4 - Hispanic	0	0.00%	0	0.00%
5 - Women	0	0.00%	68,657	68.50%
6 - Women, African American	0	0.00%	0	0.00%
7 - Women, Asian American	0	0.00%	0	0.00%
8 - Women, Native American	0	0.00%	0	0.00%
9 - Women, Hispanic	0	0.00%	0	0.00%
10 - Other	110,213	100.00%	31,578	31.50%
<b>Totals</b>	<b>\$110,213</b>	<b>100.00%</b>	<b>\$100,235</b>	<b>100.00%</b>



## NASCAR HALL OF FAME

April/May 2018

Submitted by Winston Kelley

### CURRENT ACTIVITY RECAP

#### NASCAR Hall of Fame Class of 2019 Inductees

The NASCAR Hall of Fame Voting Panel met on Wednesday, May 23, and selected the following inductees for the Class of 2019 and the Landmark Award for Outstanding Contributions to NASCAR:

- **Davey Allison** – Won 19 times in NASCAR’s premier series, including the 1992 Daytona 500.
- **Jeff Gordon** – Four-time premier series champion and won 93 times in NASCAR’s premier series.
- **Alan Kulwicki** – 1992 NASCAR premier series champion.
- **Roger Penske** – Combined for four car owner championships in premier and XFINITY series.
- **Jack Roush** – Five-time car owner champion in NASCAR’s three national series.



The Hall of Fame’s Class of 2019 activities:

- Hosted Class of 2019 Inductee Jack Roush for a Q&A session at the Hall of Fame on May 26 for all guests. Held a special members-only autograph session and meet and greet with



Legends and Champions members. Jeff Gordon and Roger Penske had conflicts and will be invited another day.

- The Hall of Fame, highlighted by Jack Roush, participated in numerous Race Weekend and pre-race activities at Charlotte Motor Speedway, including a special media appearance, which allowed Hall of Famers to be featured and introduced at the Drivers/Crew Chiefs Meeting and to fans prior to the Coca-Cola 600.

#### 2019 Landmark Award for Outstanding Contributions to NASCAR Recipient

- **Jim Hunter** – Served in wide variety of executive roles for NASCAR and ISC for over six decades.



#### **EDUCATION AND NASCAR HALL OF FAME FOUNDATION**

- **Over The Edge Fundraiser Announced** – The Hall of Fame and NASCAR announced a unique fundraising event that allows thrill-seekers to rappel 10 stories down the Embassy Suites Charlotte Uptown on Sept. 25–26, to benefit health care and education services to children in the Charlotte area through The NASCAR Foundation and the Friends of the NASCAR Hall of Fame Foundation. NASCAR Hall of Famer Richard Petty, Mike Helton, Winston Kelley and radio personality Sheri Lynch participated in the press conference to promote the event. Hall of Famer Rusty Wallace; International Speedway Corporate CEO Lesa France Kennedy; current drivers Darrell Wallace Jr. and Chris Buescher; CRVA CEO Tom Murray; and others have committed to participate in this exciting event. Mark your calendars now!

**NEWLY INSTALLED EXHIBITS INCLUDE: (SEE PICTURES AT END OF REPORT)**

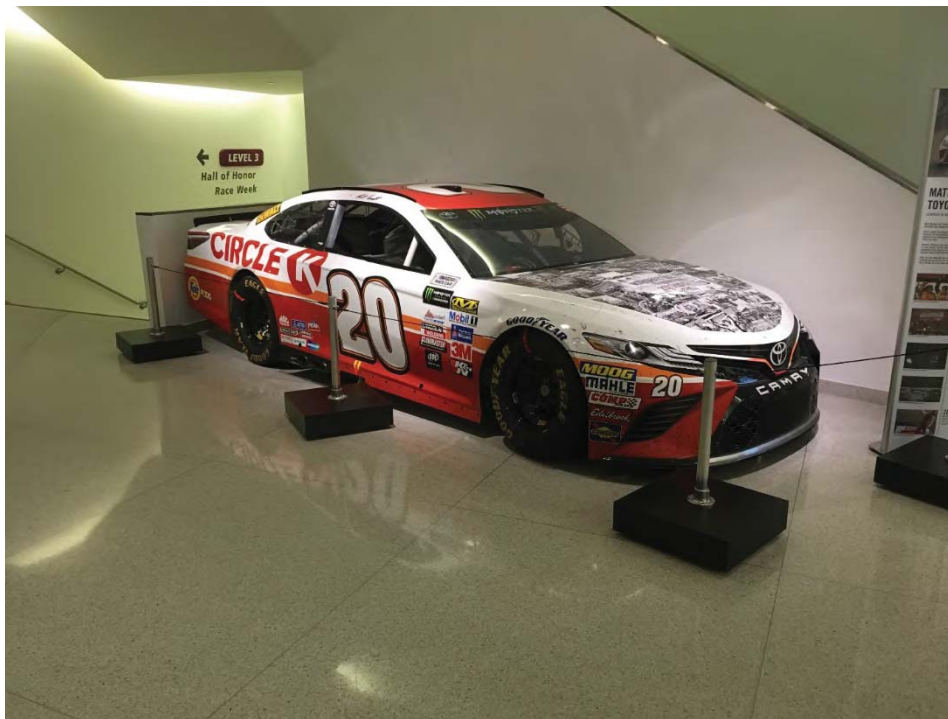


- **“Jr Nation Appreci88ion Tour Continues”** – This exhibit opened May 18 featuring Dale Earnhardt Jr.’s Axalta Chevrolet, which he drove during his last race at Homestead-Miami Speedway last November and resides in the Victory Lane area of our Race Week Experience. The exhibit also features 37 celebratory shots from his career, a video montage of over 25 interviews with Earnhardt reflecting on various tracks where he has raced, a Victory Lane backdrop, 20 fire suits, and six trophies in the adjacent two-story case leading from Race Week to Heritage Speedway.



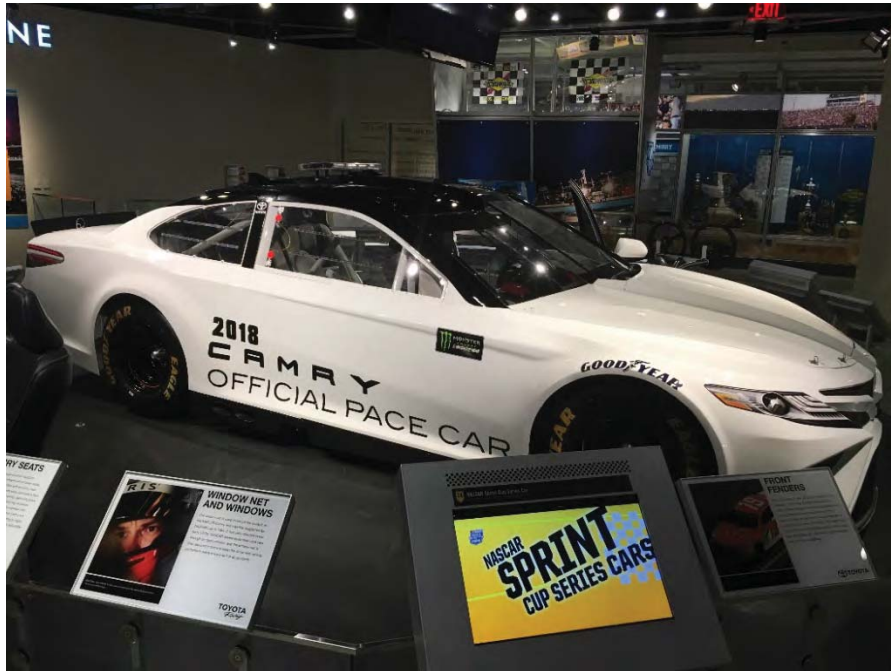


**Matt Kenseth's Final Joe Gibbs Racing win car** – This addition features the car from Kenseth's most recent win (and last with Joe Gibbs Racing), an emotional victory at ISM Raceway in Phoenix last November. Of note, Joe Gibbs Racing's president reached out to us unsolicited to offer the car for display. This speaks to the relationship we have built within the industry. It shows the confidence JGR has in the Hall of Fame and is another example of the NASCAR industry both embracing the Hall of Fame and wanting to showcase their key memorabilia here, especially since JGR, unlike other teams, has not historically kept cars in a collection.





- **Toyota Half and Half Car** – As part of our corporate partnership with Toyota Racing Development, TRD provided us a car in 2015 that is 1/2 race car and 1/2 as it comes off the factory floor for consumers. Although not in our contract, TRD provided us an updated 2018 version that was received and installed in May.







### Operations and Events

- Hosted a total of 32 events in April (three full facility) with 3,770 participants and 33 events in May (four full facility) with 3,838 participants.
- The Operations team issued an RFP for potential ticketing system partners earlier this year. The Ops team, in conjunction with a collaborative team from throughout the CRVA, thoroughly evaluated six proposals and interviewed four different companies. The team reached a consensus on a selection and is currently working through the contractual agreement that would become effective Jan. 1, 2019 following the conclusion of the contract with our current ticketing partner.
- May was Member Appreciation Month with daily giveaways; special events and prizes for new and renewed memberships were provided throughout the month. Among the highlights were gifts provided by our partner Ford and very strong membership sales following the announcement of the Class of 2019 Inductees.
- The new audio tour devices arrived and put into operations in May. This is a significant improvement from the previous device that uses more current technologies, has a truer “track feel” for our guests and one we believe has some upside financial opportunity.

### Corporate Partnerships

- May 18 through 29 were Military Appreciation Days Presented by Toyota. All active, reserve, veteran and retired military personnel received complimentary admission and unlimited simulator rides as a part of our partnership with Toyota.

### Industry Relations Announcements/Appearances

- Roush Fenway Racing used the Hall of Fame to announce the return of driver Matt Kenseth with a new partner Wyndham Rewards in April.



- Richard Petty Motorsports used the Hall of Fame to announce a new partnership with World Wide Technologies in May.



- Several drivers participated in special Racing Insiders Tour appearances including Trevor Bayne and Ricky Stenhouse Jr. from Roush Fenway Racing and Daytona 500 champion Austin Dillon and Ryan Newman from Richard Childress Racing.



### Looking Ahead

- WSOC / Classroom Central School tools kickoff event is scheduled for Wednesday, Aug. 15.
- The Hall of Fame Class of 2019 was selected, and tickets went on sale June 9 for the Feb. 1, 2019 event.



- Work is underway for the next Great Hall exhibit, which will highlight NASCAR's inaugural year of 1948, which took place 70 years ago. The Exhibits team is also working on the addition of two unique and special cars to our exhibits that were integral to their drivers in the 2017 season.
- Work continues on the customer experience/interactive upgrade development along with operational and space utilization studies.
- As a part of our Space Utilization Study, the Hall of Fame team was presented four short-term options that would not require any construction or capital expenditures to consider to enhance operations and revenue. Two have been selected for a trial period from September through December 2018. Necessary processes, procedures and communications is being developed, which will be shared in the August Board of Directors meeting.



# NASCAR HALL OF FAME

Calendar of School Groups  
May–July 2018

<b>May 2018</b>		
5/3/2018	Joseph W. Grier Academy	142
5/4/2018	Hemby Bridge Elementary	89
5/4/2018	Bedford Science and Technology Center	16
5/7/2018	South Central Elementary	62
5/9/2018	Centerview School	52
5/11/2018	Rutherfordton Elementary	61
5/11/2018	Wake Forest Charter	54
5/11/2018	Turning Point Academy	17
5/24/2018	Pickens County Career & Technology	18
5/25/2018	Bradford Prep	231
5/29/2018	Charleston Charter School for Math & Science	36
5/31/2018	Fairfield Middle School	36
<b>May Total</b>		<b>Total Guests 814</b>
<b>June 2018</b>		
6/1/2018	Invest Collegiate Transform	57
6/5/2018	Mountain Island Charter	132
6/7/2018	Piedmont Middle School	209
6/12/2018	Primrose School Huntersville	25
6/13/2018	Childcare Network #240	44
6/14/2018	Primrose School Huntersville	25
6/15/2018	Primrose School of Cornelius	28
6/18/2018	Childcare Network #55	28
6/18/2018	Tutor Time - Charlotte	20
6/21/2018	York Middle School	86
6/22/2018	Ray Childers Childcare	90
6/22/2018	Kannapolis YMCA	15



6/25/2018	Wesley Chapel Child Development	22
6/26/2018	Childcare Network #144	22
6/26/2018	Wesley Chapel Child Development	22
6/27/2018	Wesley Chapel Child Development	22
6/28/2018	Huckleberry Summer Camp	30
6/28/2018	Wesley Chapel Child Development	22
6/28/2018	First in Flight Gym	22
6/29/2018	Lowe's YMCA	31
6/29/2018	Hildebran Elementary Summer Camp	45
6/29/2018	Fayetteville State Univ. GEAR UP	110
<b>June Total</b>		<b>Total Guests 1,112</b>
<b>July 2018</b>		
7/17/2018	KidsRKids	34
7/20/2018	Boys & Girls Club of the Upstate	100
7/11/2018	Children in Action	33
7/19/2018	Above & Beyond	16
7/13/2018	Fort Jackson School and Teen Center	24
7/11/2018	Childcare Network #54	18
7/18/2018	Christ Church CDC	40
7/19/2018	UNCC STEM Program	29
7/20/2018	Childtime	45
7/25/2018	Primrose School at Austin Village Matthews	22
7/25/2018	Childcare Network #53	28
7/6/2018	Wallace Pruitt Recreation	27
7/13/2018	Freedom School Partners/Highland	11
7/17/2018	Freedom School Partners/CN Jenkins	55
7/19/2018	Freedom School/Oakhurst	55
<b>July Total</b>		<b>Total Guests 537</b>
		<b>Gran</b>





## May 1 – July 31, 2018

Start Date	End Date	Account Name	Event Description	Location
5/1/2018	5/1/2018	Axalta Coating Systems	Axalta Dinner	Hall of Honor
5/1/2018	5/1/2018	NASCAR Hall of Fame	RPM Sponsor Announcement	Great Hall, Legends Room
5/2/2018	5/2/2018	Compass Group North America	Compass Group MIT Tour/Reception	Hall of Honor
5/2/2018	5/2/2018	Duke Energy	Outdoor Lighting Team Dinner	Legends Room
5/3/2018	5/3/2018	Environmental Systems Research Institute, Ins. (Esri)	Environmental Systems Research Institute Social Reception	Entire Facility
5/7/2018	5/7/2018	Century Communities	Century Communities Meeting	Legends Room
5/8/2018	5/8/2018	Warehousing Education & Research Council	WERC Reception	Great Hall
5/8/2018	5/8/2018	Rapid 7	Rapid 7 Meeting	Theater Lobby, Legends Room
5/9/2018	5/9/2018	The innovation Learning Network	ILN Reception	Race Week/Heritage
5/9/2018	5/10/2018	Southeast Toyota Distributors, LLC	Southeast Toyota Finance Training	Legends Room
5/10/2018	5/10/2018	SpiceLab Media LLC	SpiceLab Media Fundraiser	Great Hall
5/11/2018	5/11/2018	Apple, Inc.	Apple, Inc.	Legends Room
5/15/2018	5/15/2018	Momentive Performance Materials, Inc.	Momentive Fast Track & Dinner	Hall of Honor
5/16/2018	5/16/2018	Accenture LLP	Accenture Reception	Hall of Honor
5/16/2018	5/16/2018	NASCAR Hall of Fame	Over the Edge Announcement	Great Hall, Legends Room, Plaza
5/16/2018	5/16/2018	Corcentric	National Lease Maintenance Managers Meeting	Race Week\Heritage
5/17/2018	5/17/2018	Stratasys, Inc.	Stratasys Presentation & Reception	Legends Room
5/18/2018	5/18/2018	Diversity Motorsports Racing, LLC	Terrance Alton Cox Minority Motorsports Awards	Hi-Octane Theater
5/18/2018	5/18/2018	Axalta Coating Systems	Axalta Dinner	Hall of Honor
5/21/2018	5/21/2018	Wireless Infrastructure Association	Women's Wireless Group Reception	Entire Facility
5/22/2018	5/23/2018	NASCAR Hall of Fame	NHOF Voting Day 2018	Great Hall
5/22/2018	5/22/2018	Metaswitch Networks Corporation	Metaswitch Event	Race Week\Heritage
5/23/2018	5/23/2018	NASCAR	NHOF Voting Day Media and Green Room	Theater Lobby, Legends Room





## May 1 – July 31, 2018

5/25/2018	5/25/2018	Hooters of America, LLC	Hooters Contest and Reception	Hall of Honor, Entire Facility
5/26/2018	5/26/2018	Coca-Cola Bottling Co. Consolidated	Coke 600 VIP Party	Entire Facility
5/26/2018	5/26/2018	NASCAR Hall of Fame	NHOF New Class of Hall of Famers' Events	Hall of Honor, Great Hall, Legends Room
5/27/2018	5/27/2018	Endurance Rally Association Ltd	Trans-America Rally 2018 Dinner	Theater Lobby
5/30/2018	5/30/2018	Extended Stay America	Perfect 10 Award Winner Banquet	Hall of Honor
5/30/2018	5/30/2018	Leo Burnett	General Motors & Buick Brand Photo Shoot	Plaza
6/2/2018	6/2/2018	Oticon, Inc.	Oticon Reception	Entire Facility
6/4/2018	6/4/2018	Wells Fargo Bank, National Association	Wells Fargo Intern Opening Event	Great Hall
6/5/2018	6/5/2018	Sealed Air	Sealed Air Dinner Reception	Entire Facility
6/6/2018	6/6/2018	Syntelli Solutions	Analytics and Big Data Society of Charlotte Meeting and Reception	Hi-Octane Theater
6/6/2018	6/6/2018	Extended Stay America	GM Certification Class	Great Hall
6/6/2018	6/6/2018	American Airlines, Inc.	American Airlines Dinner	Hall of Honor
6/7/2018	6/7/2018	Nuclear Electric Insurance Limited	NEIL Reception	Entire Facility
6/9/2018	6/9/2018	NASCAR Hall of Fame	Member's Only iRacing League	Race Week\Heritage
6/12/2018	6/12/2018	TIAA	TIAA Reception and Dinner	Great Hall
6/13/2018	6/13/2018	Jazz Pharmaceuticals	Jazz Pharmaceuticals Event	Legends Room
6/14/2018	6/14/2018	Panera, LLC	Panera Bread Fast Pass & Reception	Race Week\Heritage
6/14/2018	6/14/2018	NASCAR Hall of Fame	NC Motorsports Association Board of Directors Meeting	Legends Room
6/16/2018	6/16/2018	Strider Sports International, Inc.	Strider Cup	Plaza
6/17/2018	6/17/2018	Charlotte Regional Visitors Authority	Father's Day Promotion	Great Hall, Hi-Octane Theater, Legends Room
6/19/2018	6/19/2018	Redislabs	Charlotte RED Workshop	Legends Room
6/20/2018	6/20/2018	Charles Schwab & Co., Inc.	Charles Schwab & Co., Inc. Dinner Reception	Race Week\Heritage
6/20/2018	6/20/2018	Events & Logistics, Inc.	Events & Logistics, Inc. Dinner	Great Hall, Hi-Octane Theater



## May 1 – July 31, 2018

6/22/2018	6/22/2018	Visit Charlotte	Visit Charlotte FAM	Great Hall
6/25/2018	6/25/2018	Visit Charlotte	City Outlook Meeting	Great Hall, Hi-Octane Theater
6/25/2018	6/25/2018	School Workshop	Day 1 – Professional Development: VA Tech Southwest Center	Main Lobby, Legacy Theater
6/26/2018	6/26/2018	The Institute of Electrical and Electronics Engineers	EPIC Dinner	Entire Facility
6/26/2018	6/26/2018	Fellowes Brands	Fellowes Brands Meeting	Legends Room
6/27/2018	6/27/2018	Alstom Renewable US LLC	Alstom Reception	Race Week\Heritage
6/30/2018	6/30/2018	Robbins Media Group	Robbins Media Group Leadership Conference Dinner	Hall of Honor, Hi-Octane Theater
7/7/2018	7/7/2018	NASCAR Hall of Fame	Coke Zero 400 Race Viewing Party	Hi-Octane Theater
7/11/2018	7/11/2018	Accellion, Inc.	Accellion Meeting	Legends Room
7/13/2018	7/13/2018	Visit Charlotte	Large Cities Executive Forum	Hall of Honor
7/17/2018	7/17/2018	Livongo Health, Inc.	Livongo Lunch & Fast Track	Legends Room
7/17/2018	7/17/2018	Stryker Orthopaedics	Stryker Orthopaedics Meeting, Fast Track & Dinner	Legends Room
7/18/2018	7/18/2018	Compass Group North America	Compass Group MIT Tour/Reception	Hall of Honor
7/21/2018	7/21/2018	Paul Toombs	70 <sup>th</sup> Birthday Party Celebration	Theater Lobby
7/22/2018	7/22/2018	AASA, The School Superintendents Association	AASA (American Association of School Administration)	Legends Room
7/23/2018	7/23/2018	Leadership North America	Leadership North America Alumni Event	Hall of Honor, Legends Room
7/24/2018	7/25/2018	Coca-Cola Company	Coca-Cola Meeting	Legends Room
7/26/2018	7/26/2018	Splunk, Inc.	Splunk Security Investigations PowerUp	Legends Room
7/27/2018	7/27/2018	Dianne Laheta	Craven-Laheta Rehearsal Dinner	Hall of Honor
7/31/2018	7/31/2018	Bank of America	Bank of America Dinner & Reception	Entire Facility, Legends Room



## CHARLOTTE CONVENTION CENTER

April/May 2018

Submitted by Steve Bagwell

### RECENT EVENT HIGHLIGHTS

#### ACMG Annual Clinical Genetics Meeting: April 10–13

The American College of Medical Genetics and Genomics choose the Charlotte Convention Center to host their 25th annual conference. ACMG hosted their last conference in Charlotte back in 2012. The ACMG event used the entire facility and had an attendance of over 12,500. The medical professionals enjoyed networking and getting the opportunity to learn while attending workshops and exploring the exhibits throughout the three-day show.

#### AKA Mid-Atlantic Regional Conference: April 19–21

Alpha Kappa Alpha Sorority, Inc. returned to host their 65th Mid-Atlantic Regional Conference. Alpha Kappa Alpha is the oldest Greek-lettered organization founded by college-educated African-American women. The sorority had a daily peak of 3,700 in attendance throughout their three-day conference. This conference was a successful citywide event with a large number of booked hotel rooms.

#### Symposium on Advanced Wound Care and Wound Healing Society: April 26–28

The Symposium on Advanced Wound Care and Wound Healing Society meeting is the largest annual gathering of wound care clinicians in the U.S. This conference is designed for the interdisciplinary team of physicians, nurses, physical therapists, researchers, podiatrists and dietitians involved in wound healing or wound care issues to improve the patient's outcome through education. The SAWC had a total attendance of 5,472 throughout the four days.

#### SOMSA 2018 Special Operations Medical Association Scientific Assembly: May 15–17

The Special Operations Medical Association (SOMA) celebrated their 30th anniversary of Scientific Assembly. This is their third year at the Convention Center. SOMA is the only medical association in the world that focuses on medicine in atypical situations including: wilderness, disaster and tactical. They had a total of 3,900 attendees throughout their three-day conference. They are scheduled to return again in 2019.

#### Awards Weekend 2018: May 18–19

Bayada Home Health Care returned to host their Awards Weekend. They hosted this event with us back in 2014. Bayada provides clinical and supportive services to children and adults of all ages. Their awards weekend provided recognition for those employees who have helped grow and shape the Bayada brand within the organization and within the community. They had nearly 3,000 in attendance for their weekend events. Bayada will be returning in November 2018 with a smaller group.



### Connect X: May 21–23

The Wireless Infrastructure Association hosted their three-day Connectivity Expo. The Connectivity Expo held opportunities for attendees to explore the industry through educational sessions, exhibits and networking events. The three day conference was well attended with over 3,000 participants. The Wireless Infrastructure Association held an opening reception at the NASCAR Hall of Fame.

## **UPCOMING EVENT HIGHLIGHTS**

### 2018 Black Enterprise Entrepreneurs Summit: June 6–9

The Black Enterprise Entrepreneurs Summit is a three-day business event tailored to both established business owners and aspiring entrepreneurs. They are anticipating a total of 2,000 attendees.

### Heroes Aren't Hard To Find: June 14–17

Heroes Aren't Hard To Find will be hosting their 36th annual family-friendly comic book convention here at the Convention Center. The event draws fans, exhibitors and comic creators from around the country and gives attendees an opportunity to mingle directly with professionals and exhibitors. They are anticipating a total of 38,000 in attendance throughout the three-day show.

### Hydrovision International 2018: June 26–28

The Hydrovision International conference will be two days where attendees will take part in educational sessions, hydropower focused meetings and exhibits along with networking opportunities. More than 300 exhibitors will be on-hand to provide an informative perspective on the role of hydropower and its future sustainability. They are anticipating over 10,000 in attendance.

### 2018 USBA National Championships: July 17–21

The USBA Boys National Championship will be coming back for their second year to host their basketball tournament. This event is one of the most competitive national youth basketball tournaments in the country. The tournament had a great turnout last year, and they are anticipating an average daily peak of 5,000 attendees during the five days of competition.

## **FACILITY REPORT**

### Projects Completed:

- Dock area restroom has been converted into a laundry area for facilities
- Water pipe repairs in Exhibit Halls A and B have been completed
- Painting of the red walls throughout the building have been completed



### Ongoing Projects

- Square D lighting control upgrades
- Continue upgrading the LED lights throughout the common areas in the Convention Center
- Railing replacement around the food court patio near the light rail
  - Slate floor repairs in the Concourse area
  - Air wall fabric repairs and replacements in all meeting rooms

### Upcoming Projects

- Security Hut area upgrade at exit gate of loading docks on Brevard Street
- Pressure washing of the building along Stonewall and Brevard streets
- Replacement of roof oculus lights with new LED lights



## SPECTRUM CENTER

April/May 2018

Submitted by Bill Becker

### RECENT EVENT HIGHLIGHTS

#### April 2018

- **April 1** – Hornets vs. Philadelphia, 1 p.m.
- **April 6** – 90's Block Party, 7:30 p.m.
- **April 8** – Hornets vs. Indiana, 1 p.m.
- **April 11** – The Eagles, 8 p.m.
- **April 21** – Bon Jovi, 7:30 p.m.

#### May 2018

- **May 16** – James Taylor, 7:30 p.m.
- **May 19** – Johnson & Wales University graduation, 10 a.m.

### UPCOMING EVENT HIGHLIGHTS

#### June 2018

- **June 9** – Def Leppard/Journey, 7 p.m.
- **June 12** – CMS graduations: Mallard Creek High School, 4 p.m.; Myers Park High School, 7:30 p.m.
- **June 18** – Daryl Hall & John Oats, 7 p.m.

#### July 2018

- **July 6** – Sam Smith 8 p.m.
- **July 18-22** – WorldVentures Conference
- **July 28** – Rod Stewart/Cyndi Lauper, 7:30 p.m.

### ADDITIONAL HIGHLIGHTS

Construction on the Front Court Restaurant commenced May 14. The first phase of Domestic Water Pipe replacement work starts July 1. We have also commenced implementation of the annual off-season maintenance and cleaning projects.



## BOJANGLES' COLISEUM & OVENS AUDITORIUM

April/May 2018

Submitted by Cathy Buchhofer

### OVENS AUDITORIUM SUCCESSFUL EVENTS

In the months of April and May, Ovens Auditorium held 19 events with over 14,750 people coming through our doors. Ovens had a very busy two months during April and May. We completed this season's Broadway Lights series at our venue with an eight-run show of "Beautiful: The Carole King Musical" in April. We also hosted several legendary performers, including Buddy Guy, Mavis Staples and David Byrne. We were also thrilled to host numerous community events, including dance recitals, the Delta Sigma Theta Cotillion and CMS Graduations.

#### Concerts and Shows

- Three Dog Night
- Beautiful: The Carole King Musical (8 shows)
- Rockin' Road to Dublin
- #IMomSoHard
- David Byrne
- HousingFest 2018: feat. Buddy Guy and Mavis Staples
- Whose Live Anyway?
- Mystic India





Other Events

- Delta Sigma Theta Cotillion
- Legacy Dance Competition
- Zindagi Xpress
- Rhythm Dance Studio Recital
- Carolina Dance Capitol Recital
- CMS Graduations



Upcoming Events

- Steps 'N Motion



**LEA MICHELE & DARREN CRISS**



- CMS Graduations
- Anita Baker
- Dr. Jordan Peterson
- BB Dance
- Theresa Caputo
- Paw Patrol
- Impractical Jokers
- Lea Michelle and Darren Chris
- Jill Scott
- Bring It! Live
- Heather Land
- Eddie B: For Teachers Only
- William Shatner



**BOJANGLES' COLISEUM SUCCESSFUL EVENTS**





Bojangles' Coliseum has had an eventful two months, hosting 24 events with over 33,500 people visiting the Coliseum. The events included Charlotte Checkers games, Carolina Energy games, college graduations, Mike Epps, Maluma, Charlie Wilson, a City 3-on-3 Basketball Tournament, Special Olympics Opening Ceremony and more.

Charlotte Checkers and Carolina Energy

In April and May, the Charlotte Checkers played eight home games at the Bojangles' Coliseum, and five of those games were for the first and second round of the Calder Cup Championship. Although the Checkers did not move past the second round, they did make history when their fourth game of the second-round series became the longest game in AHL history, ending in the sixth overtime. The Carolina Energy played also played during this time, winning all three of their home games.

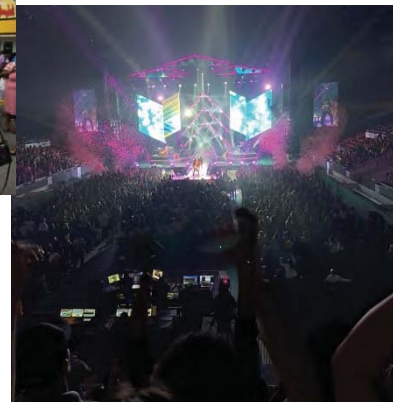


Other Events

April and May were jam-packed with all kinds of different events. In April, we hosted some fun community events, including the Mecklenburg County Special Olympics Opening Ceremony, Classroom Central's Donor Breakfast and the AT&T ROTC Cadet Awards Ceremony. Mike Epps also came to the Coliseum for his Platinum Comedy tour. After that we had several college graduations, including CPCC, Gaston College and Johnson C. Smith University. The Coliseum also was host to the city of Charlotte's May Madness—a 3-on-3 basketball tournament put on by the city manager's office. In between all of these events, we held two concerts: Maluma and Charlie Wilson. We ended the month of May with one last graduation: Charlotte Catholic High



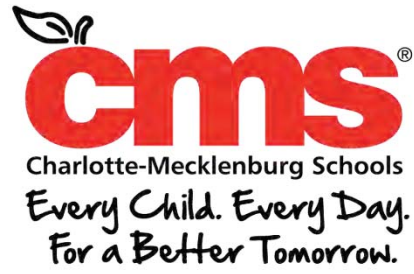
school.





Upcoming Events

- CMS Graduations
- Carolina Energy Games





Board of Directors Meeting  
June 13, 2018



# Board of Directors Meeting Economic Update

## Intercity Visit to Atlanta, GA

- 120 business and civic leaders
- Trip will focus on
  - Transportation & Infrastructure
  - Affordable Housing
  - Sports, including Amateur Sports
  - Education
  - Talent Development & Attraction
  - Economic Development

## City Overview

	Charlotte	Atlanta
MSA Population	2.47 million	5.79 million
GDP	\$163.6 billion	\$363.8 billion
Fortune 500 HQ's	6	15
Hospitality GDP	\$6.6 billion	\$11.3 billion
Unemployment Rate	3.4%	3.6%
Hospitality Employment	139.5k	299.0k

# Airlift Comparison

	<b>Charlotte</b>	<b>Atlanta</b>
Total Passengers	44.2 million	100.4 million
Total O&D Passengers	13.2 million	36.8 million
O&D Percentage	29.8%	36.8%
International O&D Passengers	1.4 million	4.3 million
Deplaned Visitors	3.6 million	10.1 million

## Visitor Economy Comparison

	Charlotte	Atlanta
Visitor Volume	27.8 million	52.0 million
Visitor Spending	\$6.7 billion	15.0 billion
Hotel Inventory	212 hotels, 26,740 rooms	810 hotels, 95,600 rooms
CVB Room Bookings	350,000 future rooms	1.7 million future rooms
Primary Convention Center	Charlotte Convention Center	Georgia World Congress Center
Total Meeting Space	1.0 million sq. ft.	3.9 million sq. ft.
Exhibit Space	280k sq. ft.	482.5k sq. ft.



## Signature Event Comparison

	<b>Charlotte</b>	<b>Atlanta</b>
<b>Signature Events</b>	NCAA Final Four - 1994	DNC 1988
	DNC - 2012	1996 Olympics
		NCAA Final Four – 2002, 2007, 2013, 2020
		Super Bowl – 1994, 2000, 2019
		College Football Playoff National Championship - 2019
<b>Statewide Film Incentive</b>	25% rebate, \$5 million cap per project, \$31 million program cap	30% tax credit, no caps
<b>Statewide Production Spending</b>	\$99 million	\$2.7 billion

# Questions or Comments



## Board of Directors Meeting Strategy Update



MISSION VISION



## Questions or Comments



## FY 19 Proposed Budget

# Today's Presentation

- FY19 Budget Development Process
- FY19 Budget Committee Recommendation
- Projected FY18 Fund Balance Gain
- FY19 Proposed Budget:
  - Proposed Strategy-Driven Expenses
  - Operating Revenue Forecast
  - External and Capital Funding Forecast
  - Proposed Capital Expenses
  - Forecast of Fund Balance Gain (or Loss)

# FY19 Budget Development Process

Early Feb.	Budget Documents Distributed
Late Feb.	High Level Review of Plans (SLT)
Mid-March	Budgets submitted to Finance and Joint Strategic Planning and Budget Committee Meeting
April	Departmental, SLT, and ELT Reviews and Refinement
May 14	CRVA Budget Committee Meeting



# Budget Committee Recommendation

On May 14, the CRVA Budget Committee met and reviewed the FY19 Proposed Budget with CRVA's Executive Leadership Team and Finance Staff.

The Committee recommends adoption of the Fiscal 2019 Proposed Budget by the CRVA Board of Directors.

# FY18 - Projected Fund Balance

<b>"Working" Fund Balance 06/30/2017</b>	<b>\$15,244,575</b>
FY 2018 Projected Surplus / (Deficit)	\$1,750,000
<hr/> <b>= Projected Fund Balance 06/30/2018</b> <hr/>	<hr/> <b>\$16,994,575</b> <hr/>

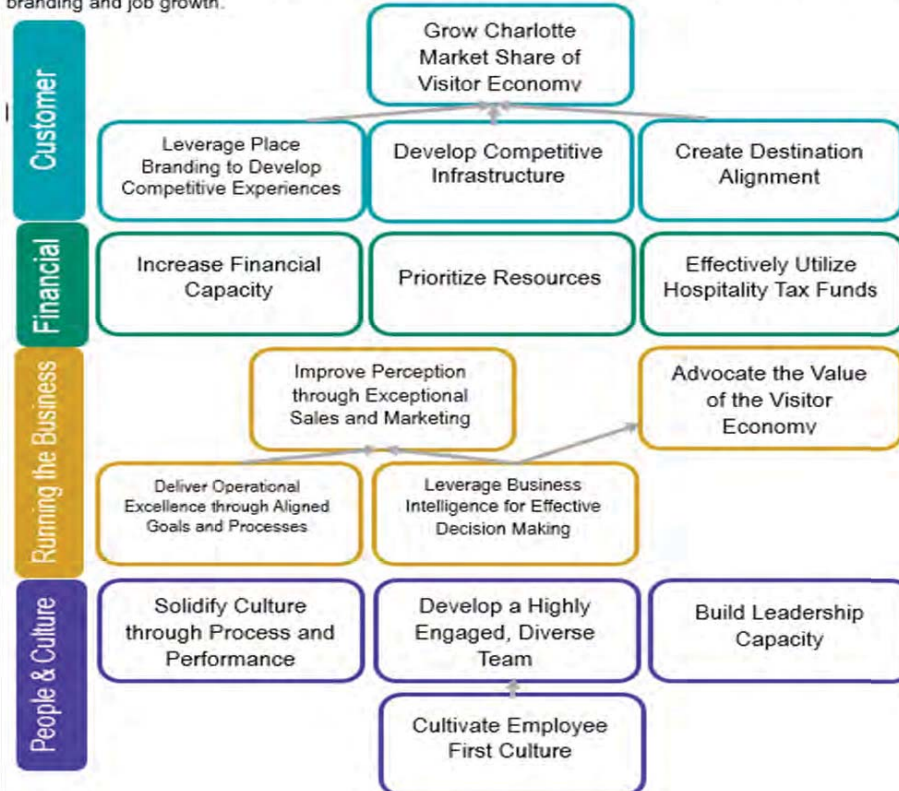
Strategic Objective – Increase Financial Capacity

# FY19 Proposed Budget

	CRVA Budget	NBA All-Star	CRVA Consolidated	FY18 Y/E Projection
<u>REVENUES</u>				
Operations Revenue	31,967,636	3,900,000	35,867,636	34,434,811
External and Capital Funding	35,140,946	2,100,000	37,240,946	29,896,840
<u>TOTAL REVENUES</u>	<u>\$67,108,582</u>	<u>\$6,000,000</u>	<u>\$73,108,582</u>	<u>\$64,331,651</u>
<u>EXPENSES</u>				
People	27,941,798	-	27,941,798	25,459,864
Programs	33,893,758	6,256,400	40,150,158	32,053,762
Capital	6,759,250	-	6,759,250	5,068,025
<u>Total Expenses</u>	<u>\$68,594,806</u>	<u>\$6,256,400</u>	<u>\$74,851,206</u>	<u>\$62,581,651</u>
<u>Projected Fund Balance Impact</u>	<u>(\$1,486,224)</u>	<u>(\$256,400)</u>	<u>(\$1,742,624)</u>	<u>\$1,750,000</u>

**Vision:** Charlotte will be recognized as the most sought after city in the Southeast, known for its undeniable energy, passionate people and captivating experiences.

**Mission:** Embracing an inclusive employee first culture, the CRVA is the trusted leader of Charlotte's visitor economy which elevates community prosperity through destination-defining infrastructure, impactful branding and job growth.



**Trust:** Build meaningful relationships | **Collaboration:** Accomplish great work together | **Innovation:** Commit to constant curiosity | **Integrity:** Do what's right, not what is easy | **Engagement:** Inspire passion, purpose and pride | **Inclusion:** Our differences make us stronger | **Accountability:** Count on me

# Strategy-Driven Investments

- People and Culture
- Running the Business
- Financial
- Customer

# People and Culture

- “Cultivate Employee First Culture”
  - Wage Increase for Full-Time and Part-Time Employees
  - Incentive for Full-Time Employees
  - Maintaining Affordable and Competitive Employee Benefits
- “Develop a Highly Engaged, Diverse Team”
  - Continued Management Training
  - Develop Additional General Studies / Emerging Leaders Development Opportunities
  - Customer Experience Program

# FY19 Budget Investments - People

- Merit Increases Full-time (Average of 3%) = **\$462,287**
- Insurance Benefits Expense (\$15,300/employee, anticipated 20% increase (Eff. 01/01/19)) = **\$408,870**
- Healthcare Legislation (PT Employee Benefits) = **\$110,115**
- LGERS (PT Employees Retirement) estimated = **\$17,500**
- Part-time Wage Increase estimated = **\$50,000**

Total from above equals approximately **\$1.0M** in new/incremental people costs

# Running the Business

- “Improve Perception through Exceptional Sales and Marketing”
  - Adoption of New Sales Database – SimpleView
  - Place Branding Initiatives
  - Visit Charlotte Sales
  
- “Deliver Operational Excellence through Aligned Goals and Processes”
  - Increased Focus on Training and Quality Assurance
  - Continued Focus on New Cleaning and Maintenance Tactics
  - Continued Internal Audit Activities
  - Continued Expansion of Business Intelligence Technology



# Financial

- “Increase Financial Capacity”
  - Maximize Impact of Venue Sales Team
  - Additional National Sales Manager Position
  - Expand Commitment to Booking “Conference Business” into FY19 – FY20
  - Self-Operation of NHOF Merchandise Operations (Full-Year)

# Customer

- “Develop Competitive Infrastructure”
  - Capital Projects at Venues
    - Charlotte Convention Center Expansion
    - “The Link” at Bojangles’ Coliseum and Ovens Auditorium
    - NASCAR Hall of Fame Interactive Exhibit Redesign
- “Grow Charlotte Market Share of Visitor Economy”
  - Increase Destination Awareness to Build Attendance for Conventions, Conferences, and Sporting Events
  - Increase the Overall Value of Charlotte as a Destination to Visit and Host Events by Delivering Unique Experiences to Meeting Planners and Event Attendees

# Operating Revenue

	FY 19 Budget	FY 18 Y/E Proj.	FY 19 Budget vs. FY 18 Y/E Proj.	
Operating Revenues				
Charlotte Convention Center	16,068,739	18,691,556	(2,622,817)	-14.0%
NASCAR Hall of Fame	7,802,339	6,726,213	1,076,126	16.0%
Bojangles' Coliseum	4,103,603	4,215,332	(111,729)	-2.7%
Ovens Auditorium	2,524,352	3,193,384	(669,032)	-21.0%
Visit Charlotte	907,200	784,629	122,571	15.6%
Parking Operations (Garage/Cald.)	2,526,996	2,391,697	135,299	5.7%
Parking Operations (Rev. Allocation)	(1,975,592)	(1,828,000)	(147,592)	8.1%
NBA ASG - Divisional Transfers	(250,000)	-	(250,000)	n/a
Renovation Fees	160,000	160,000	-	0.0%
Spectrum Center	100,000	100,000	-	0.0%
Operating Revenue Total	\$31,967,636	\$34,434,811	(\$2,467,175)	-7.2%

## Notes:

- Operating revenue driven from series of assumptions for each business unit, anticipated event volume, consumer spending and servicing.

# External and Capital Funding

	FY 19 Budget	FY 18 Y/E Proj.	FY 19 Budget vs. FY 18 Y/E Proj.	
External and Capital Funding				
Charlotte Convention Center	8,168,202	7,779,240	388,962	5.0%
CCC - Extraordinary Capital	2,500,000	1,191,000	1,309,000	109.9%
NASCAR Hall of Fame	4,924,250	2,750,983	2,173,267	79.0%
Bojangles' Coliseum	200,000	200,000	-	0.0%
Ovens Auditorium	200,000	200,000	-	0.0%
Visit Charlotte	18,218,480	16,896,727	1,321,753	7.8%
Film Commission	300,000	300,000	-	0.0%
Airport Visitor Information Center	352,814	306,409	46,405	15.1%
Spectrum Center	277,200	272,481	4,719	1.7%
External and Capital Funding Total	\$35,140,946	\$29,896,840	\$5,244,106	17.5%

## Notes:

- External and Capital Funding comes from the various funding agreements in place with the City of Charlotte and other partners.
- Visit Charlotte includes \$2M in Post HB2 Marketing/Sales support (received \$1M in FY18 + \$2M in FY19 = \$3M)
- An Extraordinary Capital item is a long-term asset that is unusual in nature, infrequent in occurrence, and significant in amount.
- NASCAR Hall of Fame increases primarily in Capital Project funding (Interactive Exhibit Refresh Project)

# FY19 Capital Expenses

<u>Business Unit</u>	<u>Externally Funded</u>	+	<u>CRVA Funded</u>	=	<u>Total Capital Expense</u>
NASCAR Hall of Fame	3,624,250		-		3,624,250
Charlotte Convention Center	2,500,000		635,000		3,135,000
Total	\$6,124,250		\$635,000		\$6,759,250

**Notes:**

Any capital projects at Bojangles' Coliseum and Ovens Auditorium will be supported by prior year funding.

# FY19 Fund Balance Projection

<b>Projected "Working" Fund Balance 06/30/2018</b>	<b>\$16,994,575</b>
FY 2019 Projected Surplus / (Deficit)	(\$1,742,624)
<hr/> <b>= Projected Fund Balance 06/30/2019</b> <hr/>	<hr/> <b>\$15,251,951</b> <hr/>
- 16% Operating Reserve: (\$60.0M x 16%)	(\$9,600,000)
FY 2019 Fund Balance Contributed to Long-Term Capital Reserve	\$5,651,951

## Questions or Comments



# Board of Directors Meeting Financial Report



## March 2018 Review

- March's Financial Statements were reviewed with the Executive Committee and can be found in Boardbookit
- March 2018 resulted in a Fund Balance gain of \$470,703, as compared to a budgeted Fund Balance gain of \$41,727
- The favorable budget variance was a result of revenues being \$534k (9.4%) greater than budget, operating expenses \$195k (3.5%) over budget, and capital expenses \$90k under budget

# March Balance Sheet

- Assets/Liabilities: \$40,657,560
- Assets of Note:
  - Cash: \$26,938,890
  - Receivables: \$7,379,650
- Liabilities of Note:
  - Payables: \$5,484,592
  - Working Fund Balance: \$19,612,849

# April Revenue and Expense

- Operations Revenues: \$6,609,349
  - Favorable Budget Variance of \$943,741 or 16.7%
    - Operating Revenue 26.8% greater than Budget
    - External Support up \$109,112 which represents higher spending vs budget at Spectrum Center
- Operating Expenses: \$6,113,688
  - Unfavorable Budget Variance of \$642,826 primarily as a result of spending related to the increase in operating revenues and timing of business development

# April Revenue and Expense

- Capital Support/Reimbursement: \$287,515
  - Support dedicated for capital projects
- Capital Expenses: \$112,206
  - Spending on Prior Year Projects: (\$26,181)
  - Current Year Capital Expenses: \$138,387

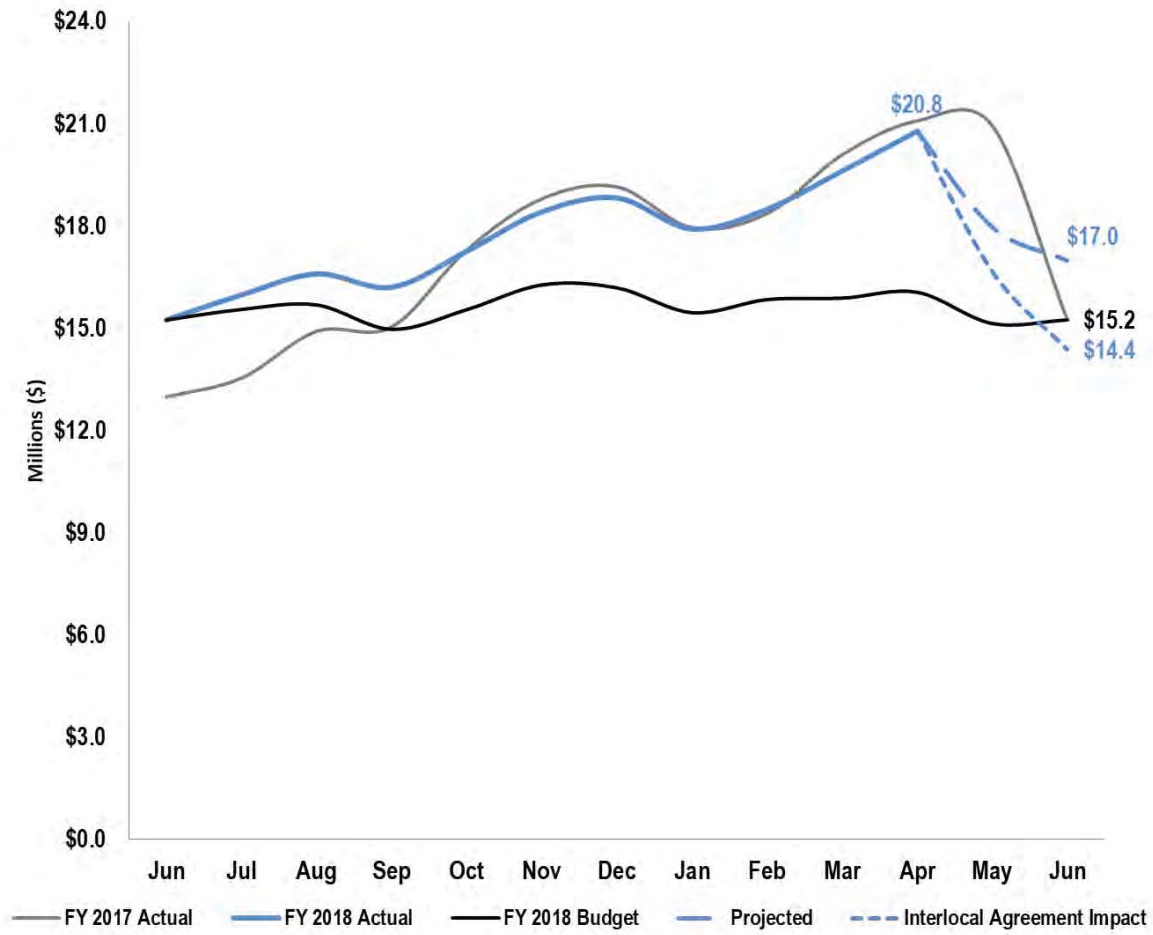
# Year-to-Date Revenue and Expense

- Total Revenues: \$61,894,296
  - Favorable Budget Variance of \$1,663,722
    - Operating Revenue (4.4%) greater than Budget
    - External Support (1.5%) ahead of Budget (Spectrum Center)
- Expenses: \$59,094,549
  - Operating Expenses (1.6%) below budget expectations
    - Savings in People and Program areas across Market, Manage, and Maximize segments
  - Capital Expenses 14.5% above budget expectations due to money spent on prior year projects

# Fund Balance Impact

- For April:
  - Fund Balance Gain of \$670,971
    - Favorable Budget Variance of \$497,711
  
- For Year-to-date:
  - Fund Balance Gain of \$2,799,747
    - Favorable Budget Variance of \$1,903,071

# Fund Balance Projection



# Questions or Comments

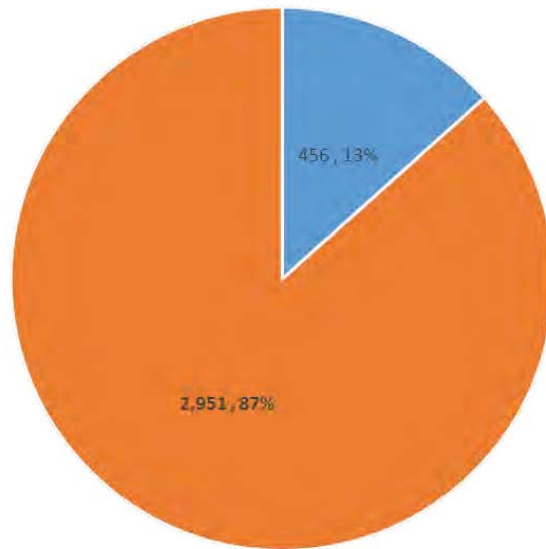




MWBE Activity Report  
for Quarter Ended  
March 31, 2018

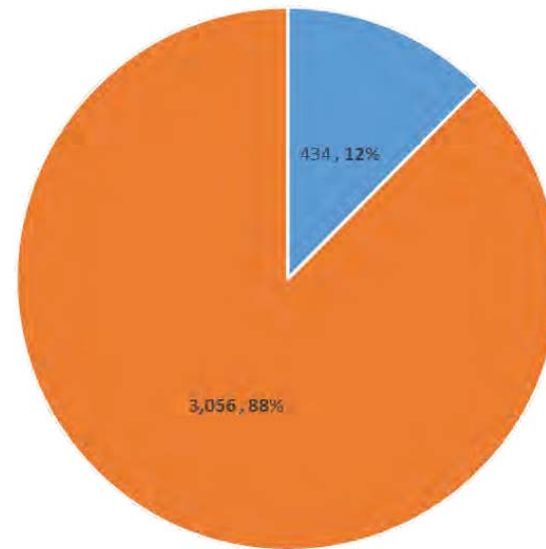
# Opportunities - Third Qtr.

Opportunities Third Qtr. 2018



■ MWBE ■ Non-MWBE

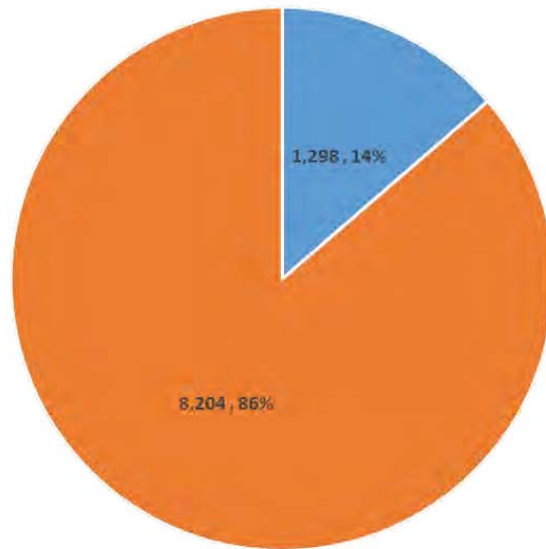
Opportunities Third Qtr. 2017



■ MWBE ■ Non-MWBE

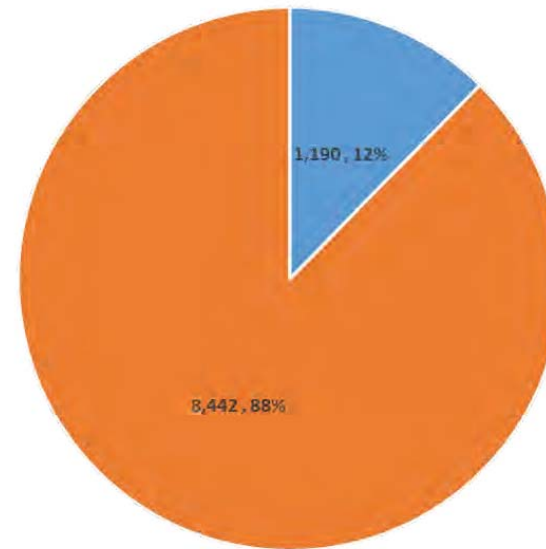
# Opportunities - FYTD

Opportunities FYTD 2018



■ MWBE ■ Non-MWBE

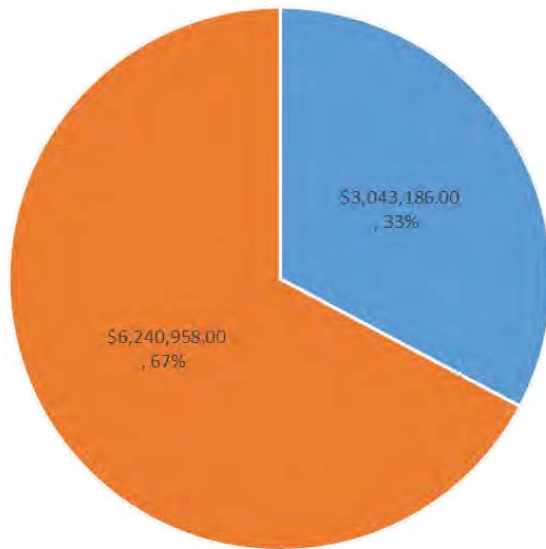
Opportunities FYTD 2017



■ MWBE ■ Non-MWBE

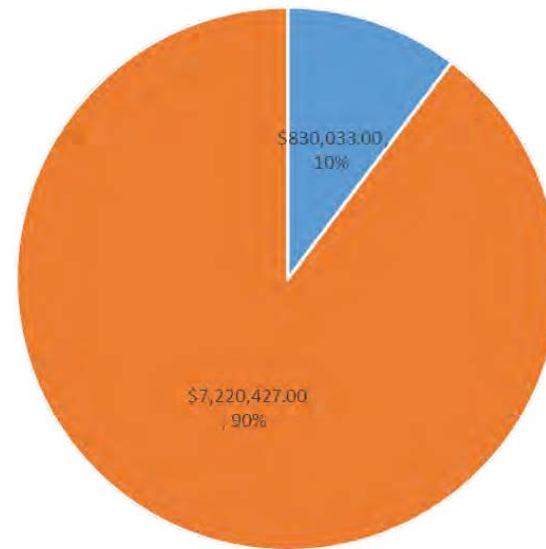
# Dollars and Percent Spent - Qtr.

Dollars and Percent Spent Third Qtr. 2018



■ MWBE Purchases ■ Non-MWBE Purchases

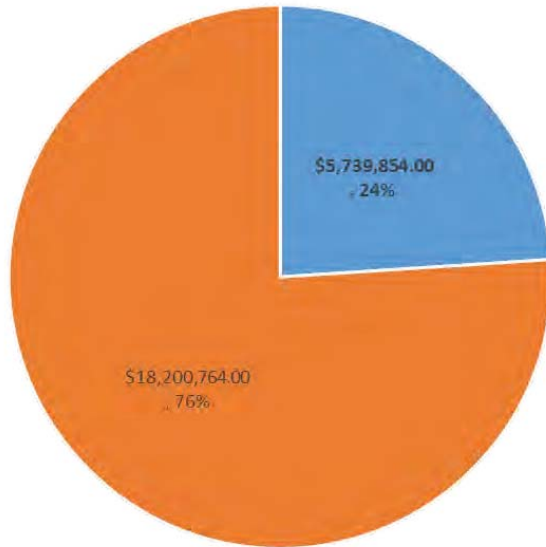
Dollars and Percent Spent Third Qtr. 2017



■ MWBE Purchases ■ Non-MWBE Purchases

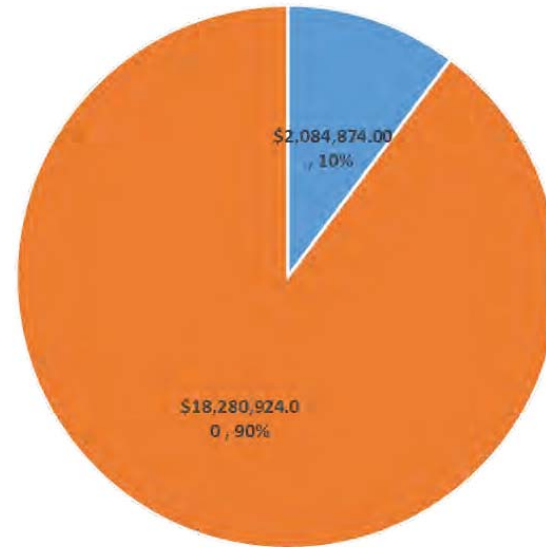
# Dollars and Percent Spent - FYTD

Dollars and Percent Spent FY 18 to Date



■ MWBE Purchases ■ Non-MWBE Purchases

Dollars and Percent Spent FY 17 to Date



■ MWBE Purchases ■ Non-MWBE Purchases

## Questions or Comments





Thu 7/26/2018 9:55 AM

JDCIAA <JDCIAA@theciaa.com>

[EXT] RE: CIAA Advisory Group - Lunch Meeting

To

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe.

Good Morning CIAA Advisory Group,

Thank you for taking the time to connect last week to discuss the business of the CIAA and your involvement to support. Thank you Tom and team for coordinating. We have made great progress since my arrival and I am looking forward to 2019. We will share updates as needed and I will work with Tom/Mike to schedule our next quarterly meeting in the fall. Have a blessed rest of the week.

Jacqie McWilliams  
CIAA Commissioner

-----Original Appointment-----

**From:** [Kristi.Douglas@crva.com](mailto:Kristi.Douglas@crva.com) <[Kristi.Douglas@crva.com](mailto:Kristi.Douglas@crva.com)> **On Behalf Of** Tom Murray

**Sent:** Tuesday, July 17, 2018 10:45 AM

**To:** Mike Butts; Beth Butler; JDCIAA; Marcus Clarke; 'Fred Whitfield'; 'Donna Julian'; 'Steve Luquire ([luquire@lgaadv.com](mailto:luquire@lgaadv.com))'; 'brooks.luquire@lgaadv.com'; Trudi Lacey; 'Mitchell, James'; Sue Breckenridge; 'Campbell, Debra'; Chandra Mitchell ([CMitchell@theciaa.com](mailto:CMitchell@theciaa.com)); 'Marcus Smith ([msmith@smicorporate.com](mailto:msmith@smicorporate.com))'; 'County Manager Dena Diorio'; 'carmbrister@jcsu.edu'; 'claytonm.wilcox@cms.k12.nc.us'; 'jjcureton@novanthealth.org'; 'brookhouse@lgaadv.com'; 'bheller@charlotteobserver.com'; Kristi Douglas; 'jgrant@vanwagner.com'; Thomas Lee; Heath Dillard; [lheiser@novanthealth.org](mailto:lheiser@novanthealth.org)

**Cc:** 'Marcus Smith'

**Subject:** CIAA Advisory Group - Lunch Meeting

**When:** Tuesday, July 17, 2018 12:00 PM-1:30 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** Room 213D - Charlotte Convention Ctr, 501 S. College Street or Conference Call: (800) 504-8071 / Participant Access Code: 5272085

7/17 – Adding a conference line for those unable to join in person.

Lunch will be served. Please feel free to forward this invitation to anyone else who needs to be included or let us know if you are unable to attend and wish to send a proxy.

Please park in the NASCAR Hall of Fame garage and bring in your parking ticket for validation.

Thank you.

**Kristi Douglas (for Tom Murray)**

Executive Assistant to the CEO  
Charlotte Regional Visitors Authority  
Phone: 704-414-4011  
Fax: 704-339-6024  
Email: [Kristi.Douglas@CRVA.com](mailto:Kristi.Douglas@CRVA.com)





Tue 7/24/2018 9:32 AM

Mike Butts <mike.butts@visitcharlotte.com>

[EXT] RE: CIAA Bid 2001-2023-Monday, August 27, 2018

To Mitchell, James

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe.

Thank you for the nice comments and your ongoing support. You're the best sales person in the city!

---

**From:** Mitchell, James [<mailto:James.Mitchell@ci.charlotte.nc.us>]

**Sent:** Tuesday, July 24, 2018 1:50 AM

**To:** Mike Butts <[mike.butts@visitcharlotte.com](mailto:mike.butts@visitcharlotte.com)>

**Cc:** Mitchell, James <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)>

**Subject:** FW: CIAA Bid 2001-2023-Monday, August 27, 2018

**Importance:** High

---

**From:** Mitchell, James

**Sent:** Tuesday, July 24, 2018 1:48 AM

**To:** Jones, Marcus <[Marcus.Jones@ci.charlotte.nc.us](mailto:Marcus.Jones@ci.charlotte.nc.us)>; Lyles, Viola <[vlyles@ci.charlotte.nc.us](mailto:vlyles@ci.charlotte.nc.us)>; Tom Murray <[tom.murray@crva.com](mailto:tom.murray@crva.com)>

**Cc:** [mike.butts@charlottecrva.com](mailto:mike.butts@charlottecrva.com); Dodson, Tracy <[Tracy.Dodson@ci.charlotte.nc.us](mailto:Tracy.Dodson@ci.charlotte.nc.us)>; Ed Driggs <[edriggs@carolina.rr.com](mailto:edriggs@carolina.rr.com)>; Harlow, Justin <[Justin.Harlow@ci.charlotte.nc.us](mailto:Justin.Harlow@ci.charlotte.nc.us)>; Mayfield, LaWana <[lmayfield@ci.charlotte.nc.us](mailto:lmayfield@ci.charlotte.nc.us)>; Newton, Matthew <[Matt.Newton@ci.charlotte.nc.us](mailto:Matt.Newton@ci.charlotte.nc.us)>; Mitchell, James <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)>

**Subject:** CIAA Bid 2001-2023-Monday, August 27, 2018

**Importance:** High

Mayor & City Manager,

Today the Economic Development Committee heard a great presentation from Mike Butts and Heath on the Economic impact of the 2018 CIAA Basketball Tournament. The Economic Development Committee did vote 3-0 to recommend to the City Council the endorsement of the CRVA to make a bid for the CIAA 2021-2023. Two committee members were not present for the vote vice-chair Ed Driggs had to leave to enjoy his two week vacation, and Councilmember Justin Harlow had conflicts at work. However, we did have Councilmembers Bokhari, Egleston, and Winston in attendance, and they shared their support for Economic Development Committee's recommendation. The CIAA deadline for bids are due **September 9, 2018**, with the final decision to be announced **by December 31, 2018**.

Could we add the CIAA Bid to the City Council's agenda for Monday, August 27, 2018 for Council action?

Public Service is My Business

James Mitchell, Jr.

City Council At-Large

704-336-3430 office

704-576-0429 mobile

[James.mitchell@charlottenc.gov](mailto:James.mitchell@charlottenc.gov)

F-mail correspondence to and from this address is subject to the North Carolina Public Records Law.

---

**From:** Mike Butts <mike.butts@visitcharlotte.com>  
**Sent:** Wednesday, November 28, 2018 8:05 AM  
**To:** Mitchell, James; Tom Murray  
**Cc:** Lyles, Viola; Jones, Marcus  
**Subject:** [EXT] RE: CIAA Presentation-Game plan

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe. Please forward all suspicious email to bad.mail@charlottenc.gov.

Thank you James for the intel.

I can tell you that the instructions from CIAA regarding bids is very clear that “the CIAA committee and staff cannot accept any amenities or gifts during the finalist presentation phase of the bid process.”

The bid book presentation sent was at the caliber of the RNC presentation and the PowerPoint is in my mind even better than the one created for the RNC.

We had planned for Jesse Cureton to be at the presentation but have been informed he cannot attend now so do need another representative from the corporate community.

Mayor, Tom, and I will be together later this morning to run through what we have created.

---

**From:** Mitchell, James [mailto:James.Mitchell@ci.charlotte.nc.us]  
**Sent:** Tuesday, November 27, 2018 9:56 PM  
**To:** Tom Murray ; Mike Butts  
**Cc:** Lyles, Viola ; Mitchell, James ; Jones, Marcus  
**Subject:** CIAA Presentation-Game plan  
**Importance:** High

Tom,

After talking to Councilmembers in Norfolk, VA, and Baltimore, MD, I’m very concerned about our presentation on Tuesday, December 3rd. They are bringing their “A” teams and their “A” games; and bringing gifts to the Board of Directors members. Both teams are coming in Monday night to do prep work for their presentations. Let’s make sure we have our “A” team/plan. Here are my suggestions for a successful outcome.

- Need to review both bids you submitted. (Questions will be asked about our corporate support.)
- Determine a practice time for the TEAM
- Select a gift we can present to the Board of Directors members
- Make sure our TEAM for the presentation consists of: the Mayor, Tom, Fred Whitfield (Hornets) or Donna (Hornets), the city manager, a corporate supporter, and myself. We all do NOT have to speak, but should be present for Q&A and moral support.

I can make myself available Friday and Monday for practice.

Public Service is My Business  
James Mitchell, Jr.  
City Council At-Large  
704-336-3430 office

704-576-0429 mobile

[James.mitchell@charlottenc.gov](mailto:James.mitchell@charlottenc.gov)

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---

**From:** Mike Butts <mike.butts@visitcharlotte.com>  
**Sent:** Thursday, November 29, 2018 3:46 PM  
**To:** James Mitchell; Tom Murray  
**Cc:** Lyles, Viola; Jones, Marcus; Mitchell, James  
**Subject:** [EXT] RE: CIAA Presentation-Game-Plan-Thank you-Unacceptable

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe. Please forward all suspicious email to bad.mail@charlottenc.gov.

James, after multiple calls it might best if I just respond to some of your questions below with this and we can talk further when you're available.

Hopefully you know by now from the Mayor's office there will be a run through at 8 am in the Mayor's office next Monday.

To clear up any misunderstanding you might have we only submitted one proposal.

As in all presentations the CRVA representatives prepare for answering questions. We have left plenty of time in our allotted hour for that. While only three of you will speak all Charlotte representatives are able to respond to questions. Tom has been working on a replacement for Cureton.

Fred Whitfield will be out of town and would also put us over on representatives in the room.

I have answered the questions I'm able to.

Actually leaving my office now to deliver to you and Mayor a copy of the bid book.

Feel free to call me on my cell whenever you're available.

Thanks and glad you're going to be with us.

Mike

---

**From:** James Mitchell [mailto:James.Mitchell@jedunn.com]  
**Sent:** Wednesday, November 28, 2018 12:01 PM  
**To:** Mike Butts ; Tom Murray  
**Cc:** Lyles, Viola ; Jones, Marcus ; james.mitchell@charlottenc.gov; James Mitchell  
**Subject:** CIAA Presentation-Game-Plan-Thank you-Unacceptable  
**Importance:** High

Mike,

Thanks for sharing "the CIAA committee and staff cannot accept any amenities or gifts during the finalist presentation phase of the bid process". So I will ask you to address each of the following items:

When can Mayor, City Manager, and myself review our two bids CRVA submitted to the CIAA?

What is the explanation of submitting the two separate bids?

Is CRVA prepared to handle the Q/A about our proposals. (We should NOT be the Mayor in this position)

Now that Jesse Cureton is NOT available who is the next corporate community representative that will join the TEAM?

Do we have a video as part of our presentation?

Have we invited Fred Whitfield or Donna from the Hornets to be present in the room?

Will there be a practice instead of a "updating the Mayor" on the PowerPoint.

This is about our City winning the CIAA for 2020-2023 therefore we need to focus, or preparing to WIN, and putting together the best presentation. I'm fine being on the sideline and cheering for a winning TEAM. I want to make sure everyone wants to WIN this BID. Here are recommendations the Mayor, CRVA, and the City Manager.

Thank you

**James Mitchell** | Senior Business Development Manager

**JE Dunn Construction**

1616 Camden Road, Suite 400, Charlotte, North Carolina 28203 | [www.jedunn.com](http://www.jedunn.com)

main 704-554-0539 direct 704-319-7781 cell 980-275-9503 | [james.mitchell@jedunn.com](mailto:james.mitchell@jedunn.com)

[linkedin](#) | [facebook](#) | [twitter](#) | [youtube](#) | [join our team](#)



In pursuit of **building perfection**®

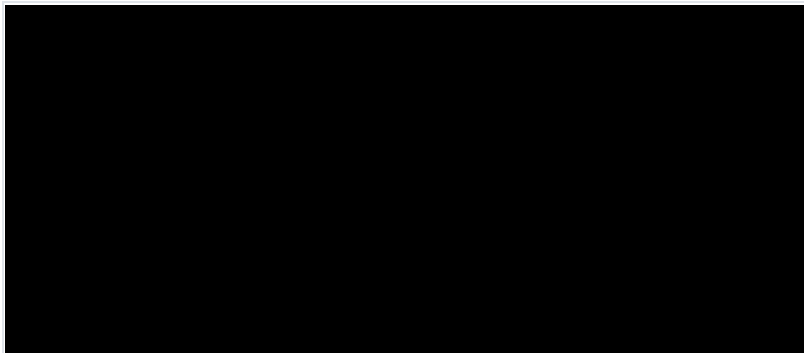
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**From:** Jay Privette <njjay@yahoo.com>  
**Sent:** Monday, July 9, 2018 8:11 PM  
**To:** opinion@charlotteobserver.com; Don Reid  
**Cc:** Winston, Braxton; Ajmera, Dimple; Driggs, Edmund; Phipps, Gregory; Mitchell, James; Eiselt, Julie; Harlow, Justin; Egleston, Larken; Mayfield, LaWana; Newton, Matthew; Bokhari, Tariq; Tariq Bokhari; Lyles, Viola  
**Subject:** [EXT] Re: CIAA re-evaluates contract

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe.

All that you say is true, but attention has to be paid to the fact that the very people we depend on accessing the success of these events are the people that rely on the success of these events to justify their bloated salaries. I'm speaking of course of the CRVA, CCCP, and I include the Charlotte Chamber in that also. Of course Charlotte is easy pick-ins not just for sporting and entertainment events, I'll include things like political conventions [The DNC in Charlotte was expensive. Now, the GOP wants twice as much.](#)



**The DNC in Charlotte was expensive. Now, the GOP wants twice as much.**

Bid documents released show that the Republican National Committee expects the host city to raise between \$68 mi...

and infrastructure. [Will Charlotte's new \\$3.2 million transit consultant propose an uptown subway?](#)



**Will Charlotte's new \$3.2 million transit consultant propose an uptown s...**

Charlotte will pay a transit consultant \$3.2 million to decide about building rail to Lake Norman and the airpor...

If only these items paid back a fraction of what we were told they would pay-back, we wouldn't be the highest taxed citizens in NC that are facing yet more tax increases, and we might be able to compensate our police and fire fighters enough to keep them from running off to Raleigh.

*Jay Privette*

On Monday, July 9, 2018, 6:12:51 PM EDT, Don Reid wrote:

Like every other sporting/entertainment event or facility in Charlotte, the economic impact of the CIAA tournament is greatly exaggerated. Best example is the NASCAR Museum, which has performed so badly that the attendance and the profit and loss are withheld from the public by the Charlotte Regional Visitors Authority, which operates the facility!!

The CIAA tournament is not leaving Charlotte! The current contract with Charlotte is better than a license to steal. Besides, no other city in CIAA region has the facilities or is foolish enough to pay the price for this over-hyped, burden to Charlotte's taxpayers.

Unfortunately, none of this will keep our current city council from falling for this blackmail for two reasons: they lack the business acumen to understand the poor economics, and the council is dominated by folks who will make this a racial issue.

Don Reid

704 620-2101

---

**From:** Peralta, Katie <kperalta@charlotteobserver.com>  
**Sent:** Monday, January 7, 2019 5:50 PM  
**To:** Mitchell, James  
**Subject:** [EXT] Re: CIAA

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe. Please forward all suspicious email to [bad.mail@charlottenc.gov](mailto:bad.mail@charlottenc.gov).

Thank you so much. On background, are you hearing that the tourney is moving to Baltimore?

On Monday, January 7, 2019, Mitchell, James <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)> wrote:

Katie,  
I will be glad to comment after 10 am tomorrow.

Thank you  
Councilmember Mitchell

Sent from my iPhone

> On Jan 7, 2019, at 5:23 PM, Peralta, Katie <[kperalta@charlotteobserver.com](mailto:kperalta@charlotteobserver.com)> wrote:

>  
> EXTERNAL EMAIL: This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe. Please forward all suspicious email to [bad.mail@charlottenc.gov](mailto:bad.mail@charlottenc.gov).

>  
>  
> Hi Mr. Mitchell,

>  
> Thanks for taking the time to chat with me earlier. Like I mentioned,  
> we're hearing that the CIAA basketball tournament will not return to  
> Charlotte after 2020. I'd love to get any confirmation or comment from  
> you if/when you have a few minutes. My cell is 704-651-4156. Thanks so  
> much.

>  
> Katie

>  
> --  
> Katherine Peralta | Reporter | The Charlotte Observer

>  
> @katieperalta on Twitter | <http://www.charlotteobserver.com/business/>

>  
> Office: 704-358-5079

--  
Katherine Peralta | Reporter | The Charlotte Observer

@katieperalta on Twitter | <http://www.charlotteobserver.com/business/>

Office: 704-358-5079



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**From:** Tom Murray <tom.murray@crva.com>  
**Sent:** Monday, July 16, 2018 9:44 PM  
**To:** Mayfield, LaWana  
**Cc:** Mitchell, James; Ed Driggs; Harlow, Justin; Newton, Matthew; Dodson, Tracy; Oliver, Kimberly  
**Subject:** [EXT] Re: Economic Impact-CIAA

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe.

Sorry I just got done with my last meeting of the day, I'll send it first thing in the morning

Sent from my iPhone

On Jul 16, 2018, at 7:17 PM, Mayfield, LaWana <[lmayfield@ci.charlotte.nc.us](mailto:lmayfield@ci.charlotte.nc.us)> wrote:

Thank Mr. Mitchell,

I did not receive a previous request but I once I know the time and location I will have Mrs. Oliver update my calendar.

I have an 11am meeting scheduled but will attempt to add this to my calendar.

Council-Member  
LaWana Mayfield

On Jul 16, 2018, at 7:05 PM, Mitchell, James <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)> wrote:

Tom,  
Can you email the economic impact study of the CIAA to the members of the Economic Development Committee? I would like to receive my copy tonight as I prepare for the CIAA Advisory Committee lunch meeting tomorrow. I have invited Councilmembers LaWana Mayfield, and Greg Phipps to joint me at the meeting tomorrow as well.

Public Service is My Business  
James Mitchell, Jr.  
City Council At-Large  
704-336-3430 office  
704-576-0429 mobile  
[James.mitchell@charlottenc.gov](mailto:James.mitchell@charlottenc.gov)

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---

**From:** LaWana Mayfield <lawanamayfield@gmail.com>  
**Sent:** Tuesday, January 8, 2019 11:24 AM  
**To:** Mitchell, James  
**Cc:** Lyles, Viola; Eiselt, Julie; Ajmera, Dimple; Braxton Winston; Egleston, Larken; Harlow, Justin; Greg Phipps; Newton, Matthew; Driggs, Edmund; Bokhari, Tariq; Joy-Hogg, Sabrina; Jones, Marcus; Dodson, Tracy; Pleasant, Danny; Eagle, Kim; Cunningham, Kay; Palmer, Jocella  
**Subject:** [EXT] Re: James-Apology

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No apology needed Chair Mitchell,

You put a lot of work into keeping CIAA in Charlotte.

Council-Member  
LaWana Mayfield

On Tue, Jan 8, 2019, 11:22 AM Mitchell, James <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)> wrote:

Mayor & Council,

Let me apology for my bad attitude yesterday at the City Council meeting. I was very upset that we lost the CIAA for 2021-2023. I was part of the original recruitment team pursuing the CIAA since 2003, and have been fortunate to be a part of CIAA since 2006 the first year in our City. Please accept my apology, and I see everyone at Council meeting Monday.

Public Service is My Business

James Mitchell, Jr.

City Council At-Large

704-336-3430 office

704-576-0429 mobile

[James.mitchell@charlottenc.gov](mailto:James.mitchell@charlottenc.gov)

---

**From:** Mitchell, James  
**Sent:** Monday, July 16, 2018 7:16 PM  
**To:** Mayfield, LaWana; Greg Phipps  
**Cc:** Mitchell, James  
**Subject:** FW: [EXT] CIAA Advisory Group - Lunch Meeting  
**Attachments:** EXT CIAA Advisory Group - Lunch Meeting.ics

**Importance:** High

Team,  
Here is the meeting invitation for our CIAA Advisory Group lunch meeting tomorrow.

Public Service is My Business  
James Mitchell, Jr.  
City Council At-Large  
704-336-3430 office  
704-576-0429 mobile  
James.mitchell@charlottenc.gov

---

**From:** Mitchell, James  
**Sent:** Tuesday, July 24, 2018 1:50 AM  
**To:** mike.butts@visitcharlotte.com  
**Cc:** Mitchell, James  
**Subject:** FW: CIAA Bid 2001-2023-Monday, August 27, 2018

**Importance:** High

---

**From:** Mitchell, James  
**Sent:** Tuesday, July 24, 2018 1:48 AM  
**To:** Jones, Marcus <Marcus.Jones@ci.charlotte.nc.us>; Lyles, Viola <vlyles@ci.charlotte.nc.us>; Tom Murray <tom.murray@crva.com>  
**Cc:** mike.butts@charlottecrva.com; Dodson, Tracy <Tracy.Dodson@ci.charlotte.nc.us>; Ed Driggs <edriggs@carolina.rr.com>; Harlow, Justin <Justin.Harlow@ci.charlotte.nc.us>; Mayfield, LaWana <lmayfield@ci.charlotte.nc.us>; Newton, Matthew <Matt.Newton@ci.charlotte.nc.us>; Mitchell, James <James.Mitchell@ci.charlotte.nc.us>  
**Subject:** CIAA Bid 2001-2023-Monday, August 27, 2018  
**Importance:** High

Mayor & City Manager,

Today the Economic Development Committee heard a great presentation from Mike Butts and Heath on the Economic impact of the 2018 CIAA Basketball Tournament. The Economic Development Committee did vote 3-0 to recommend to the City Council the endorsement of the CRVA to make a bid for the CIAA 2021-2023. Two committee members were not present for the vote vice-chair Ed Driggs had to leave to enjoy his two week vacation, and Councilmember Justin Harlow had conflicts at work. However, we did have Councilmembers Bokhari, Egleston, and Winston in attendance, and they shared their support for Economic Development Committee's recommendation. The CIAA deadline for bids are due **September 9, 2018**, with the final decision to be announced **by December 31, 2018**.

Could we add the CIAA Bid to the City Council's agenda for Monday, August 27, 2018 for Council action?

Public Service is My Business  
James Mitchell, Jr.  
City Council At-Large  
704-336-3430 office  
704-576-0429 mobile  
[James.mitchell@charlottenc.gov](mailto:James.mitchell@charlottenc.gov)

---

**From:** Dick, Kevin  
**Sent:** Wednesday, August 15, 2018 4:25 PM  
**To:** Derek T. Dingle; Renau Daniels  
**Cc:** Campbell, Debra; Mitchell, James  
**Subject:** FW: CIAA Presentation  
**Attachments:** 2018 CIAA Economic Impact Report - ED Committee Meeting - 07.23.2018.pptx

As discussed on our conference call. Happy to help review your draft(s) when they are ready.

Kevin

---

**From:** Grier, Angela  
**Sent:** Friday, July 20, 2018 12:08 PM  
**To:** Dodson, Tracy  
**Cc:** Young, Pam; Dick, Kevin  
**Subject:** CIAA Presentation

Hi Tracy,

Here's the CIAA presentation for the ED Committee meeting on Monday. Wanted to make sure you saw it. It's also been saved on our G drive.

Thanks!

**Angela Grier**  
ADMINISTRATIVE OFFICER II

**ECONOMIC DEVELOPMENT**  
City of Charlotte  
600 E. Trade St. Charlotte, NC 28202  
PHONE: 704-432-1397  
MOBILE: 980-250-9014  
FAX: 704-432-1414  
[agrier@charlottenc.gov](mailto:agrier@charlottenc.gov)





# 2018 CIAA Tournament Survey Results & Economic Impact Report

Presented by: CRVA Research

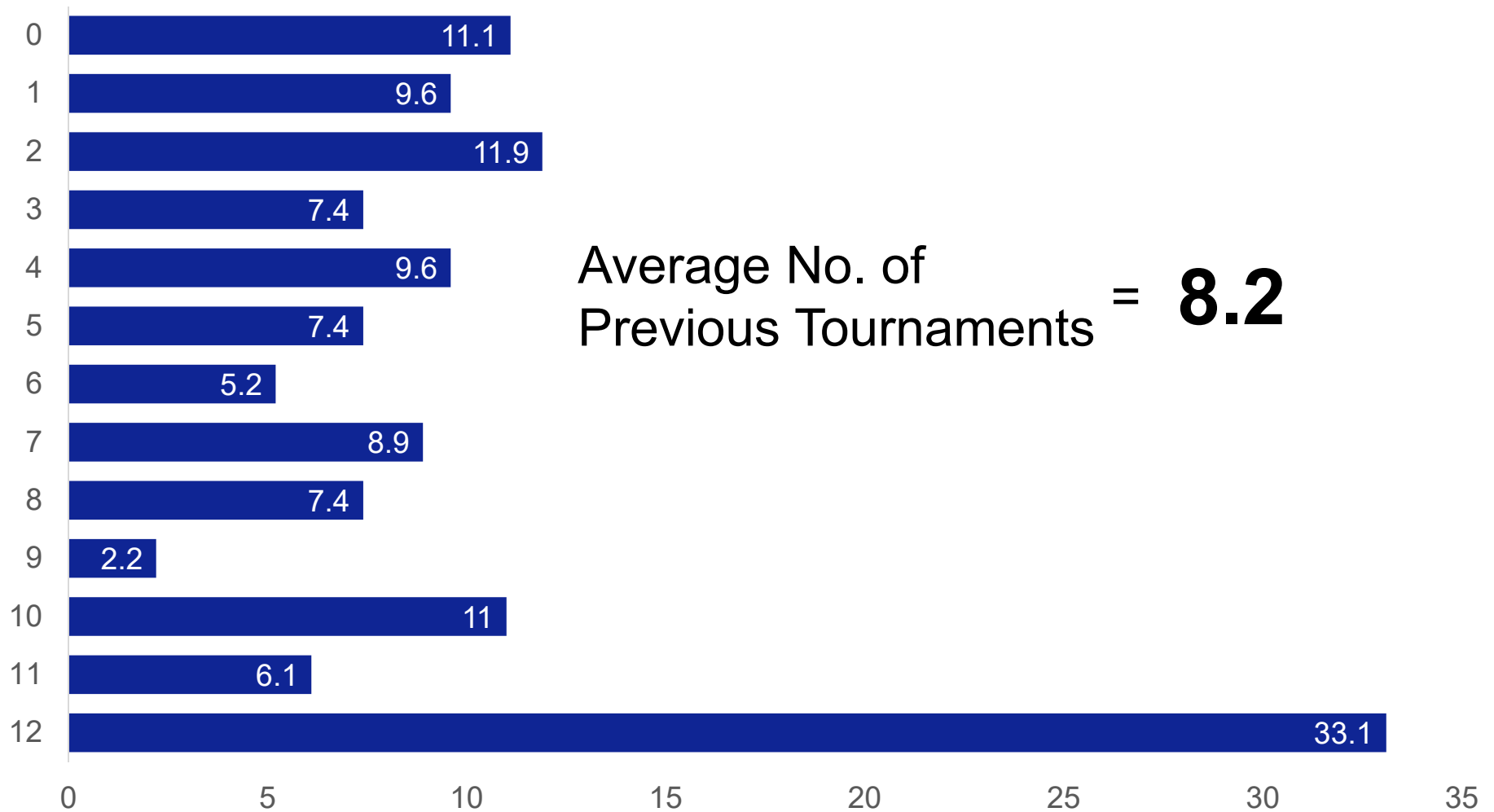
# Methodology

- This study surveyed attendees of the 2018 CIIA Basketball Tournament held in Charlotte, NC February 27 to March 3, 2018.
- “Attendees” include individuals who attended basketball games, Official CIIA Events and non-official events that occurred February 27 to March 3, 2018.
- The survey link was distributed via email and social media through CIIA and member schools.
- This study had 619 completed responses.
- Out-of-town spending by visitors and organizations was classified into NAICS industry codes.
- IMPLAN’s input-output methodology was used to calculate indirect and induced spending, and total economic impact

# 2018 Tournament Experience

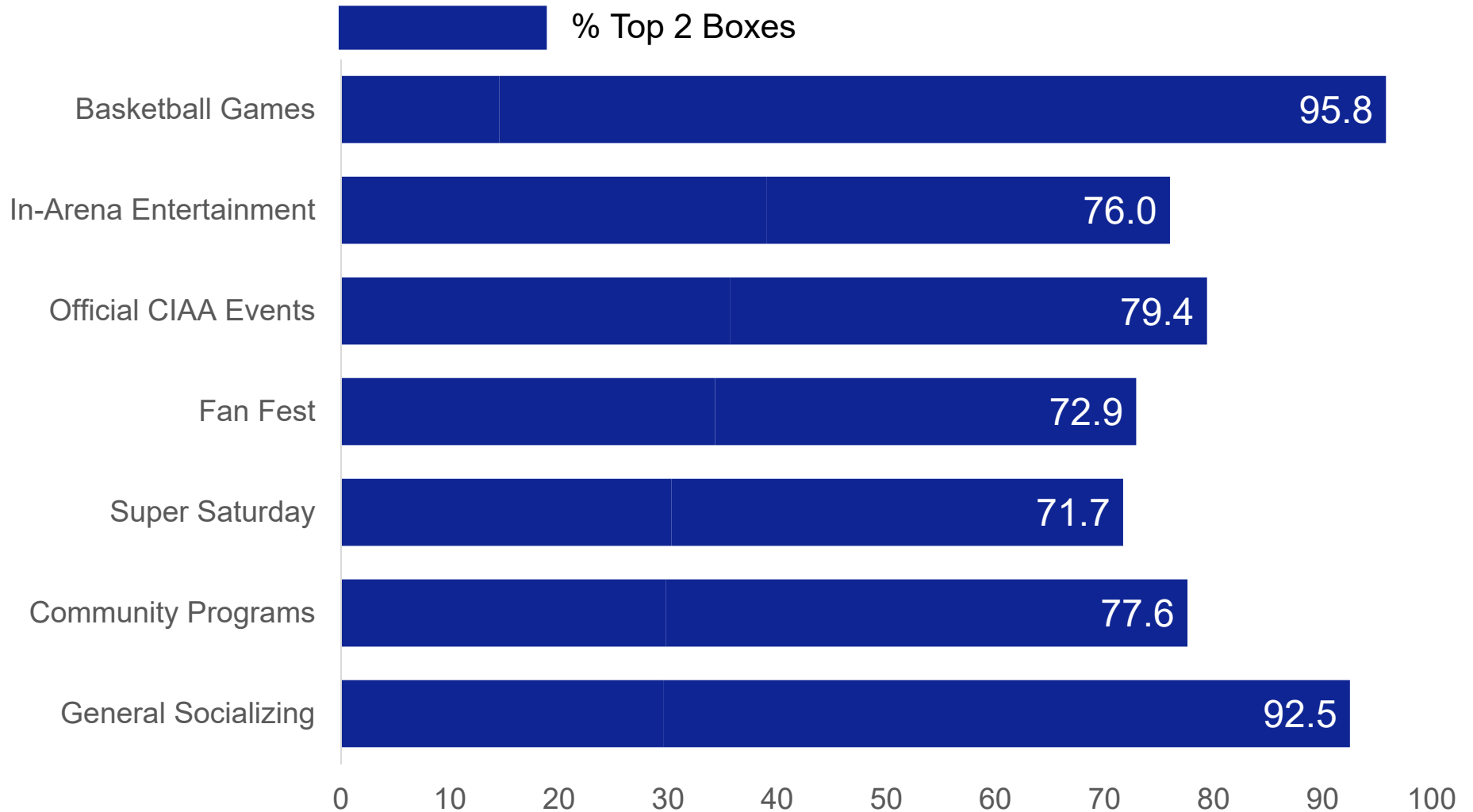


# 1 in 3 attendees have been to every CIIA Tournament in Charlotte



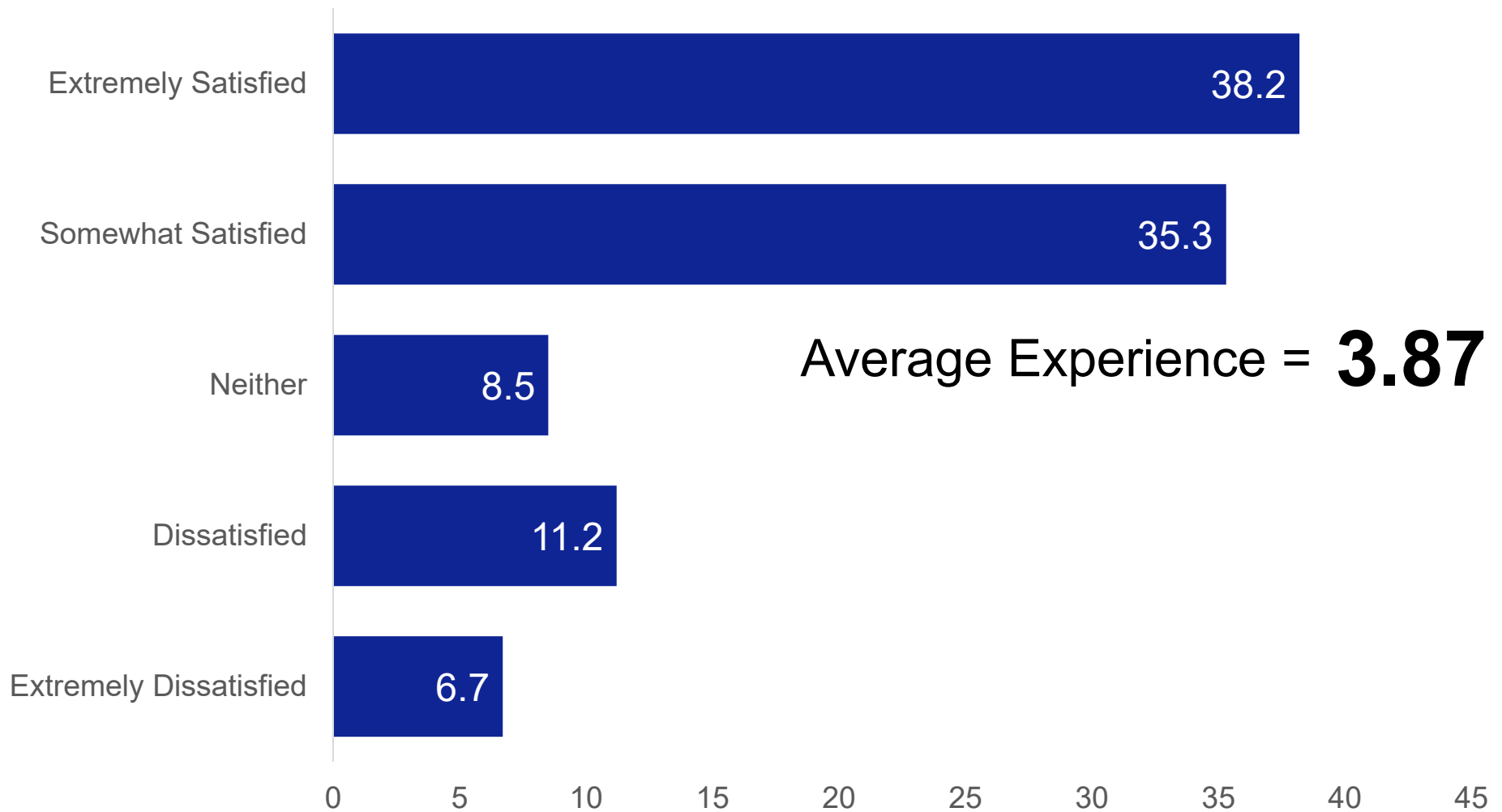
Source: 2018 CIIA Tournament: All Fans, N=619

# Basketball & socializing rank as top 2 tournament elements as most important



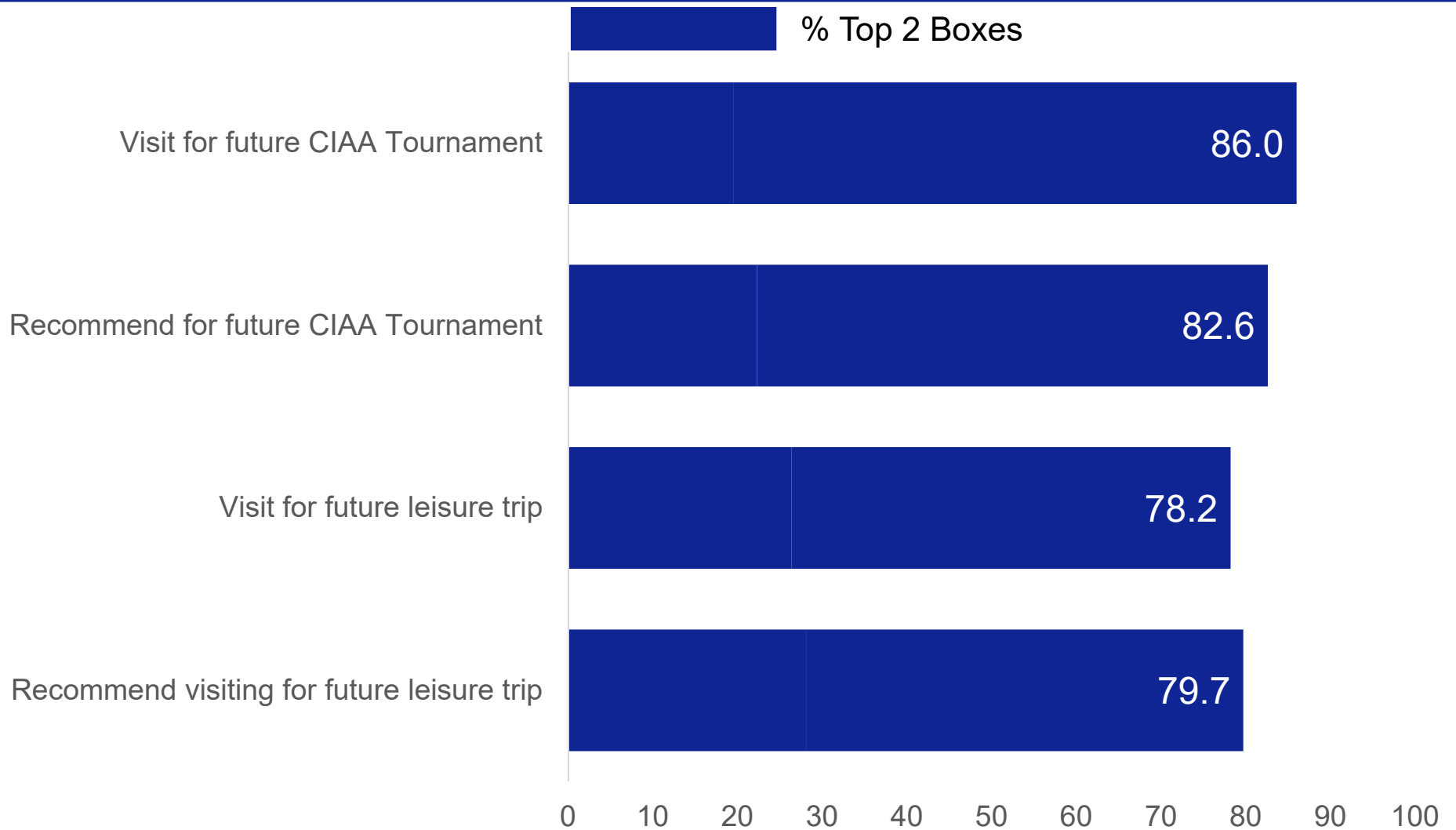
Source: 2018 CIIA Tournament: All Fans, N=669

# Nearly 3 in 4 attendees are satisfied with the overall 2018 tournament experience



Source: 2018 CIAA Tournament: All Fans, N=673

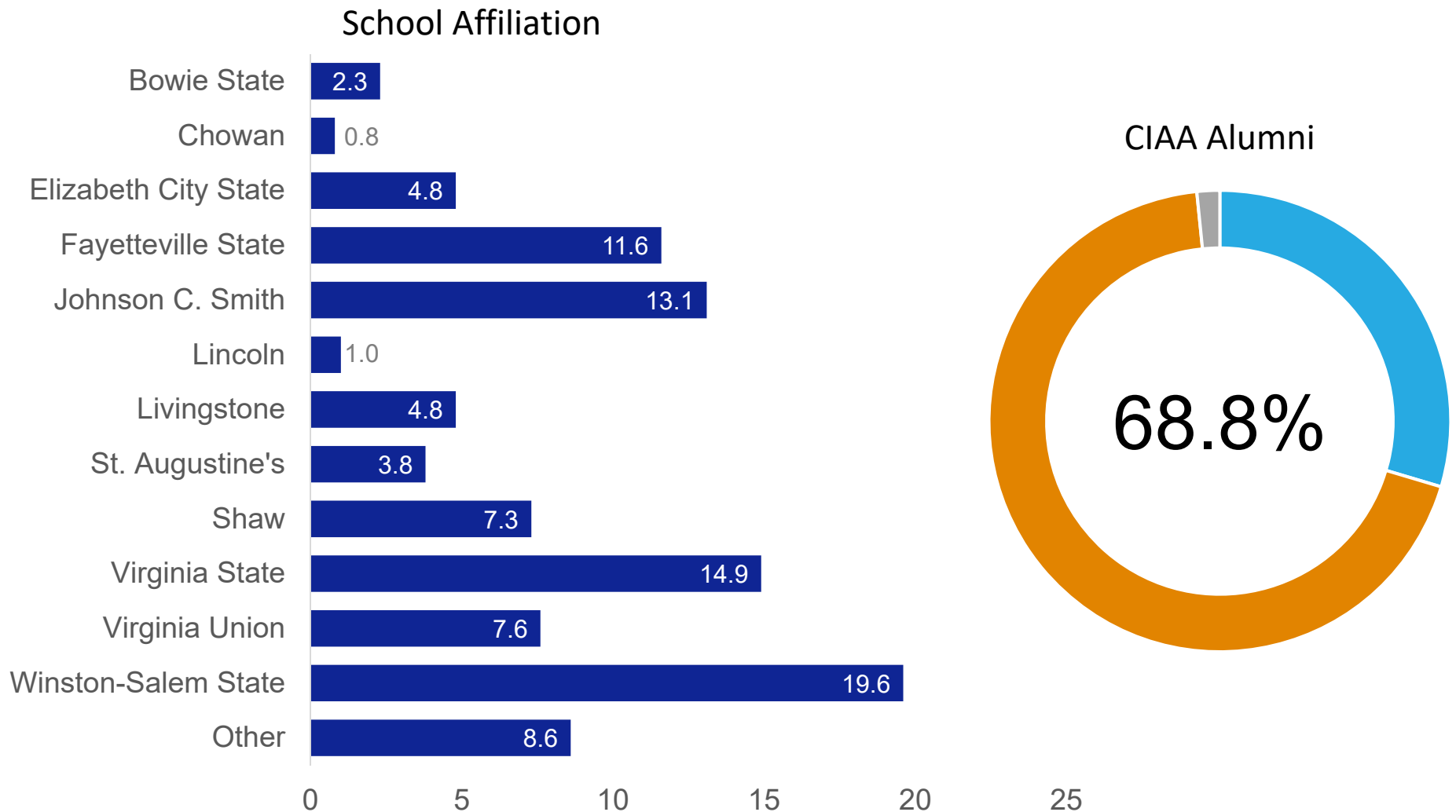
# Experience leads to likely return trips and recommendations to friends & relatives



Source: 2018 CIAA Tournament: All Fans, N=673

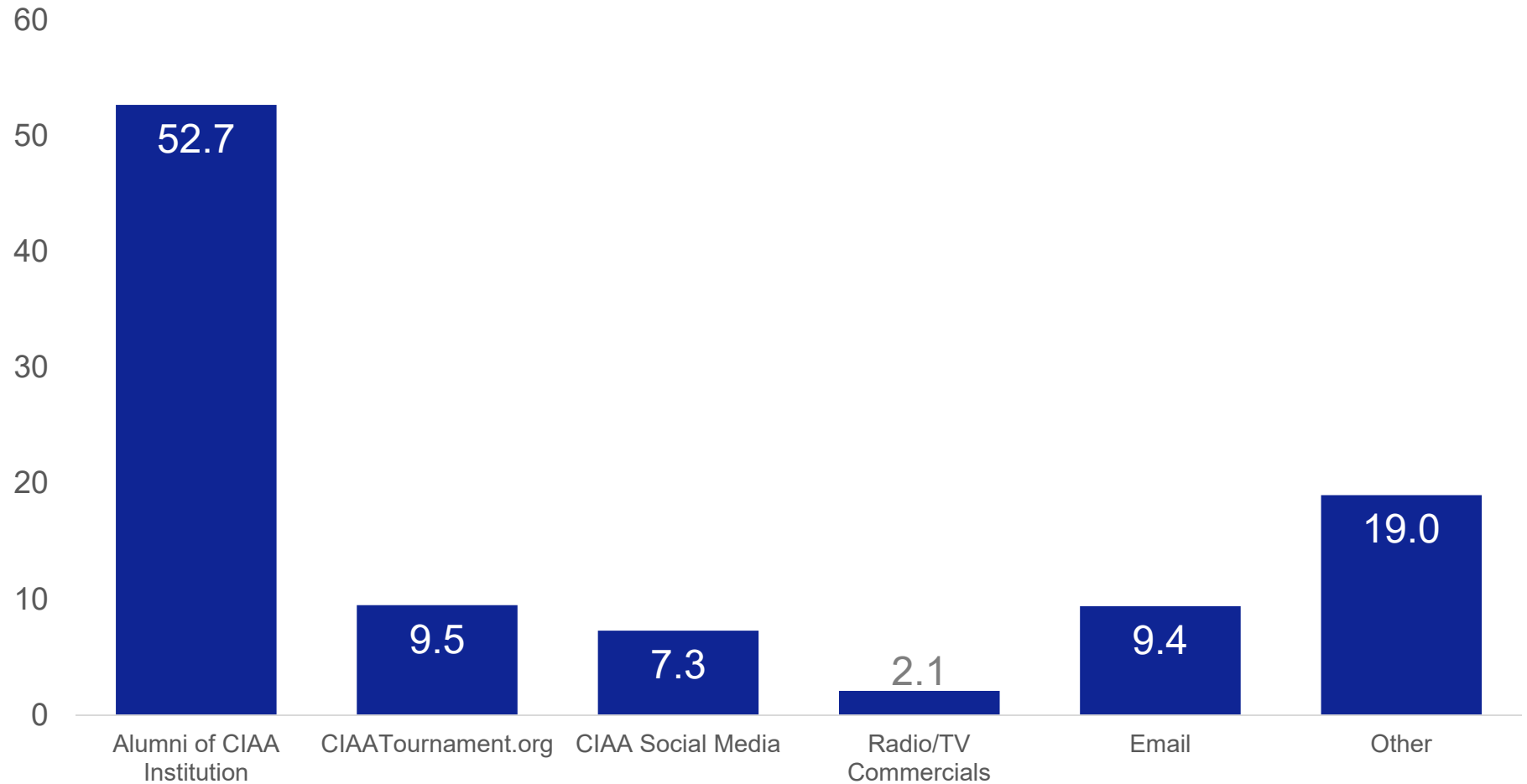
# Marketing & Communications

# More than 2 in 3 attendees are CIAA Alumni



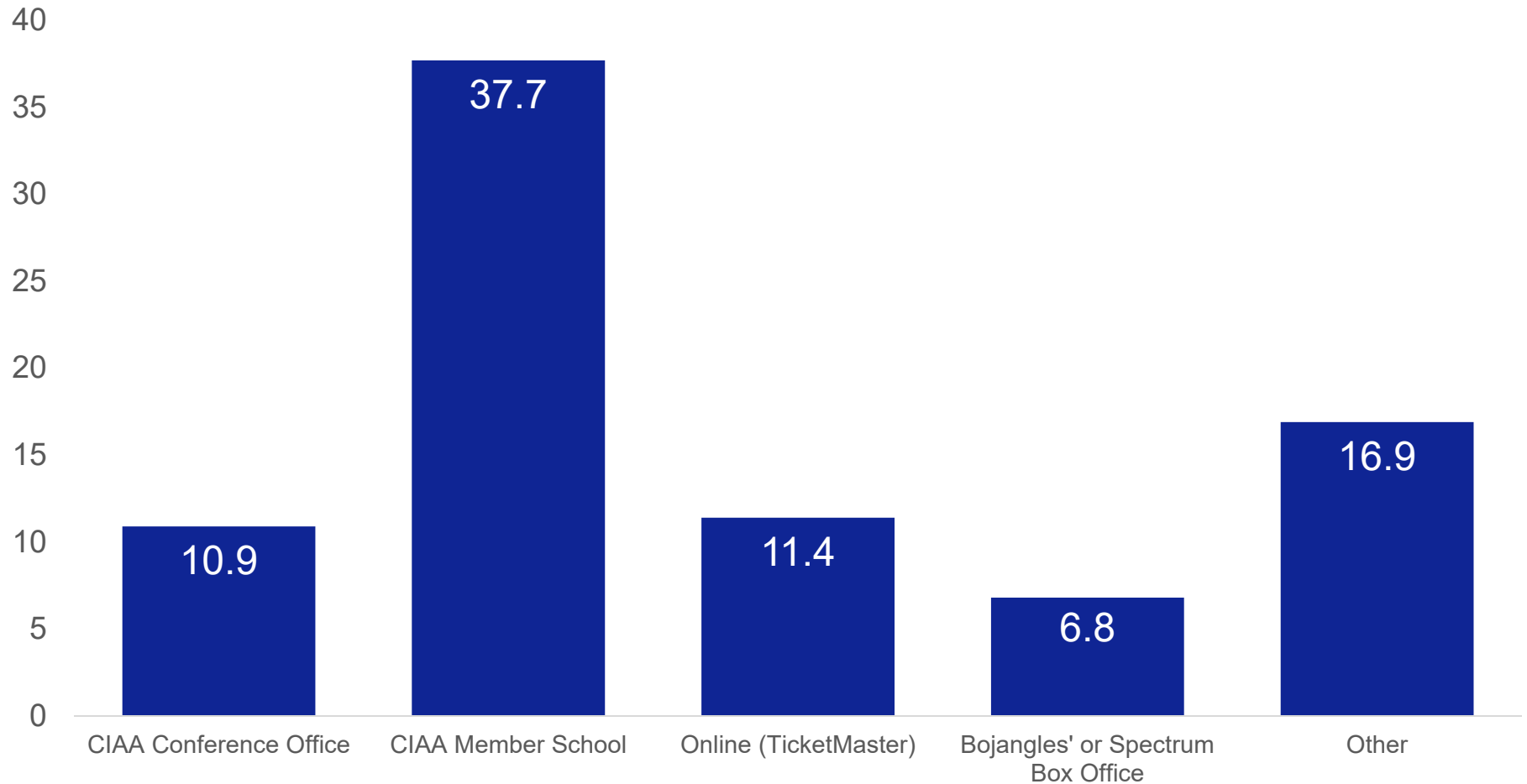
Source: 2018 CIAA Tournament: All Fans, N=673

# Member schools are conduit to fan base



Source: 2018 CIIA Tournament: All Fans, N=673

# Ticket sales match communication channels



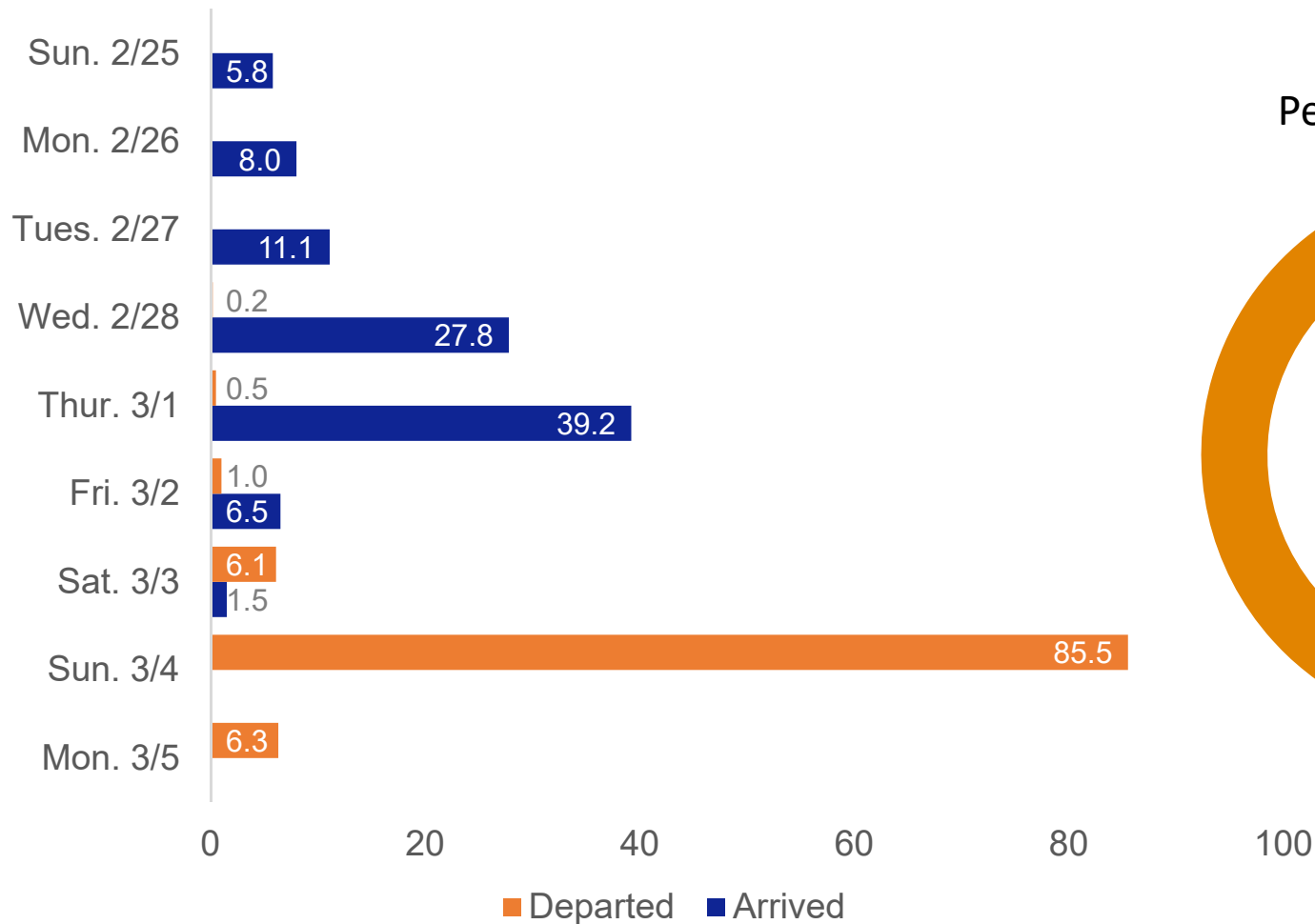
Source: 2018 CIIA Tournament: All Fans, N=673



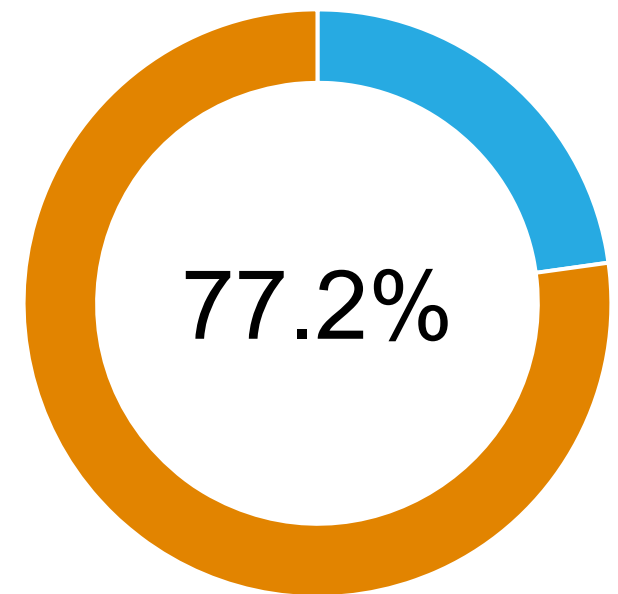
# Visitor Attributes

# More than 3 in 4 attendees traveled to Charlotte for the weekend

Arrivals & Departures



Percentage of Visitors

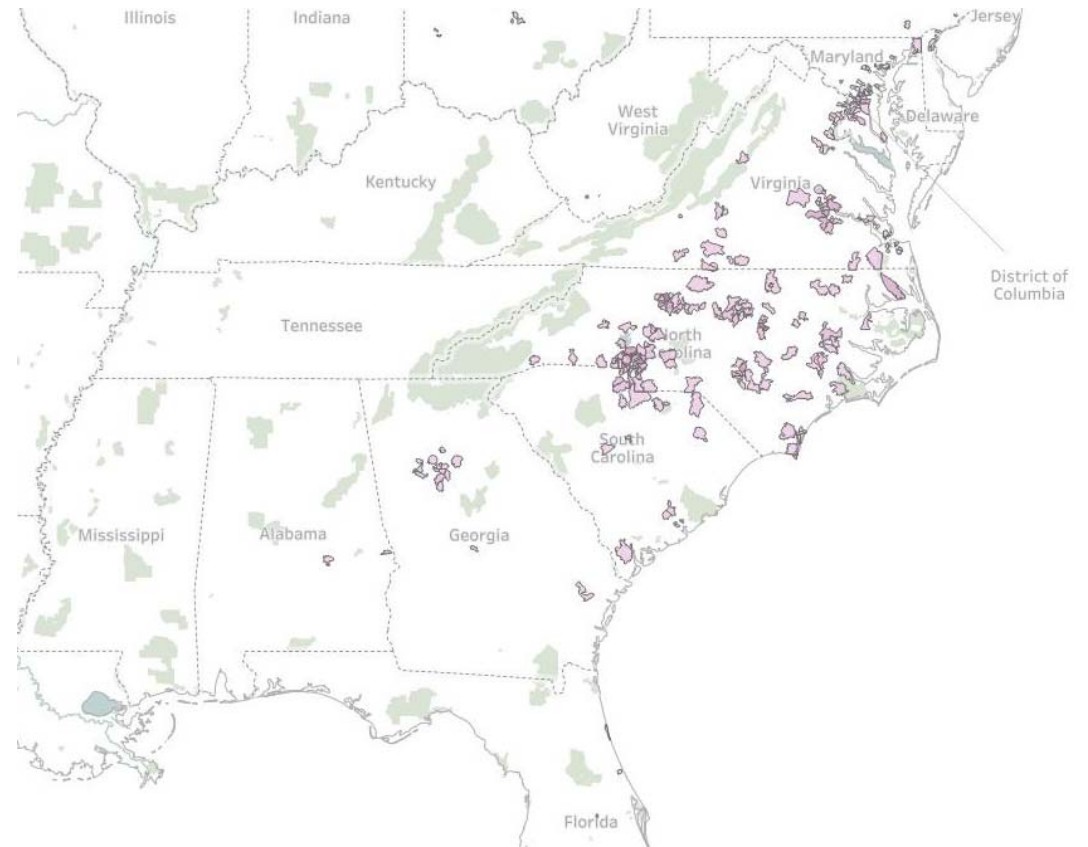


Source: 2018 CIIA Tournament: All Fans, N=673

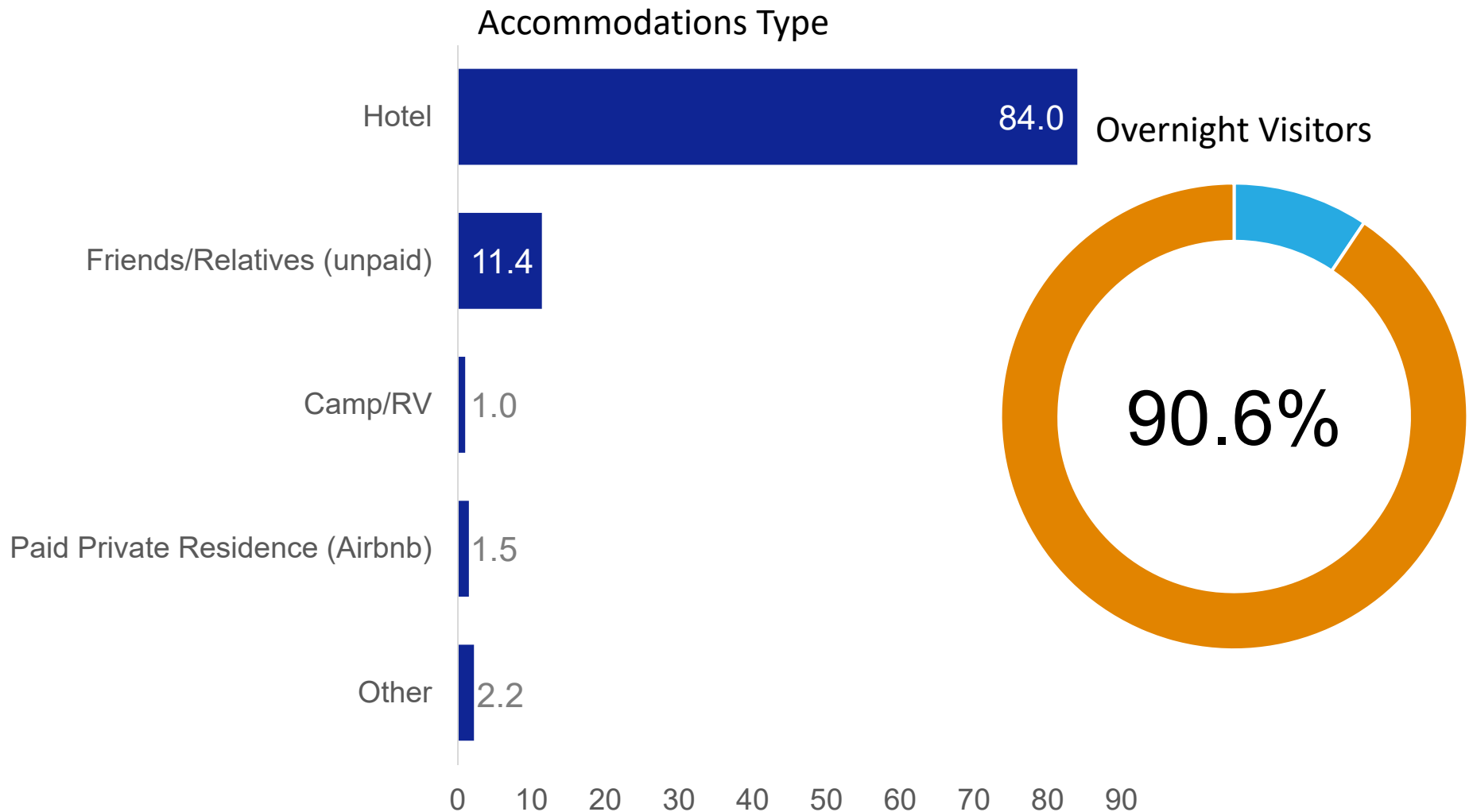
# 39% of attendees live in North Carolina

## Top Markets for CIAA Attendees

Charlotte	30.1%
Raleigh-Durham	13.5%
Washington, D.C.	11.8%
Richmond	8.0%
Greenboro-High Point-Winston-Salem	7.8%
Norfolk	4.7%
Atlanta	3.6%
Baltimore	3.1%
Greenville, NC	2.7%
New York	2.4%



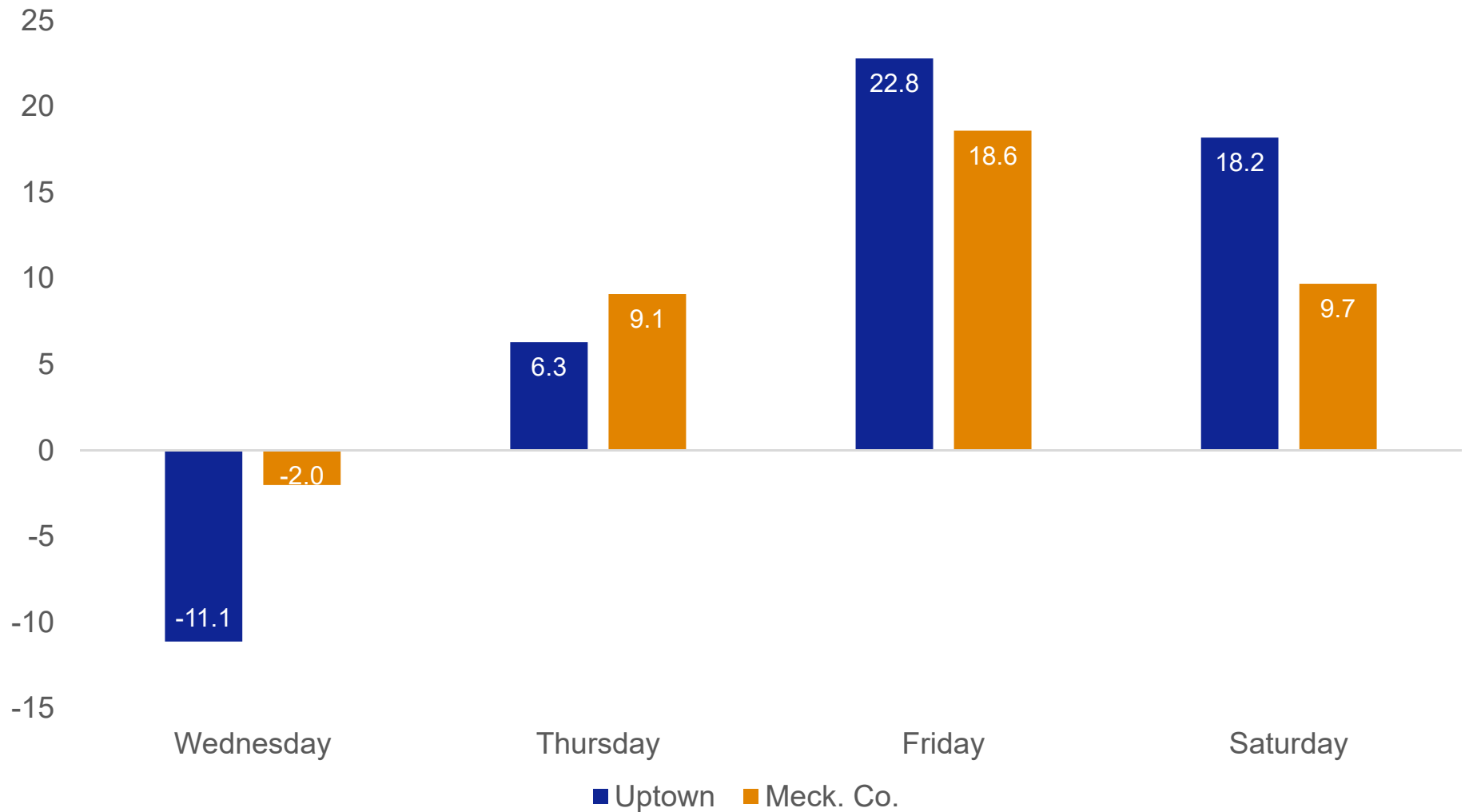
# Most visitors stay overnight, and in hotel accommodations



Source: 2018 CAAA Tournament: Non-Charlotte Residents, N=466

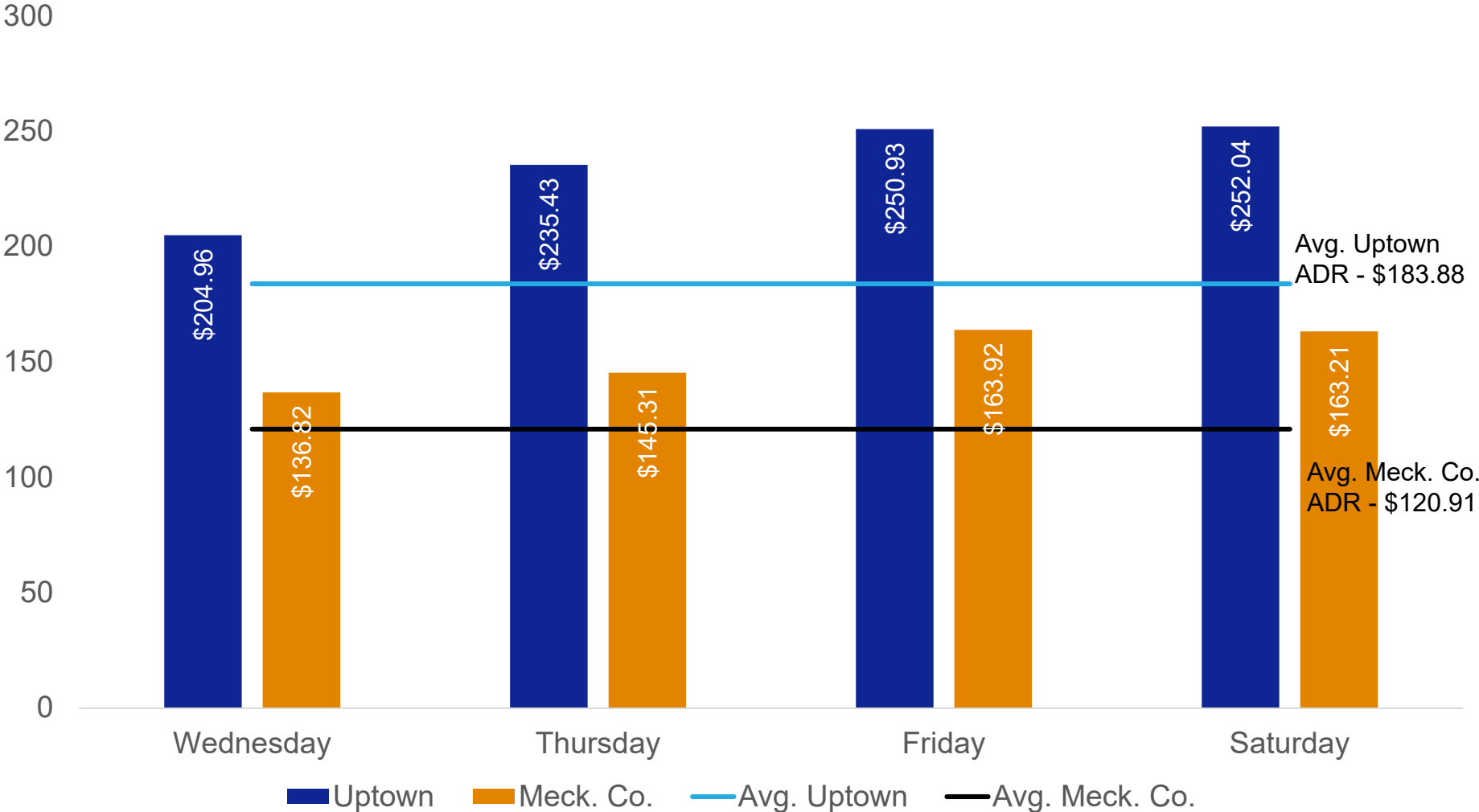
# Economic Impact

# Significant hotel demand growth over 2017, largely in new Uptown supply



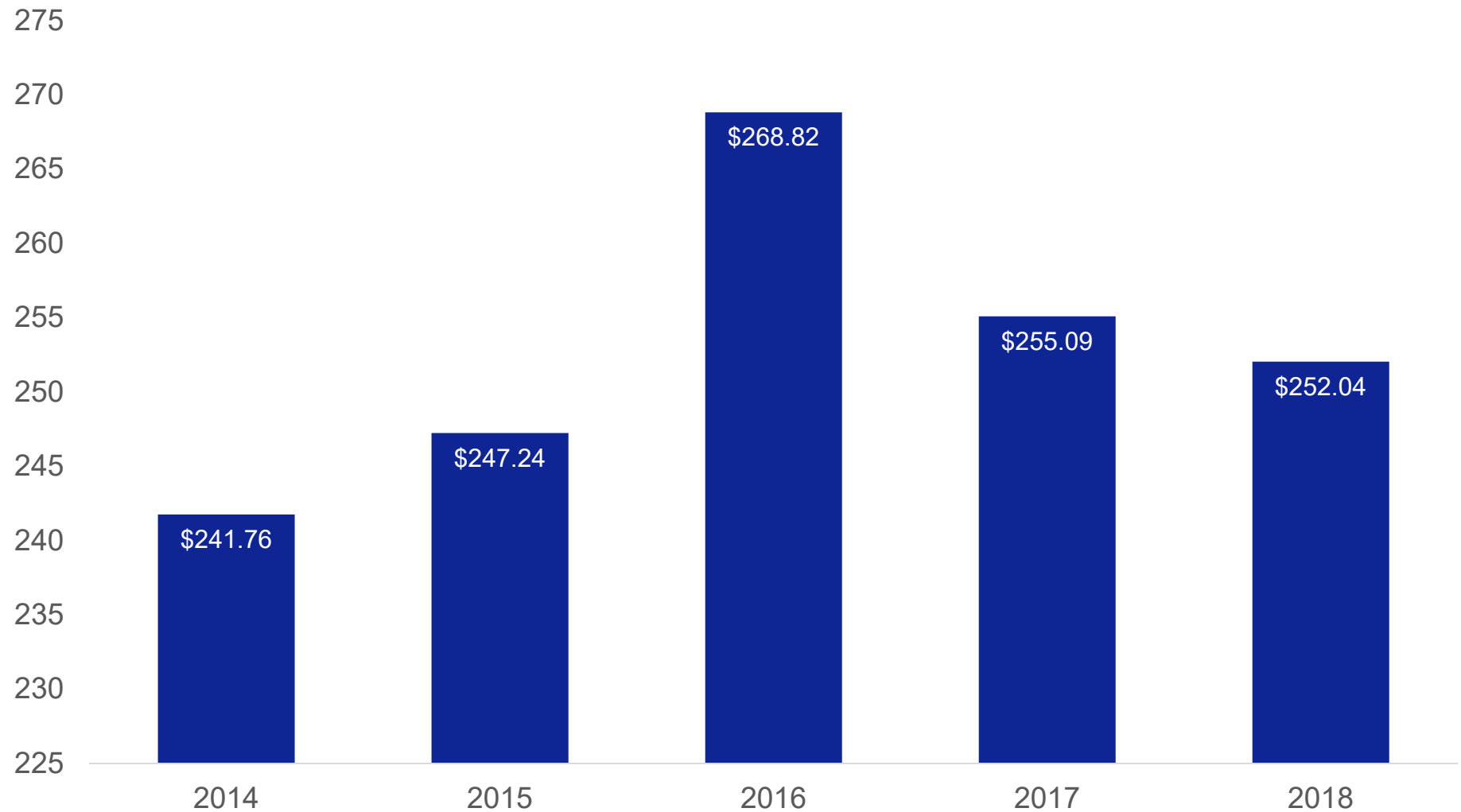
Source: STR

# Rate premiums on Uptown hotels



Source: STR

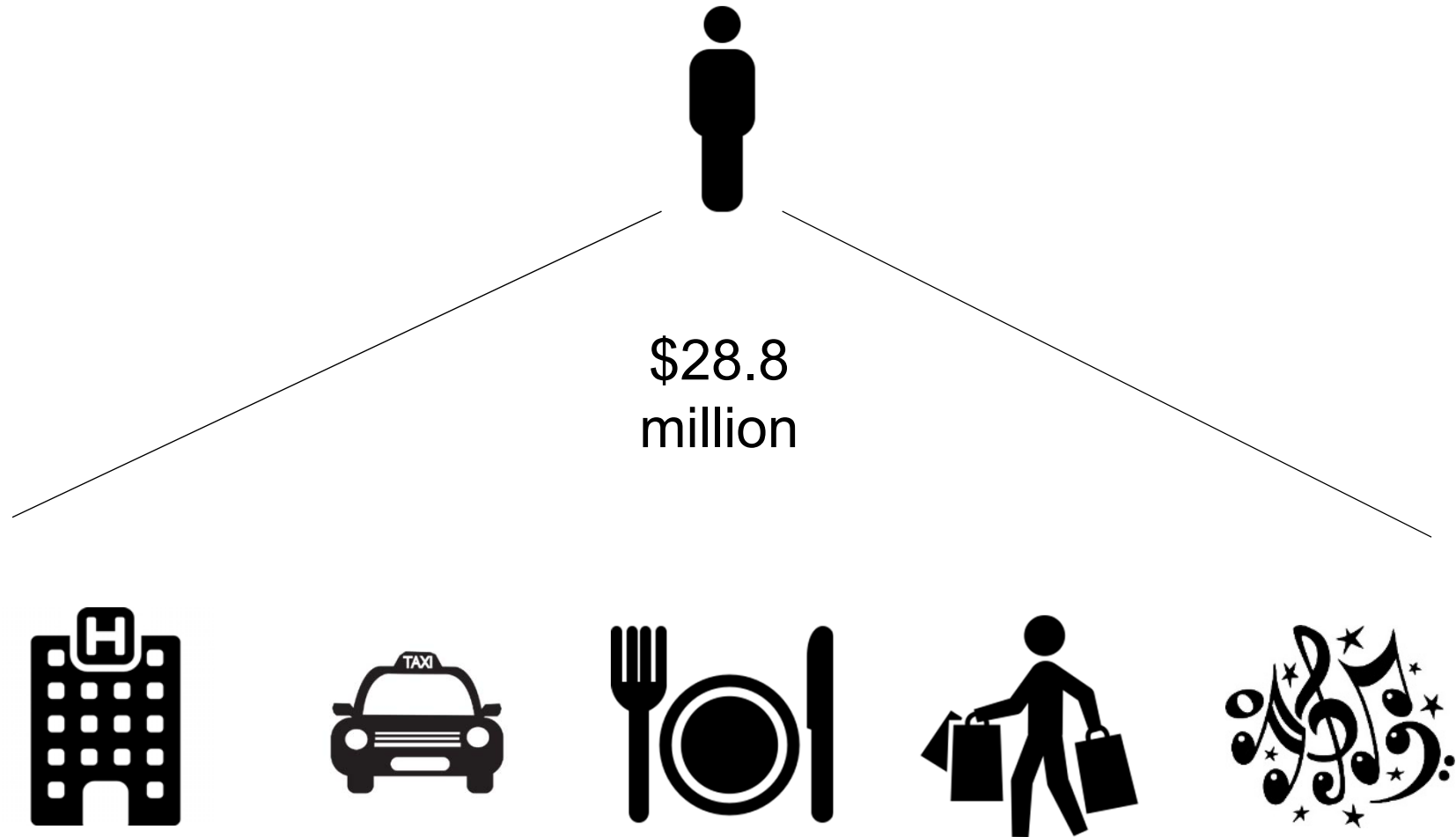
# Peak hotel rates have come down for consecutive years



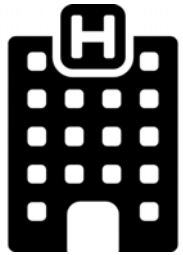
Source: STR



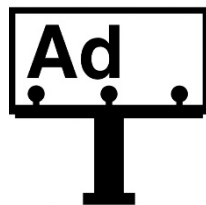
# Visitors spent \$28.8 million



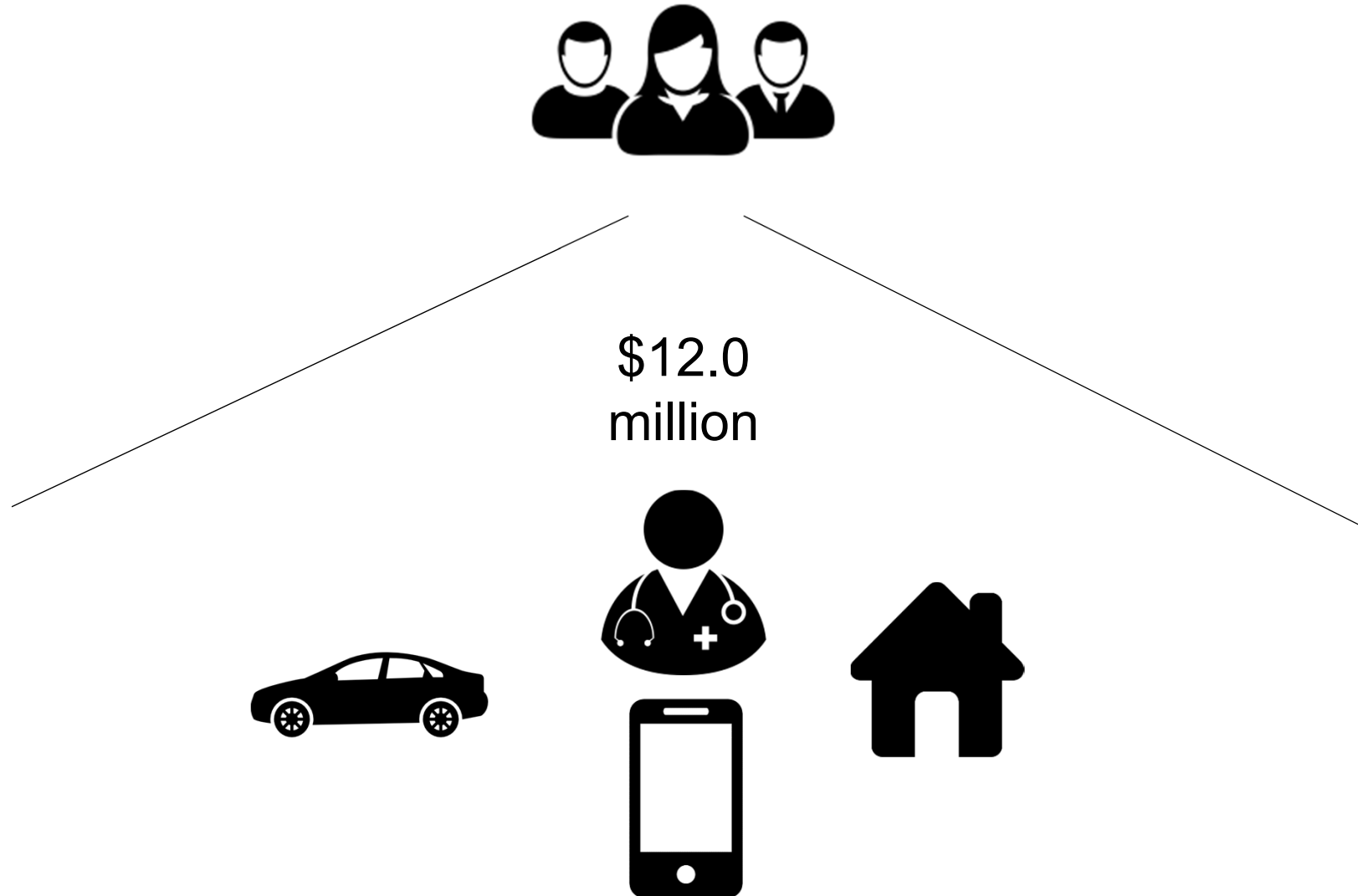
# \$9.7 million is generated to support CIAA demand



\$9.7  
million



# Employment supported by CIAA invests another \$12 million into local economy



# Economic Impact in Summary

**\$50.5 million** Economic Impact

**\$28.8 million** Direct Spending

**\$2.0 million** Local Taxes

**436** Jobs Supported

# City of Charlotte-CRVA Support

# More than \$1.5 million in Annual Student Scholarships



Source: CRVA

# Additional Event Support

Office relocation subsidy - \$171,168 to date

Diversity Consultant - \$80,000

Event Services - \$88,000

- Welcome Banners

- Bojangles' Cosliseum Shuttle

- Staff & VIP Meals

- VIP Transportation

- Parking Expenses

- Hotel Welcome Package

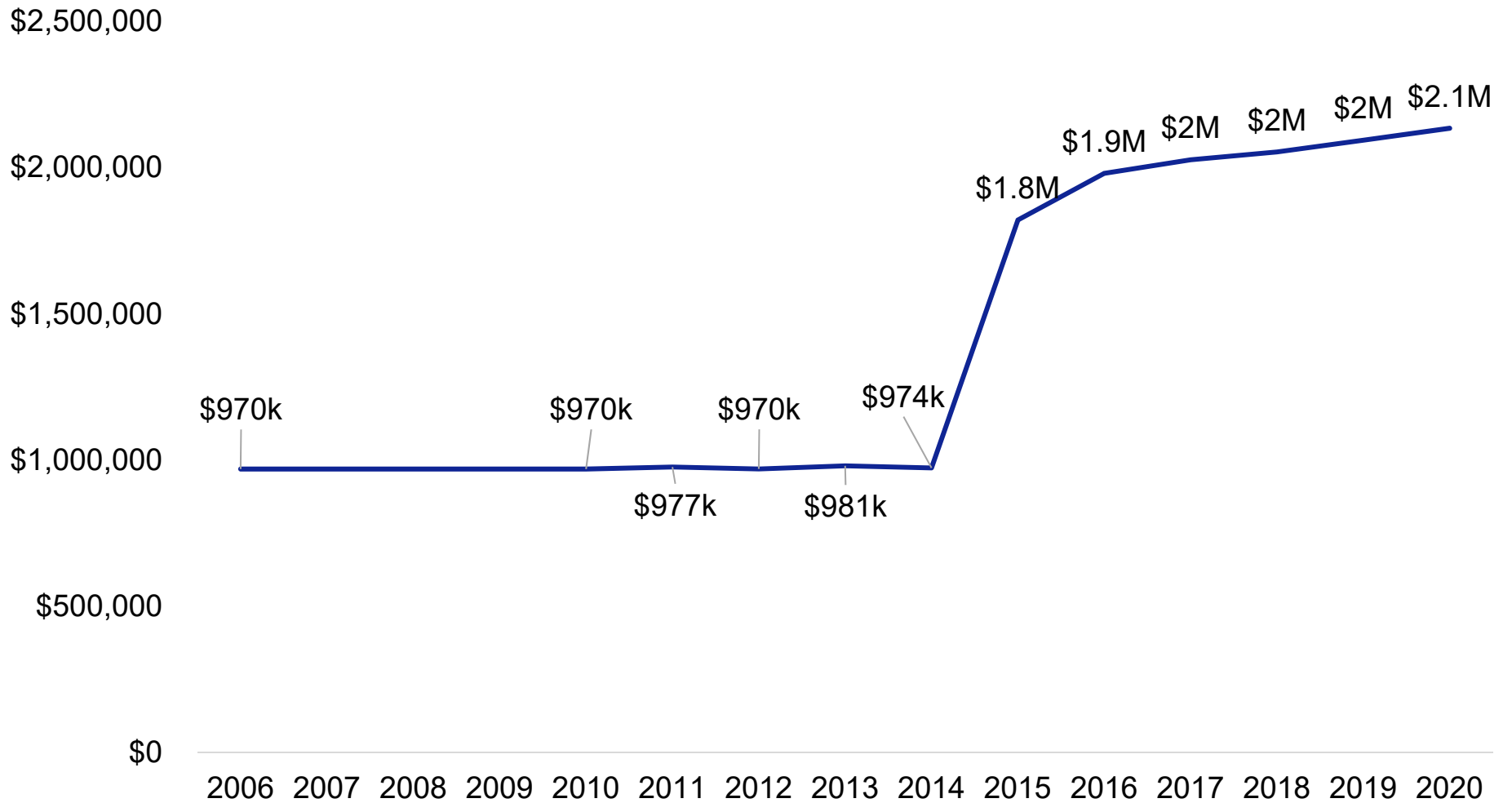
- Curb Control

- Volunteer Coordination

Spectrum Arena Fees - \$410,000

Free Rent at the Charlotte Convention Center

# \$2 million in Total Annual CIAA Support



Source: CRVA



---

**From:** Mitchell, James  
**Sent:** Monday, December 3, 2018 9:36 AM  
**To:** mike.butts@visitcharlotte.com; Tom Murray; beth.butler@visitcharlotte.com  
**Cc:** Jones, Marcus; Lyles, Viola; Cunningham, Kay; Mitchell, James  
**Subject:** Fwd: [EXT] CIAA Host City Decision- Spectrum News

Team,  
FYI, I do NOT respond.

James

Sent from my iPhone

Begin forwarded message:

**From:** "Howard, Lauren C" <[Lauren.Howard@charter.com](mailto:Lauren.Howard@charter.com)>  
**Date:** December 3, 2018 at 7:22:16 AM EST  
**To:** "[james.mitchell@charlottenc.gov](mailto:james.mitchell@charlottenc.gov)" <[james.mitchell@charlottenc.gov](mailto:james.mitchell@charlottenc.gov)>  
**Subject:** [EXT] CIAA Host City Decision- Spectrum News

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe. Please forward all suspicious email to [bad\\_mail@charlottenc.gov](mailto:bad_mail@charlottenc.gov).

Good Morning Mr. Mitchell,

Do you know where the CIAA board meetings on Dec. 4 and Dec. 5 will be held. Will city council and the mayor be in attendance?

Thank you,



**Lauren Howard** | Assignment Editor, Spectrum News | 704-973-5800  
316 E. Morehead St. | Charlotte, NC 28202  
[cltnews@charter.com](mailto:cltnews@charter.com)

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intended recipient, you are notified that any use, dissemination, distribution, copying, or storage of this message or any attachment is strictly prohibited.



Wed 11/28/2018 9:34 AM

Mitchell, James

Fwd: [EXT] RE: CIAA Presentation-Game plan-Thank you-unacceptable

To Mayfield, LaWana

FYI keeping you in the loop.

Sent from my iPhone

Begin forwarded message:

**From:** "Mitchell, James" <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)>

**Date:** November 28, 2018 at 9:18:30 AM EST

**To:** Mike Butts <[mike.butts@visitcharlotte.com](mailto:mike.butts@visitcharlotte.com)>

**Cc:** Tom Murray <[tom.murray@crva.com](mailto:tom.murray@crva.com)>, "Lyles, Viola" <[vlyles@ci.charlotte.nc.us](mailto:vlyles@ci.charlotte.nc.us)>, "Jones, Marcus" <[Marcus.Jones@ci.charlotte.nc.us](mailto:Marcus.Jones@ci.charlotte.nc.us)>, "Mitchell, James" <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)>

**Subject:** Re: [EXT] RE: CIAA Presentation-Game plan-Thank you-unacceptable

Mike,  
Thank you for responding. Traveling this morning. Will email you later on once I get into my office. But some of your responses are unacceptable to me.

Thank you  
James

Sent from my iPhone

On Nov 28, 2018, at 8:05 AM, Mike Butts <[mike.butts@visitcharlotte.com](mailto:mike.butts@visitcharlotte.com)> wrote:

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe. Please forward all suspicious email to [bad.mail@charlottenc.gov](mailto:bad.mail@charlottenc.gov).

Thank you James for the intel.

I can tell you that the instructions from CIAA regarding bids is very clear that "the CIAA committee and staff cannot accept any amenities or gifts during the finalist presentation phase of the bid process."

The bid book presentation sent was at the caliber of the RNC presentation and the PowerPoint is in my mind even better than the one created for the RNC.

We had planned for Jesse Cureton to be at the presentation but have been informed he cannot attend now so do need another representative from the corporate community.

Mayor, Tom, and I will be together later this morning to run through what we have created.

---

**From:** Mitchell, James [<mailto:James.Mitchell@ci.charlotte.nc.us>]

**Sent:** Tuesday, November 27, 2018 9:56 PM

**To:** Tom Murray <[tom.murray@crva.com](mailto:tom.murray@crva.com)>; Mike Butts <[mike.butts@visitcharlotte.com](mailto:mike.butts@visitcharlotte.com)>

**Cc:** Lyles, Viola <[vlyes@ci.charlotte.nc.us](mailto:vylyes@ci.charlotte.nc.us)>; Mitchell, James <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)>; Jones, Marcus <[Marcus.Jones@ci.charlotte.nc.us](mailto:Marcus.Jones@ci.charlotte.nc.us)>

**Subject:** CIAA Presentation-Game plan

**Importance:** High

Tom,

After talking to Councilmembers in Norfolk, VA, and Baltimore, MD, I'm very concerned about our presentation on Tuesday, December 3rd. They are bringing their "A" teams and their "A" games; and bringing gifts to the Board of Directors members. Both teams are coming in Monday night to do prep work for their presentations. Let's make sure we have our "A" team/plan. Here are my suggestions for a successful outcome.

- Need to review both bids you submitted. (Questions will be asked about our corporate support.)
- Determine a practice time for the TEAM
- Select a gift we can present to the Board of Directors members
- Make sure our TEAM for the presentation consists of: the Mayor, Tom, Fred Whitfield (Hornets) or Donna (Hornets), the city manager, a corporate supporter, and myself. We all do NOT have to speak, but should be present for Q&A and moral support.

I can make myself available Friday and Monday for practice.

Public Service is My Business

James Mitchell, Jr.

City Council At-Large

704-336-3430 office

704-576-0429 mobile

[James.mitchell@charlottenc.gov](mailto:James.mitchell@charlottenc.gov)

E-mail correspondence to and from this address is subject to the North Carolina Public Records Law.

---

**From:** Mitchell, James  
**Sent:** Tuesday, January 8, 2019 11:22 AM  
**To:** Lyles, Viola; Eiselt, Julie; Ajmera, Dimple; Braxton Winston; Egleston, Larken; Harlow, Justin; LaWana Mayfield; Greg Phipps; Newton, Matthew; Driggs, Edmund; Bokhari, Tariq  
**Cc:** Joy-Hogg, Sabrina; Jones, Marcus; Dodson, Tracy; Pleasant, Danny; Eagle, Kim; Cunningham, Kay; Palmer, Jocella  
**Subject:** James-Apology  
**Importance:** High

Mayor & Council,

Let me apology for my bad attitude yesterday at the City Council meeting. I was very upset that we lost the CIAA for 2021-2023. I was part of the original recruitment team pursuing the CIAA since 2003, and have been fortunate to be a part of CIAA since 2006 the first year in our City. Please accept my apology, and I see everyone at Council meeting Monday.

Public Service is My Business  
James Mitchell, Jr.  
City Council At-Large  
704-336-3430 office  
704-576-0429 mobile  
James.mitchell@charlottenc.gov

---

**From:** Kelly, Brent  
**Sent:** Tuesday, July 10, 2018 9:57 AM  
**To:** Lyles, Viola; Eiselt, Julie; Winston, Braxton; Ajmera, Dimple; Mitchell, James; Egleston, Larken; Harlow, Justin; Mayfield, LaWana; Phipps, Gregory; Bokhari, Tariq; Driggs, Edmund; Jones, Marcus  
**Cc:** Joy-Hogg, Sabrina; Dodson, Tracy; Eagle, Kim; Campbell, Debra; Pleasant, Danny; Kay, Jason; Hazel, Sarah; Kelly, Brent  
**Subject:** Media Summary

Mayor and Council,  
Media inquiries yesterday:

- The Central Intercollegiate Athletics Association (CIAA) announced that it is launching a bidding process for the next location of the men's and women's basketball tournament, which has been held in Charlotte since 2006.
  - The event will continue to be held in Charlotte through 2021.
  - Once the CIAA issues a formal request for proposals, we will work with the Charlotte Regional Visitors Authority (CRVA) and other partners to assess a potential bid for Charlotte.
- Media questions regarding the Republican National Convention (RNC) have been referred to the Charlotte Regional VisitOrs Authority (CRVA)
  - Tom Murray has two interviews scheduled today to discuss the request for proposal (RFP) process and economic impact from large-scale conventions, including the 2012 Democratic National Convention.

#### Public Records Fulfillment

- Staff is pulling together travel expenses/reimbursements for City Council and the City Manager.
  - Council will be sent a summary of expenses through May as a preview. This will be updated by the end of the month when full year data is available. The media has requested data through June.
- Total legal and settlement fees of \$10.8 million and information for cases over the last 18 months associated with the Charlotte-Mecklenburg Police Department was shared with WSOC.
  - Ninety-six percent of the money paid related to the Timothy Bridges settlement.
  - Reminder: The City of Charlotte settled with Mr. Bridges in December 2017 after he served more than 25 years in prison and was issued a Pardon of Innocence by former Governor McCrory. Please let me or Bob Hagemann know if you have questions about this case.

Have a nice day.  
bk



**Brent J Kelly**

**Chief Marketing Officer**

600 East 4th Street | 15<sup>th</sup> Floor | Charlotte, NC 28202

P: 704-301-0475 | [Brent.Kelly@CharlotteNC.gov](mailto:Brent.Kelly@CharlotteNC.gov) | [www.charlottenc.gov](http://www.charlottenc.gov)

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**From:** Walker, Jordan-Ashley  
**Sent:** Monday, January 7, 2019 8:25 PM  
**To:** Lyles, Viola; Eiselt, Julie; Mitchell, James; Winston, Braxton; Ajmera, Dimple; Egleston, Larken; Harlow, Justin; Mayfield, LaWana; Phipps, Gregory; Newton, Matthew; Bokhari, Tariq; Driggs, Edmund; Jones, Marcus  
**Cc:** Joy-Hogg, Sabrina; Dodson, Tracy; Eagle, Kim; Pleasant, Danny; Kay, Jason; Hazel, Sarah; Kelly, Brent  
**Subject:** Media Summary

Mayor and Council

Today's media inquiries:

- While media are reporting on a change of host city for the CIAA tournament, the CIAA hasn't yet made an official announcement. The tournament is already scheduled to remain in Charlotte through 2020.
- A newly released NCDOT Division of Aviation report detailing the impact of commercial service and general aviation airports in North Carolina, [North Carolina: The State of Aviation](#), shows CLT Airport contributes \$23 billion in annual economic output, \$1.1 billion in state/local taxes, 132,330 jobs for N.C. residents and \$5.7 billion in personal income.
- During the recent work to set girders for the Hawthorne Lane Bridge over eastbound Independence Boulevard, an issue was identified with the girder alignment, halting bridge construction. City staff has met with community members to communicate this issue, and will work with the contractor to develop a solution and determine impacts to the project schedule.
  - The bridge is safe to drive under as girder alignment issues do not impact its structural integrity.

**Jordan-Ashley Walker**

**Charlotte Communications & Marketing**

Office: 704-336-4936 Mobile: 704-614-8513

---

**From:** Kelly, Brent  
**Sent:** Saturday, September 8, 2018 7:43 AM  
**To:** Lyles, Viola; Eiselt, Julie; Mitchell, James; Winston, Braxton; Ajmera, Dimple; Egleston, Larken; Harlow, Justin; Mayfield, LaWana; Phipps, Gregory; Newton, Matthew; Bokhari, Tariq; Driggs, Edmund; Jones, Marcus  
**Cc:** Joy-Hogg, Sabrina; Dodson, Tracy; Eagle, Kim; Campbell, Debra; Pleasant, Danny; Kay, Jason; Hazel, Sarah; Kelly, Brent  
**Subject:** Media Summary and Strategy Session Follow-Ups  
**Attachments:** Aug 13 2018 Action Items Binder.pdf

Mayor and Council,

Today's update is rather robust, including:

- 8/13 strategy session follow-ups,
- media inquiries, and
- upcoming events – including an expanded list of City Community Engagement Events with sharable links for you to share on social media or via email with your constituents.

#### **August 13<sup>th</sup> strategy session**

- The attached file includes responses and next steps of the 14 items/questions mentioned by City Council at the August 13 strategy session. This is our commitment to provide shared and complete information in a timely fashion.
  - If you would like a hard copy in addition to this electronic copy, please let me know.

Following are today's media inquiries:

#### **Economic Development**

- The Charlotte Regional Visitors Authority (CRVA) submitted its proposal to host the CIAA Men's and Women's Basketball Tournaments for 2021-2023.
  - The CIAA has been the largest annual event in our community for the past 13 years, generating an economic impact of \$50.5 million in 2018.

#### **Charlotte Area Transit System (CATS)**

- Charlotte Area Transit System is monitoring progress and contractor schedule to project a final opening date for 36th Street between Davidson Street and North Tryon Street, which has been closed for four years due to Blue Line Extension construction.

#### **Charlotte-Mecklenburg Storm Water Services (SWS)**

- During an interview with WSOC, staff reinforced the collaboration and expertise required to prevent and correct illicit discharges and sanitary sewer overflows.

#### **Charlotte Communications**

- City of Charlotte Social Media Manager Ken Brown will be featured in the #ItsReallyMeCLT campaign, by marketing agency Black Wednesday, who is revealing the faces behind some of the top social media accounts in Charlotte, and having them answer questions about their work.

#### **Charlotte-Mecklenburg Police Department (CMPD)**

- A tip from the community led to the arrest of Royce Anthony Mitchell, who is charged with two counts of murder for shooting and killing a 15-year-old pregnant teenager Tiffany Wright, while waiting for a school bus in 2009.
- Chief Kerr Putney highlighted the importance of their recruiting efforts with WBTV today as the department plans to prepare upcoming retirements (34 of 109 command level positions - lieutenants, captains, majors, deputy chiefs, etc. will be eligible to retire) over the next two years.



## Upcoming Events:

### City Council

- The Environment Committee meets Monday, Sept. 10, at noon in room 280.
- The City Council Business Meeting/Public Forum starts Monday, Sept. 10, at 5 p.m. in room 267.
- The Housing and Neighborhood Development Committee meets Wednesday, Sept 12, at 2 p.m.

### City Community Engagement Events

These include sharable links so City Council members may invite constituents and you are welcome to join as well. Your council support team member may also help communicate and share these links.

Title	Date	Location	Address/District	Link
Housing Locational Policy	Tuesday September 11 6:30 – 8:00 pm	Greater Providence Baptist Church	2000 Milton Rd District 1	<a href="#">Housing Locational Policy Community Engagement Session – Sept. 11</a>
Housing Locational Policy	Thursday September 13 6:30 – 8:00 pm	St. Matthews Catholic Church	8015 Ballantyne Commons Pkwy District 7	<a href="#">Housing Locational Policy Community Engagement Session – Sept. 13</a>
Housing Locational Policy	Saturday September 29 10:00-11:30 am	Charlotte Department Headquarters	500 Dalton Ave. District 1	<a href="#">Housing Locational Policy Community Engagement Session – Sept. 29</a>
City of Charlotte Career Fair	Wednesday September 12 10 am - 3 pm	Charlotte Convention Center	501 South College St District 1	<a href="#">Team Charlotte Career Fair</a>
Welcoming Charlotte Community Potluck	Monday September 17	Camino Community Center	201 Stetson Dr District 4	<a href="#">Welcoming Charlotte Community Potluck</a>

### Notable Charlotte Events

- The Stonewall Rainbow Run is Saturday, Sept. 8, starting at 5 p.m. The 5K run/walk starts at The Shed at 600 E. Sugar Creek Rd.

### Positive Buzz

- [Weekday Planner: 11 things to do before and after work this week, including the Greek Festival and Girl Tribe Pop Up](#)
- [Knights lead minor leagues in attendance for 2018](#)
- [Share CLT: September Spotlight](#)
- [Charlotte Marine Week: Military aircraft land in First Ward Park](#)
- [American Airlines Quickly Adds Charlotte-Guadalajara After Volaris Moves In](#)

Have a nice week-end.

bk



**Brent J Kelly**  
**Chief Marketing Officer**  
600 East 4th Street | 15<sup>th</sup> Floor | Charlotte, NC 28202  
P: 704-301-0475 | [Brent.Kelly@CharlotteNC.gov](mailto:Brent.Kelly@CharlotteNC.gov) | [www.charlottenc.gov](http://www.charlottenc.gov)



## 8.13.18 - Strategy Session Action Items

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	<u>Tab #</u>
Assessment of impacts on schools through the rezoning process.....	1
Schools zone traffic safety measures.....	2
Neighborhood traffic calming policy.....	3
Tractor-trailer parking.....	4
Mobile/Modular/Manufactured Homes.....	5
NYC rideshare.....	6
Solid Waste Interlocal Agreement.....	7
Anti-displacement home purchasing strategy.....	8
Locational Housing Policy .....	9
Mecklenburg County property tax revaluation.....	10
Police Foundation Framework/21 <sup>st</sup> Century Task Force update.....	11
Crisis communication 2.0.....	12
Taser use and training.....	13
Legislative agenda process.....	14

## 8.13.18 - Strategy Session Action Items

	<i>Issue/Question</i>	<i>Focus Area</i>	<i>Council member</i>	<i>Staff Resource</i>
1	<b>Assessment of impacts on schools through the rezoning process</b> <ul style="list-style-type: none"> <li>How do we handle rezonings when it comes to schools?</li> </ul>	TAP	Lyles	Debra
2	<b>Schools zone traffic safety measures</b> <ul style="list-style-type: none"> <li>How do schools get in touch with CDOT when they have traffic safety issues?</li> </ul>	TAP	Lyles	Danny
3	<b>Neighborhood traffic calming policy</b> <ul style="list-style-type: none"> <li>Will anything be included in the comp plan/udo for developers to build speed humps?</li> <li>What are the current metrics that justify traffic calming measures?</li> </ul>	TAP	Mayfield/ Eiselt	Danny
4	<b>Tractor-trailer parking</b> <ul style="list-style-type: none"> <li>How do we address it?</li> <li>Do research to determine why the tractor trailers are parking there.</li> </ul>	TAP	Phipps	Danny
5	<b>Mobile/Modular/Manufactured Homes</b> <ul style="list-style-type: none"> <li>What is the difference between these?</li> <li>Which are regulated under state building codes?</li> <li>What can we regulate?</li> </ul>	TAP	Egleston	Debra
6	<b>NYC rideshare</b> <ul style="list-style-type: none"> <li>Can we get some information on what NYC is doing re: rideshare policies?</li> </ul>	TAP	Eiselt	Danny
7	<b>Solid Waste Interlocal Agreement</b> <ul style="list-style-type: none"> <li>What are the details of our interlocal agreement with County (including the date)?</li> </ul>	Environment	Ajmera	Jason
8	<b>Anti-displacement home purchasing strategy</b> <ul style="list-style-type: none"> <li>Can we buy homes, and work with current renters if there is a renter? If they are vacant, can we purchase property and transfer property to a community partner who can then sell with deed restrictions?</li> <li>What are our legal parameters?</li> </ul>	HAND	Mayfield	Debra
9	<b>Locational Housing Policy</b> <ul style="list-style-type: none"> <li>What are the incentives for developers in the housing locational policy? (vs. punitive measures)</li> </ul>	HAND	Bokhari	Debra
10	<b>Mecklenburg County property tax revaluation</b> <ul style="list-style-type: none"> <li>What is the update?</li> </ul>	Budget	Driggs	Sabrina

## 8.13.18 - Strategy Session Action Items

	<i>Issue/Question</i>	<i>Focus Area</i>	<i>Council member</i>	<i>Staff Resource</i>
11	<b>Police Foundation Framework/21<sup>st</sup> Century Task Force update</b> <ul style="list-style-type: none"> <li>How have we assessed if we have obtained improvement? Include all the 59 different recommendations, which are the most updated. What have we changed over the last 3-4 years?</li> </ul>	Community Safety	Driggs/Eiselt	Kim
12	<b>Crisis communication 2.0</b> <ul style="list-style-type: none"> <li>What does Phase 2 of crisis communications look like?</li> </ul>	Community Safety	Bokhari	Brent
13	<b>Taser use and training</b> <ul style="list-style-type: none"> <li>What is the update on the taser policy?</li> </ul>	Community Safety	Mayfield	Kim
14	<b>Legislative agenda process</b> <ul style="list-style-type: none"> <li>What is the current process for adding things to the legislative agenda?</li> </ul>	Intergovernmental Relations	Eiselt	Jason

# TAB 1



## ASSESSMENT OF IMPACTS ON SCHOOLS THROUGH THE REZONING PROCESS

<b>Requester:</b>	Mayor Lyles
<b>Staff Resource:</b>	Debra Campbell
<b>Statement of Issue:</b>	The City Council votes on rezoning projects that may impact local school population.
<b>Deliverable:</b>	<p>Below is an explanation of how the impacts on schools are assessed through the rezoning process:</p> <ul style="list-style-type: none"> <li>• As part of the rezoning process, CMS staff provides information on the impact of residential proposals on the assigned schools.</li> <li>• The information provided is purely a quantitative assessment of impacts.</li> <li>• This includes the estimated number of new students that will be generated by the proposed development.</li> <li>• CMS also provides their estimate of school utilization (without mobile classrooms) taking into account the proposed development.</li> <li>• For example, for petition 2018-005 by Meritage Homes of the Carolinas, Inc., CMS estimated:             <ul style="list-style-type: none"> <li>○ that the development could add 213 students to the schools in the area</li> <li>○ that school utilization (without mobile classrooms) would increase from 105% to 122% for Clear Creek elementary; from 72% to 78% for Northeast middle: and 90% to 93% for Rocky River High</li> </ul> </li> <li>• This information is provided to City Council on each residential rezoning petition as part of the staff analysis.</li> </ul>
<b>Latest Development:</b>	<ul style="list-style-type: none"> <li>• Planning staff will engage CMS in the development of the 2040 Comprehensive Plan so that they can provide input and that the impacts of growth are understood and they can incorporate into their facilities planning and budgeting processes.</li> <li>• Staff will also discuss if there is a need to modify the assessment of impacts methodology since it is currently a basic quantitative analysis.</li> </ul>

# TAB 2



## SCHOOL ZONE TRAFFIC SAFETY MEASURES

<b>Requester:</b>	Mayor Lyles
<b>Staff Resource:</b>	Danny Pleasant
<b>Statement of Issue:</b>	Charlotte Mecklenburg School System are in communication with CDOT when they have school zone traffic safety issues.
<b>Deliverable:</b>	Describe how schools can get in contact with the City, specifically CDOT concerning traffic safety issues.
<b>Latest Development:</b>	<ul style="list-style-type: none"><li>• CDOT's Traffic Safety Section works closely with CMS on school zone safety concerns.</li><li>• Schools may contact Keven Earp, Charlotte-Mecklenburg School's (CMS) Director of Safety, Environmental Health, &amp; Risk Management, and/or Chip Gallup, CMS's traffic safety representative.</li><li>• Residents also can call 311 with any concerns.</li><li>• CDOT and CMS work in concert to manage/resolve school zone related concerns.</li></ul>



# TAB 3



## NEIGHBORHOOD TRAFFIC CALMING POLICY

<b>Requester:</b>	Council Member Mayfield and Mayor Pro Tem Eiselt
<b>Staff Resource:</b>	Danny Pleasant
<b>Statement of Issue:</b>	There are questions related to how traffic calming interventions are determined.
<b>Deliverable:</b>	<ul style="list-style-type: none"> <li>• Answer whether the comprehensive plan will address traffic calming.</li> <li>• Discuss how streets in new developments should be designed with “built in” traffic calming.</li> <li>• Outline current Council adopted standards for traffic calming interventions.</li> </ul>
<b>Latest Development:</b>	<ul style="list-style-type: none"> <li>• While the comprehensive plan and the subsequent <b>UDO will not go into detail about traffic calming techniques, they will define street layouts</b> appropriate to the land development type. A properly designed street network should <b>naturally slow traffic</b> to speeds that are compatible with the land use type. Well connected street networks will disperse traffic so that no single street becomes the “cut-through” route. On occasion, developers have agreed to install speed humps on streets connected to adjacent residential developments.</li> <li>• Currently the City implements traffic calming measures such as speed humps, traffic circles, multiway stops, and other techniques on local neighborhood streets where speeds and traffic volumes over time have become incompatible with the residential character.</li> <li>• Traffic calming metrics include crash data, traffic volume, speed, posted speed limit, street width, and emergency response times. Over time, City Council provided the guidance listed below for the required petition process and types of traffic calming:               <p style="margin-left: 20px;"><b>The Petition Process</b></p> <ul style="list-style-type: none"> <li>○ Petitions require signatures of 60% of all property owners within the impact area.</li> <li>○ If a petition is requested, CDOT will define the impact area, and issue the petition.</li> <li>○ Any existing HOA or neighborhood association must be notified of potential installation by petitioner.</li> <li>○ The impact area for speed humps is defined as all of the parcels abutting the subject street.</li> <li>○ The impact area for multi-way stops is defined as all parcels within a 1200 ft. radius abutting the intersecting streets.</li> </ul> <p style="margin-left: 20px;"><b>Traffic Calming Measures</b></p> <p style="margin-left: 40px;"><i><b>Speed Humps</b></i></p> <ul style="list-style-type: none"> <li>○ Street must be classified as a two-lane local residential street.</li> <li>○ Street width must be less than or equal to 40 ft.</li> <li>○ Traffic volume must be at least 1,000 cars per day.</li> <li>○ The speed of 15% of the vehicles should be equal to or greater than 5 miles over the posted speed limit.</li> <li>○ Current speed limit should be posted as 25mph.</li> <li>○ Street should not be primary emergency services route.</li> </ul> </li> </ul>



## NEIGHBORHOOD TRAFFIC CALMING POLICY

### ***Speed limit reductions***

- Most residential streets have speed limit reduction as a traffic calming option. This is usually a requirement for other traffic calming measures including speed humps and multi-way stops.
- An internal evaluation is conducted. If such a measure is deemed appropriate (street must be residential and must not be designed to be reasonably traveled in excess of 35mph) the director of transportation or designee can approve.

### ***Multi-way stop signs***

- Intersections cannot include thoroughfare streets and can be three-way or four-way.
- “Through” streets must have a minimum volume of 600 vehicles per day.
- The speed of 15% of the vehicles should be equal to or greater than 5 miles over the posted speed limit.
- The “through” street must be posted at 25 or 30mph.

### ***Other traffic calming treatments***

- The city works with neighborhoods to consider alternative traffic calming methods such as traffic circles, narrowing streets to create yield conditions, and street graphics as conditions warrant.
- The decision to use alternative treatment involves community engagement and could include using the petitioning process.

# TAB 4



## TRACTOR-TRAILER PARKING

<b>Requester:</b>	Council Member Phipps
<b>Staff Resource:</b>	Danny Pleasant
<b>Statement of Issue:</b>	The City of Charlotte has had ongoing issues with tractor-trailer parking in certain areas of Charlotte.
<b>Deliverable:</b>	<ul style="list-style-type: none"> <li>A Review of current regulations related to truck parking</li> <li>A review of truck parking issues along Mallard Creek Rd and the I-85/Statesville Avenue ramp</li> <li>Information from trucking industry about why parking issues occur</li> </ul>
<b>Latest Development:</b>	<p>Commercial truck parking is prohibited on neighborhood streets according to Charlotte Code of Ordinances (Section 12.218.) Truck parking along non-residential streets is allowed except in designated no-parking zones. Both CMPD and ParkIt! can ticket and/or tow vehicles parked illegally. Truck parking along interstate highways and interchange ramps is illegal.</p> <p>Staff received specific complaints about truck parking along interstate highway ramps at Statesville Avenue and at Mallard Creek Rd near the intersection of Mallard Creek Church Rd.</p> <p>NCDOT is planning to close the Statesville Avenue ramp for reconstruction. They plan to install “no parking” signs before it reopens. N.C. Highway Patrol confirmed an issue with prostitution and drug activity associated with trucks parking in the area. The highway patrol enforces against these activities along state highways and interchanges.</p> <p>Mallard Creek Road is a state maintained road, which means NCDOT follows a formal process for installing “no parking” signs. The following steps are being taken:</p> <ul style="list-style-type: none"> <li>Staff will review with NCDOT truck parking conditions in the area.</li> <li>Staff will survey the area to identify commercial streets where truck parking might be more appropriate.</li> <li>If the locations are identified, staff can promote those locations to the industry.</li> </ul> <p>Staff’s recent investigation of the site found that truck parking occurs outside the travel lane and neither blocks nor obstructs sight distances or create a safety issue. It is occurring on excess pavement marked off for future street widening and is not restricted. It is a safe place for on-street truck parking although staff recognizes it is considered undesirable by residents of the area.</p> <p><b>Truck Parking Background</b></p> <p>Truck parking is a statewide issue. NCDOT released a <a href="#">2017 study</a> on truck parking (See attachment.)The study points to reasons for illegal parking:</p>

## TRACTOR-TRAILER PARKING

Truck parking has become an increasingly serious concern for truck drivers, motor carriers, truck facility operators and public officials throughout the United States. According to a recent report, “Critical Issues in the Trucking Industry” (ATRI, 2016), truck parking is the third highest ranked issue in 2016 among truck driver respondents. Commercial drivers seeking to comply with the Federal Motor Carrier Safety Administration’s Hours of Service (HOS) regulations may be forced to park illegally when legal parking is either not available, or the location of available parking is not known.

The study acknowledges the demand for truck parking statewide exceeds supply. This condition likely will persist given the strong economy and rapid growth in freight traffic. It recommends creating additional truck parking so operators have legal places to park and rest, allowing them to adhere to the Federal Motor Carrier Safety Administration’s hours of service (HOS) regulations.

Parking on state highway ramps and shoulders is illegal. Nonetheless, when a driver stops to park in North Carolina, one out of 10 times it will occur on a highway ramp or shoulder. A trucking industry survey indicates the top reasons why truckers park:

### Top 5 Reasons for Seeking Truck Parking

Rank	Parking Reason	Response	Overall Average Ra
1	HOS 10-Hour Rest Break	76.8%	2.5
2	HOS 30-Minute Rest Break	46.5%	3.9
3	Awaiting Dispatch	20.5%	2.7
4	Showering/Restroom	16.8%	5.6
5	Restaurant/Eating	15.0%	6.1

Source: ATRI.

The state views parking along highway ramps and shoulders as unsafe and on occasion will ticket drivers or ask them to move. Survey respondents reported the following enforcement activities:

### Law Enforcement and Truck Parking on a Ramp or Shoulder

While parked on a ramp or shoulder, law enforcement has:

Response	Asked me to move my truck	Ticketed me
Yes	41.2%	5.5%
No	58.8%	94.5%

Source: ATRI.

The study provided eight recommendations to NCDOT for mitigating truck parking issues.

- Partner with Truck Travel Centers seeking to expand facilities.



## TRACTOR-TRAILER PARKING

- Employ smart phone technology to help truckers locate parking and availability.
- Explore trial truck parking at selected weigh stations
- Explore retrofitting abandoned rest areas.
- Use weigh station technology to communicate truck parking availability
- Conduct truck parking notification system pilot
- Coordinate with Metropolitan Planning Organizations (MPOs) and Rural Planning Organizations (RPOs) to develop guidelines and mitigation strategies aimed at easing public opposition to private truck parking facilities.
- Convene a Standing Truck Parking Committee.

Some of the recommendations might apply at the local level. For example, the City could work with private truck stop operators to expand facilities or open new ones. Staff will explore quick interventions such as identifying and publicizing “truck friendly” streets near major highways, exploring whether big box stores might be willing to host truckers overnight in their parking lots, and identifying other locations that lend themselves to truck parking. CDOT will work with CMPD and NCDOT to identify streets where truck parking might be prohibited.

Charlotte is a key logistics and distribution hub for the southeastern U.S. It is an important part of the local economy. The city and state are challenged with regulating this growing industry in a way that ensures driver safety, fits into local development patterns, and avoids disrupting neighborhoods.



# North Carolina Statewide Multimodal Freight Plan

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## *Truck Parking Study*

*prepared for*  
North Carolina  
Department of Transportation

*prepared by*  
Cambridge Systematics, Inc.

*with*  
American Transportation  
Research Institute



January 2017



*report*

# North Carolina Statewide Multimodal Freight Plan

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## Executive Summary

Truck parking has become an increasingly serious concern for truck drivers, motor carriers, truck facility operators and public officials throughout the United States. According to a recent report, “Critical Issues in the Trucking Industry” (ATRI, 2016), truck parking is the third highest ranked issue in 2016 among truck driver respondents. Commercial drivers seeking to comply with the Federal Motor Carrier Safety Administration’s Hours of Service (HOS) regulations may be forced to park illegally when legal parking is either not available, or the location of available parking is not known. Improving truck parking in strategic locations will help to make conditions safer for truck drivers and other travelers, reduce unnecessary fuel consumption, and improve the efficiency of commercial vehicle operations. In response to increasing concerns regarding unauthorized truck parking, the North Carolina Department of Transportation (NCDOT) undertook a statewide truck parking study.

The purpose of the study is to conduct an analysis of the adequacy of off-road truck parking in the State of North Carolina and provide truck parking solutions that better serve freight transportation providers and provide a safer environment for the traveling public in and through North Carolina. To accomplish this goal, the study’s key tasks include the following activities:

- Inventory truck parking facilities along the state’s key freight routes;
- Assess demand for truck parking;
- Analyze what actions will provide the greatest impact on traffic safety;
- Assess the best way to optimize public and private sector assets for truck parking;
- Identify public-private partnerships that may lead to increased truck parking;
- Identify technology enhancements and solutions to increase parking utilization; and
- Identify the costs and funding sources for increasing capacity of existing public truck parking facilities as well as converting existing rest areas, weigh stations and other assets to truck parking.

### Major Trends Driving Truck Parking Demand

**Regulatory changes.** Strong support for highway construction and expansion across the country over the past 50 years coupled with deregulation of the trucking industry with the Federal Motor Carrier Act of 1980, has promoted the growth of trucking as the dominant mode of freight transport in the U.S. However, important safety regulations in effect today, including limitations on the number of daily and weekly hours that drivers can operate a truck, have had strong and widespread influences on when and where drivers choose to stop to rest.

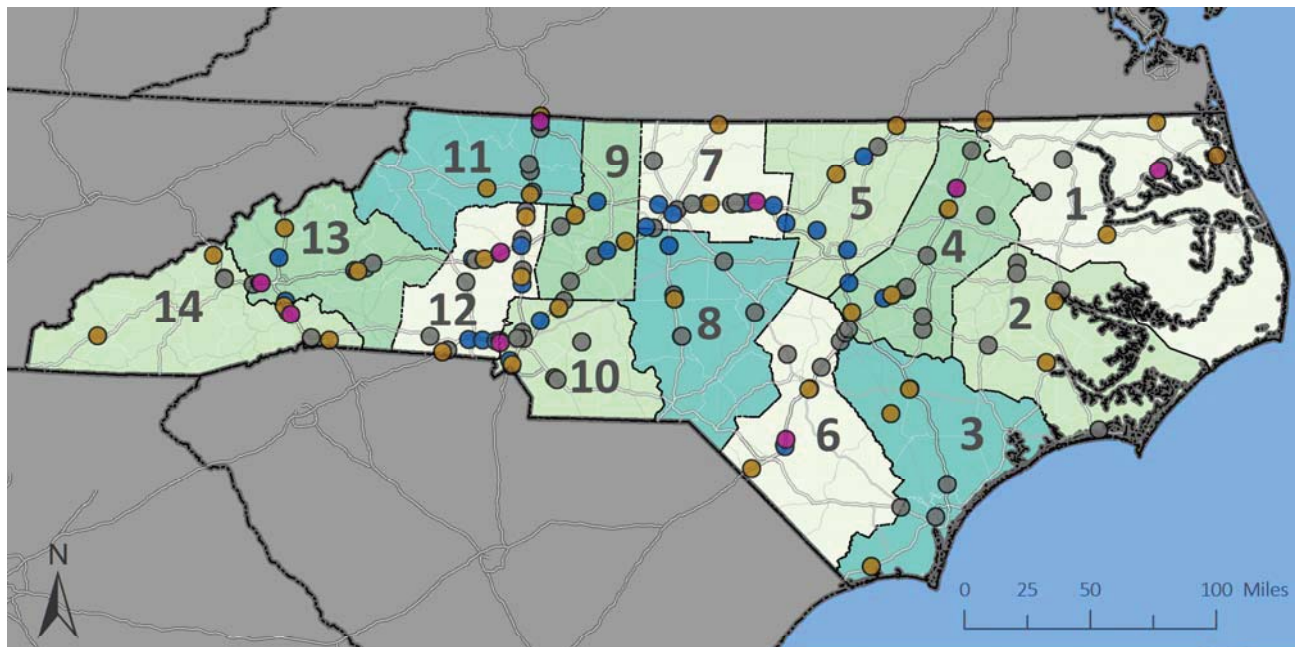
**Population and economic growth.** Population growth and the accompanying increase in demand for goods and services in North Carolina have contributed to the number of trucks driving to, from, and within the state.

**Changes in the way goods move through the region.** In response to structural changes in the North Carolina economy as well as that of the nation and the rest of the world, manufacturers and retailers today rely less on inventory and more on efficient supply chains to run lean, “just-in-time” production and distribution operations.

## Existing and Future Capacity

Today, the demand for truck parking in North Carolina exceeds capacity, which will likely persist for the next 5 to 10 years given future freight flows projected by the U.S. Department of Transportation (US DOT). The inventory of truck parking facilities in North Carolina, displayed in Figure E.1, consists of 167 parking facilities supplying nearly 4,800 parking spaces throughout the state. Approximately 59 percent of these facilities are private and 41 percent are public; however, about 85 percent of the truck parking spaces are private. The demand for truck parking was derived from three sources- stakeholder input, truck GPS data and utilization surveys. Figure E.2 displays truck parking utilization in North Carolina. The data indicate that parking facilities along I-26, I-77, I-85 and most of I-95 are at capacity for truck parking, and should be targeted for additional parking facilities or expansion of existing facilities. Additionally, truck driver survey respondents noted that parking demand is high statewide, not just in one geographical area or corridor.

**Figure E.1 Public and Private Truck Parking Locations by NCDOT Division**



**Truck Parking Facilities and NCDOT Divisions**

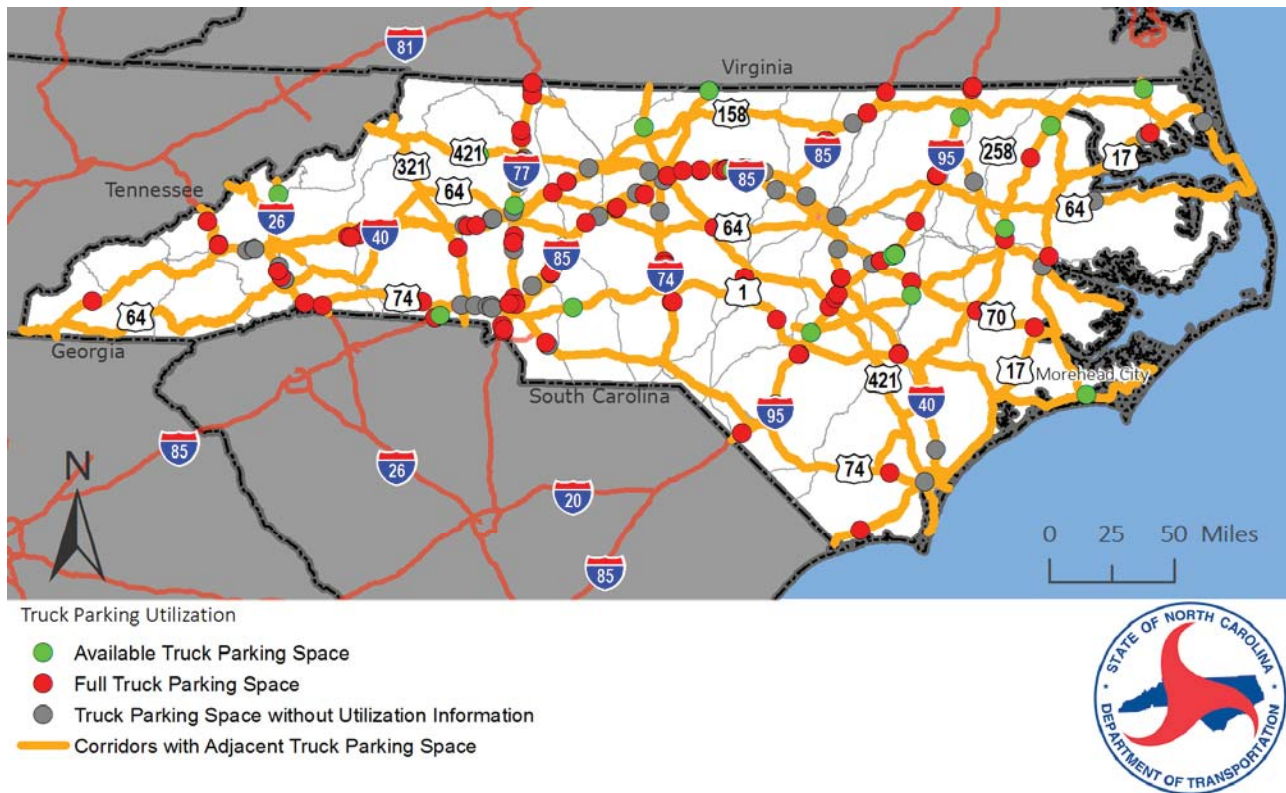
- Private Parking Facilities (73)
- Wal-Mart Stores\* (25)
- Public Rest Areas and Visitor Centers (52)
- Weigh Station (17)

\*Confirmed to allow overnight truck parking



Source: NCDOT and Consultant analysis

**Figure E.2 Truck Parking Utilization in North Carolina**



Source: NCDOT and CS analysis based on stakeholder interviews

## Legislation Affecting Truck Parking

The Federal-Aid Highway Act of 1956, also known as the National Interstate and Defense Highways Act, established the interstate highway system and was the largest public works project in U.S. history. The Act also defined rest areas as places for driver safety and convenience, acknowledging that opportunities to exit the highway would be infrequent in rural parts of the country. A 1958 policy by the American Association of State Highway Officials (AASHTO) specified that drivers should encounter rest areas approximately every half hour while driving. This policy also outlined detailed standards for the design and placement of rest areas throughout the national interstate highway system. Since that time, private parking facilities, hotels, restaurants and other roadside amenities have been developed throughout the United States.<sup>1</sup>

Today, several major federal and state policies affect truck parking in North Carolina. At the federal level, the requirements of Jason’s Law include an evaluation of each state’s capability to provide adequate parking and rest facilities for commercial motor vehicles (CMVs), address the volume of CMV traffic in each state and develop a method to measure the adequacy of CMV parking in each state. This study address several components of Jason’s Law by identifying truck routes and volumes in North Carolina.

<sup>1</sup> Lisa Wong Macabasco. “What’s the Ideal Distance between Rest Stops?” *Slate*. Aug 3, 2015. Accessed Dec 27, 2016. [http://www.slate.com/articles/life/travel\\_explainer/2015/08/rest\\_stop\\_distance\\_how\\_is\\_the\\_placement\\_of\\_rest\\_areas\\_on\\_highways\\_decided.html](http://www.slate.com/articles/life/travel_explainer/2015/08/rest_stop_distance_how_is_the_placement_of_rest_areas_on_highways_decided.html)

Hours of service (HOS) regulations include strict provisions on driving limits, rest breaks, sleep berths and “restart” timing. A summary of key provisions is shown in Table E.1. HOS regulations are enforced by state highway patrols on interstate highways as well as local law enforcement in local jurisdictions, and penalties can be high for drivers and trucking companies. Finally, FMCSA introduced an electronic logging device (ELD) requirement to increase commercial truck and bus drivers’ compliance with HOS regulations. Although FMCSA foresees an annual net benefit of over \$1 billion because of paperwork reductions, it is currently the top issue for the trucking industry, as drivers have concerns with productivity impacts and additional regulatory burdens.

**Table E.1 Summary of Federal HOS Regulations**

HOS Provision	Description
<b>11-Hour Driving Limit</b>	Drivers may drive a maximum of 11 hours after 10 consecutive hours off duty. All time spent at the driving controls of a CMV in operation is considered driving time.
<b>14-Hour Driving Limit</b>	Property-carrying drivers may not drive beyond the 14 <sup>th</sup> consecutive hour after coming on duty, following 10 consecutive hours off duty.
<b>Rest breaks</b>	Drivers may drive only if eight hours or less have passed since the end of the driver’s last off-duty or sleeper berth period of at least 30 minutes.
<b>60/70-Hour Limit</b>	Drivers may not drive after 60/70 hours on duty in 7/8 consecutive dates. A driver may restate a 7/8 consecutive day period after taking 34 or more consecutive hours off duty.
<b>Sleep Berth Provision</b>	Drivers using the sleeper berth provision must take at least eight consecutive hours in the sleeper berth, plus a separate two consecutive hours either in the sleeper berth or off duty.
<b>34-Hour Restart</b>	A driver of a property-carrying vehicle may “restart” a 7/8-consecutive-day period after taking 34 or more consecutive hours off duty.

Source: Federal Motor Carrier Safety Administration.

There are also several state regulations in North Carolina that affect truck parking. For example, parking is prohibited on any interstate, controlled-access highway, or other controlled access facility. Parking on public road or highway shoulders is also prohibited, unless the vehicle is visible for 200 feet in either direction and does not obstruct traffic. Additionally, oversize and overweight (OS/OW) vehicles are required to obtain a permit prior to transport if the truck exceeds certain size or weight specifications. OS/OW vehicles are also not allowed to operate on Sundays or between sunset and sunrise in North Carolina. This affects capacity at parking facilities along North Carolina borders with neighboring states. When combined with HOS regulations, as well as with challenges that longer or heavier vehicles have in finding adequate parking spaces, scheduling parking as part of a longer OS/OW trip can prove challenging.

## Primary Truck Parking Issues in North Carolina

There are seven primary truck parking issues in North Carolina:

- **Parking capacity limitations.** Truck parking shortfalls highlight the capacity constraints at most public facilities and many private facilities. While some existing parking facilities could be redesigned to increase truck parking capacity, other challenges include cost, local opposition and available real estate.
- **Safety.** Truck parking shortages present highway safety concerns when trucks are forced to park illegally on highway shoulders and ramps. Drivers reported parking on a road shoulder or ramp for 10 percent of stops in North Carolina. The lack of safe, convenient, and easy-to-find parking in the corridor

forces truck drivers to make difficult choices, with dangerous consequences. When truck drivers reach their HOS limits without having found an appropriate parking location, they must choose whether to park illegally or drive illegally. Truck drivers face these decisions on a regular basis.

- **Communicating parking information.** More truck drivers would use available parking facilities if they were better informed about parking availability. This lack of information results in some truckers driving longer than is safe while they search for a place to stop for the night. Some states are implementing electronic communication and detection systems, which provides better traveler information.
- **Lost productivity.** Almost 90 percent of drivers surveyed spent more than 30 minutes on average searching for truck parking in North Carolina, which is a potential drain on driver productivity.
- **Shipper/receiver practices.** Almost 75 percent of drivers surveyed experienced loading/unloading delays of over an hour. In addition, many distribution facilities only operate on weekdays, and do not allow for on-site parking before or after deliveries.
- **Public opposition.** There is a negative perception of trucks and truck stops among the general public, which limits the ability to expand existing facilities or build new facilities in some areas. As land is developed, it is increasingly difficult to find land available for additional truck parking. In addition, most parking demand occurs in metropolitan areas, where real estate prices are higher compared to areas that are more rural.
- **Maintaining parking facilities.** Most state DOTs in fast-growing locations like North Carolina cannot keep up with the growing backlog of maintenance needs. DOT leaders typically prioritize maintenance of deteriorating pavement and bridge structures ahead of constructing new or expanding existing rest areas with truck parking.

## Opportunities and Recommendations for Mitigating Truck Parking Issues

Providing adequate, safe parking for trucks requires both public and private sector efforts and there is no single solution. Following is a summary of the opportunities and recommendations for ensuring adequate and safe truck parking in North Carolina.

- **Partner with Truck Travel Centers seeking to expand facilities.** Since the private sector controls 85 percent of the truck parking supply in the state, the private sector should be part of the truck parking solution. This is already occurring as private travel centers expand existing operations, build new facilities, and retrofit older facilities. It would be beneficial to establish a formal relationship between NCDOT and travel centers. For example, the facility operator Pilot has acquired WilcoHess and Speedy Stores in North Carolina, most of which have existing truck parking. They are retrofitting one facility on I-95 at exit 77 (Hodges Chapel Rd in Harnett County) and are considering several new locations along I-77 and I-85, both of which are high-volume truck corridors with parking limitations. NCDOT and the area MPOs/RPOs could coordinate with Pilot while it considers locations for new facilities to better understand the site plan considerations and possibly help mitigate any opposition to new truck parking facilities by communicating the benefits of increased economic development. The facility operator Loves is also retrofitting sites and several new facilities are under construction in the state. In addition to coordinating site plan considerations, there may be opportunities to coordinate truck parking signage and availability across public and private facilities, since improved parking information would benefit truck drivers.

- **Employ technology solutions.** Technology has the potential to significantly improve the truck parking situation in North Carolina. One of the biggest challenges is to ensure that truck drivers are aware of the location of truck facilities and parking availability, and can easily plan rest periods ahead of time and while in transit. Technology solutions to this issue come in two parts: communication and detection. Communication systems include signage (both fixed and variable), smartphones and web-based applications. This technology is advancing rapidly, and smart phones are now being used for crowd-sourcing information through social media. Detection systems improve the way in which parking spaces are monitored, tracked and counted.



- **Explore trial truck parking at selected weigh stations.** The Hillsborough Weigh Stations on I-40/I-85 and the new Gaston County Weigh Station on I-85 have room for overnight truck parking. These locations have back lots for queuing that could be striped for tractor-trailer truck parking. Funding would be required for striping, signage, new technology and expanded trash collection. Daytime restroom access is available at these sites. Technology options can be scaled proportionately to the amount of time the site is at capacity. The advantages to this option would be the relatively low cost of implementation to provide some additional truck parking. Disadvantages include disrupting weigh station activities with entering and exiting trucks, increased maintenance and potential confusion over where trucks should park.
- **Explore retrofitting selected abandoned rest areas.** Of the four abandoned rest areas evaluated in this study, one site measuring approximately 12 acres along I-85 in Cleveland County has the best potential for redevelopment.
- **Use weigh station technology to communicate truck parking.** Should weigh stations be established as acceptable for overnight truck parking, technology could play a role in communicating truck parking availability and in expanding weigh stations for truck parking. Technology retrofits could be cost-effective since weigh stations already have electronic communication capabilities. One example of a pilot program would be to consider installing dynamic message signs (DMS) displaying available spaces in advance of the Hillsborough Weigh Stations and/or the Gaston County Weigh Station to communicate and manage truck parking at those sites. These are the only sites identified where there is currently room for overnight truck parking. The utilization information could be collected using either in-pavement sensors or remote cameras. At these locations, the DMS signs could also serve the dual purpose of communicating whether or not the weigh station is open for commercial vehicle inspections.
- **Conduct truck parking notification system pilot.** Many states are exploring truck parking communication and detection systems, and some states have implemented pilot programs. The I-95 Corridor Coalition is testing an electronic truck parking detection system at the Ladysmith Rest Area in Caroline County, Virginia and the Welcome Center in Laurel, Maryland. Public and private facilities along I-95 in North Carolina could become engaged in an expansion of this program. Other states exploring this technology include Florida, Virginia, Wisconsin and Kansas. Private facilities are also participating in programs sponsored by the USDOT and other partners such as "Park My Truck," which estimates truck parking availability based on a survey of demand at participating truck parking locations.

Many of these efforts have been funded via Federal grants. NCDOT should consider apply for a FASTLANE grant in cooperation with the private sector.

- **Coordinate with Metropolitan Planning Organizations (MPOs) and Rural Planning Organizations (RPOs) to develop guidelines and mitigation strategies aimed at easing public opposition to private truck parking facilities.** MPOs and RPOs can help to mitigate public opposition to truck parking. They can also assist with truck parking implementation because they are familiar with the impacts of truck parking on surrounding communities. As businesses locate new facilities, MPOs and RPOs can help to ensure that adequate truck parking is part of the development design process. MPOs and RPOs could convene truck parking subcommittees as part of the MPO and RPO Technical Committees, conduct local truck parking studies and add truck parking to the issues discussed with the private sector representatives of the MPO and RPO freight advisory committees.
- **Convene a Standing Truck Parking Committee.** A standing statewide Truck Parking Committee, similar to the steering committee for the current study effort, could help oversee the implementation of study recommendations and provide regular updates to the NCDOT Board of Transportation on progress. The committee could develop an implementation plan to detail the actions, resources, and roles and responsibilities for each of the recommendations.



# TAB 5



## MOBILE/MODULAR/MANUFACTURED HOMES

<b>Requester:</b>	Councilmember Egleston
<b>Staff Resource:</b>	Debra Campbell
<b>Statement of Issue:</b>	Mobile, modular, and manufactured homes are being located in neighborhoods with differing existing home types.
<b>Deliverable:</b>	Define modular, manufactured, and mobile homes and identify options to ensure these units are compatible with the character of established neighborhoods.
<b>Latest Development:</b>	<ul style="list-style-type: none"> <li>• Modular homes are regulated under the State building code. Although they are built off site, they are treated the same as site built homes and considered to be dwellings for zoning purposes.</li> <li>• Per state law, modular homes must meet certain minimum building standards:             <ul style="list-style-type: none"> <li>○ 143-139.1(b) Minimum Standards for Modular Homes.</li> <li>○ To qualify for a label or seal under subsection (a) of this section, a single-family modular home must meet or exceed the following construction and design standards:                 <ol style="list-style-type: none"> <li>(1) <b>Roof pitch.</b> - For homes with a single predominant roofline, the pitch of the roof shall be no less than five feet rise for every 12 feet of run.</li> <li>(2) <b>Eave projection.</b> - The eave projections of the roof shall be no less than 10 inches, which may not include a gutter around the perimeter of the home, unless the roof pitch is 8/12 or greater.</li> <li>(3) <b>Exterior wall.</b> - The minimum height of the exterior wall shall be at least seven feet six inches for the first story.</li> <li>(4) <b>Siding and roofing materials.</b> - The materials and texture for the exterior materials shall be compatible in composition, appearance, and durability to the exterior materials commonly used in standard residential construction.</li> <li>(5) <b>Foundations.</b> - The home shall be designed to require foundation supports around the perimeter. The supports may be in the form of piers, pier and curtain wall, piling foundations, a perimeter wall, or other approved perimeter supports."</li> </ol> </li> </ul> </li> <li>• <b>Modular homes are allowed in all of Charlotte's single-family zoning districts as they are defined as a single-family dwelling.</b></li> <li>• <b>Mobile homes are manufactured structures built before 1976.</b></li> <li>• <b>Manufactured homes built after 1976 are subject to stricter federal HUD regulations.</b></li> <li>• In 1987, the State passed legislation to prevent local governments from restricting manufactured housing so that these homes could be used to provide affordable housing to low and moderate-income residents. NCGS 160A-383.1 prohibits cities from adopting zoning regulations that have the effect of excluding manufactured homes from the entire zoning jurisdiction. <b>Manufactured homes or mobile homes are not allowed in any of Charlotte's single-family districts. They are, however, allowed in the R-MH (Residential Mobile Home) district.</b></li> <li>• <b>State law limits Charlotte from regulating the aesthetic design of single family and two-family/duplex homes, except in limited circumstances such as local historic districts.</b> <ul style="list-style-type: none"> <li>○ As a result, the City cannot regulate the architectural design, door location,</li> </ul> </li> </ul>



## **MOBILE/MODULAR/MANUFACTURED HOMES**

	<p>minimum number of windows, roof design, or garage location for single family or two-family home.</p> <ul style="list-style-type: none"><li>○ The City is allowed to regulate heights, setbacks and yards, and residential density.</li></ul>
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# TAB 6



## NYC RIDE SHARE

<b>Requester:</b>	Mayor Pro Tem Eiselt
<b>Staff Resource:</b>	Danny Pleasant
<b>Statement of Issue:</b>	What are the elements of NYC’s rideshare policy?
<b>Deliverable:</b>	Summararize recent regulations imposed by New York City on the rideshare industry (also Transportation Network Companies or TNC).
<b>Latest Development:</b>	<ul style="list-style-type: none"> <li>• Companies such as Uber and Lyft provide ride-hailing services through smart phone apps. They operate much like taxicab services but with individual drivers using their private vehicles. These types of companies also are known as rideshare or transportation network companies (TNCs).</li> <li>• New York City grants licenses to TNC vehicles.</li> <li>• The New York City Council recently capped for one year the number of vehicles permitted to operate in the city at current levels, with the Mayor’s concurrence.</li> <li>• The city’s regulation allows exceptions for adding wheelchair accessible vehicles and for areas of the city where ride-hail vehicles are sparse.</li> <li>• The new regulation requires companies to pay drivers a minimum wage of \$17/hour.</li> <li>• Companies are required to provide usage data to the City.</li> <li>• NYC currently has 100,000 for-hire vehicles, 80,000 of which are TNC services (Uber, Lyft, Juno, Via, Gett.) Ride share vehicles outnumber taxis 4 to 1.</li> <li>• In 2015, New York City had 12,500 TNC vehicles.</li> <li>• Fun fact: Uber is now the largest private employer in NYC.</li> <li>• NYC imposed the cap because of increased traffic congestion due to the growth in number of TNC vehicles and to level the playing field for taxi operators.</li> </ul> <p><b><u>Charlotte</u></b></p> <ul style="list-style-type: none"> <li>• Charlotte does not regulate TNC vehicles operating within the city. The NC General Assembly in 2015 preempted local governments from regulating TNC companies except for enforcing normal traffic and parking laws.</li> </ul>

**TAB 7**



## SOLID WASTE INTERLOCAL AGREEMENT

<b>Requester:</b>	Councilmember Ajmera
<b>Staff Resource:</b>	Jason Kay
<b>Statement of Issue:</b>	The City's Solid Waste Interlocal Agreement with the County (including the commencement and termination dates) lay out the framework by which the City, County, and third-party contractors handle the City's solid waste collection and disposal.
<b>Deliverable:</b>	<ul style="list-style-type: none"><li>• Identify the policy roles, responsibilities, and key terms included in the Solid Waste Interlocal Agreement between the City and Mecklenburg County.</li><li>• Identify the key legal provisions of the Solid Waste Interlocal Agreement.</li><li>• Copy of the Solid Waste Interlocal Agreement.</li></ul>
<b>Update on Deliverables:</b>	<p>See attached two memoranda laying out the roles and responsibilities in the Solid Waste Interlocal Agreement from a both a policy and legal perspective.</p> <ul style="list-style-type: none"><li>• The policy framework described in the Solid Waste Interlocal Agreement includes City collection and County disposal.</li><li>• The agreement began in 2008 and terminates in 2028 unless otherwise agreed by the parties.</li><li>• The agreement provides important limitations on the City's ability to innovate and reduce the stream of solid waste headed for the landfill.</li><li>• Attached is a copy of the Solid Waste Interlocal Agreement.</li></ul>

CITY OF CHARLOTTE  
OFFICE OF THE CITY ATTORNEY

**Memorandum**

TO: Jason Kay, Special Assistant to the City Manager  
FROM: Robert E. Hagemann, City Attorney *REH*  
Thomas E. Powers III, Senior Assistant City Attorney *TEP III*  
DATE: August 29, 2018  
RE: Solid Waste Services Interlocal Agreement

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The City Attorney's Office has reviewed the SWS interlocal agreement ("Interlocal") dated July 1, 2008. This memo outlines the key provisions in it and references the corresponding section of the Interlocal.

The City of Charlotte and Mecklenburg County are the only parties to the Interlocal. The Interlocal is valid for twenty years with a scheduled expiration date of June 30, 2018. *See* Section 2.

Mecklenburg County is responsible for providing facilities for recycling, yard waste, and solid waste management. These facilities may be provided by Mecklenburg County or through a third-party. *See* Section 4.

The City is responsible for providing collection services to Charlotte residents and is required to dispose all of the materials at facilities designated by Mecklenburg County. *See* Section 5.

The Interlocal may not be modified or amended except by subsequent written agreement authorized by the Charlotte City Council and the Mecklenburg County Board of Commissioners. *See* Section 12. However, the Interlocal may be terminated upon mutual consent of the parties, or if a court order finds a substantial breach of the Interlocal, thereby alleviating the non-breaching party of its obligations. *See* Section 13.

To summarize, the City could either amend the Interlocal with Mecklenburg County's agreement or terminate it with Mecklenburg County's agreement. In addition, if a party were to breach the Interlocal, the non-breaching party would have the right to either terminate or sue the breaching party seeking a court order requiring compliance. *See* Section 14.





## MEMORANDUM

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DATE: August 29, 2018

TO: Jason Kay, Special Assistant to the City Manager

FROM: Victoria O. Johnson, Director

SUBJECT: Solid Waste Interlocal Agreement

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The City of Charlotte and Mecklenburg County entered into an Interlocal Agreement in 1984 that placed solid waste disposal facilities under County control. The Agreement was amended in 1986, 1987 and 2008 with the current contract in effect through June 30, 2028. The intent of the current Agreement was for the City and County to establish long-term solutions for the cooperative management of solid waste as reflected in the Mecklenburg County Solid Waste Management Plan (Plan). See accompanying legal memo for legal details of the contract terms.

### **Purpose**

The purpose of the Agreement, and similar agreements between the County and other municipalities in Mecklenburg County, was to establish a comprehensive system for managing recyclables, yard waste, and solid waste generated by residents of Mecklenburg County, including those residents living within the City. The Agreement established organizational responsibilities between the City and the County. The City is responsible for the collection and the County is responsible for the disposal of waste collected within the City's corporate limits. The Agreement identifies the County designated disposal facilities for all materials collected, lists acceptable recyclable materials, and details the revenue share for old corrugated cardboard.

### **City Role**

The City is responsible for providing, operating, and assuming costs for the separate collection of solid waste, recyclables and yard waste for the residents of Charlotte. The City's obligation may be met through its own employees or through the use of contractors. City personnel and equipment collect weekly curbside residential garbage, bulky waste, and yard waste. Currently, the City contracts with Waste Management for the bi-weekly collection of curbside recyclables and with Waste Pro for the weekly collection of garbage, recyclables, and bulky waste from multifamily residences. All solid waste collected by the City of Charlotte and its contractors is delivered to the County-designated facilities according to the terms of the Interlocal Agreement.

### **County Role**

The County is responsible for providing, operating and assuming the cost for the disposal facilities and full-service convenience centers. The County's obligation may be met through County-owned facilities or through suitable third-party owned and operated facilities.

Currently, the County owns and operates four full-service convenience centers available for use by all City of Charlotte and Mecklenburg County residents. The convenience centers receive household hazardous waste and used motor oil, as well as other residential solid waste. Second, the County owns and operates the Compost Central Facility, where yard waste is disposed and processed for resale and the Metals Recovery Facility, where appliances, electronics and tires are disposed. Third, the County owns the Materials Recovery Facility (MRF) and contracts with Republic Services (contract ends June 30, 2019) for the operations of the recycling facility.

In addition to the County owned disposal facilities, the County contracts with third parties to provide several sites for the disposal of municipal solid waste (MSW). First, the County contracts with Republic Services (contract ends June 30, 2020) for the use of the Speedway Landfill for the disposal of MSW. The County provides temporary storage and permanent storm debris management sites for use by the City. Second, the County owns and operates the Foxhole landfill where construction and demolition material is accepted.

#### **Fees & Miscellaneous**

The City pays tip fees for yard waste directly to the County at a rate of \$25.00/ton. The City pays a landfill tip fee, currently \$33.00/ton, to the County's contractor, Republic. This rate is set based upon the County's contract with Republic. The fees are contractually capped at 110% of the County's cost. Currently, the City pays no tip fee to dispose of recyclable materials, including white goods and tires. The City and County share the revenue from the sale of cardboard collected by the City and delivered to the MRF.

The County is also responsible for preparing the Solid Waste Management Plan and submitting to the North Carolina Department of Environmental Quality. The County indemnifies the City if the City is sued over the Plan or enacting ordinance to implement the Plan.

#### **Summary**

The adoption of the Interlocal Agreement in 2008 for a term of twenty years has set current practice regarding the City's and County's roles for solid waste collection and disposal. The City collects waste; the county disposes of waste. The Interlocal Agreement allows the County to negotiate disposal contracts with third parties based on the larger volume of tons collected throughout Mecklenburg County to include the City of Charlotte and the other six cities and towns within the county. The Interlocal Agreement, however, places some contractual limits on the City's flexibility to implement new solid waste programs. The City is exploring opportunities to partner with the County to offer greater flexibility in the Interlocal Agreement to allow the City to be innovative in the way the City handles the waste of its residents.

STATE OF NORTH CAROLINA  
COUNTY OF MECKLENBURG

REVISED AND RESTATED  
SOLID WASTE  
INTERLOCAL AGREEMENT

THIS AGREEMENT is made as of the 1st day of July, 2008, by and between the **CITY OF CHARLOTTE**, a municipal corporation organized under the laws of the State of North Carolina ("City"), and **MECKLENBURG COUNTY**, a political subdivision of the State of North Carolina ("County").

WITNESSETH:

WHEREAS, the City and the County have the power pursuant to General Statute §153A-445(a)(1) and Article 20 of Chapter 160A of the North Carolina General Statutes to contract with each other for the exercise of any governmental function which they have been granted the power to exercise and to enter into interlocal cooperation agreements to specify the details of these undertakings; and

WHEREAS, the City and the County first entered into a Solid Waste Disposal Facilities Interlocal Agreement in 1984 for the purpose of combining their solid waste disposal assets under County control; and

WHEREAS, the City and the County twice amended the Solid Waste Disposal Facilities Interlocal Agreement, first in 1986 and then in 1987 for among other purposes, to approve the Mecklenburg County Solid Waste Management Plan dated November 1987, and extend the term of the Agreement until June 30, 2008; and

WHEREAS, the City and the County mutually agree to Revise and Restate that Agreement under the terms and conditions set forth herein; and

WHEREAS, the City and the County intend to establish long-term solutions for the cooperative management of solid waste as reflected in the Mecklenburg County Solid Waste Management Plan 2006-2016; and

WHEREAS, the Mecklenburg County Board of Commissioners and the Charlotte City Council have adopted resolutions authorizing execution of this Agreement concerning solid waste and recycling services;

NOW, THEREFORE, for and in consideration of the premises and the mutual covenants of the parties as set forth herein, the City and the County agree that the Agreement is revised and restated in its entirety as follows:

1. **Purpose of Agreement.** The purpose of this Agreement, and similar agreements between the County and other municipalities in Mecklenburg County, is to establish a comprehensive system for the management of the recyclables, yard waste and solid waste generated by the residents of Mecklenburg County including those living within the City.

2. **Duration of Agreement.** This Agreement shall remain in force until June 30, 2028.
3. **Personnel Necessary to the Execution of the Undertaking.** City and its personnel or independent contractors shall be responsible for the collection of recyclables, yard waste and solid waste within City. County shall have no responsibility with respect to the collection of recyclables, yard waste or solid waste within City. County, its employees, or independent contractors, shall be responsible for operating all recycling, yard waste, and solid waste management facilities which may be designated by the County as facilities to which City is required to deliver or cause to be delivered recyclables, yard waste and solid waste collected within City's corporate limits. City shall not be responsible for supplying personnel to handle the disposal of the recyclables, yard waste or solid waste.
4. **Responsibilities of the County.** The County shall be responsible for providing and operating all recycling, yard waste and solid waste management facilities required to receive these materials as collected by the City in the City's corporate limits. The County's obligation herein may be met through County-owned or suitable designated third party owned and operated facilities. Provided, however, that City must consent to the designation of any third party owned and operated facility located outside of a circle with its center at the Charlotte Mecklenburg Government Center, and having a radius of forty miles. These designated facilities and their respective hours of operation are set forth in Exhibit A, which Exhibit may be amended from time to time by the County so long as such amendment does not substantially hinder the City's collection processes and is not inconsistent with other portions of this Agreement or with the then current Solid Waste Management Plan referenced in paragraph 6 of this Agreement.

On or before June 30, 2010, the County shall modify the facility designated to receive and process the recyclables, the Metrolina Recycling Center, to receive both dual stream and single stream recyclables collected by the City. Prior to that date only dual stream recyclables will be received and processed. The recyclable materials to be accepted, and their method of delivery to this facility, are set forth in Exhibit B, which Exhibit may be amended from time to time by the County so long as such amendment does not substantially hinder the City's collection processes and is not inconsistent with other portions of this Agreement or with the then current Solid Waste Management Plan referenced in paragraph 6 of this Agreement.

In addition to the preceding, the County shall operate full-service convenience centers that among other functions receive recyclables, household hazardous waste, discarded electronic waste and used motor oil delivered by residents of the City. The County shall also provide temporary storage and permanent storm debris management sites for use by the City pursuant to the City/County All Hazards Plan.

Additionally, the County shall exercise its best efforts, where feasible, in promoting the use of efficient processing and handling technologies in order to decrease costs, improve productivity, and enhance data collection in the City and County's collection and disposal programs.

5. **Responsibilities of the City.** The City shall be responsible for the separate collection of recyclables, yard waste and solid waste within the City's corporate limits and the delivery of all of those materials to the facilities designated in Exhibit A. The City's obligation herein may be met through its own employees or through independent contractors employed by the City. Additionally, the City shall exercise its best efforts to promote residential recycling in order to increase residential participation and to minimize the contamination of recyclables with solid waste. The City, its employees and contractors shall comply with any safety policies of the County, or contractors for the County, in delivering materials to the recycling, yard waste, and solid waste management facilities designated in Exhibit A.

On July 1, 2010, the City shall convert at least fifty percent of its residential curbside recyclable collection routes from dual stream collection to single stream collection. The remaining residential curbside collection routes shall be converted from dual stream collection to single stream collection not later than July 1, 2011. The City agrees to separately collect those recyclables set forth in Exhibit B.

6. **Solid Waste Plan.** The County shall prepare and submit the Solid Waste Management Plan(s) required by the North Carolina Department of Environment and Natural Resources at the frequency required. This Plan shall be comprehensive, delineating the waste reduction, recycling strategies and programs necessary to achieve the stated goals. This Plan shall also establish the recycling, yard waste and solid waste facility requirements to meet the future needs of the City and County solid waste systems. Any such Solid Waste Management Plans shall be approved by the governing bodies of both the County and the City. The parties agree that should any dispute arise in connection with the provisions to be included in future Solid Waste Management Plans to be approved by the governing bodies of the City and County and submitted in the future to the State, that such disputes shall be resolved through negotiation, including the use of a mediator or mediators as deemed necessary by the parties, and failing resolution through such means, through arbitration conducted through the American Arbitration Association or through such other arbitration program as may be acceptable to the parties. Both the County and the City shall carry out those responsibilities and duties set forth in the then current Solid Waste Management Plan, including the adoption of local ordinances governing solid waste and recyclable management consistent with the Plan.

7. **Method of Financing.** County shall not have any responsibility with respect to the financing of or costs associated with the collection of recyclables, yard waste or solid waste within the corporate limits of City. Except for the payment of Tipping Fees as set forth below, City shall not have any responsibility for the financing of, or costs associated with the County administered recycling, yard waste or solid waste disposal facilities or to such facilities licensed by or under contractual agreement with the County. The County may set and collect Tipping Fees for the receipt of materials, excluding recyclables and white goods, in the County owned or administered facilities under the Mecklenburg County Solid Waste Fee Ordinance.

The Tipping Fee for disposal of solid waste at any third party owned and operated disposal facility contracted for use by the County and City shall not exceed 110% of the cost to the County for using that third party owned and operated facility. The Tipping Fee for disposal of solid waste at a County-owned and operated disposal facility shall not exceed 110% of the total

per ton cost to the County for that facility. This total cost is to include the direct cost of facility operation, contributions to capital reserve, closure and post-closure accounts, and any taxes or fees imposed on the operation of the facility. The County and the City shall equally share in the disposal tipping fee costs of any excess non-recyclable residual materials delivered to the Metrolina Recycling Center received from City collections. Excess residual materials are quantities exceeding ten percent (10%) by weight of City recyclable deliveries.

Except as stated in Section 8 below, the County agrees that in the event that revenues from Tipping Fees, from the sale of recyclables and from any other disposal revenues in any fiscal year, exceed the expenses incurred by County in that fiscal year in providing and operating the facilities and programs in the County's solid waste system, that the County shall use said excess funds in subsequent fiscal years to provide or operate such facilities or programs. The City agrees to pay or cause to be paid Tipping Fees as set by the County on all materials delivered by City or its contract haulers to County owned or administered waste management facilities. The Tipping Fees charged to the City shall not, in any event, exceed those being charged any other municipality entering into similar Solid Waste Interlocal Agreements for equivalent services.

8. **Old Corrugated Cardboard.** The City agrees to collect, either directly or through independent contractors employed by the City, Old Corrugated Cardboard (OCC) in designated quadrants as a recyclable material and deliver these materials to the recycling facility designated in Exhibit A. For each ton of OCC delivered to the County's recycling facility by the City or its contractors, the County shall pay to the City a revenue share in accordance with the OCC revenue share formula contained in Exhibit C. The County will pay the City any amounts owed to the City as determined pursuant to such formula on a calendar basis, and will make all reasonable efforts to make payment to the City within thirty (30) calendar days after the end of each month. Payment shall be made by a bank wire transfer to a bank account designated by the City. The County will submit a report to the Key Business Executive for the Solid Waste Services Department for each such monthly wire transfer.

Sections 1.(C)(2) and 5.(C)(2) of the Restated Consolidated Shared Programs Joint Undertaking Agreement between the City and the County dated July 1, 2001, including Exhibits B and C referenced in Section 5.(C)(2), are hereby terminated as of the effective date of this Agreement in accordance with subsection (d) of Section 5 (C)(2).

9. **Ownership of Real Property Involved in Undertaking.** City shall have no ownership in any real property owned or acquired by County for recycling, yard waste, and solid waste management facilities, and County shall be free to dispose of such real property to the extent and under procedures allowed by State law.

10. **Indemnity of City.** County agrees to indemnify and hold City harmless from and against any lawsuits, and expenses arising therefrom, resulting from City's participation in County's Solid Waste Management Plan or resulting from City's enacting any ordinances or regulations it is required by the County's Solid Waste Management Plan to enact. Such indemnity shall not apply to any claims or liabilities arising from City's collection of recyclables, yard waste and solid waste.

11. **Uncontrollable Circumstance.** Any act or event that has had a materially adverse effect on a party to this Agreement or substantially precludes performance of a material obligation under this Agreement if such act, event, or condition is beyond the reasonable control of and is not the result of willful or negligent action or inaction by the party, relying thereon as justification for not performing an obligation or complying with any condition required of such party under this Agreement, shall excuse performance during the time performance is affected by such act or event. Such acts or events may include, but shall not be limited to, the following: default of any contractor hired by the City or County to perform functions required by this Agreement; an act of God; epidemic; landslide; lightning; earthquake; fire; war; blockade; insurrection; riot; general arrest; or restraint of government and people; and civil disobedience, adoption; promulgation, modification, or change in interpretation of any federal, state or local law, regulation, ordinance or court order excluding changes in tax law, after the date of execution of this Agreement.

12. **Amendment of Agreement.** Except as provided herein for the amendment by the County of Exhibits A and B this Agreement may not be modified or amended except by subsequent written agreement authorized by the governing bodies of each party and signed by the authorized representative.

13. **Termination of Agreement.** This Agreement may be terminated upon mutual consent of the parties, or by court order upon the finding that there has been such a substantial breach of this Agreement by the non-complaining party so as to entitle the complaining party to be relieved of its obligations under this Agreement.

14. **Enforcement of Agreement.** The parties agree that the remedy of specific performance would be an appropriate remedy, among others, for the enforcement of this Agreement.

15. **Entire Agreement.** This Agreement constitutes the entire agreement between the parties with respect to its subject matter, and there are no other representations, understandings, or agreements between the parties with respect to such subject matter. This Agreement supersedes all prior agreements, negotiations, representations and proposals, written or oral.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the day and year first above written by the authority duly granted by their respective governing bodies.

[signatures appear on following pages]

Attest:

CITY OF CHARLOTTE

*Stephanie Kelly*  
Dep. City Clerk

By: *Wanda Walcott*  
City Manager


[SEAL]

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

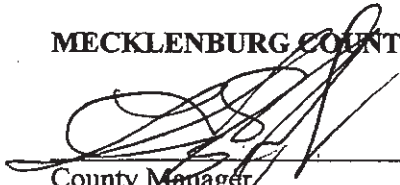
*Signature not required*  
Director of Finance, City of Charlotte



Attest:

  
Clerk to Board of Commissioners  
[SEAL]

MECKLENBURG COUNTY

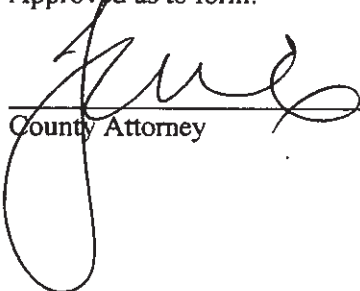
By:   
County Manager

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

Mecklenburg County Director of Finance

**NO PRE-AUDIT REQUIRED.**  
BY:   
**DIRECTOR OF FINANCE**

Approved as to form:

  
County Attorney

## **Solid Waste Interlocal Agreement**

### **Exhibit A Designated Facilities**

#### **Solid Waste**

Charlotte Motor Speedway Landfill  
5105 Morehead Road  
Concord, NC 28027

Hours of Operation: Monday to Friday – 7:00 AM to 4:00 PM  
Saturday – 7:00 AM to 12:00 Noon

CCC Transfer Facility  
3358 Highway 51 North  
Fort Mill, SC 29715

Hours of Operation: Monday to Friday – 7:00 AM to 4:00 PM  
Saturday – 7:00 AM to 12:00 Noon

#### **Recyclables**

Metrolina Recycling Center  
1007 Amble Drive  
Charlotte, NC

Hours of Operation: Monday to Friday – 7:00 AM to 4:00 PM

#### **Yard Waste**

Compost Central  
5631 West Boulevard  
Charlotte, NC

Hours of Operation: Monday to Friday – 7:00 AM to 4:00 PM  
Saturday – 7:00 AM to 3:00 PM

## **Solid Waste Interlocal Agreement**

### **Exhibit A Designated Facilities**

#### **Discarded White Goods and Scrap Tires**

Metal & Tire Recycling Facility  
5740 Rozzelles Ferry Road  
Charlotte, NC

Hours of Operation: Monday to Friday – 7:00 AM to 3:00 PM

#### **All Facility Extended Hours of Operation**

Should the City require extended hours of operation for any of the above facilities on any regularly scheduled operating day in order to complete residential collection or due to unusual operating conditions (severe weather, equipment breakdown, etc.), the City shall inform the County at least four (4) hours before the scheduled closing of the required facility. The County shall comply so long as such request can be reasonably accommodated as determined by the County.

Should the City require Saturday operation for any facility not normally open on Saturday, or extended operation for those with reduced Saturday operating hours, either as the result of a scheduled holiday or as the result unusual operating conditions, the City shall inform the County no later than 5:00 PM on the preceding Thursday. The County shall comply so long as such request can be reasonably accommodated as determined by the County.

## **Solid Waste Interlocal Agreement**

### **Exhibit B Acceptable Recyclable Materials**

The following materials are acceptable for delivery to the Metrolina Recycling Center. Any materials not specifically included below are unacceptable and may be rejected for delivery. The acceptable materials shall be collected and deposited at the Metrolina Recycling Center in two (2) separate groupings (dual stream), Commingled Containers and Fiber, as described below:

#### **Commingled Containers**

#1 Plastic Bottles (PET)  
#2 Plastic Bottles (HDPE)  
Glass Bottles and Jars (all colors)  
Aluminum Cans  
Steel/tin Cans

#### **Fiber**

Newspaper  
Newspaper Advertisements  
Magazines  
Catalogs  
Junk Mail  
Telephone Books  
Office Paper  
Flattened Corrugated Cardboard  
Dry Cardboard Boxes (food, beverage, gift)  
Spiral Cardboard Cans  
Gift Wrap

## Solid Waste Interlocal Agreement

### Exhibit C Old Corrugated Cardboard Revenue Share

The County shall pay to the City 75% of all revenue, after the contractor's service fee has been subtracted, from the sale of old corrugated-cardboard collected by the City as part of its residential curbside recycling program. The County shall pay the remaining 25% of the revenue to its Contractor.

The formula for the City's revenue share is:  $(X-Y) \times Z \times .75$

X = sales price of OCC per ton

Y = service fee paid by Mecklenburg County to Contractor. The service fee is, as of the date of the contract, equal to \$36/ton for the first 30,000 tons delivered during the County's fiscal year and \$28/ton for any ton over 30,000 tons delivered during the County's fiscal year.

Z = tons of OCC collected by City from its residential curbside recycling program and delivered to the MRF.

Z is calculated as follows:  $S \times T \times U \times [1 - (V / W)]$

S = tons of residential Recyclable Waste and non-Recyclable Waste delivered to the MRF in a given month by the City from quadrants collecting OCC

T = percent of "S" that constitutes Fiber

U = percent of "T" that constitutes OCC

V = tons of residential non-Recyclable Waste (*i.e.*, residuals) delivered to MRF in a given month

W = tons of residential Recyclable Waste and non-Recyclable Waste delivered to MRF in a given month

$[1 - V / W]$  = percent of residential Recyclable Waste delivered to the MRF in a given month

.75 = City's revenue share percentage

A representative from the County and the Key Business Executive for Solid Waste Services shall agree to the percentages represented by the variables "T" and "U." Such agreement shall be made at the beginning of each fiscal year and in January of each year. Should the parties not be able to reach an agreement, the County will unload two trucks from two separate routes from each City quadrant collecting OCC. The routes shall be selected by the Solid Waste Services Key Business and agreed to by the County. The parties acknowledge that different routes within a quadrant produce different quantities of OCC and therefore agree that one route selected from each quadrant shall be a route typically producing high quantities of OCC and the other route shall be a route typically producing low quantities of OCC. The average OCC from the trucks unloaded shall serve as the basis for calculating the variables "T" and "U."

## Solid Waste Interlocal Agreement

### Exhibit C Old Corrugated Cardboard Revenue Share

#### Example:

During the month of September, a total of 3,775.19 tons of residential Recyclable Waste and non-Recyclable Waste are delivered to the MRF. Of these 3,775.19 tons, 96.93 tons are non-Recyclable Waste. The sales price for OCC for the month of September is \$74.25 per ton. As of the end of September, less than 30,000 tons of Recyclable Waste and non-Recyclable Waste had been delivered to the MRF during the County's then current fiscal year.

During the month of September, the City delivered 438.67 tons of Recyclable and non-Recyclable Waste to the MRF from the quadrants collecting OCC. 68.9% of these 438.67 tons of waste constitutes fiber. 10% of the fiber constitutes OCC. The City's revenue share for the month of September is \$844.85 and is calculated as follows:

$$X = \$74.25$$

$$Y = \$36/\text{ton}$$

$$Z = (438.67 \text{ tons}) (.689) (.10) (1 - 96.93 \text{ tons} / 3775.19 \text{ tons})$$
$$Z = 29.45 \text{ tons}$$

$$\text{OCC Revenue Share} = (X - Y) \times Z \times .75$$

$$(\$74.25 - \$36) \times 29.45 \text{ tons} \times .75 = \$844.85$$

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Carl Terrell  
City Solid Waste



**TAB 8**



## ANTI-DISPLACEMENT HOME PURCHASING STRATEGY

<b>Requester:</b>	Councilmember Mayfield
<b>Staff Resource:</b>	Debra Campbell
<b>Statement of Issue:</b>	Tenants who currently live in single-family homes that are being purchased by investors solely to resale to a buyer at a higher price, are vulnerable to displacement.
<b>Deliverable:</b>	Explore how the City can work with partners to purchase occupied and unoccupied units to preserve for affordable housing.
<b>Latest Development:</b>	<ul style="list-style-type: none"><li>• There are no legal obstacles to purchasing multi-family or single-family housing units to be preserved as affordable housing.</li><li>• As such, the home purchasing strategy is supported by two pillars of the adopted Housing Charlotte Framework (Preservation and Family Self-Sufficiency).</li><li>• Housing &amp; Neighborhood Services staff has had an initial discussion with Habitat for Humanity to determine their interest in partnering to develop an anti-displacement program.</li><li>• The proposed program would support the purchase of vacant single-family homes that would be transferred to a willing affordable housing Community Development Corporation, or another affordable housing partner, who would become the owner and in most cases partner with the City to obtain federal (Community Development Block Grant), state or local housing funding to assist with rehabilitation of the house, where needed, in exchange for long-term deed restrictions.</li><li>• Staff needs to do additional research to determine the viability of purchasing homes that are renter-occupied, which could be more complex, to determine if a Community Development Corporation is willing to maintain and work with the current tenants and if not what assistance could be provided to tenants facing displacement.</li><li>• Staff anticipates completing the research for both unoccupied and occupied units over the next 60 days and will bring a proposal forth for Council’s review and consideration.</li></ul>

**TAB 9**



## LOCATIONAL HOUSING POLICY

<b>Requester:</b>	Councilmember Bokhari
<b>Staff Resource:</b>	Debra Campbell
<b>Statement of Issue:</b>	The Housing Location Policy guides the location of new affordable multi-family housing developments throughout the city. The goal of the revised policy is to reflect Charlotte's current housing landscape, needs, and priorities better, and to do so in a way that is framed positively and is not punitive in nature.
<b>Deliverable:</b>	Discuss and review how the locational policy accomplishes objectives for locating affordable housing in a way that doesn't appear to be punitive or too restrictive.
<b>Latest Development:</b>	<ul style="list-style-type: none"> <li>• The Housing Locational Policy serves as a guide for the location of affordable housing throughout the city.</li> <li>• Housing &amp; Neighborhood Services staff is hosting six community engagement sessions on the revised Housing Locational Policy.</li> <li>• The revised policy will be drafted in such a way that it is a guide that encourages the development of affordable, new, multi-family, rental housing to be located in areas of high opportunity throughout the City.</li> <li>• The draft policy includes a scoring matrix that considers the placement of new, multi-family, rental housing in neighborhoods that are:             <ul style="list-style-type: none"> <li>○ Experiencing or likely to experience gentrification,</li> <li>○ In close proximity to:                 <ul style="list-style-type: none"> <li>▪ job centers</li> <li>▪ high performing schools and daycares</li> <li>▪ retail and neighborhood amenities like libraries, parks and healthcare facilities and</li> <li>▪ multiple modes of public transportation</li> </ul> </li> </ul> </li> <li>• After hearing more from the community, it is likely that the policy will have no references to permissible and non-permissible areas, but rather score developments based on the newly developing and proposed scoring matrix.</li> <li>• Although the policy doesn't directly provide incentives it could work in concert with other financial or non-monetary incentives that are prosed as part of the Housing Charlotte Framework such as:             <ul style="list-style-type: none"> <li>○ Gap financing through the Housing Trust Fund or other private dollars through LISC and the Foundation for the Carolinas,</li> <li>○ The donation or significant reduction in cost of publicly-owned land,</li> <li>○ Through the rezoning process by reducing rezoning fees or through an expedited rezoning process.</li> </ul> </li> </ul> <p><b>Next Steps:</b> The policy plan is scheduled to come back to the HAND Committee in October and to Council in October/November 2018 for action.</p>

# TAB 10



# MECKLENBURG COUNTY PROPERTY TAX REVALUATION

<b>Requester:</b>	Councilmember Driggs
<b>Staff Resource:</b>	Sabrina Joy-Hogg
<b>Statement of Issue:</b>	In 2019, the Mecklenburg County real estate revaluation will be complete.
<b>Deliverable:</b>	Outline what actions have been taken so far and the next steps in the Mecklenburg County property revaluation.
<b>Latest Development:</b>	<ul style="list-style-type: none"><li>• So far, as of July 28, 2018 using county-wide data,<ul style="list-style-type: none"><li>○ 247,299 of the 364,610 parcels have been completed (that’s approximately 68 percent completed)</li><li>○ 1,197 of the 1,854 neighborhoods have been completed (that’s 65 percent completed)</li></ul></li><li>• The County Tax Assessor anticipates all neighborhoods will be completed by mid October 2018.</li><li>• The County Tax Assessor is scheduled to present a revaluation update at the October 1, 2018 meeting.</li></ul>

**TAB 11**



# POLICE FOUNDATION AND 21<sup>ST</sup> CENTURY POLICING UPDATE

<b>Requester:</b>	Councilmember Driggs and Mayor Pro Tem Eiselt
<b>Staff Resource:</b>	Kim Eagle
<b>Statement of Issue:</b>	CMPD has addressed the status of recommendations from the Police Foundation Report, and has continued to update them over time.
<b>Deliverable:</b>	A document with the status of improvements for the recommendations from the Police Foundation Report, which are framed under the pillars of the President’s Task Force on 21 <sup>st</sup> Century Policing.
<b>Latest Development:</b>	<ul style="list-style-type: none"><li>• Please see the attached matrix that provides the recommendations from the Police Foundation Report, including recommendations that have been implemented as well as items that are still under review.</li><li>• The recommendations for the Police Foundation Report were developed under the same language and guidance as the President’s Task Force on 21<sup>st</sup> Century Policing.</li></ul>



# Police Foundation Report Recommendations

## Pillar One – Policies, Protocols, and Strategies

Recommendation	Complete	Outstanding	Not Implementing
Recommendation 1.1: The CMPD should identify and engage in continued opportunities and strategies that promote effective dialogue between the department and the community around race and policing.	✓		
Recommendation 1.2: The CMPD should continue to build on its tradition of community policing to identify opportunities for the community to participate in the development of the department’s policies, procedures, and practices.	✓		
Recommendation 1.3: The City of Charlotte administration, the City Manager, and the CMPD should ensure that a city-wide plan, consistent with the National Incident Management System (NIMS), is used to manage all demonstrations and protests and that all City agencies understand, and participate in, the implementation of the plan.	✓		
Recommendation 1.4: The CMPD should continue to review its mobilization plans for personnel and resources to make them more agile in response to critical incidents.	✓		
Recommendation 1.5: The CMPD should review its CEU SOPs to account for the evolving nature of demonstrations and protests.			✓**
Recommendation 1.6: The CMPD should involve the community in the development of robust communication and community engagement directives and strategies for engaging in respectful and constructive conversations and de-escalation during response to mass demonstrations.		✓ Requires collaboration with Charlotte Communications & Marketing *	
Recommendation 1.7: The CMPD should develop and implement policies and procedures that increase situational awareness in anticipation of and during demonstrations and acts of civil disobedience with a specific emphasis on social media.	✓		
Recommendation 1.8: The CMPD should develop policies and procedures that use social media to “push” information to the community and quickly disseminate accurate information in response to rumors and false accusations.		✓ Requires collaboration with Charlotte Communications & Marketing*	

\*The collaborative portion of implementing this recommendation is ongoing and not fully complete. The remainder of the recommendation is complete.

\*\* This recommendation includes the incorporation of community members into tactical training. This will not be implemented due to various factors including risk management and the need to keep certain training confidential for officer safety reasons. The remainder of this recommendation is complete.

# Police Foundation Report Recommendations

## Pillar Two – Training and De-Escalation

Recommendation	Complete	Outstanding	Not Implementing
Recommendation 2.1: The CMPD should conduct a thorough review of its academy courses and hours, and its additions to the required BLET courses, to emphasize empathetic dialogue and non-confrontational conversations with community members.	√*		
Recommendation 2.2: The CMPD should continue engaging community members in the training process.	√		
Recommendation 2.3: The CMPD should continue to support and expand the Constructive Conversation Team program, expanding it internally and further engaging the community.	√		
Recommendation 2.4: Curricula to train all CMPD personnel on crowd management strategies and tactics should be developed from and/or revised based on current best practices, policy recommendations, and lessons learned from after-action reviews of similar events.	√		
Recommendation 2.5: The City of Charlotte administration, the City Manager, and the CMPD should lead all relevant City personnel, elected officials, mutual aid agencies and other stakeholders in NIMS/ICS training and practical exercises.	√		

\*Review complete. CMPD reviewing past implicit bias training to determine where it may be placed into current curriculum.

# Police Foundation Report Recommendations

## Pillar Three – Equipment and Technology

Recommendation	Complete	Outstanding	Not Implementing
Recommendation 3.1: The CMPD should continue the practice of deploying bicycle officers during demonstrations and mass gatherings.	✓		
Recommendation 3.2: The CMPD should conduct a regional inventory of assets, or create a regional Council of Governments (COG), to assist incident commanders in identifying potential resources at their disposal that may assist them in their efforts.			✓*
Recommendation 3.3: The City of Charlotte administration, the City Manager, and the CMPD should establish a committee to create a protocol for determining the appropriate process for releasing BWC footage in critical incidents. The committee should include representatives from the City Attorney’s Office; relevant City, Town, and County stakeholders; and, community members.	✓		
Recommendation 3.4: The CMPD should equip officers with body worn cameras, especially officers assigned to its Civil Emergency Unit (CEU).		✓**	

\* The City of Charlotte and Mecklenburg County are two of the 47 City and Counties that have signed into the “Law Enforcement Mutual Aid Agreement” for equipment and personnel to be shared at request under NC General Statutes.

\*\* Current CEU PPE is not compatible with CMPD’s BWC mounts, but CMPD continues to explore available options.

# Police Foundation Report Recommendations

## Pillar Four – Social Media and Communication

Recommendation	Complete	Outstanding	Not Implementing
Recommendation 4.1: The City of Charlotte administration and the City Manager should develop and implement an effective means for parsing political and operational challenges, and for facilitating effective and useful interactions between political decision makers and operational commanders.		✓  Requires collaboration with Charlotte Communications & Marketing*	
Recommendation 4.2: The City of Charlotte administration, the Corporate Communications and Marketing group, the City Manager, and the CMPD should coordinate messaging and talking points prior to making public comments to ensure unity of message and focus on the overall mission of safe and effective resolution of critical incidents.		✓  Requires collaboration with Charlotte Communications & Marketing*	
Recommendation 4.3: The CMPD should create a clear and detailed media strategy or policy to guide the department’s use of traditional news media and social media, particularly during critical incidents.		✓  Requires collaboration with Charlotte Communications & Marketing*	
Recommendation 4.4: The CMPD should continue to prioritize local media outlets covering critical incident by providing them additional interviews and exclusive information.		✓  Requires collaboration with Charlotte Communications & Marketing*	
Recommendation 4.5: The CMPD should enhance its use of social media to engage community members and demonstrators before, during, and after mass gatherings and demonstrations to disseminate accurate information and correct erroneous information.		✓  Requires collaboration with Charlotte Communications & Marketing*	

*\*The collaborative portion of implementing this recommendation is ongoing and not fully complete. The remainder of the recommendation is complete.*

# Police Foundation Report Recommendations

## Pillar Five – Transparency and Accountability

Recommendation	Complete	Outstanding	Not Implementing
Recommendation 5.1: The CMPD should work with the community to develop and publicize policy and directives regarding body-worn camera (BWC), particularly regarding the release of BWC footage and officer-involved shooting (OIS) investigations to improve transparency.	✓		
Recommendation 5.2: The CMPD should consider redeveloping and re-executing standardized process(es) from which to collect and analyze input from the community regarding their expectations and satisfaction of police services.		✓*	
Recommendation 5.3: The CMPD should work together with the City of Charlotte administration and the City Manager to develop strategies that educate the community on transparency and oversight efforts, as well as other relevant strategies ongoing city-wide.	✓		
Recommendation 5.4: The CMPD should develop a specific strategy and policy to keep the community apprised their efforts in response to significant/critical incidents to demonstrate transparency and community engagement, as well as highlight their outreach and partnership efforts.	✓		
Recommendation 5.5: CMPD should ensure that all data provided is accurate, easy to access and co-located.	✓		

*\*Portions of implementing this recommendation are ongoing and not fully complete. Work has begun.*

# Police Foundation Report Recommendations

## Pillar Six – Police-Community Relationships

Recommendation	Complete	Outstanding	Not Implementing
Recommendation 6.1: The CMPD should continue to invest in community policing efforts, particularly in diverse communities, to include acknowledging the history of race relations in the community and developing a process and programs towards reconciliation.	✓		
Recommendation 6.2: The CMPD should engage in one-on-one or small-group engagement and relationship-building programs in the specific communities most affected by violence and negative perceptions of the police.	✓*		
Recommendation 6.3: The CMPD should expand its foot patrol pilot program to the communities most affected by violence and negative perceptions of the police.	✓		
Recommendation 6.4: The CMPD should augment its increased focus on building relationships through social media with increased opportunities to provide feedback in person.	✓		
Recommendation 6.5: The CMPD should identify and work closely with emerging and traditional community leaders to ensure inclusion and representation from all members of the community.	✓		
Recommendation 6.6: The CMPD should more fully engage community members in strategic hiring and promotions, training, policy development and other activities to improve community-police relations and provide the community a voice and meaningful involvement in how its police department operates.	✓		
Recommendation 6.7: The CMPD should leverage its chaplains to work with faith leaders in the community to enhance police-community relations.	✓		

*\*New partnership almost finalized with Urban League and Turning Point Academy where the Urban League is proposing to provide career readiness training for students at the school.*

**TAB 12**



## Crisis Communication 2.0

<b>Requester:</b>	Councilmember Bokhari
<b>Staff Resource:</b>	Brent Kelly
<b>Statement of Issue:</b>	The City of Charlotte has built a crisis communication strategy based on ongoing work with City Council.
<b>Deliverable:</b>	<ul style="list-style-type: none"> <li>• Ensure the City of Charlotte has an effective crisis communication plan in place to quickly and effectively inform Mayor, City Council and the community of emergency situations.</li> <li>• Provide an overview of the plan to Mayor and City Council.</li> <li>• Provide an opportunity for City Council to ask questions and determine if they would like an additional crisis communication tabletop exercise.</li> </ul>
<b>Update on Deliverables:</b>	<ul style="list-style-type: none"> <li>• City Council participated in a crisis communications overview and discussion during the 2018 Council annual Strategy Meeting.</li> <li>• Three City senior leadership crisis communications workshops held between April and June               <ul style="list-style-type: none"> <li>○ Operations plans in place</li> <li>○ Safety of public and employees is focus</li> <li>○ Identified opportunities to further enhance communications protocols</li> </ul> </li> <li>• City Council held a crisis communications tabletop exercise with Mark Weaver of Communications Counsel, LLC.               <ul style="list-style-type: none"> <li>○ Participating Council members acknowledged the tabletop was a good first step in crisis communication preparations</li> <li>○ Council members expressed an interest in being fully engaged, fully informed and actively helping</li> </ul> </li> <li>• Staff revised City Crisis Communications strategy to prioritize a citywide approach to incident and crisis communication, with additional emphasis on departments working together.               <ul style="list-style-type: none"> <li>○ The City Crisis Communication strategy has been thoroughly updated with substantially more information and tools, including                   <ul style="list-style-type: none"> <li>✓ Developed threat level indicator</li> <li>✓ Clarified role of city staff, Mayor, City Council</li> <li>✓ Identified the type and method of communication based on threat level</li> <li>✓ Identified potential actions for city council members</li> <li>✓ Developed Internal communication escalation process</li> <li>✓ Identified the need to balance speed, accuracy and completeness of information</li> <li>✓ Added extensive list of potential incidents and potential threats with definitions</li> </ul> </li> <li>○ The Crisis Communications Strategy has been formatted into a user-friendly, easily readable booklet.</li> <li>○ Staff created a two-sided “cheat sheet pocket guide” for City Council members to use during a crisis.</li> </ul> </li> </ul> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• An overview of crisis communication to City Council has been provided; including a discussion regarding a possible tabletop exercise II.               <ul style="list-style-type: none"> <li>○ Staff will share a copy of the new crisis communications strategy with City Council; including the pocket guide next week.</li> </ul> </li> </ul>



# TAB 13




## TASER USE AND TRAINING

<b>Requester:</b>	Councilmember Mayfield								
<b>Staff Resource:</b>	Kim Eagle								
<b>Statement of Issue:</b>	CMPD has policies and procedures governing the use of tasers, as well as how training is conducted.								
<b>Deliverable:</b>	Outline information on current policies and procedures including recent adjustments.								
<b>Latest Development:</b>	<ul style="list-style-type: none"> <li>TASER or Conducted Electrical Weapon (CEW) falls under the category of less lethal response to resistance</li> <li>A CEW will be deployed only in response to a situation in which a reasonable officer would perceive some immediate danger that could be mitigated by using a CEW.</li> <li>The primary purpose of the CEW is to save human lives and prevent injuries. The use of the CEW is authorized as an alternative to employing lethal response to resistance in situations where time and circumstances permit.</li> <li>The CEW should be used to restrain actively aggressive individuals where alternative restraint tactics fail or are reasonably likely to fail. It is not intended to be a substitute for other less lethal response to resistance options.</li> <li>The department has adjusted policy and training with the intent to minimize the number of response to resistance incidents which includes TASER. (CEW) incidents have been on the decline for the past three years.</li> </ul> <div style="text-align: center; margin: 10px 0;"> <table border="1" style="margin: auto; border-collapse: collapse;"> <tr> <th colspan="2" style="padding: 5px;"><b>TASER (CEW) DEPLOYMENTS</b></th> </tr> <tr> <td style="padding: 5px;">2015</td> <td style="padding: 5px;">54</td> </tr> <tr> <td style="padding: 5px;">2016</td> <td style="padding: 5px;">50</td> </tr> <tr> <td style="padding: 5px;">2017</td> <td style="padding: 5px;">40</td> </tr> </table> </div> <p><b>Policy and training adjustments include in part:</b></p> <ul style="list-style-type: none"> <li>Beginning in 2016, all CMPD officers receive 2 hours of de-escalation training in addition to state mandated training</li> <li>Recruits receive 4 hours of skills based communication training in addition to 2 hours of de-escalation training</li> <li>The department recently began coordinating focused scenario based training that specifically addresses de-escalation of incidents involving edged weapons.</li> <li>In May, 2016, CMPD recognized that in some instances force may be legally justified at the moment the force is administered, but the officer’s actions leading up to the use of force may be in violation of the department’s training or other policies. CMPD further prohibited officers from intentionally and unnecessarily instigating a use of force.</li> <li>All CMPD officers are re-trained on use of CEW every other year.</li> <li>CMPD continually reviews policies and training in the area of response to resistance.</li> <li>In March, 2018, CMPD began tracking the body worn camera system anytime an officer</li> </ul>	<b>TASER (CEW) DEPLOYMENTS</b>		2015	54	2016	50	2017	40
<b>TASER (CEW) DEPLOYMENTS</b>									
2015	54								
2016	50								
2017	40								



## TASER USE AND TRAINING

	<p>draws or points a firearm. The system also documents the justification or factors leading to the drawing/pointing a weapon at a person, including a taser.</p> <ul style="list-style-type: none"><li>• CMPD will have an updated use of force policy this month and will report changes to council upon conclusion of update.</li></ul>
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	<b>Charlotte-Mecklenburg Police Department</b>		<b>600-019</b>
	<b>Interactive Directives Guide</b>		<b>Use of Less Lethal Force</b>
	<b>Effective Date 05/12/2016</b>		<b>1 of 10</b>

I. PURPOSE

The purpose of this policy is to provide officers of the Charlotte-Mecklenburg Police Department (CMPD) with guidelines for the use of less lethal force.

II. POLICY

CMPD recognizes and respects the integrity and paramount value of human life. Consistent with this primary value is the Department's full commitment to only use force when it is reasonably necessary. In determining whether force is reasonably necessary, it must be taken into full consideration that officers may be forced to make split-second judgments in circumstances that are tense, uncertain, and rapidly evolving about the amount of force necessary in a particular situation.

CMPD further recognizes that in some instances force may be legally justified at the moment the force is administered, but the officer's actions leading up to the use of force may be in violation of the Department's training or other policies. CMPD prohibits officers from intentionally and unnecessarily instigating a use of force. For example, an officer who taunts, verbally baits, or initiates needless or unnecessary physical contact with a subject and then is forced to apply force immediately afterwards will be in violation of this or other policies. Finally, passive physical resistance is not in and of itself synonymous with the risk of imminent harm or danger to oneself or others.

III. DEFINITIONS


- A. Imminent: An event that is about to occur at any moment.
- B. Less Lethal Option: Any force employed using specialized equipment that is designed to temporarily incapacitate a person and is not reasonably likely to produce death or serious injury, including, but not limited to Oleoresin Capsicum (OC spray), impact weapons, Conducted Electrical Weapon (CEW), and bean bag rounds.
- C. Less Lethal Force: Any physical exertion or device that is used to restrain or control another which is not reasonably likely to cause death or serious injury.
- D. Reasonably Necessary: The reasonableness of a particular use of force must be evaluated from the perspective of a reasonable officer on the scene, rather than with the 20/20 vision of hindsight. The necessity of the level of force depends on the severity of the crime, whether the subject poses an imminent threat to the officers or others, and whether the subject is actively resisting arrest or attempting to evade arrest by flight.

IV. PROCEDURES FOR THE USE OF LESS LETHAL FORCE

A. Use of Less Lethal Force During Arrest

An officer may use less lethal force upon another person when and to the extent that the officer believes it reasonably necessary to:

- 1. Prevent the escape from custody or to effect an arrest of a person who the officer reasonably believes has committed an offense unless the officer knows that the arrest is unauthorized; or

<b>POLICE</b>	<b>Charlotte-Mecklenburg Police Department</b>	<b>600-019</b>
	<b>Interactive Directives Guide</b>	<b>Use of Less Lethal Force</b>
	<b>Effective Date 05/12/2016</b>	<b>2 of 10</b>

2. Defend him or herself or another person from what the officer reasonably believes to be the use or imminent use of physical force while affecting or attempting to affect an arrest, or while preventing or attempting to prevent an escape.
3. An officer who, without provocation, taunts, verbally baits, or initiates needless or unnecessary physical contact with a subject and is compelled to use force immediately afterwards may not rely on paragraph IV A (1) or (2) of this Directive as justification for their acts in an administrative review of the use of force.

**B. Verbal Warning, Dialogue, and Commands**

If feasible, an officer will identify him or herself as a police officer and issue a verbal warning before using force. In addition and if feasible, officers will attempt to de-escalate the situation through verbal dialogue and commands. A verbal warning, dialogue or commands are not required in a split second situation or if the officer reasonably believes that it would place the safety of the officer or another person in jeopardy.


**C. Use of Force Continuum**

Officers will use only the amount of force that is objectively reasonable and necessary under the circumstances. The Use of Force Continuum (Directive 600-020) is a guideline to assist officers in assessing which level of control may be appropriate when confronted with a certain level of resistance. The Use of Force Continuum does not replace the requirement that the level of force must be objectively reasonable and necessary. Officers are responsible for reviewing the Use of Force Continuum on a regular basis.

**D. Oleoresin Capsicum (OC Spray)**

1. OC spray will normally be used when the officer is confronted with defensive resistance, as defined on the Use of Force Continuum, and:
  - a. The use is an reasonably necessary progressive step in the use of force to effect the arrest, to secure an arrestee, or to provide for the safety of the officer or others; and
  - b. Physical restraint of a person is not reasonable to bring the person under control without risk of injury to the person or the officer.
2. OC spray may be used to discourage an attack by an animal.
3. Officers are required to demonstrate proficiency in the deployment of OC in a training environment on a biennial basis.

**E. Non-violent Passive Protests**

	<b>Charlotte-Mecklenburg Police Department</b>		<b>600-019</b>
	<b>Interactive Directives Guide</b>	<b>Use of Less Lethal Force</b>	
		<b>Effective Date 05/12/2016</b>	<b>3 of 10</b>


The use of OC spray or any other physical force will not be immediately deployed where person or group of persons are participating in a passive non-violent protest unless there is an imminent threat to the officer or another person's safety.

F. Conducted Electrical Weapon

Deploying a CEW is a serious use of force. A CEW will be deployed only in response to a situation in which a reasonable officer would perceive some immediate danger that could be mitigated by using a CEW. The primary purpose of the CEW is to save human lives and prevent injuries. The use of the CEW is considered “high” on the continuum of less lethal force and its use is authorized as an alternative to employing deadly force in situations where time and circumstance permit. The CEW should be used to restrain actively aggressive individuals where alternative restraint tactics fail or are reasonably likely to fail. It is not intended to be a substitute for other less lethal force options.

1. Procedures


- a. Only officers who have successfully completed CMPD’s TASER™ Operator training are authorized to carry and use a CEW.
- b. All officers authorized to carry and use the CEW are required to complete annual recertification training.
- c. When equipped with the CEW, officers will only wear the CEW holster on the non-gun side. Wearing of the CEW on the gun side is strictly prohibited.
- d. Uniform personnel that are issued a CEW are also required to carry their issued collapsible baton when on duty or working a secondary employment assignment.
- e. Officers will not make any adjustments to their CEW device settings.
- f. Each officer is responsible for the condition of their CEW and will thoroughly inspect the device before taking it into the field. Officers will:
  - Inspect the device for any obvious damage, check the lights, laser site, frame, trigger housing, and safety switch for functionality.
  - Turn the device on and verify that battery strength is greater than 20%.
  - Each weapon will be spark tested at the beginning of every shift for operability testing. Spark testing will consist of turning the device on, depressing the ARC switch for one (1) second, and turning the device back off. At no time during the spark test should you pull the trigger.
  - Cartridges will be inspected for damaged or loose doors. Cartridges will not fire without the doors securely attached.

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- If a TASER™ device is determined to be unfit for duty, it will be taken to the Property and Evidence Management Division where a new device will be issued. The device will be evaluated, repaired, and/or returned to the manufacturer.
- All CEWs will be maintained in accordance with the 600-019A Management of Electronic Control Devices protocol.

2. Use of Conducted Electrical Weapons


- a. CEWs are limited to use against subjects who are exhibiting active aggression or who are actively resisting in a manner that in the officer's judgment is likely to result in injuries to the officer, him/herself, or others. CEWs will not be used against a passive subject.
- b. The CEW falls in line with Impact Weapons on the Use of Force Continuum.
- c. Examples of situations when the CEW may be used in accordance with 2-a
  - When dealing with a mentally ill person who is actively aggressive, refer to 500-003, Management of Subjects in Extreme Distress;
  - When confronted by subjects armed with knives, bottles, or other objects other than a firearm, where the subject poses an imminent threat to officers or citizens;
  - When attempting to control violent persons who may be under the influence of drugs and/or alcohol and are exhibiting aggressive behavior or subjects whose aggressive behavior indicates that other methods of control may reasonably result in injury to the subject or officers. Officers should be aware that there is a higher risk of sudden death in subjects under the influence of drugs or exhibiting symptoms associated with excited delirium. Refer to 500-003, Management of Subjects in Extreme Distress.
  - When a subject resists arrest where the subject has the apparent ability to retrieve a weapon and the officer reasonably believes the subject has access to a weapon;
  - When confronted with a person expressing the intent and who has the immediate and reasonable means to commit suicide.
- d. When feasible, officers will verbally warn the suspect before discharging the CEW. An ARC display may be used in conjunction with verbal warnings.
- e. Initial use of the CEW will be for a full 5 second cycle, and then the officer will evaluate the need to apply a second 5 second cycle. Each subsequent 5 second cycle requires justification to deploy the CEW.

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Once the subject has been exposed to three cycles, the CEW may be deemed ineffective and another use of force option should be considered.

- f. The intentional use of two or more CEW's simultaneously on the same subject is strictly prohibited.
  - g. The use of the CEW "drive stun" mode should be used primarily to supplement the probe mode to complete the conductive circuit. The "drive stun" requires the same level of justification as a probe deployment.
3. The CEW shall not be used:
- a. When the officer cannot for safety or other reasons approach the subject to within the effective range of the CEW;
  - b. In the proximity of flammable liquids, gases, or any other highly combustible materials that may be ignited by the device including any individual that may have been exposed to combustible substances or liquids such as gasoline;
  - c. In situations where deadly force is the most reasonably necessary option, unless another officer is in position to use deadly force against the subject.
  - d. On handcuffed persons unless doing so is necessary to prevent the person from causing serious bodily injury to him/her self or others.
  - e. Solely to prevent the escape of a subject who is otherwise not displaying active aggression towards the officer or others.
4. In less-lethal force situations, officers will not use a CEW under the following situations:
- a. On persons who do not pose an imminent threat of physical harm to themselves, the public, or officers;
  - b. On a person who is mentally ill and has not committed a crime and does not pose an immediate imminent threat of physical harm to themselves, the public or officers.
  - b. On a person who is in control of a vehicle (e.g., automobiles, trucks, motorcycles, ATVs, scooters), while that vehicle is moving or in gear;
  - c. On a person who is complying with an officer's commands;
  - d. During a demonstration or other lawful protest where the subject is only engaged in passive resistance;
  - e. When it is reasonable to believe that incapacitation of the subject may result in serious injury or death (e.g. where the subject's fall may result in death or serious injury).



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5. In less-lethal force situations, officers will not intentionally target the head, neck, upper chest area or genitalia of the subject with a CEW.
6. In less-lethal force situations, officers should be cognizant if the subject is visibly pregnant, elderly, otherwise infirm or of very young age and consider other non-lethal force options before deploying a CEW.
7. In (less)-lethal force situations, officers should be cognizant of the risk of positional asphyxia and use restraint techniques that do not impair the breathing of an in-custody subject after application of the CEW.
8. Medical Considerations: Personnel should be aware that there is a higher risk of sudden death in subjects under the influence of drugs and/or exhibiting symptoms associated with excited delirium. In accordance with Directive 500-003 Management of Subjects in Extreme Distress, MEDIC should be requested as soon as practical once it has been concluded that the subject may be at risk for positional/restraint asphyxia or excited delirium.
  - a. Whenever possible, when officers respond to Calls For Service in which they anticipate an CEW application may be used against a subject and/or an individual that may be at-risk for positional asphyxia, restraint asphyxia or excited delirium, the officer shall, as soon as practical, notify an on-duty supervisor and request MEDIC if they were not initially dispatched. The officer shall designate a nearby safe location for MEDIC personnel to stage until the scene is secure.
  - b. First Responders and MEDIC shall be requested for anyone who is subjected to the electrical discharge, including drive-stun exposures. Officers will closely monitor the subject until arrival of First Responders and MEDIC.
  - c. MEDIC personnel will complete on-scene probe removal and a medical evaluation on all subjects exposed to the CEW. MEDIC personnel will then evaluate the subject and determine whether the subject will be transported to the hospital.
  - d. If MEDIC clears the subject, the officer may then transport the subject directly to the intake center. In cases where a subject has been exposed to multiple CEW cycles exceeding 15 seconds the officer will request that MEDIC transport the subject to the hospital for further examination and clearance before being transported to the jail.
  - e. Darts that penetrate the skin will only be removed by medical personnel. CEW probes will be treated as biohazard materials.
  - f. Internal Affairs will be responsible for the investigation of CEW applications when:
    - Application exceeds 15 seconds;

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- CEW is applied outside of policy and/or training;
- The subject is in an at risk category (eg., young children, elderly, pregnant).

G. Less Lethal Options


1. Officers with specialized training who are authorized and trained in the use of specialized equipment may use that issued equipment pursuant to a standard operating procedure approved by the Chief of Police or designee.
2. The use of less lethal options is not considered deadly force.
3. Approved less lethal equipment currently includes, but is not limited to:
  - a. Bean Bag rounds
  - b. Chemical irritants
  - c. Rubber pellets
  - d. Conducted Electrical Weapons (CEW)
  - e. Canine
  - f. Other equipment as approved by the Chief of Police that is designed to incapacitate, but not designed to deliver deadly force.

H. Impact Weapons

1. Impact weapons may be used only when an officer is confronted with active aggression that is occurring or is imminent, against him or herself or another person.
2. The use by an officer of a flashlight, baton, or similar object used as a club to strike a blow to the muscle groups of a person's arms or legs will be considered use of less lethal force.
3. A flashlight, baton, or similar object used as a club to strike a blow to a person's head/neck is prohibited except where deadly force is reasonably necessary.
4. Officers are required to demonstrate proficiency in the use of impact weapons in a training environment on a biennial basis.

I. Officers will not use the following tactics unless deadly force is reasonably necessary:

1. Any hold with or without a device that restricts a person's airway.
2. Any strike with an impact weapon or object to a person's head or neck.
3. Any other tactic that is reasonably likely to result in death or serious injury unless deadly force was reasonably necessary.

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- J. Officers will not taunt, verbally bait, or initiate needless or unnecessary physical contact with a subject.

V. PROCEDURES FOLLOWING THE USE OF LESS LETHAL FORCE

A. Medical Treatment


An officer will summon appropriate medical aid when the subject requests medical assistance or, in the officer's opinion, the subject requires medical assistance. The officer will contact a supervisor if the officer is in doubt as to the necessity of medical treatment. In the event a supervisor is contacted; the supervisor will observe the subject prior to making the decision on whether to obtain medical aid.

After requesting the appropriate medical aid, the officer will take any appropriate measure they are trained and certified to take. Those actions may include:

1. Increased observation of the subject to detect obvious changes in condition;
2. Apply any first aid they are trained and certified to apply; and,
3. Secure the scene to protect the subject from any further injury.

B. Documentation


1. Officers who use force on a subject will contact their supervisor immediately.
2. The officer's supervisor must be notified of all uses of force and must thoroughly investigate and determine when a Supervisor's Investigative Report is required.
3. If a Supervisor's Investigative Report is required, the supervisor is responsible for investigating the incident and for completing the report.
4. Upon completion of the report the supervisor will utilize the transfer function in IACMS to route the investigation to the next higher level in the chain of command for review and disposition.
5. There are additional requirements for use of force investigations involving CEW discharges.
  - a. Supervisors should photograph the impact points before and after removal (if possible).
  - b. A photograph should also be taken of the discharged cartridge, showing the wires and both probes.
  - c. The supervisor must include a TASER™ Data Download report, covering the previous 24 hours.
  - d. Complete the CEW addendum in the IA Case Management System.
6. Off-duty officers involved in use of force situations are subject to the same procedures as on-duty officers. When an off-duty officer is involved in a use of force situation, he or she will notify a police supervisor immediately. If the job

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or location has an off-duty supervisor assigned, that supervisor will complete the investigation and forward it to the officer's chain of command. If there is no off-duty supervisor assigned, an on-duty supervisor from the division where the job is located should be contacted. Additionally, on-duty supervisors shall assist off-duty supervisors with investigations, as needed.

7. The Department has attempted to identify all situations where an IACMS investigation should be completed. Such an investigation is required in any situation that clearly involves a use of force. The following are some examples of situations where the completion of an IACMS investigation is required:
  - a. An officer exercising police authority uses force which causes any visible or apparent physical injury, or which results in the subject saying that he or she was injured.
  - b. An officer exercising police authority uses any object, including baton, flashlight, hand, fist, or foot, to strike a blow to a subject.
  - c. An officer exercising police authority uses force that in any way causes a subject to suffer a blow to the head.
  - d. An officer uses OC spray on a subject.
  - e. An officer uses a CEW on a subject.
  - f. An officer uses a less lethal option to affect the arrest or to control a subject.
  - g. The Civil Emergency Unit or other specialized unit uses the less lethal option(s) to disperse rioters, mobs, crowds, or barricaded subjects. In this situation the commander of that unit will complete one Supervisor's Investigative Report.
  - h. A police canine bite.
  - i. An officer exercises police authority on a subject resulting in the subject losing consciousness.
  - j. There is evidence that just prior to application of force an officer taunted, verbally baited, or initiated needless or unnecessary physical contact with the subject.
  
8. An IACMS investigation is also required when no apparent use of force has occurred, but a subject has sustained visible injuries while fleeing from police or while in custody. These injuries are categorized as No Force Subject Injury (NFSI) investigations in the IACMS. Examples include:
  - a. A subject fleeing from arrest and injures himself;
  - b. A subject injures himself in any manner while handcuffed or in police custody.

C. Witness of Use of Force by an Employee

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Any employee, who witnesses a use of force that is required to be reported, will notify a supervisor immediately and complete an Investigative Witness Form.

D. Notification

1. The investigating supervisor will notify the division commander and/or the Watch Commander as soon as possible whenever a CMPD employee has inflicted serious injuries.
2. If the force used is such that the affected individual requires hospitalization, the Watch Commander or division commander will notify the commander of the Internal Affairs Bureau immediately, regardless of the hour of the day.

E. The existence of one or more Supervisor Investigative Reports documenting a use of force by an individual employee, by itself, cannot be the basis for discipline against that employee.

VI. REFERENCES

- [300-020 Police Critical Incident Stress](#)
- [400-002 Firearms](#)
- [600-018 Use of Deadly Force](#)
- [600-019A Management of Conducted Electrical Weapons](#)
- [600-020 Use of Force Continuum](#)
- [500-003 Management of Subjects in Extreme Distress](#)
- N.C.G.S. 15A-401(d)
- [Graham v. Connor, 490 U.S. 386.](#)
- [Armstrong v. The Village of Pinehurst, 810 F. 3d. 892 \(4<sup>th</sup> Cir. 2016\)](#)

**TAB 14**



## LEGISLATIVE AGENDA PROCESS

<b>Requester:</b>	Mayor Pro Tem Eiselt
<b>Staff Resource:</b>	Jason Kay
<b>Statement of Issue:</b>	Council members have two important paths to shape the consideration and approval of the City’s legislative agenda at both the committee and full council level.
<b>Deliverable:</b>	<ul style="list-style-type: none"> <li>• Identify the key dates and process for submission of issues to the Intergovernmental Relations Committee for consideration in the legislative agenda.</li> <li>• Identify the key dates and process by which City Council approves recommended issues for the legislative agenda.</li> </ul>
<b>Update on Deliverables:</b>	<p>Attached is the memo identifying the key dates and process by which the IRC and full council consider and approve the City’s official legislative agenda. Included are the following:</p> <ul style="list-style-type: none"> <li>• Discussion of issues with the Mayor or IRC Co-chairs to be included for consideration during IRC legislative agenda meetings.</li> <li>• Currently anticipate IRC Meeting Dates: Sep 17, Oct 15, and Nov 19.</li> <li>• Currently anticipated council consideration and adoption of the state and federal legislative agenda: Nov 26 and Dec 10.</li> </ul>



CHARLOTTE

**CITY MANAGER'S OFFICE  
M E M O R A N D U M**

August 27, 2018

**TO:** Mayor and City Council

**FROM:** Jason Kay, Special Assistant to the City Manager  
Dana Fenton, Intergovernmental Relations Manager

**SUBJECT: Procedure for Councilmembers to Propose State & Federal Legislative Requests**

---

During the Council Strategy Session on August 14, Mayor Pro Tem Eiselt inquired about the process by which a Council member can include items on the City's legislative agenda.

The Intergovernmental Relations Committee (Committee) has been charged by the Mayor with considering and recommending annual State & Federal legislative agendas to the City Council. In order to allow the Mayor and Committee Co-Chairs to properly manage the flow of work when the Committee hears legislative requests, Councilmembers can talk with any of them in advance to get items before the Committee for consideration at one of its upcoming legislative agenda meetings. This will enable the Committee to discuss proposals with the Councilmember and to collectively consider the actionability, impact on legislative relationships, and likelihood of success of agenda proposals.

The Committee will meet on Monday, September 17, to begin the process of developing the 2019 State & Federal legislative agendas. Requests for inclusion of specific policy issues in the agendas are tentatively scheduled to be considered at the Committee's October 15 and November 19 meetings. All Council Members are invited to attend the Committee's meetings.

The full Council will likely meet to consider and vote on the City's official legislative agenda in a series of two meetings: (1) initial consideration at an action review meeting on November 26 and (2) final council consideration at the council's meeting on December 10.



---

**From:** Mitchell, James  
**Sent:** Tuesday, July 17, 2018 9:30 AM  
**To:** Heath Dillard  
**Cc:** Mayfield, LaWana; edriggs@carolina.rr.com; Harlow, Justin; Newton, Matthew; Dodson, Tracy; Oliver, Kimberly; Tom Murray; Mitchell, James; Burney, Alban  
**Subject:** Re: [EXT] 2018 CIAA Economic Impact-Meeting room?

Heath,  
I don't want to change agenda but I think it may be helpful to have your presence at the meeting. What room will the meeting be held?

Thank you  
Councilmember Mitchell

Sent from my iPhone

On Jul 17, 2018, at 9:06 AM, Heath Dillard <[Heath.Dillard@crva.com](mailto:Heath.Dillard@crva.com)> wrote:

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Mr. Mitchell,

Attached is the presentation of the 2018 CIAA Economic Impact. Tom wasn't sure if you needed me to attend today's meeting to go through any of this or answer any questions the committee might have. Please let me know what might be helpful.

Thanks,

Khdk#Eloig  
Glfwr#qjkw#  
Fkdw#Hj lqd#Vw#Dxkw#FUyD,  
834#7#r0jh#whw##Fkdw#QF#5;535  
:37074707474##  
[zzz.fydifp](#)

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<2018 CIAA Spring BOD Presentation.pptx>

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**From:** Oliver, Kimberly  
**Sent:** Thursday, August 2, 2018 7:59 AM  
**To:** Fred Whitfield  
**Cc:** Elizabeth Clagon; Mitchell, James; Kristi Douglas  
**Subject:** RE: [EXT] CIAA Conference Call

Thank you, sir!

**Kimberly Oliver**  
**Office of Constituent Services**  
**City of Charlotte**  
**600 E. Fourth Street, 15<sup>th</sup> Floor**  
**Charlotte, North Carolina 28202-2840**  
**(704) 336-2180**

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**From:** Fred Whitfield [mailto:FWhitfield@hornets.com]  
**Sent:** Wednesday, August 01, 2018 5:13 PM  
**To:** Oliver, Kimberly; Kristi Douglas  
**Cc:** Elizabeth Clagon; Mitchell, James  
**Subject:** RE: [EXT] CIAA Conference Call

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Thanks Kimberly. Liz will jump in tomorrow with my availability for the call. I look forward to it.

**FRED A. WHITFIELD**

President and Vice Chairman  
HORNETS SPORTS & ENTERTAINMENT  
333 East Trade Street  
Charlotte, NC 28202  
T 704.688.8881  
[fwhitfield@hornets.com](mailto:fwhitfield@hornets.com)

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**From:** Oliver, Kimberly [mailto:koliver@ci.charlotte.nc.us]  
**Sent:** Wednesday, August 1, 2018 4:15 PM  
**To:** Kristi Douglas <Kristi.Douglas@crva.com>  
**Cc:** Fred Whitfield <FWhitfield@hornets.com>; Elizabeth Clagon <eclagon@hornets.com>; Mitchell, James <James.Mitchell@ci.charlotte.nc.us>  
**Subject:** RE: [EXT] CIAA Conference Call  
**Importance:** High

Good day, Ms. Douglas!

I am Council member Mitchell's current assistant and am happy to arrange this conference call once you have determined a date that works for you, Mr. Whitfield, and Ms. Clagon, given Councilman Mitchell's availability below. Thank you, and I am looking forward to hearing from you soon!

**Kimberly Oliver**  
**Office of Constituent Services**  
**City of Charlotte**  
**600 E. Fourth Street, 15<sup>th</sup> Floor**  
**Charlotte, North Carolina 28202-2840**  
**(704) 336-2180**

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**From:** Mitchell, James  
**Sent:** Wednesday, August 01, 2018 3:47 PM  
**To:** Kristi Douglas  
**Cc:** Fred Whitfield; Elizabeth Clagon; Mitchell, James; Oliver, Kimberly  
**Subject:** Re: [EXT] CIAA Conference Call

Kristi,  
I'm heading out of the country August 4 until August 13. I would like to talk to Tom prior to submitting our bid. I could make myself available for a conference call the following dates:

Tuesday, August 14 available all day  
Wednesday, August 15 8 am until 11:00 am  
Thursday, August 16 8 am until 11:00 am  
Friday, August 17 8 available all day

Thank you  
Councilmember Mitchell

Sent from my iPhone

On Aug 1, 2018, at 1:56 PM, Kristi Douglas <[Kristi.Douglas@crva.com](mailto:Kristi.Douglas@crva.com)> wrote:

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Wed 11/7/2018 11:00 AM

 Mike Butts <mike.butts@visitcharlotte.com>

RE: [EXT] CIAA Presentation - location - thank you

To  Mitchell, James

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Back at you!

---

**From:** Mitchell, James [<mailto:James.Mitchell@ci.charlotte.nc.us>]

**Sent:** Tuesday, November 6, 2018 7:31 PM

**To:** Mike Butts <[mike.butts@visitcharlotte.com](mailto:mike.butts@visitcharlotte.com)>

**Cc:** Mitchell, James <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)>

**Subject:** RE: [EXT] CIAA Presentation - location - thank you

Mike,

Thank you for being a part of the winning team.

Public Service is My Business

James Mitchell, Jr.

City Council At-Large

704-336-3430 office

704-576-0429 mobile

[James.mitchell@charlottenc.gov](mailto:James.mitchell@charlottenc.gov)

---

**From:** Mike Butts <[mike.butts@visitcharlotte.com](mailto:mike.butts@visitcharlotte.com)>

**Sent:** Tuesday, November 06, 2018 4:16 PM

**To:** Mitchell, James <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)>

**Subject:** RE: [EXT] CIAA Presentation - location

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They have not chosen a location yet but likely a hotel in the SouthPark vicinity.

**From:** Mitchell, James [<mailto:James.Mitchell@ci.charlotte.nc.us>]

**Sent:** Tuesday, November 6, 2018 4:14 PM

**To:** Mike Butts <[mike.butts@visitcharlotte.com](mailto:mike.butts@visitcharlotte.com)>

**Cc:** Mitchell, James <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)>

**Subject:** Re: [EXT] CIAA Presentation - location

Mike,

Where will the presentation be held?

James

Sent from my iPhone

On Nov 6, 2018, at 12:19 PM, Mike Butts <[mike.butts@visitcharlotte.com](mailto:mike.butts@visitcharlotte.com)> wrote:

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Wanted to connect with you and make sure you have Dec. 4 at 1pm on your calendar to participate with us in the presentation to the CIAA for the 2021-2023 Tournaments.

Please confirm your availability and let me know if you have any questions.

Mobile is 704.576.5918

**Mike Butts, CDME**

VP, Sales & Executive Director of Visit Charlotte

A Division of Charlotte Regional Visitors Authority (CRVA)

500 S. College Street | Charlotte, NC 28202

Office: 704-331-2744

[charlottesgotalot.com/meetings](http://charlottesgotalot.com/meetings)

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**From:** Mitchell, James  
**Sent:** Wednesday, January 16, 2019 11:21 PM  
**To:** AA – Tracy Montross; Lyles, Viola; Lyles, Viola; Eiselt, Julie; Winston, Braxton; Egleston, Larken; Mayfield, LaWana; Phipps, Gregory; Driggs, Edmund; Harlow, Justin; Bokhari, Tariq; Ajmera, Dimple; Newton, Matthew; Mitchell, James  
**Cc:** Jones, Marcus; Dodson, Tracy; Tom Murray (tom.murray@crva.com); clarke@charlottearrangements.com; dclark@bluecapmarketing.com; cs6325@att.com; artgallagher07@gmail.com; tom@harpersgroup.com; kwbmontana@msn.com; michaeldevans69@gmail.com; y2kimberly@gmail.com; Bridget-Anne Hampden; tarun.malik@jwu.edu  
**Subject:** RE: [EXT] From the CRVA Board re: CIIA Bid-Councilmember Mitchell's response -

Tracy,

Thank you for informing the Mayor & City Council that the CRVA Board was engaged in the CIIA bid proposal. This is very disappointing that with the Board engagement the CRVA still submitted a “piss-poor” bid.

So here are some discussion points that I hope Tom and Mike shared with the CRVA Board.

- 1) The key for our success to be awarded the 2021 - 2023 bid was based on the following: hotel rates, scholarship fund, corporate support, and access to the Spectrum Arena for 3 days.
- 2) CRVA’s initial proposal at our first meeting was to have the entire CIIA basketball tournament played at the Bojangles Coliseum. **(I voiced strong opposition that if this was going to be in our proposal, we should NOT bid, because it was NOT a winning bid).**
- 3) Hotel rates - The RFP asked for hotel rates to be \$200 or less per night. Baltimore was able to get their hotel owners to agree. **I received several calls from at least 3 hotel owners stating that they we were encouraged NOT to give hotel rates of \$200 per night in our bid. When I shared this information with Tom and Mike during our face to face meeting, they disagreed with that narrative.**
- 4) Scholarship Funds - There was no initiative to ask the City Council or County Commissioners for additional funds to increase our scholarship commitment. **I have always advocated for at least \$2 million in scholarship funds, since the scholarship fund has to be divided among the 13 CIIA schools. Both bids had \$1.5 million for scholarships. We should have exceeded expectations because we have benefited from 12 years of economic impact of over \$40 million annually.**
- 5) Corporate Support - If I recall correctly, the only corporate support letter we had in our proposal was from American Airlines. By contrast, Baltimore’s bid included corporate partner Under Armour, who agreed to underwrite some of the events that the CIIA had to pay for in Charlotte.
- 6) Spectrum (Hornets) - We won the bid in 2005 from Raleigh because we promised the concept of the “CIIA Village”, with the ability to walk to the arena from the hotels in Center City. From 2006 - 2014, all CIIA tournament games were played in Spectrum Arena. In 2014 – 2020, the CIIA will be played Mon-Wed in Bojangles Coliseum, and Thur-Saturday in Spectrum Arena. Our bid for 2021 - 2023 only included playing in the Spectrum Arena on Friday and Saturday. **(We agreed to increase the rental from \$214k to over \$500 k)**

Here is the history of CIIA returning to a former host city. Norfolk, VA, Winston-Salem, NC and Raleigh, NC, all cities who previously hosted the tournament, have never had the opportunity to host the tournament again.

Lastly, it is insulting to me for you to make reference to the NAACP Convention in 2021 in Charlotte during this discussion. That pursuit was under way before we submitted our “piss-poor” bid. This one event in 2021, cannot replace the economic impact of the CIAA tournament.

I do not share the same optimism for submitting a winning bid for the CIAA tournament to return to Charlotte in 2024. I don't trust the leadership, especially after losing the city's number one economic impact tourism event.

If you have any questions or concerns related to my involvement with the bid, I welcome the opportunity to talk to the CRVA Board members.

Public Service is My Business  
James Mitchell, Jr.  
City Council At-Large  
704-336-3430 office  
704-576-0429 mobile  
[James.mitchell@charlottenc.gov](mailto:James.mitchell@charlottenc.gov)

---

**From:** Mitchell, James

**Sent:** Wednesday, January 16, 2019 2:58 PM

**To:** 'Montross, Tracy' <Tracy.Montross@aa.com>; Lyles, Viola <vlyles@ci.charlotte.nc.us>; Lyles, Viola <vlyles@ci.charlotte.nc.us>; Eiselt, Julie <Julie.Eiselt@ci.charlotte.nc.us>; Winston, Braxton <Braxton.Winston@ci.charlotte.nc.us>; Egleston, Larken <Larken.Egleston@ci.charlotte.nc.us>; Mayfield, LaWana <lmayfield@ci.charlotte.nc.us>; Phipps, Gregory <gaphipps@ci.charlotte.nc.us>; Driggs, Edmund <edriggs@ci.charlotte.nc.us>; Harlow, Justin <Justin.Harlow@ci.charlotte.nc.us>; Bokhari, Tariq <Tariq.Bokhari@ci.charlotte.nc.us>; Ajmera, Dimple <Dimple.Ajmera@ci.charlotte.nc.us>; Newton, Matthew <Matt.Newton@ci.charlotte.nc.us>

**Cc:** Jones, Marcus <Marcus.Jones@ci.charlotte.nc.us>; Dodson, Tracy <Tracy.Dodson@ci.charlotte.nc.us>; Tom Murray (tom.murray@crva.com) <tom.murray@crva.com>; 'clarke@charlottearrangements.com' <clarke@charlottearrangements.com>; 'dclark@bluecapmarketing.com' <dclark@bluecapmarketing.com>; 'cs6325@att.com' <cs6325@att.com>; 'artgallagher07@gmail.com' <artgallagher07@gmail.com>; 'tom@harpersgroup.com' <tom@harpersgroup.com>; 'kwbmontana@msn.com' <kwbmontana@msn.com>; 'michaeldevans69@gmail.com' <michaeldevans69@gmail.com>; 'y2kimberly@gmail.com' <y2kimberly@gmail.com>; Bridget-Anne Hampden <bahampden@gmail.com>; 'tarun.malik@jwu.edu' <tarun.malik@jwu.edu>

**Subject:** RE: [EXT] From the CRVA Board re: CIAA Bid-Councilmember Mitchell's response

Tracy,

Things have been quite busy for me this week. But I have not forgotten about your email. You can expect my response to your email tonight.

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**Sent:** Monday, January 14, 2019 10:58 AM

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**Cc:** Jones, Marcus <[Marcus.Jones@ci.charlotte.nc.us](mailto:Marcus.Jones@ci.charlotte.nc.us)>; Dodson, Tracy <[Tracy.Dodson@ci.charlotte.nc.us](mailto:Tracy.Dodson@ci.charlotte.nc.us)>; Tom Murray ([tom.murray@crva.com](mailto:tom.murray@crva.com)) <[tom.murray@crva.com](mailto:tom.murray@crva.com)>

**Subject:** [EXT] From the CRVA Board re: CIAA Bid

Mayor Lyles and Members of the Charlotte City Council –

On behalf of the 12 other Mayoral and City Council-appointed members of the Board of Directors for the Charlotte Regional Visitors Authority (CRVA), please know that we are grateful for the opportunity to serve and proud of our role in helping to shape decisions that impact our community.

We are all incredibly disappointed to learn the news of the CIAA selection last week and the loss of this valuable piece of business, as it's been a defining event for our city and a bedrock for our tourism industry. As Chair, I want to reassure you that the CRVA Board was engaged in the CIAA bid proposal. Staff provided the Board with information related to the bid, and we were assured that the details were gathered in collaboration with elected officials, City staff, the local hotel community, and partners such as the Hornets. The Board was confident in both the bid's competitiveness and the many perspectives that had been taken into account in shaping its contents.

As engaged residents and qualified experts in our respective fields, you entrust us to review and guide operational and strategic decisions that are being made at the CRVA. Honoring that commitment, we take seriously our role in reviewing CRVA policies and we work to ensure that the community's feedback is reflected in CRVA initiatives. We also regularly review and address metrics for accountability and we will request a comparative review of both Charlotte and Baltimore's bids to host the tournament. We remain grateful for your trust in us.

We are confident that Charlotte's determination will yield even more opportunities that the CRVA and our Board of Directors are proud to pursue on behalf of the Charlotte region, including hosting the NAACP's Convention in 2021. We also eagerly look forward to submitting a bid for the CIAA tournament to return to Charlotte in 2024.

If you have any questions or concerns related to our involvement in the bid, please don't hesitate to let me know.

All the Best,

Tracy Montross  
Chair, Board of Directors  
Charlotte Regional Visitors Authority

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---

**From:** Mitchell, James  
**Sent:** Wednesday, January 16, 2019 2:58 PM  
**To:** AA – Tracy Montross; Lyles, Viola; Lyles, Viola; Eiselt, Julie; Winston, Braxton; Egleston, Larken; Mayfield, LaWana; Phipps, Gregory; Driggs, Edmund; Harlow, Justin; Bokhari, Tariq; Ajmera, Dimple; Newton, Matthew  
**Cc:** Jones, Marcus; Dodson, Tracy; Tom Murray (tom.murray@crva.com); clarke@charlottearrangements.com; dclark@bluecapmarketing.com; cs6325@att.com; artgallagher07@gmail.com; tom@harpersgroup.com; kwbmontana@msn.com; michaeldevans69@gmail.com; y2kimberly@gmail.com; Bridget-Anne Hampden; tarun.malik@jwu.edu  
**Subject:** RE: [EXT] From the CRVA Board re: CIAA Bid-Councilmember Mitchell's response

Tracy,

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Public Service is My Business  
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**Sent:** Monday, January 14, 2019 10:58 AM  
**To:** Lyles, Viola <vlyles@ci.charlotte.nc.us>; Lyles, Viola <vlyles@ci.charlotte.nc.us>; Eiselt, Julie <Julie.Eiselt@ci.charlotte.nc.us>; Winston, Braxton <Braxton.Winston@ci.charlotte.nc.us>; Mitchell, James <James.Mitchell@ci.charlotte.nc.us>; Egleston, Larken <Larken.Egleston@ci.charlotte.nc.us>; Mayfield, LaWana <lmayfield@ci.charlotte.nc.us>; Phipps, Gregory <gaphipps@ci.charlotte.nc.us>; Driggs, Edmund <edriggs@ci.charlotte.nc.us>; Harlow, Justin <Justin.Harlow@ci.charlotte.nc.us>; Bokhari, Tariq <Tariq.Bokhari@ci.charlotte.nc.us>; Ajmera, Dimple <Dimple.Ajmera@ci.charlotte.nc.us>; Newton, Matthew <Matt.Newton@ci.charlotte.nc.us>  
**Cc:** Jones, Marcus <Marcus.Jones@ci.charlotte.nc.us>; Dodson, Tracy <Tracy.Dodson@ci.charlotte.nc.us>; Tom Murray (tom.murray@crva.com) <tom.murray@crva.com>  
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All the Best,

Tracy Montross  
Chair, Board of Directors  
Charlotte Regional Visitors Authority

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**From:** Mitchell, James  
**Sent:** Tuesday, January 8, 2019 1:46 PM  
**To:** Jami Sims  
**Cc:** Dustin Metz; Mitchell, James  
**Subject:** RE: [EXT] Good Day Charlotte-Yes

Jami,  
Yes 7 am Wednesday, January 9, 2019? What is the address?

Public Service is My Business  
James Mitchell, Jr.  
City Council At-Large  
704-336-3430 office  
704-576-0429 mobile  
James.mitchell@charlottenc.gov

---

**From:** Jami Sims [mailto:Jami.Sims@FOXTV.COM]  
**Sent:** Tuesday, January 08, 2019 12:59 PM  
**To:** Mitchell, James <James.Mitchell@ci.charlotte.nc.us>  
**Cc:** Dustin Metz <dustin.metz@foxtv.com>  
**Subject:** [EXT] Good Day Charlotte  
**Importance:** High

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Good afternoon, Mr. Mitchell,

We understand losing the CIAA tournament after 13 years will have an impact on the city of Charlotte.

I would like to invite you to be a guest on our morning show to discuss Charlotte losing the tournament. Would you please consider?

How does 7am tomorrow morning work? (Please reply to all)

Appreciate the consideration,

**Jami Sims**

*Assignment Editor/ Digital Journalist*

office: 704.944.3385, Email: [jami.sims@foxtv.com](mailto:jami.sims@foxtv.com)

**GETTING RESULTS**



Tue 8/7/2018 10:31 AM

OK

Oliver, Kimberly

RE: [EXT] RE: CIAA Conference Call

To  Kristi Douglas;  Elizabeth Clagon

Cc  Mitchell, James

Good morning!

I have accepted on Councilman Mitchell's behalf given everyone's availability on August 14<sup>th</sup> at 2 pm. Thank you!

*Kimberly Oliver  
Office of Constituent Services  
City of Charlotte  
600 E. Fourth Street, 15<sup>th</sup> Floor  
Charlotte, North Carolina 28202-2840  
(704) 336-2180*

**From:** Kristi Douglas [<mailto:Kristi.Douglas@crva.com>]

**Sent:** Monday, August 06, 2018 10:43 AM

**To:** Elizabeth Clagon; Oliver, Kimberly

**Subject:** [EXT] RE: CIAA Conference Call

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Calendar invite coming right up. Thank you!

**Kristi Douglas**

Executive Assistant to the CEO

Charlotte Regional Visitors Authority

Phone: 704-414-4011

Fax: 704-339-6024

Email: [Kristi.Douglas@CRVA.com](mailto:Kristi.Douglas@CRVA.com)

**From:** Elizabeth Clagon [<mailto:eclagon@hornets.com>]

**Sent:** Monday, August 6, 2018 10:39 AM

**To:** Kristi Douglas <[Kristi.Douglas@crva.com](mailto:Kristi.Douglas@crva.com)>; Oliver, Kimberly <[koliver@ci.charlotte.nc.us](mailto:koliver@ci.charlotte.nc.us)>

**Cc:** Elizabeth Clagon <[eclagon@hornets.com](mailto:eclagon@hornets.com)>

**Subject:** RE: CIAA Conference Call

For Fred and Donna - Tues. 8/14 – 2p

**ELIZABETH Y. CLAGON**

Senior Director, Administration

**HORNETS** SPORTS & ENTERTAINMENT

333 East Trade Street

Charlotte, NC 28202

T 704.688.8967

[eclagon@hornets.com](mailto:eclagon@hornets.com)

---

**From:** Kristi Douglas [<mailto:Kristi.Douglas@crva.com>]

**Sent:** Thursday, August 02, 2018 5:59 PM

**To:** Oliver, Kimberly <[koliver@ci.charlotte.nc.us](mailto:koliver@ci.charlotte.nc.us)>; Elizabeth Clagon <[eclagon@hornets.com](mailto:eclagon@hornets.com)>

**Subject:** CIAA Conference Call

Good evening Kimberly and Liz. Tom can meet at any of the following times (working with in Councilman Mitchell's suggested timeframe)

Tues. 8/14 – 2p-3:30p (preference)

Tues. 8/16 – 8a-11a

Liz, can Mr. Whitfield attend during either of those times?

**Kristi Douglas**

Executive Assistant to the CEO

Charlotte Regional Visitors Authority

Phone: 704-414-4011

Fax: 704-339-6024

Email: [Kristi.Douglas@CRVA.com](mailto:Kristi.Douglas@CRVA.com)

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---

**From:** Mike Butts <mike.butts@visitcharlotte.com>  
**Sent:** Wednesday, November 28, 2018 12:01 PM  
**To:** Mitchell, James  
**Cc:** Tom Murray; Lyles, Viola; Jones, Marcus  
**Subject:** RE: [EXT] RE: CIAA Presentation-Game plan-Thank you-unacceptable

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James,  
Thanks for your response and I'm anxious to speak with you about areas you may think we can improve. We did have a good initial run through this morning and will have another Monday and would like to have you attend. Will let you know as soon as that time is determined. Likely would be in Mayor's office. We originally were directed only two people could present next Tuesday and I did request a third be able to speak with you in mind which was granted. Having presented with you in the past I know you're a good closer. Feel free to call me whenever you're available today on my mobile. 704.575.5918

Respectfully, Mike

---

**From:** Mitchell, James [mailto:James.Mitchell@ci.charlotte.nc.us]  
**Sent:** Wednesday, November 28, 2018 9:19 AM  
**To:** Mike Butts  
**Cc:** Tom Murray ; Lyles, Viola ; Jones, Marcus ; Mitchell, James  
**Subject:** Re: [EXT] RE: CIAA Presentation-Game plan-Thank you-unacceptable

Mike,  
Thank you for responding. Traveling this morning. Will email you later on once I get into my office. But some of your responses are unacceptable to me.

Thank you  
James

Sent from my iPhone

On Nov 28, 2018, at 8:05 AM, Mike Butts <[mike.butts@visitcharlotte.com](mailto:mike.butts@visitcharlotte.com)> wrote:

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Thank you James for the intel.

I can tell you that the instructions from CIAA regarding bids is very clear that "the CIAA committee and staff cannot accept any amenities or gifts during the finalist presentation phase of the bid process."

The bid book presentation sent was at the caliber of the RNC presentation and the PowerPoint is in my mind even better than the one created for the RNC.

We had planned for Jesse Cureton to be at the presentation but have been informed he cannot attend now so do need another representative from the corporate community.

Mayor, Tom, and I will be together later this morning to run through what we have created.

---

**From:** Mitchell, James [<mailto:James.Mitchell@ci.charlotte.nc.us>]  
**Sent:** Tuesday, November 27, 2018 9:56 PM  
**To:** Tom Murray <[tom.murray@crva.com](mailto:tom.murray@crva.com)>; Mike Butts <[mike.butts@visitcharlotte.com](mailto:mike.butts@visitcharlotte.com)>  
**Cc:** Lyles, Viola <[vylyes@ci.charlotte.nc.us](mailto:vylyes@ci.charlotte.nc.us)>; Mitchell, James <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)>; Jones, Marcus <[Marcus.Jones@ci.charlotte.nc.us](mailto:Marcus.Jones@ci.charlotte.nc.us)>  
**Subject:** CIAA Presentation-Game plan  
**Importance:** High

Tom,

After talking to Councilmembers in Norfolk, VA, and Baltimore, MD, I'm very concerned about our presentation on Tuesday, December 3rd. They are bringing their "A" teams and their "A" games; and bringing gifts to the Board of Directors members. Both teams are coming in Monday night to do prep work for their presentations. Let's make sure we have our "A" team/plan. Here are my suggestions for a successful outcome.

- Need to review both bids you submitted. (Questions will be asked about our corporate support.)
- Determine a practice time for the TEAM
- Select a gift we can present to the Board of Directors members
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I can make myself available Friday and Monday for practice.

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**Cc:** Lyles, Viola <[vylyes@ci.charlotte.nc.us](mailto:vylyes@ci.charlotte.nc.us)>; Mitchell, James <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)>; Jones, Marcus <[Marcus.Jones@ci.charlotte.nc.us](mailto:Marcus.Jones@ci.charlotte.nc.us)>  
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**From:** Mitchell, James  
**Sent:** Monday, July 16, 2018 9:51 PM  
**To:** Tom Murray; Mayfield, LaWana  
**Cc:** Ed Driggs; Harlow, Justin; Newton, Matthew; Dodson, Tracy; Oliver, Kimberly  
**Subject:** RE: [EXT] Re: Economic Impact-CIAA

Tom,  
Ok. Thank you.

Public Service is My Business  
James Mitchell, Jr.  
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James.mitchell@charlottenc.gov

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**From:** Tom Murray <tom.murray@crva.com>  
**Sent:** Monday, July 16, 2018 9:44 PM  
**To:** Mayfield, LaWana <lmayfield@ci.charlotte.nc.us>  
**Cc:** Mitchell, James <James.Mitchell@ci.charlotte.nc.us>; Ed Driggs <edriggs@carolina.rr.com>; Harlow, Justin <Justin.Harlow@ci.charlotte.nc.us>; Newton, Matthew <Matt.Newton@ci.charlotte.nc.us>; Dodson, Tracy <Tracy.Dodson@ci.charlotte.nc.us>; Oliver, Kimberly <koliver@ci.charlotte.nc.us>  
**Subject:** [EXT] Re: Economic Impact-CIAA

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Sorry I just got done with my last meeting of the day, I'll send it first thing in the morning

Sent from my iPhone

On Jul 16, 2018, at 7:17 PM, Mayfield, LaWana <[lmayfield@ci.charlotte.nc.us](mailto:lmayfield@ci.charlotte.nc.us)> wrote:

Thank Mr. Mitchell,

I did not receive a previous request but I once I know the time and location I will have Mrs. Oliver update my calendar.

I have an 11am meeting scheduled but will attempt to add this to my calendar.

Council-Member  
LaWana Mayfield

On Jul 16, 2018, at 7:05 PM, Mitchell, James <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)> wrote:

Tom,

Can you email the economic impact study of the CIAA to the members of the Economic Development Committee? I would like to receive my copy tonight as I prepare for the CIAA Advisory Committee lunch meeting tomorrow. I have invited Councilmembers LaWana Mayfield, and Greg Phipps to joint me at the meeting tomorrow as well.

Public Service is My Business

James Mitchell, Jr.

City Council At-Large

704-336-3430 office

704-576-0429 mobile

[James.mitchell@charlottenc.gov](mailto:James.mitchell@charlottenc.gov)

E-mail correspondence to and from this address is subject to the North Carolina Public Records Law.

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**From:** Harlow, Justin  
**Sent:** Tuesday, January 8, 2019 12:53 PM  
**To:** LaWana Mayfield  
**Cc:** Mitchell, James; Lyles, Viola; Eiselt, Julie; Ajmera, Dimple; Braxton Winston; Egleston, Larken; Greg Phipps; Newton, Matthew; Driggs, Edmund; Bokhari, Tariq; Joy-Hogg, Sabrina; Jones, Marcus; Dodson, Tracy; Pleasant, Danny; Eagle, Kim; Cunningham, Kay; Palmer, Jocella  
**Subject:** Re: [EXT] Re: James-Apology

You have a right to have emotions. And you've put a lot of sweat equity CIAA over almost two decades.

No apology needed.

Councilman Justin Harlow  
Charlotte City Council  
District 2

Sent from my iPhone

On Jan 8, 2019, at 11:23 AM, LaWana Mayfield <[lawanamayfield@gmail.com](mailto:lawanamayfield@gmail.com)> wrote:

**EXTERNAL EMAIL:** This email originated from the Internet. Do not click any images, links or open any attachments unless you recognize and trust the sender and know the content is safe. Please forward all suspicious email to [bad.mail@charlottenc.gov](mailto:bad.mail@charlottenc.gov).

No apology needed Chair Mitchell,

You put a lot of work into keeping CIAA in Charlotte.

Council-Member  
LaWana Mayfield

On Tue, Jan 8, 2019, 11:22 AM Mitchell, James <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)> wrote:

Mayor & Council,

Let me apology for my bad attitude yesterday at the City Council meeting. I was very upset that we lost the CIAA for 2021-2023. I was part of the original recruitment team pursuing the CIAA since 2003, and have been fortunate to be a part of CIAA since 2006 the first year in our City. Please accept my apology, and I see everyone at Council meeting Monday.

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[James.mitchell@charlottenc.gov](mailto:James.mitchell@charlottenc.gov)



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**From:** Lyles, Viola  
**Sent:** Wednesday, August 22, 2018 5:14 PM  
**To:** Mitchell, James; Jones, Marcus  
**Cc:** Cunningham, Kay; Tom Murray; mike.butts@charlottecrva.com  
**Subject:** RE: CIAA Bid-Agenda for August 27, 2018

James,

When I read this, I wondered if as a policy we put these applications on our agenda. If we do one, we will need to be prepared for others.

May I suggest that we put a resolution in support of the application for a vote. Call me when you get back.

Y 1#

Vi Alexander Lyles, Mayor  
City of Charlotte

[vlyles@charlottenc.gov](mailto:vlyles@charlottenc.gov)  
704.336.2241

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**From:** Mitchell, James  
**Sent:** Wednesday, August 22, 2018 7:30 AM  
**To:** Jones, Marcus; Lyles, Viola  
**Cc:** Mitchell, James; Cunningham, Kay; Tom Murray; mike.butts@charlottecrva.com  
**Subject:** CIAA Bid-Agenda for August 27, 2018  
**Importance:** High

Mayor and City Manager,

The Economic Development committee voted on July 23 to recommend 3-0 in favor of supporting the CRVA bid application for the CIAA 2020-2023 basketball tournament. It was the Economic Development committee's goal to have this item place on the City Council Agenda for Monday, August 27 for City Council to vote on our recommendation. I don't think closed session is necessary due to lack of financial information that is required in the bid package.

Public Service is My Business  
James Mitchell, Jr.  
City Council At-Large  
704-336-3430 office  
704-576-0429 mobile  
[James.mitchell@charlottenc.gov](mailto:James.mitchell@charlottenc.gov)

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**From:** Harlow, Justin  
**Sent:** Tuesday, January 8, 2019 10:27 AM  
**To:** Walker, Jordan-Ashley  
**Cc:** Lyles, Viola; Eiselt, Julie; Mitchell, James; Winston, Braxton; Ajmera, Dimple; Egleston, Larken; Mayfield, LaWana; Phipps, Gregory; Newton, Matthew; Bokhari, Tariq; Driggs, Edmund; Jones, Marcus; Joy-Hogg, Sabrina; Dodson, Tracy; Eagle, Kim; Pleasant, Danny; Kay, Jason; Hazel, Sarah; Kelly, Brent  
**Subject:** Re: CIAA Tournament Announcement

Thanks Jordan-Ashley. This is huge unfortunate loss for the city. We are a great convention city though and will continue to attract top events.

Of course the final decision is with the CIAA conference to do what they feel is best for their league and school but I hope we get a full briefing on the bid and perhaps a comparison to the Baltimore bid if/when it becomes public. I imagine increased operating costs with declining revenues played a role, but I'd like to see what was submitted for hotel agreements and venue agreements.

I hope we bid again for the tournament after the 2023 Baltimore commitment.

Councilman Justin Harlow  
Charlotte City Council  
District 2

Sent from my iPhone

On Jan 8, 2019, at 10:03 AM, Walker, Jordan-Ashley <[Jordan-Ashley.Walker@ci.charlotte.nc.us](mailto:Jordan-Ashley.Walker@ci.charlotte.nc.us)> wrote:

Mayor and Council,

The Central Intercollegiate Athletic Association (CIAA) is announcing today that it will be holding its annual men's and women's basketball tournament in Baltimore, effective 2021-2023. The tournament will remain in Charlotte through 2020, per the existing agreement with the CIAA.

Please see below for some messaging points and frequently asked questions, should you be contacted by the media:

- We will approach these next two tournament years the way we always have: with an enthusiastic attitude to make every tournament the very best fan and student athlete experience that it possibly can be. #
- While we are disappointed that CIAA will be moving in 2021 to a new host city, we realize it's a common practice for sporting events to rotate host cities. By 2020, Charlotte will have hosted this event for 15 consecutive years, which is an incredible run and not often encountered in the meetings and events world. We congratulate Baltimore on this significant accomplishment.#
- Our city pursues hundreds of bid opportunities a year. We've got the NBA All-Star Game right around the corner followed by the ACC Basketball Tournament. Then the Wells Fargo Championship, three major NASCAR races, the CONCACAF Gold Cup and the potential for

another international soccer game. Layer in the Belk Kick-Off Game, ACC Football Championship and Belk Bowl and it's apparent we are a four-season sports town. #

- To date, Charlotte has contributed more than \$13.7 million in scholarship dollars, divided among the 12 conference schools. By the last year of the tournament in 2020, that number will reach \$16.8 million.#

**Was the bid competitive enough?**

The Charlotte Regional Visitors Authority (CRVA) compiled the bid, and they are confident in what was submitted. Like other destinations, our city pursues hundreds of bid opportunities a year. Recruiting meetings and events is an extremely competitive business and we know we have a first-class sales team.

**Why do you think the tournament is moving? Was safety a concern?**

While the CIAA can speak specifically to their decision, what we know is that it's customary for sporting events to rotate cities. Charlotte serves as an exceptional backdrop for any event with its walkable footprint, competitive venues and accessible amenities.

**What is the city's commitment to recruiting diverse events?**

The CRVA has always pursued business related to diverse market segments and has had considerable success in recruiting multicultural and African-American conventions, meetings and events. In the last decade, we've generated more than 63,000 room nights specific to these markets, not including CIAA-related business. In the next decade, we already have approximately 33,000 room nights on the books and much more in the pipeline.

**What will your relationship with CIAA look like moving forward?**

We have a very close relationship with CIAA and will continue to foster that in the years to come. Furthermore, the CIAA headquarters are located in Charlotte and they are a vital part of our business community. This doesn't change. We look forward to furthering that relationship and will look for other potential bid opportunities where we can work together.

**Jordan-Ashley Walker**

**Charlotte Communications & Marketing**

City of Charlotte

[600 E. Fourth Street, Suite 200, Charlotte, NC 28202](https://www.charlotte.gov/600-E-Fourth-Street-Suite-200-Charlotte-NC-28202)

Office: 704-336-4936    Mobile: 704-614-8513

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**From:** Mayfield, LaWana  
**Sent:** Monday, July 16, 2018 7:17 PM  
**To:** Mitchell, James  
**Cc:** tom.murray@crva.com; Ed Driggs; Harlow, Justin; Newton, Matthew; Dodson, Tracy; Oliver, Kimberly  
**Subject:** Re: Economic Impact-CIAA

Thank Mr. Mitchell,

I did not receive a previous request but I once I know the time and location I will have Mrs. Oliver update my calendar.

I have an 11am meeting scheduled but will attempt to add this to my calendar.

Council-Member  
LaWana Mayfield

On Jul 16, 2018, at 7:05 PM, Mitchell, James <[James.Mitchell@ci.charlotte.nc.us](mailto:James.Mitchell@ci.charlotte.nc.us)> wrote:

Tom,

Can you email the economic impact study of the CIAA to the members of the Economic Development Committee? I would like to receive my copy tonight as I prepare for the CIAA Advisory Committee lunch meeting tomorrow. I have invited Councilmembers LaWana Mayfield, and Greg Phipps to joint me at the meeting tomorrow as well.

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[James.mitchell@charlottenc.gov](mailto:James.mitchell@charlottenc.gov)

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**From:** Egleston, Larken  
**Sent:** Tuesday, January 8, 2019 3:15 PM  
**To:** Mitchell, James  
**Subject:** RE: James-Apology

No apologies needed, my friend.

Larken Egleston  
Charlotte City Council, District 1

---

**From:** Mitchell, James  
**Sent:** Tuesday, January 8, 2019 11:22 AM  
**To:** Lyles, Viola <vlyles@ci.charlotte.nc.us>; Eiselt, Julie <Julie.Eiselt@ci.charlotte.nc.us>; Ajmera, Dimple <Dimple.Ajmera@ci.charlotte.nc.us>; Braxton Winston <braxtonwinston10@gmail.com>; Egleston, Larken <Larken.Egleston@ci.charlotte.nc.us>; Harlow, Justin <Justin.Harlow@ci.charlotte.nc.us>; LaWana Mayfield <lawanamayfield@gmail.com>; Greg Phipps <district4phipps@aol.com>; Newton, Matthew <Matt.Newton@ci.charlotte.nc.us>; Driggs, Edmund <edriggs@ci.charlotte.nc.us>; Bokhari, Tariq <Tariq.Bokhari@ci.charlotte.nc.us>  
**Cc:** Joy-Hogg, Sabrina <Sabrina.Joy-Hogg@ci.charlotte.nc.us>; Jones, Marcus <Marcus.Jones@ci.charlotte.nc.us>; Dodson, Tracy <Tracy.Dodson@ci.charlotte.nc.us>; Pleasant, Danny <dpleasant@ci.charlotte.nc.us>; Eagle, Kim <keagle@ci.charlotte.nc.us>; Cunningham, Kay <Kay.Cunningham@ci.charlotte.nc.us>; Palmer, Jocella <jpalmer@ci.charlotte.nc.us>  
**Subject:** James-Apology  
**Importance:** High

Mayor & Council,  
Let me apology for my bad attitude yesterday at the City Council meeting. I was very upset that we lost the CIAA for 2021-2023. I was part of the original recruitment team pursuing the CIAA since 2003, and have been fortunate to be a part of CIAA since 2006 the first year in our City. Please accept my apology, and I see everyone at Council meeting Monday.

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**From:** Mayfield, LaWana  
**Sent:** Tuesday, July 10, 2018 11:20 AM  
**To:** Kelly, Brent  
**Subject:** Re: Media Summary

Thank you BK

LaWana Mayfield

On Jul 10, 2018, at 9:57 AM, Kelly, Brent <[Brent.Kelly@ci.charlotte.nc.us](mailto:Brent.Kelly@ci.charlotte.nc.us)> wrote:

Mayor and Council,  
Media inquiries yesterday:

- The Central Intercollegiate Athletics Association (CIAA) announced that it is launching a bidding process for the next location of the men's and women's basketball tournament, which has been held in Charlotte since 2006.
  - The event will continue to be held in Charlotte through 2021.
  - Once the CIAA issues a formal request for proposals, we will work with the Charlotte Regional Visitors Authority (CRVA) and other partners to assess a potential bid for Charlotte.
- Media questions regarding the Republican National Convention (RNC) have been referred to the Charlotte Regional VisitOrs Authority (CRVA)
  - Tom Murray has two interviews scheduled today to discuss the request for proposal (RFP) process and economic impact from large-scale conventions, including the 2012 Democratic National Convention.

#### **Public Records Fulfillment**

- Staff is pulling together travel expenses/reimbursements for City Council and the City Manager.
  - Council will be sent a summary of expenses through May as a preview. This will be updated by the end of the month when full year data is available. The media has requested data through June.
- Total legal and settlement fees of \$10.8 million and information for cases over the last 18 months associated with the Charlotte-Mecklenburg Police Department was shared with WSOC.
  - Ninety-six percent of the money paid related to the Timothy Bridges settlement.
  - Reminder: The City of Charlotte settled with Mr. Bridges in December 2017 after he served more than 25 years in prison and was issued a Pardon of Innocence by former Governor McCrory. Please let me or Bob Hagemann know if you have questions about this case.

Have a nice day.  
bk

<image001.jpg>

**Brent J Kelly**  
**Chief Marketing Officer**

600 East 4th Street | 15<sup>th</sup> Floor | Charlotte, NC 28202

P: 704-301-0475 | [Brent.Kelly@CharlotteNC.gov](mailto:Brent.Kelly@CharlotteNC.gov) | [www.charlottenc.gov](http://www.charlottenc.gov)

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**From:** Grier, Angela  
**Sent:** Friday, July 20, 2018 11:51 AM  
**Subject:** Revised Economic Development Committee Agenda for July 23  
**Attachments:** July 23, 2018 Agenda.pdf

**Importance:** High

Hello everyone,

Attached is a **“revised”** agenda for the Council’s Economic Development Committee meeting on **Monday, July 23, 2018 at Noon**. We will meet at the Charlotte-Mecklenburg Government Center in **Room CH-14** (basement level).

The meeting will also be live-streamed, and can be viewed on the City’s [Facebook](#) page and [YouTube](#) channel.

Have a great weekend!

**Angela Grier**  
ADMINISTRATIVE OFFICER II

**ECONOMIC DEVELOPMENT**  
City of Charlotte  
600 E. Trade St. Charlotte, NC 28202  
PHONE: 704-432-1397  
MOBILE: 980-250-9014  
FAX: 704-432-1414  
[agrier@charlottenc.gov](mailto:agrier@charlottenc.gov)





**City Council  
Economic Development Committee**

Monday, July 23, 2018 at Noon  
Room CH-14

Committee Members: James Mitchell, Chair  
Ed Driggs, Vice Chair  
Justin Harlow  
LaWana Mayfield  
Matt Newton

Staff Resource: Tracy Dodson, City Manager's Office

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**AGENDA**

**I. Charlotte Business INclusion – 60 minutes**

*Staff: Nancy Rosado, Management & Financial Services; Kevin Dick, Economic Development; and Thomas Powers, City Attorney's Office*

Action: Staff will present information on the following: (1) Economic Development Strategy for Growing MWBEs; (2) Good Faith Efforts; (3) Subcontracting Goal Process for Construction Manager at Risk Contracts; and (4) NC General Statutes Regarding Payments to Subcontractors.

**II. CIAA UPDATE – 25 minutes**

*Guests: Mike Butts, Vice President of Sales & Executive Director, Visit Charlotte; Dillard Heath, Director of Business Insights & Analytics, Charlotte Regional Visitors Authority*

Action: Mike Butts and Dillard Heath will provide an update to the Committee on the economic impact of the CIAA tournament in Charlotte and share dates associated with the upcoming CIAA bid.

**III. Discuss August 27<sup>th</sup> Meeting Schedule – 5 minutes**

**IV. Next Meeting: ED Committee Retreat, Thursday, August 16<sup>th</sup> (1:00-4:00pm – TBD)**

Topics: Policies	Economic Development Committee		Council Action Review	Council Meeting Vote/Decision
	Information	Recommendation		
Policy Review (Business Investment Grant)	TBD			
Policy Review (Tax Increment Grant) (Corridor Revitalization Grant)	TBD			
Disparity Study Part II	June 14 & June 25			
Project PIECE	TBD			
CRFE Update/Innovate Charlotte	TBD			
Topics: Projects				
Amateur Sports/Memorial Stadium	April 26	April 26	May 14	May 30
Eastland Redevelopment	April 26	May 24	TBD	TBD
LYNX Gold Line Impacts (CATS)	September/October		TBD	



CM Justin >

Evening and Happy New Year, Justin. Trying to get some info on date and time for this CIAA press conference tomorrow for QCitymetro. Anything you can provide? Thanks -Kallan

Tue, Jan 8, 10:10 AM

CIAA press conference will be in Baltimore. CRVA will be following up with a q&a with Tom Murray.

Thanks! Is the CRVA q&a happening today? If so, is it at their offices?

Not scheduled yet. I'll let you know when I know

Much appreciated. We definitely need to catch up in

So the CRVA q and A is 1130am at convention center.

Got it. Katrina is already on the way.

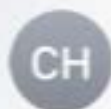
In the meantime, do you have any reaction you would like to share. You can send it via text or email

[Kallanlouis@qcitymetro.com](mailto:Kallanlouis@qcitymetro.com)



iMessage





CM Justin &gt;

It a common practice for sporting events to rotate host cities. Charlotte will have hosted this event for 15 consecutive years, which is an incredible run and not often encountered in the meetings and events world. But Losing this is a blow and very

athletic events. We will continue to attract events. Ultimately it is up to conference to do what they feel is best for their league and school but I hope we get a full briefing on the CRVA bid and perhaps a comparison to the Baltimore bid if/when it becomes public. I imagine increased operating costs with declining revenues played a role, but I'd like to see what was submitted by CRVA and the hotel trade associations for hotel agreements and venue agreements and how we maybe could have been more competitive.

I hope we bid again for the tournament after the 2023 Baltimore commitment.

Thank you



iMessage





CM Justin &gt;

Do we have a comment on  
CIAA at this time

I've had two media contacts  
ask about an apparent press  
conference tomorrow

I saw something from Jordan-  
Ashley Walker. I'll let her know  
you're looking for it.

I do not have the comments or I  
would give them to you.

Here's the response from  
Jordan-Ashley  
"City Manager OK'd a response  
saying there has been no  
official CIAA announcement  
and so it would be premature  
to comment before then"

I told her it was reported 3

Tue, Jan 8, 10:03 AM

CIAA press conference will be  
in Baltimore. CRVA will be  
following up with a q&a with  
Tom Murray.

Sorry - It was tougher to find  
than you'd think

Thanks please let me know  
when the q&a is for Tom



iMessage



CH

CM Justin >

Thanks please let me know when the q&a is for Tom

Tom q & a is at 11 am at convention center in Charlotte

Oh like right now?

Delivered

Tue, Jan 8, 2:11 PM

Sorry - I was in meetings - yes it was at 11

To BK