



Charlotte CENTER CITY Partners

# BOARD OF DIRECTORS AUGUST 25, 2011





Charlotte CENTER CITY Partners

## Board of Directors Meeting

UNC Charlotte Uptown

August 25, 2011

3:00 - 5:00pm

## Agenda

### Chairman's Report

- Welcome
  - New UNC Charlotte Uptown
  - New Board Members FY12
- Minutes Approval (*Action Required*)
- Finance Report YTD

Todd Mansfield

Phil Dubois  
Jerry Coughter  
Todd Mansfield

Bob Hambright

### Historic South End

- Task Force Study and Work Plan
- CCCP South End Committee (*Action Required*)

Rick Thurmond

### Economic Development

Todd Mansfield

### Neighborhood Development

Rob Cummings

### Democratic National Convention

Dr. Dan Murrey  
Steve Kerrigan  
Cameron Moody  
Deputy Chief Harold Medlock

### Planning & Development

- City Market
- 2020 Center City Vision Plan Endorsement (*Action Required*)

Cheryl Myers  
Dr. Dan Murrey  
Christy Shi  
Ann Caulkins  
Harvey Gantt

### Marketing & Events

- TWC BBQ and Blues
- First Night Charlotte
- Marketing

Robert Krumbine

### President's Report

- Public Safety
  - Men Who Care Global

Michael Smith  
Captain Jeff Estes  
Ron Leeper / Colin Pinkney  
Tyrone Harmon  
Willie Ratchford

### New Business

Todd Mansfield

Wine Reception/Tours to Follow

Next Board Meeting

Thursday, December 1 - 3:00 - 5:00pm

Holiday Tree Lighting and Open House / The Square

5:00pm – 7:30pm

**Board of Directors Minutes**  
May 12, 2011 - 3:00 - 5:00 pm  
Charlotte City Market – 225 E. 7<sup>th</sup> Street

**Attendees:** Todd Mansfield, Jennifer Appleby, Pierre Bader, Rob Cummings, Bobby Drakeford, Phil Dubois, David Furman, Art Gallagher, Bob Hambright, Steve Harris, Patsy Kinsey, Mary MacMillan, Michael Marsicano, Scott Provancher, Pat Riley, Laura Schulte, Rick Thurmond, Krista Tillman, Curt Walton, Eulada Watt, and Fred Whitfield

**Staff:** Michael Smith, Allison Billings, Ted Boyd, Tracy Dodson, Darlene Heater, Lynn Henderson, Shawn Kimble, Robert Ferrin, Robert Krumbine, Jovonna Mozeak, Cheryl Myers, Ally Oelerich, Moira Quinn, David Snapp, Eleni Saunders and Mark Williams

**Guest:** Vincent Davis

Todd Mansfield called the meeting to order at 3:50pm

**Minutes**

The minutes from February 17 were approved as written.

**Finance Report**

Bob Hambright reported on the financial status of CCCP and reviewed the year-to-date, April 30, 2011 financial reports. The CCCP Investment Account had a value of \$922,796 on April 30, 2011 in comparison to a value of \$736,956 on June 30, 2010.

**Budget for 2011 - 2012**

Bob Hambright reviewed the proposed FY12 budget, which had previously been reviewed and approved by the Budget Committee and the Executive Committee. Bob asked that the Board adopt the budget as submitted. The motion was unanimously approved.

**Board Recognition**

Todd Mansfield recognized Jennifer Appleby for all of her contributions to the board and presented her with a present as this was her final meeting as a board member.

**Nominating Committee**

Michael Marsicano gave an overview of the process of appointing members to the board. Jennifer Appleby, Jim Turner and Fred Buckman were all retiring members of the FY11 board. He presented the Nominating Committee recommendations for the Board Class of FY12:

**New members –**

Category A -- At Large -- Gene Godbold and Harvey Gantt

Category B – Chamber of Commerce Chair or Vice-Chair – Frank Emory

Michael Marsicano said that, as presented, the Board would have 24 voting members as allowed by the Bylaws and 12 ex-officio members. The motion was unanimously approved. Michael Marsicano then presented a review of the various committees and their members. The motion to accept the committee memberships as presented was unanimously approved. Todd Mansfield will remain as the Chairman of the Board for another year. It was recommended and the board approved that the Chair-Elect would be Harvey Gantt. In addition, the schedule for FY12 board meetings was presented.

**Historic South End**

Rick Thurmond reported on the status of the wayfinding signs, census and business survey and the new office space in South End. The lease is currently under review by CCCP attorneys. Ted Boyd showed some slides of South End Soul and South End Super Flea which were at the end of April.

The majority of the conversation of South End revolved around the focus groups and survey done that led to the Commission that Rick Thurmond is leading. The Commission's purpose is to improve processes and refine the strategic direction for Historic South End. Steve Harris will be working with Rick Thurmond. The South End recommendations need to be presented from the CCCP Board to the City by the end of May. The Board approved Rick and Steve being able to act for the board but stated that they needed to e-mail the board members prior to the meeting so everyone is informed.

## **Marketing and Events**

Jennifer Appleby reported on many upcoming events and two awards that CCCP received for First Night 2011. Robert Krumbine presented a Vision Award Video as a wrap-up to last month's event. He announced the new name for the July 4<sup>th</sup> event – Presbyterian Hospital July 4<sup>th</sup> Spectacular. In addition, he reported on many other festivals over the coming months: Food Lion Speed Street, Chow Down Uptown and Meck Dec Day. This fall's Time Warner Cable BBQ and Blues will be at NC Music Factory.

## **Planning & Development**

David Furman asked Rob Cummings to report on the status of the new City Market. Cummings informed the board of the process in the search of an Executive Director for the market. The individual will be selected and announced in the coming weeks. A retail broker has been selected to help identify the anchor tenants. There is a committee working on the naming and branding strategy. The Friends of the City market already have a newsletter and a social is scheduled for June.

Furman reported that the 2020 Vision Plan has hit a significant milestone. The consultant team has submitted the final draft. The plan adoption process begins next week with a presentation of the recommendations to the Planning Commission. David Furman then outlined the process that the plan will take from now until the adoption of the plan by the City Council in September.

Furman congratulated Cheryl Myers and the whole CCCP team for a job well done on the 2<sup>nd</sup> Annual State of the Center City Report. All board members received a copy.

## **Economic Development**

Tracy Dodson referred the board to the summary in the board book. The only item that Tracy specifically reported on was the fact that Capgemini had leased additional space.

## **Neighborhoods**

Rob Cummings referred the board to the report in the board book. In addition, Cummings discussed recent crimes in the neighborhoods and the measures being taken by the CMPD, CCCP and others.

## **President's Report**

Michael Smith recognized several employees for individual achievements. Cheryl Myers was the recipient of the first ever AAREP NC Founders Lighthouse Award. Tracy Dodson was named one of the winners of the Business Journal Women in Business Achievement Award. Darius Melvin, one of our interns, was recognized for his hard work for CCCP in the Planning & Development area over the last year. In addition, Michael recognized Robert Ferrin and Shawn Kimble for all of their years and hard work at CCCP. Both began as interns and are now moving on to new phases in their professional development.

**Envision Charlotte** - Vincent Davis of Duke Energy presented Michael Smith with a certificate to recognize his involvement and hard work with Envision Charlotte and the Clinton Global Initiative. Michael updated the board on the status of Envision Charlotte.

**New Markets Tax Credits (NMTC)** - Michael Smith reported that although Charlotte had not been selected to receive funds for NMTC, the work has already begun on the application for the 2011 allocations. Deloitte has once again given us a significant grant for this application work. Moore & Van Allen will work pro bono again.

**DNC** - Michael Smith reported that Dr. Dan Murrey has been named Executive Director of the Charlotte in 2012 Host Committee. Now that this appointment has been made, the process of putting our teams and plans into place should progress faster.

**National PR** - Michael Smith reported that the LGA/DCI team have been busy focusing on pitching and finalizing the campaign's first inbound press trip to bring advanced manufacturing and energy trade reporters to the Charlotte region. They have been working with NPR and CNN as well.

**Gold Rush** - Michael Smith reported that Presbyterian Hospital is the newest funding partner for the Gold Rush service. The Red Line will extend from Torrence Street to the circle of Presbyterian Hospital. Public meetings on the service change will soon be underway. Service is expected to begin in early June.

**New Business** - There was no new business.

Meeting adjourned 5:00 pm.  
Recorded by Eleni Saunders

## Charlotte Center City Partners

**TO:** Board of Directors  
**FROM:** Michael J. Smith  
**DATE:** August 25, 2011  
**SUBJECT:** Financial Report Dated July 31, 2011

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This memo provides the consolidated statement of activities for Charlotte Center City Partners and Charlotte ArtsFest, Inc. for FY12 year to date with comparisons to FY11.

Charlotte Center City Partners has budgeted FY12 revenue of \$3,725,433. MSD allotment from the City is projected to be \$3,076,933. CCCP revenue from programs, projects and events is projected to be \$223,500.

Additional revenues include Charlotte ArtsFest, Inc. with revenue budgeted at \$425,000 which includes two major ArtsFest Events: Time Warner BBQ & Blues and First Night Charlotte. CCCP is committed to raising \$325,000 for the Gold Rush Shuttle.

Charlotte Center City Partners budgeted FY11 expenses of \$3,765,433. The budgeted shortfall of revenue over expenses is \$40,000 which is 2020 Center City Vision Plan expenses that are funded with prior year grants.

### **Overall Results**

Year to date, July 31, 2011, Charlotte Center City Partners and Charlotte ArtsFest, Inc. consolidated net revenues over expenses is ahead of budget with a positive variance of \$8,690. Revenue is \$1,135 favorable to budget and expenses are \$7,555 favorable to budget.

### **Programs and Projects**

Program and Projects are on budget.

### **Planning & Development**

Planning & Development expenses are on budget.

### **Events**

Event revenue and expenses are \$1,913 favorable to budget due to additional sponsor revenue and control of expenses on July 4, 2011.

### **Personnel expenses**

Personnel expenses are \$6,237 favorable to budget, due to the open Director of Research position which is presently being handled by a contractor.

### **Quarters**

Quarters expenses are on budget.

### **General Operating Expenses**

Operating expenses are on budget.

### **Investment Account**

The CCCP Investment Account had a value of \$893,216 on July 31, 2011. This is in comparison to a value of \$899,061 on June 30, 2011.

Charlotte Center City Partners

Statement of Activities  
as of  
July 31, 2011

	Actual 07/31/11 YTD	Budget 07/31/11 YTD	Actual to Budget Variance (Unfavorable)		Actual 07/31/10 YTD	Budget FY12 YrEnd
<b>Revenues</b>						
MSD 1	250,738	250,738	-	0%	237,970	1,002,953
MSD 2	134,628	134,628	-	0%	122,221	538,512
MSD 3	246,041	246,041	-	0%	241,054	984,163
MSD 4	137,826	137,826	-	0%	140,041	551,305
<b>Total Tax Revenue</b>	<b>769,233</b>	<b>769,233</b>	<b>-</b>	<b>0%</b>	<b>741,286</b>	<b>3,076,933</b>
Program & Projects	958	958	-	0%	2,375	11,500
Planning & Development	-	-	-	0%	203,000	-
Events	53,135	52,000	1,135	2%	60,500	212,000
<b>Total Program Income</b>	<b>54,093</b>	<b>52,958</b>	<b>1,135</b>	<b>2%</b>	<b>265,875</b>	<b>223,500</b>
<b>Total Ordinary Income</b>	<b>823,327</b>	<b>822,192</b>	<b>1,135</b>	<b>0%</b>	<b>1,007,161</b>	<b>3,300,433</b>
ArtsFest Sponsorships	-	-	-	0%	-	425,000
<b>Total Income</b>	<b>823,327</b>	<b>822,192</b>	<b>1,135</b>	<b>0%</b>	<b>1,007,161</b>	<b>3,725,433</b>
<b>Expenses</b>						
Personnel	130,002	136,240	6,237	5%	142,119	1,870,241
Program & Projects	12,726	13,250	524	4%	3,258	513,713
Planning & Development	8,233	8,000	(233)	-3%	7,365	287,500
Events	49,895	50,673	778	2%	54,507	236,673
Quarters	29,263	29,082	(182)	-1%	28,392	180,172
Operating	20,043	20,473	430	2%	16,617	252,134
<b>Total Operating Expenses</b>	<b>250,162</b>	<b>257,717</b>	<b>7,555</b>	<b>3%</b>	<b>252,258</b>	<b>3,340,433</b>
ArtsFest Expenses	-	-	-	0%	-	425,000
<b>Total Expenses</b>	<b>250,162</b>	<b>257,717</b>	<b>7,555</b>	<b>3%</b>	<b>252,258</b>	<b>3,765,433</b>
<b>Net Revenues over Expenses</b>	<b>573,164</b>	<b>564,475</b>	<b>8,690</b>	<b>2%</b>	<b>754,903</b>	<b>(40,000)</b>

Note: CCCP is committed to raising \$325,000 for the Gold Rush.

**Charlotte Center City Partners**  
**Balance Sheet**  
as of July 31, 2011  
and June 30, 2011

	<b>July 31, 2011</b>	<b>Unaudited Jun 30, 2011</b>
<b>ASSETS</b>		
Cash & Cash Equivalents: Operating	448,242	778,514
Cash & Cash Equivalents: Invest. Savings	169,179	169,179
Cash & Cash Equivalents: Security Deposits	13,520	13,520
Prepaid Expenses	-	39,476
Due from ArtsFest	924	-
Due from Charlotte City Market	509	200
Current Accounts Receivable	<u>929,156</u>	<u>158,949</u>
<b>Total Current Assets</b>	<b>1,561,530</b>	<b>1,159,837</b>
Property & Equipment	454,852	454,852
Accumulated Depreciation	<u>(293,025)</u>	<u>(289,692)</u>
<b>Net Property &amp; Equipment</b>	<b>161,826</b>	<b>165,159</b>
Long-Term Note Receivable- Artfest, Inc	247,000	247,000
Reserve Funds	<u>893,216</u>	<u>899,061</u>
<b>Total Other Assets</b>	<b>1,140,216</b>	<b>1,146,061</b>
<b>TOTAL ASSETS</b>	<b><u>2,863,572</u></b>	<b><u>2,471,057</u></b>
<b>LIABILITIES &amp; NET ASSETS</b>		
<b>Liabilities</b>		
Accounts Payable	62,837	185,445
Unearned & Deferred Income	-	52,000
Accrued Expenses	<u>20,148</u>	<u>20,344</u>
<b>Total Liabilities</b>	<b>82,985</b>	<b>257,789</b>
<b>Net Assets</b>		
<b>Unrestricted</b>		
Undesignated	1,314,207	1,094,190
Board designated	<u>893,216</u>	<u>899,061</u>
	2,207,423	1,993,251
Temporarily Restricted	-	-
YTD Net Revenues Over Expenses	<u>573,164</u>	<u>220,017</u>
<b>Total Equity</b>	<b>2,780,588</b>	<b>2,213,268</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>2,863,572</u></b>	<b><u>2,471,057</u></b>





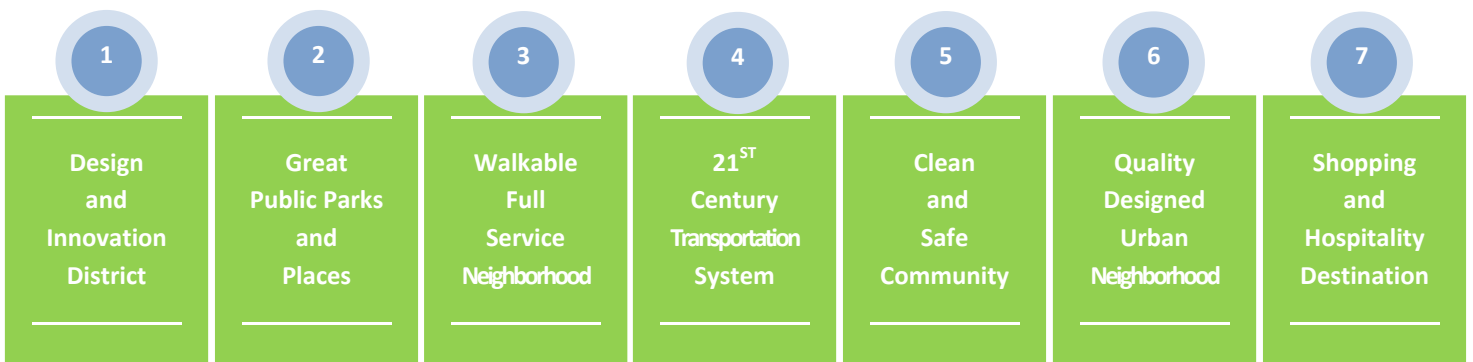
## ORGANIZATION STRUCTURE FOR PROGRAM OF WORK IMPLEMENTATION

### vision:

Charlotte's South End will be viable, livable, memorable and sustainable; authentically rich in character, creativity, and innovation.

### mission:

South End will work relentlessly to achieve an innovative, creative and sustainable business district and neighborhood by achieving these strategic goals:





## organization:

To fulfill the vision and mission for South End the following organizational structure is suggested for achieving staff integration and stakeholder engagement:

### STAFF RESOURCES

**Director of Historic South End** – A Director of Historic South End, whose time and work is 100 percent dedicated to the district, will work with CCCP staff and South End stakeholders, committees and volunteers to successfully complete the annual program of work for South End and fulfill the vision for South End. Additionally, a South End Office/Information Center will be established in the district and the Director will share time between the CCCP office and South End office.

**Shared Resources** – The Director will work closely with CCCP Events/Marketing, PR/Communications, Planning & Development, Neighborhood Development and Economic Development departments, to leverage expertise and resources for South End.

### ADDITIONAL RESOURCES

**South End Technical Committee**- Director of Historic South End will meet once a month with SE technical committee comprised of staff members from CDOT, CATS, City Planning, Code Enforcement and CCCP staff to update and share information/concerns related to South End.

**Public Safety** – Director of Historic South End will meet weekly with CMPD South End Response Area Coordinator and Beat Officers on issues pertaining to public safety in South End. Additionally the Director of Historic South End will maintain a good relationship with Crime Stoppers to aid in safety initiatives like graffiti rewards, etc

### SOUTH END RESOURCES

The following committees\* will be established to provide South End volunteers the opportunity to contribute and guide the work being done to fulfill the vision for South End. These committees will meet once a month (with some exception) and be made up of passionate professionals in the district as well as some CCCP staff members.

**Promotion** – The Promotion Committee will work to create or enhance a positive image that affirms community pride and continues to foster consumer and investor confidence in South End. The committee will recommend advertising, retail promotions, special events, and



marketing campaigns to sell the image and promise to the community and surrounding region. Promotions in South End will communicate the district's unique characteristics, business establishments, and activities to shoppers, investors, potential business and property owners, and visitors.

**Design** – The Design Committee will work on initiatives and projects that address the physical infrastructure/ space and create a safe, inviting environment for shoppers, workers, residents, and visitors. The committee will focus attention on all of South End’s physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays, and promotional materials. This committee will also review and recommend good maintenance practices in the district, the rehabilitation of historic buildings, encourage appropriate new construction, and educate business and property owners about design quality, and long-term planning.

**Business Development** –The Business Development committee will work to strengthen South End’s existing economic assets while diversifying its economic base. This will be accomplished by retaining and expanding successful South End businesses to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market can support. The goal is to build the South End district as one that responds to the needs of today's consumers.

(\*The framework and principles for the establishment of these committees were developed by MainStreet USA’s Four-Point Approach .)

## DISTRICT MEETINGS

To build a stronger and more engaged community, the format for the South End District Meetings will be changed. These meetings have been held once a quarter but now will convene monthly. The meetings will alternate between informational and social. The informational meetings will continue to meet at Bryon’s (or a set location in South End) and will be an opportunity for stakeholders to learn from the Director of Historic South End, CCCP Staff, committee representatives and invited guests about happenings in, around and for South End. There will also be opportunity for community input about existing and future projects or issues.

The social meetings will be much more informal in nature and will rotate between South End hospitality locations for the opportunity to introduce business owners and residents to one another as well as feature the many amenities within South End.



## GOVERNANCE

**CCCP Board of Directors** – The CCCP Board of Directors and the CCCP Executive Committee of the Board provides governance for the operations of CCCP. The Board and EC advise and give counsel on issues and initiatives in Uptown and South End and approve the annual Program of Work. The HSEC suggests a proportionate number of seats based on percentage of revenue in order to provide more transparency and more influence on governance for the MSD-4 revenue. This particular recommendation falls outside the specific creation of a program of work.

**South End Board Committee** –This recommendation is being brought forward in cooperation with the Chairman of the CCCP Board of Directors, CCCP CEO and HSE Ad Hoc Committee. It is recommended that the CCCP Board of Directors establish a South End Board Committee that will meet three times a year to recommend and approve the annual program of work and the budget for South End. This Board Committee will include members from the CCCP board as well as representatives from the South End. This committee will shape the agenda and participate in the HSE Program of Work Annual Retreat.





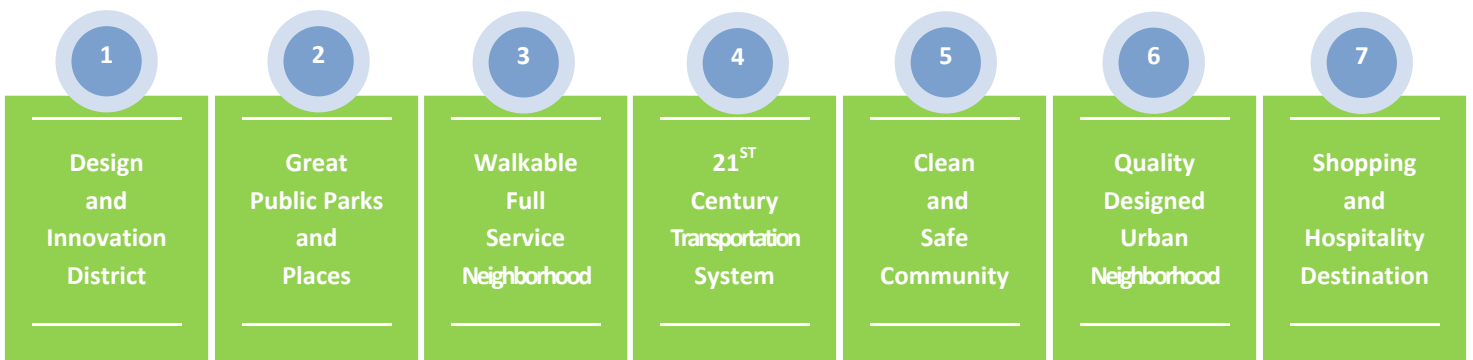
## 3 YEAR STRATEGIC PLAN

### vision:

Charlotte's South End will be viable, livable, memorable and sustainable; authentically rich in character, creativity, and innovation.

### mission:

South End will work relentlessly to achieve an innovative, creative and sustainable business district and neighborhood by achieving these strategic goals:



The Historic South End Three Year Strategic Plan is organized using these goals; and each one specifies tactical actions to be successfully completed. The South End Organization Structure document explains how Charlotte Center City Partners staff and the South End will work together to implement this Strategic Plan to fulfill the vision for South End.

Each year, the South End Board Committee approves an annual Program of Work, which is derived from this Three Year Strategic Plan. The annual Program of Work is shaped in December and January, approved by the CCCP Board of Directors and presented to the city in March, and posed for implementation in July (the start of CCCP fiscal year). The South End Board Committee also approves an accompanying budget for South End which aligns to support the Program of Work.

## vision:

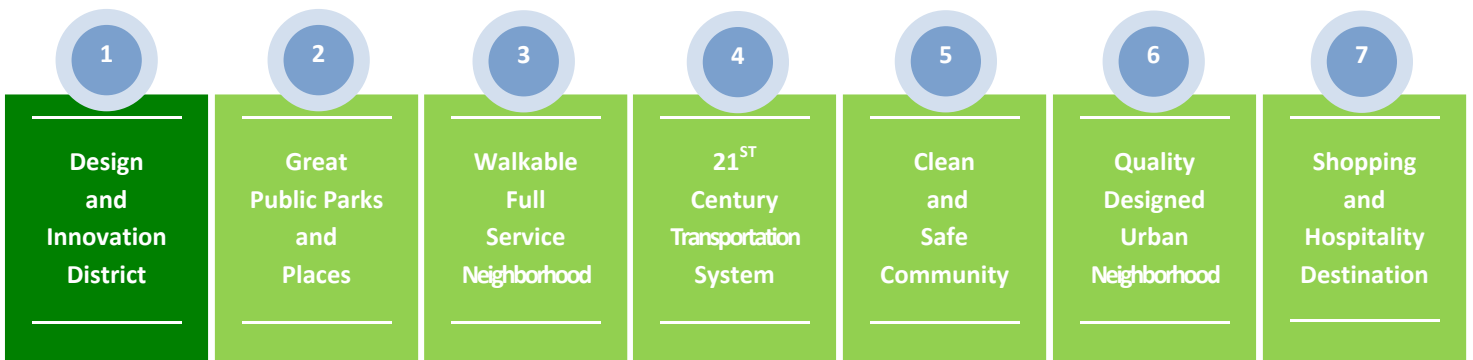
Charlotte's South End will be viable, livable, memorable and sustainable; authentically rich in character, creativity, and innovation.

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## goal1: DESIGN AND INNOVATION DISTRICT

To fulfill the vision for South End, the district will be known as a place where **Design and Innovation** businesses locate and thrive. The successful completion of the following tactics supports this goal.

Focus Area	Tactic
Business Recruitment	Work with Economic Development partners to recruit entrepreneurial, innovative and creative businesses including a creative educational anchor and a boutique hotel.
Economic Development Marketing Tools	Grow current ED brochure to more comprehensive package; include HSE ED content on development page on the website; create and implement a CCCP micro grant program to support economic development marketing efforts.
Economic Development Outreach	Partner with or host an annual tenant rep outreach events; attend tenant rep broker events both in and outside Center City; host broker/owner forums, provide events that foster networking between businesses and residents
South End Office/Sales Center	Secure and operate a CCCP HSE office to support district recruitment and communication.
Business Retention Outreach	Annual letter to businesses to promote great business environment; promote new businesses utilizing CCCP communication/pr expertise; provide assistance for launches and grand opening events
Research and Data Resource	Strengthen research and data for business recruitment and retention



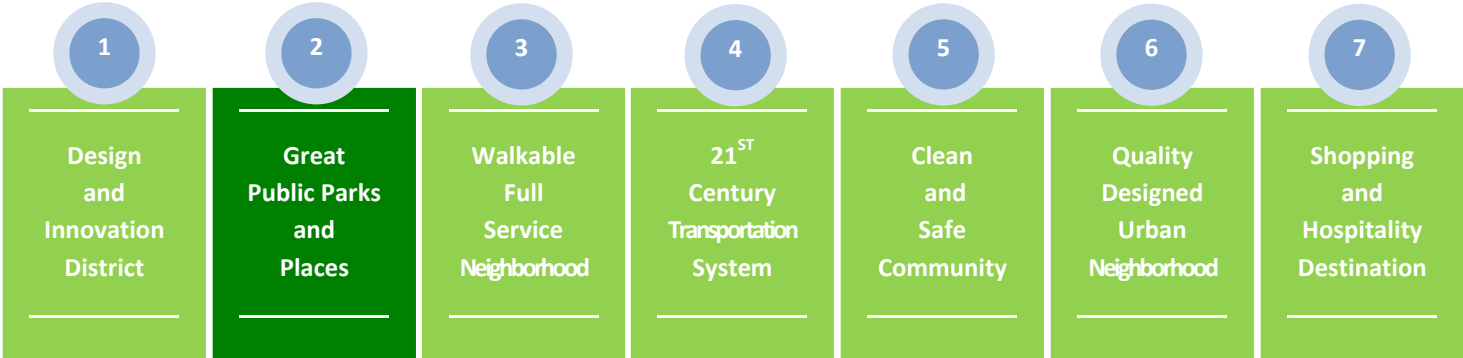
**vision:**

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goal2: **GREAT PUBLIC PARKS AND PLACES**

To fulfill the vision for South End, the district will have **great public parks and places**. These parks and places will create a dynamic pedestrian experience, provide a place for gathering, and reinforce a full service neighborhood with access to great amenities. The successful completion of the following tactics supports this goal.

Focus Area	Tactic
Parks and Recreation	Work with Park and Recreation to identify neighborhood park sites in HSE. Advocate for resources to purchase land and build the parks.
Open Spaces	Identify and create development plan for outdoor public spaces in HSE, including a "neighborhood square."
LYNX Rail Trail	Working with CATS and Park and Recreation, create and implement an urban design and branding plan for the LYNX rail trail in South End.



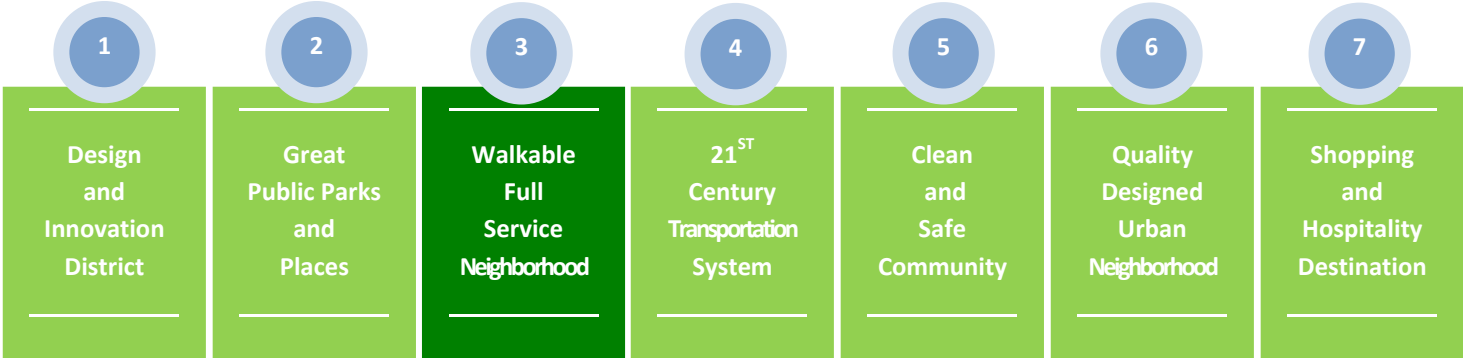
**vision:**

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goal3: **WALKABLE, FULL SERVICE NEIGHBORHOOD**

To fulfill the vision for South End, the district will be a **walkable, full service neighborhood**. A full service neighborhood offers places to shop, work, learn and live including health care and health service providers, automotive service, markets and grocers, banks, and retail uses such as home and hardware, clothing, pet and personal care. The successful completion of the following tactics supports this goal.

Focus Area	Tactic
Retail Strategy	Develop and implement a retail strategy to cultivate a unique destination for creative arts and targeted neighborhood retail including grocery store, cleaners and banks.
South End Neighborhood Association	Support development and strengthening of South End Neighborhood Association to be the voice of residents.





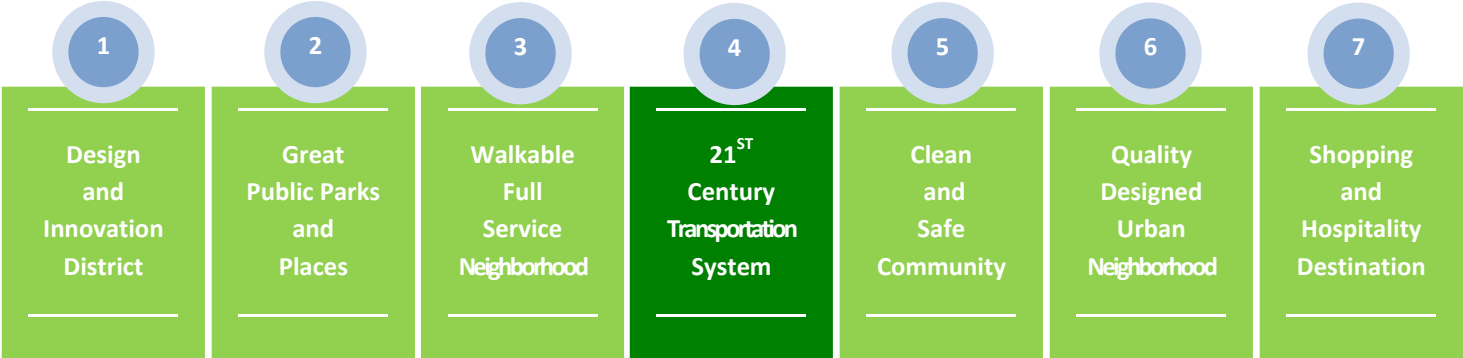
**vision:**

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goal4: **21<sup>st</sup> CENTURY URBAN TRANSPORTATION SYSTEM**

To fulfill the vision for South End, the district will support and advocate for infrastructure and amenities that create **21<sup>st</sup> Century Urban Transportation System**. The successful completion of the following tactics supports this goal.

Focus Area	Tactic
Enhanced accessibility for workers, residents and visitors	Good access and functionality for streets balanced with transit infrastructure and enhanced pedestrian and bicycle connectivity.
Parking Infrastructure	Parking deck for South End to provide additional parking for hospitality and commerce; public restroom facilities.



## vision:

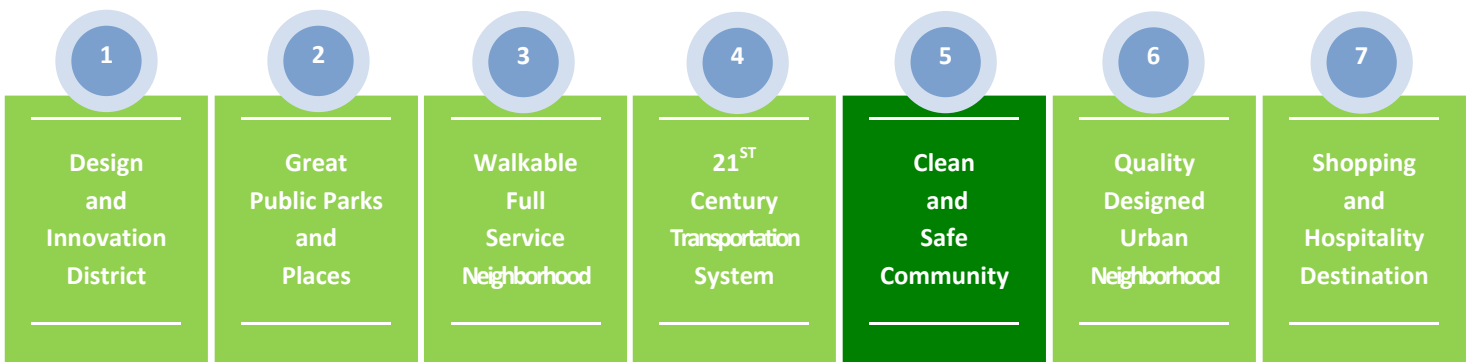
Charlotte's South End will be viable, livable, memorable and sustainable; authentically rich in character, creativity, and innovation.

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## goal5: CLEAN AND SAFE COMMUNITY

To fulfill the vision for South End, the district will be **clean and safe community**. From the residents who live in South End and keep a watchful eye on the community and their real estate investment, to the businesses and their workers who rely on a good business environment to succeed, to the police officers who walk the beat everyday to ensure public safety, it takes the efforts of many to keep South End a clean and safe community. The successful completion of the following tactics will achieve this goal.

Focus Area	Tactic
Code Enforcement	Strengthen relationships with Code Enforcement to better assist district businesses and improve aesthetics of business and neighborhood environments
Clean and Safe	Work with partners and stakeholders to address community issues specific to HSE to maintain a clean and safe environment.
CMPD Resources	Increase dedicated CMPD resources to support increasing hospitality and nightlife and maintain the safety of the neighborhood.
Neighborhood Watch	Establish neighborhood watch in partnership with SENA.



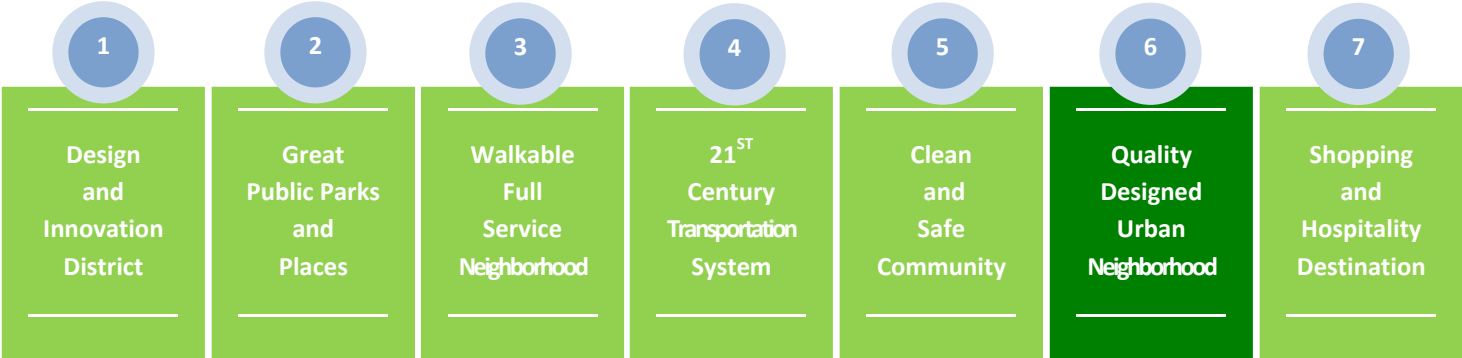
**vision:**

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goal6: **QUALITY DESIGNED URBAN NEIGHBORHOOD**

To fulfill the vision for South End, the district leaders must hold fast to its commitment to **quality designed urban neighborhood**. This goal addresses architecture and the preservation of historic buildings that authentically define the character of the neighborhood as well as articulating the best planned use of the built and to-be-built environment. It also takes into account the aesthetics of the public realm including landscaping, streetscape, tree canopy, and public art. The successful completion of the following tactics will support this goal.

Focus Area	Tactic
South End Plan	Create or amend a South End Plan to recommend improvements to South Blvd, South Tryon Street, provide greater specifications for future development, enhance retail environment, and improve pedestrian connectivity.
Tree Canopy Program	Tree canopy program that specifies focus areas and types of trees, incorporate into area plan.
Gateways and Thoroughfares	Focus pedestrian improvements at gateways through landscaping and public art. Continue to evaluate investment for branded signage throughout district.
Streetscape Improvement Plan	Improve pedestrian and bicycle connectivity through enhancing the tree canopy and right of way landscaping, installing quality street furniture, improving crosswalks, adding bike lanes and decorative lighting and widening sidewalks.



## vision:

Charlotte's South End will be viable, livable, memorable and sustainable; authentically rich in character, creativity, and innovation.

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## goal7: SHOPPING AND HOSPITALITY DESTINATION

To fulfill the vision for South End, the district will be a **shopping and hospitality destination** for locals and tourists. Marketing, communications, branding, events and programming must be thoughtfully evolved, connected and implemented to develop the destination. The successful completion of the following tactics supports this goal.

Focus Area	Tactic
Marketing & Brand Strategy Implementation	Develop and execute a marketing, branding and design strategy for HSE Implement marketing plan for district; incorporate new logos into materials and infrastructure; communicate new logo guidelines
Destination Marketing	Work with CRVA's marketing department, Visit Charlotte and others to promote South End as a desirable visitor destination. Maximize information center outlets including HSE office, LYNX promo tools to share info with visitors, and CCCP managed tools to promote HSE destination and programming.
Advertising Plan	Develop annual advertising plan for district to support HSE the destination & programming.
Regular programming and events	Support and promote district efforts to incubate events and programs that offering regular programming (such as live music, furniture crawl, neighborhood building event, gallery crawl, activating streets and rail walk); Partner or produce one to three "street closure" events; create strategy to attract sponsors for events; create and implement a CCCP micro grant program to support neighborhood programming efforts.
Partner Events	Attract and partner with outside events that are a good fit for the district (Bike Charlotte, walks/runs, pub crawl, creative/academic meetings, etc).
Communications Strategy	Update CCCP communication strategy to include tactics specific for announcements, MSD education + priorities, infrastructure investments, etc.; create annual schedule of monthly meetings, including district, committee meetings, SENA meetings to share relevant information and inspire participation.
HSE website	Create and expertly maintain HSE website; use newsletter to drive traffic to website
Social Media	Use social media to support communications, marketing & events to build curiosity and interest in HSE.

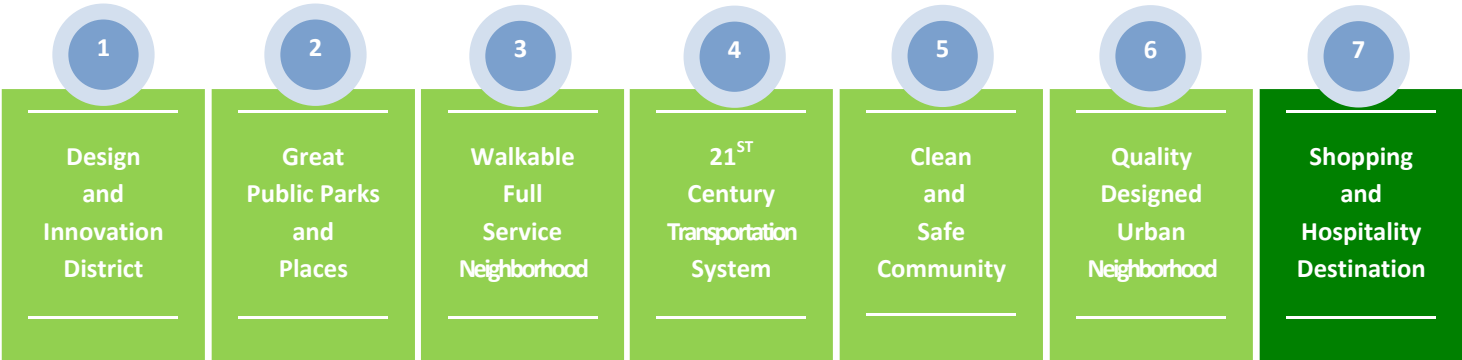


**vision:**

Charlotte’s South End will be viable, livable, memorable and sustainable; authentically rich in character, creativity, and innovation.

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PR Strategy	Execute PR strategy including responding to media inquiries within 24 hours; create proactive and positive story lines about HSE to present to media outlets; respond quickly to counter stories that do not reflect positively on the district; identify and train spokespersons and district representatives who can speak on behalf of the district; seek opportunities for HSE businesses to present/participate in events, presentations, meetings, etc
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# Resolution

## In Support of the Center City 2020 Vision Plan

**WHEREAS**, Charlotte's urban core has experienced unprecedented growth and development intentionally guided by previous Vision Plans over the past decade; and

**WHEREAS**, the Center City 2020 Vision Plan has been funded and created through a partnership of the City of Charlotte, Mecklenburg County and Charlotte Center City Partners; and

**WHEREAS**, a comprehensive community engagement process including a Steering Committee with more than forty members, multiple neighborhood workshops and social media networking developed a robust list of community values that informed the creation of the Plan's goals; and

**WHEREAS**, the Plan's goals and recommendations promote job growth through new development made possible through public and private partnerships; and

**WHEREAS**, the Plan's goals and recommendations enhance Charlotte's Center City neighborhoods through a new focus on creating sustainable neighborhood centers and fostering connections between such centers and Uptown; and

**WHEREAS**, the Plan's goals and recommendations outline development plans for new, 21<sup>st</sup> century infrastructure investments that will provide beautiful and memorable places designed for optimum functionality and as recreation space for citizens; and

**WHEREAS**, the Center City 2020 Vision Plan has been reviewed by the Charlotte-Mecklenburg Planning Commission and Charlotte City Council and will be presented to the Mecklenburg County Board of Commissioners; and

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Directors of Charlotte Center City Partners enthusiastically endorses the Center City 2020 Vision Plan; and encourages the City Council to adopt the Plan at its meeting on 12 September 2011.

Adopted this 25th day of August 2011

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Todd Mansfield, Chairman





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**9/9**



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VAUGHAN**

with tilt-a-whirl featuring lou ann barton

**BUDDY  
GUY**

**9/10**



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## **National Charlotte Public Relations Campaign Update - August 25, 2011**

**Overall description of initiative:** Charlotte Center City Partners, the Charlotte Regional Partnership and the Charlotte Chamber jointly request funding to support year two of a national and international public relations campaign to assist in our joint efforts to retain and attract jobs and investment within the Charlotte region.

The public relations campaign has been led by Luquire George Andrews (LGA) and Development Counsellors International (DCI), with the overarching goal to: Generate national and international media coverage that reaches corporate executives and location advisors, increases positive awareness of the region and showcases the region as a great place to invest, live and work.

Components of the plan for Year Two will include a strong focus on leveraging the 2012 Democratic National Convention to further our messaging and increasing its impact as well as the continuation of a national and international public relations effort to secure earned media. The purpose of this campaign will continue to be to raise awareness of the breadth and depth of our business assets, and to generate economic development prospects within our targeted sectors, and to diversify the regional economy in our metropolitan area.

**Potential for long-term, positive impact on the Charlotte Region:** A comprehensive public relations effort, targeted at key industries and national, international and trademedia outlets, will increase the Charlotte Region's brand with the goal of creating more economic development prospects, thus increasing the likelihood of attracting additional jobs and investment to the region.

Year One successes have included:

- Secured total of 23 print, broadcast and online placements in top-tier national, trade and international media, including CNBC, Bloomberg TV, EnergyBiz.com, Time.com, *NIKKEI*, *Financial Times*, *The Economist*, CNN, CNNMoney.com, *Kiplinger*, *IndustryWeek*, CNBC.com (with more to come)
  - Objective: Secure 12 to 25 articles / broadcast segments in "most wanted" media
- Conducted inbound press trip to the Charlotte region in late April with seven manufacturing and energy reporters, which resulted in eight of the 23 placements
  - Objective: Conduct one press trip to region with 4 - 5 writers
- Arranged desk-side media visits in New York and Los Angeles with several regional spokespeople, including Mayor Anthony Foxx, Jim Rogers of Duke Energy, Ronnie Bryant of the Charlotte Regional Partnership and Bob Morgan of the Charlotte Chamber; outlets included *BusinessWeek*, *Time*, *Financial Times*, *NIKKEI*, CNBC and *Investor's Business Daily*
  - Objective: Arrange two desk-side media visits for several days each
- Secured media visit from *The Economist* and assisted with three other visits, including the *Washington Post*, *Financial Times* and *Kiplinger Magazine*
  - Objective: Secure individual visits by additional 3 to 4 outlets



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**Romare Bearden's 100th birthday** with the  
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## **Romare Bearden Park Groundbreaking Ceremony**

**September 02, 2011**

**9:00-10:30am**

**Corner of 3rd and Church St.**

**Be prepared for a unique experience unlike any  
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**Refreshments will be provided.**

**Park in 3rd Street lot between Poplar and Church St.**

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