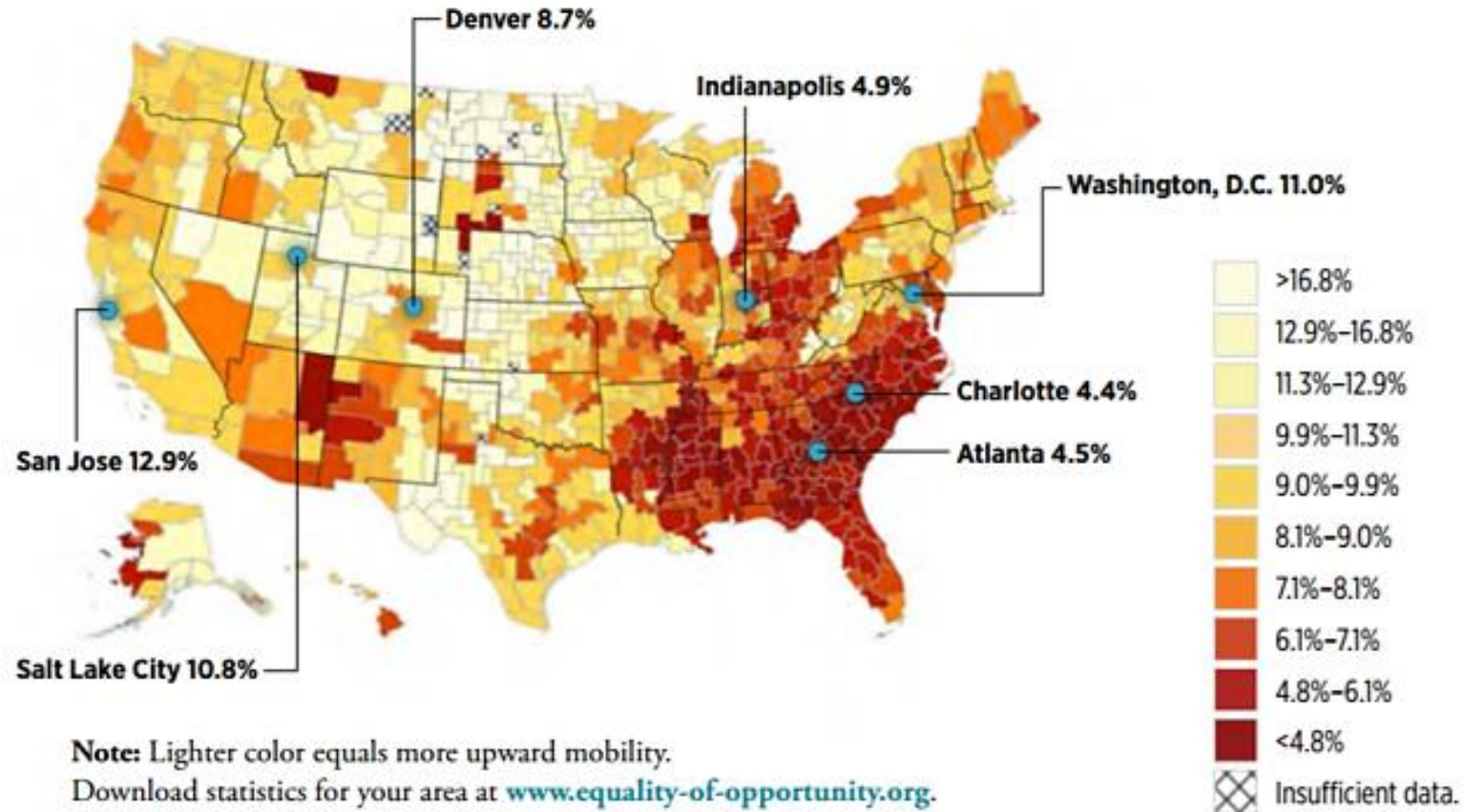
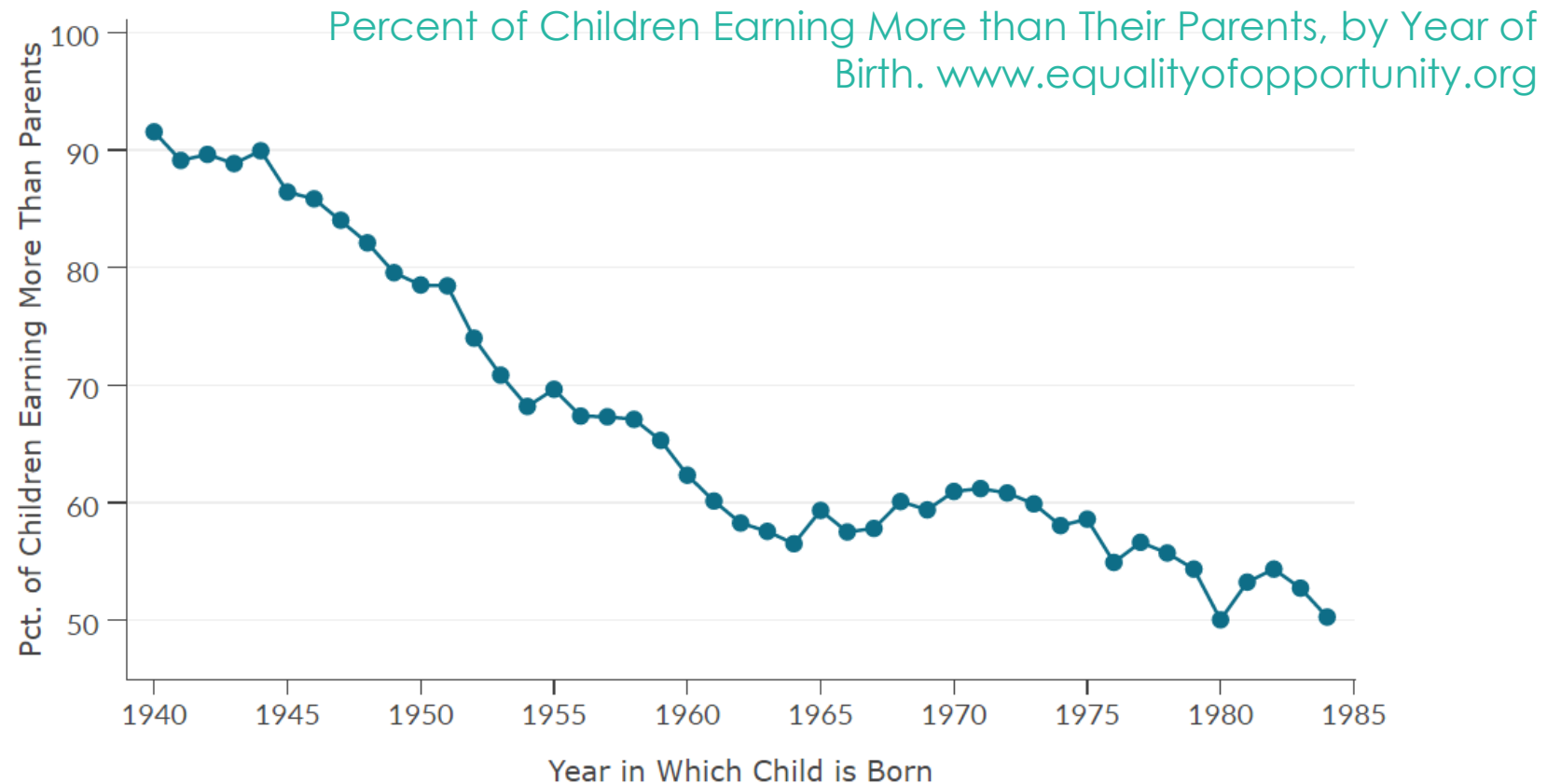




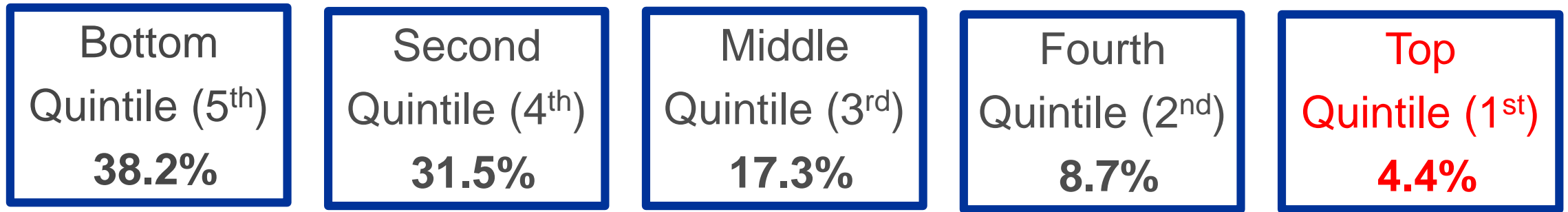
Charlotte Ranked Last



The Fading American Dream



Economic Mobility of Charlotte's Children Born in Bottom 5th Quintile



**Only 4.4% Chance to Make It To the Top.
70% of Children Born Poor Will Stay in the Bottom Two Quintiles.**

Source: Chetty, et. al, "Where is the Land of Opportunity?
The Geography of Mobility in the United States."

**“Potential is universal,
opportunity is not,”**

Wes Moore, CEO,
Robinhood Foundation



Our Response





Our Bold, Inspiring Vision

Charlotte Mecklenburg is a community that cares about all our children and youth – regardless of income, race, and zip code – and where all our children feel they belong, dream big, and find the opportunities to achieve their dreams.

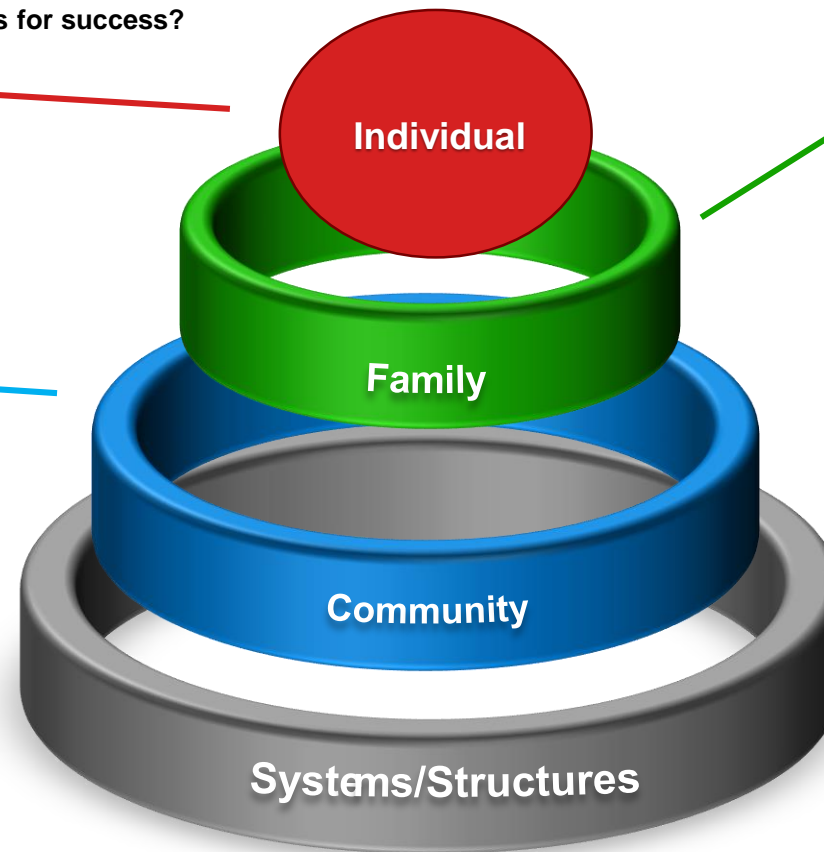
A Layered Approach

■ What are the attributes of individuals for success?

- Hopes/Aspirations
- Skills/Preparedness
- Connectedness/Social Capital
- Resilience/Grit

■ What in our community network of resources, programs, support most creates or constrains opportunity?

- Neighborhood Characteristics
- Education Programs
- Life-Skills Programs
- Criminal Justice Programs
- Workforce Development Programs
- Faith Community
- Business Community

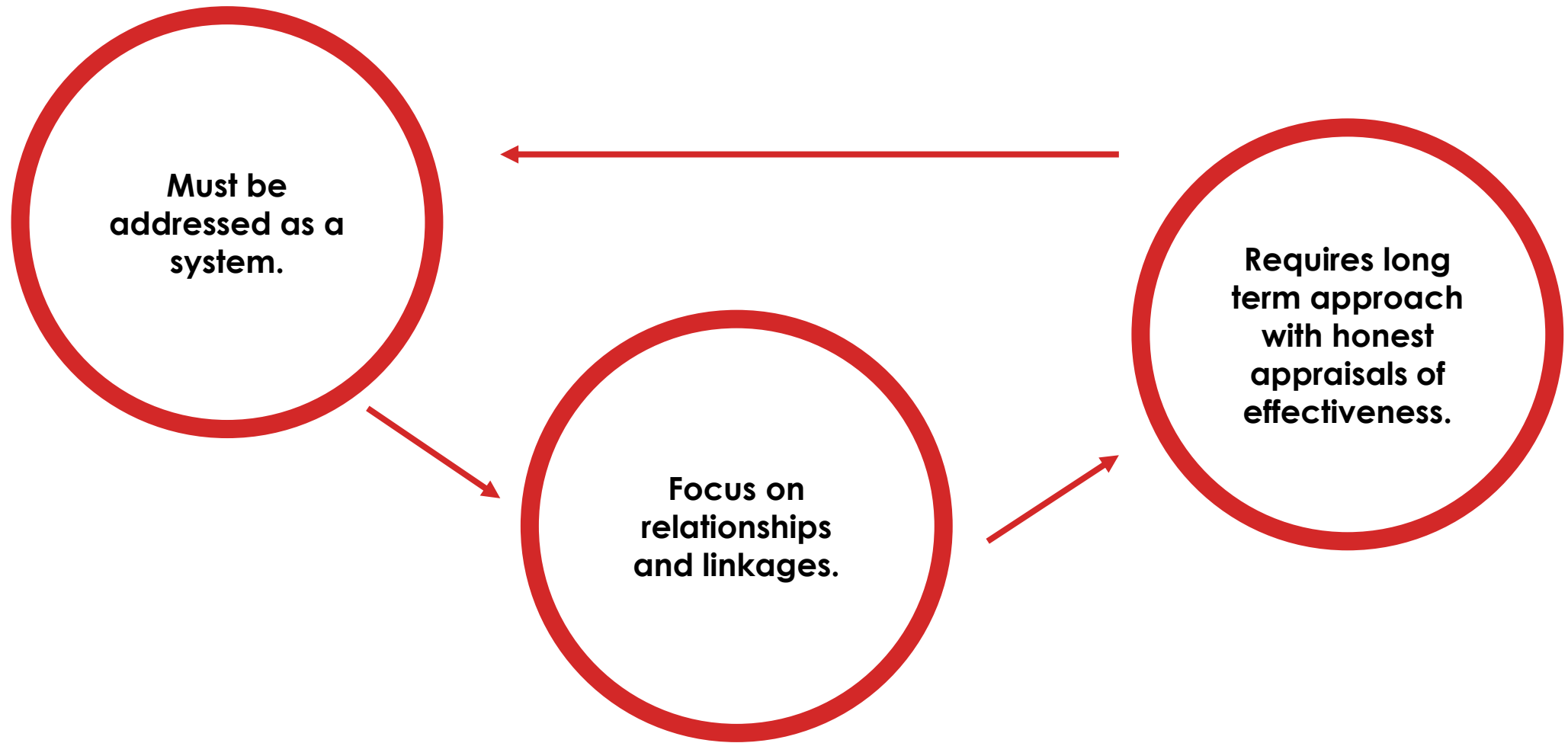


■ What about families most creates or constrains opportunity?

- Family Structure
- Family Traditions/Values
- Family Planning
- Family Income
- Parenting Skills/Resources

■ What are systemic or underlying forces and structures that most create or constrain opportunity?

- Housing
- Education
- Criminal Justice
- Segregation
- Cultural Values/Norms
- Explicit/Implicit Bias
- Exclusion/Inclusion
- Hiring Practices
- Income Inequality/Wages



Prenatal to Career Continuum

Prenatal Support and Decisions	Birth	Kindergarten	3 rd Grade	8 th Grade	12 th Grade/High School Graduation	College and Career Pathways
2019	2020	2025	2028	2033	2038	Through 2050

Opportunity System Strategy

For Children, Youth and Families



The Opportunity

Commit to:

- **Relentlessly** focus on systems change.
- **Advocate** for policies to better serve youth and families.
- **Focus** on creating new pathways to mobility and bridge the opportunity gap.
- **Recognize** that no single organization is the answer.
- **Facilitate** cross-sector collaboration to achieve the generational results we seek to achieve.

Community-Inspired Strategies

Segregation: Cross-Cutting Factor

- ✓ Become a More Inclusive, Fair and Just Community.
 - ✓ Address School Segregation
- **Strategy A:** *Acknowledge* the significant roles segregation and racialization have played in our current opportunity narrative and *commit* to becoming a more inclusive, fair, and just community.
 - **Strategy B:** Address the complex, multifaceted issue of school segregation with a systems approach.

Community-Inspired Strategies: Social Determinants



Community-Inspired Strategies

Social Capital: Cross-Cutting Factor

✓ Expand Relationships and Connections to Broaden Horizons.

■ **Strategy U:** *Ensure* all children, youth, and families have relationships in the community that connect them to opportunities, information, and resources; *broaden* their horizons about what's possible in their lives; *assist* in navigating through unexpected crises to stay on track; *offer* tangible pathways toward achieving their aspirations; and *demonstrate* to every child, youth, and family that their contribution is vital to the success of our community.

Economic and Social Mobility: The Defining Issue of Our Time

Community Response



ECONOMIC OUTLOOK LUNCHEON

'We have a duty': BofA CEO calls for city to fix economic-mobility problem

BY DEON ROBERTS
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Bank of America CEO Brian Moynihan said Monday it's important for Charlotte to do something about its economic-mobility problem, an issue he said has even grabbed the attention of people outside the city.

"It's surprising because I travel around ... and you heard more about it than you'd expect," Moynihan said at the Charlotte Chamber's annual economic outlook luncheon. "We have a duty here to make sure that we sort of take care of

these things and do it the right way."

The chief executive of the Charlotte-based bank was referring to a 2014 study from Harvard and the University of California at Berkeley that found poor children in Charlotte have the worst odds of those in any big U.S. city to lift themselves out of poverty.

That study led to the creation of the Charlotte-Mecklenburg Opportunity Task Force, which



Brian Moynihan

in March unveiled a report on how to change the trajectory for the community's poor.

A Leading on Opportunity council has been formed to carry out the task force's recommendations, but the council has yet to name an executive director. James Ford, co-chair of the council, said Monday that a director will be announced "in short order."

Also Monday, Moynihan said Bank of America is giving \$1.5 million over three years to the council for staffing and infrastructure. Moynihan said he hoped the funding will serve as a challenge to others to also

help support the council's work.

Other speakers Monday were prominent government and business leaders, including Charlotte-Mecklenburg Police Chief Kerr Putney; Mecklenburg County Manager Dona Diorio; Carolinas HealthCare System CEO Gene Woods; and Kendall Alley, Wells Fargo's region bank president for Charlotte and the chamber's 2018 chairman.

Many of the speakers urged Charlotte's business community to play a role in fixing the economic-mobility challenges.

"There's a whole lot that the business community can be doing to help drive this," said Andrea Smith, chief administrative officer at Bank of America and co-chair of the Leading on Opportunity council.

SEE LUNCHEON, 2A



What is MECK Pre K?



Leading on
Opportunity

NEWS RELEASE

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FFTC Announces \$5 Million Program-Related Investment to Boost Affordable Housing

May 24, 2018 – Foundation For The Carolinas announced today that it will make a \$5 million program-related investment to address Charlotte's affordable housing crisis. The Foundation's governing board unanimously approved the investment to kickstart a new Housing Opportunity Fund, a privately-financed mechanism to help build more affordable housing. It will work in tandem with the City of Charlotte's Housing Trust Fund, which is publicly financed.

The private fund will be held and managed by Local Initiatives Support Corporation (LISC), which will join the Charlotte community later this summer. The fund's purpose is to mitigate the growing affordability gap to develop housing that serves residents in a range of incomes.

"The Leading On Opportunity Report specifically calls for the creation of a Housing Opportunity Fund," said Todd Mansfield, chair of the FFTC governing board. "The report also encouraged us to approach problems differently. By making a program-related investment instead of a traditional grant, we – and others in the philanthropic community – can participate at a more significant financial level."

A program-related investment, or PRI, is a mission-related investment in the community in lieu of traditional investment vehicles, and that garners low-yield return. FFTC's investment, which leverages the Foundation's corpus, is the largest of its kind in its 60-year history. The PRI is contingent upon the passage of the \$50 million bond referendum the City of Charlotte has proposed for the November ballot to increase its Housing Trust Fund.

9/18/2018

Wells Fargo, Crescent Communities give to affordable housing | Charlotte Observer

The Charlotte Observer

LATEST NEWS

Free land and a \$20 million pledge: Big, new plans for affordable housing in Charlotte

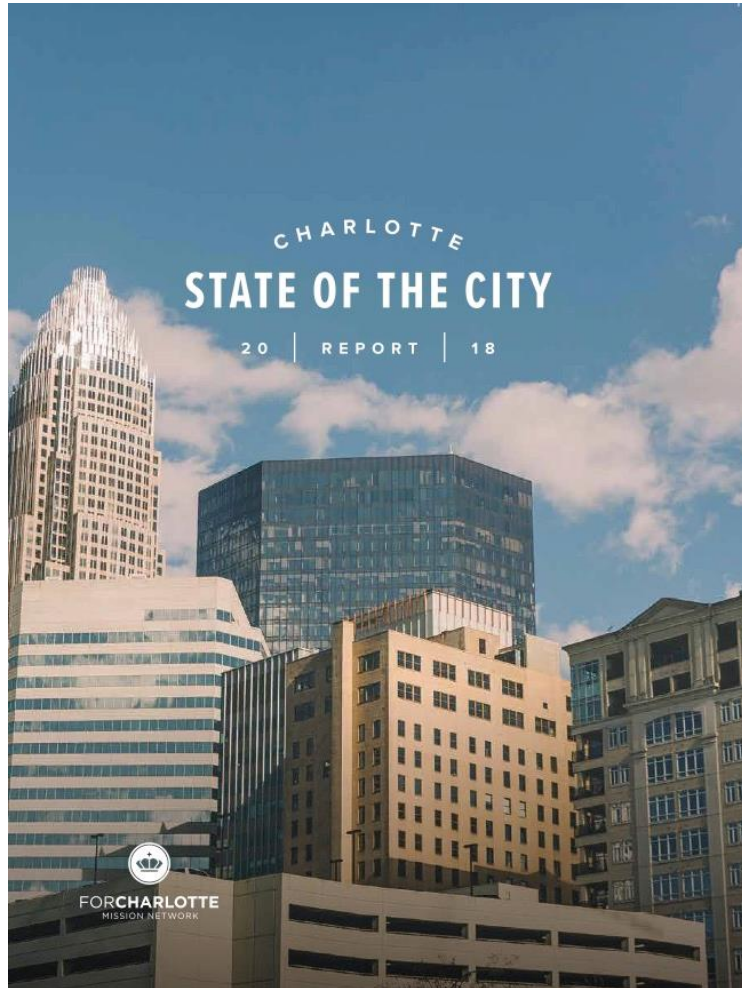
BY ELY PORTILLO

elyportillo@charlotteobserver.com

August 27, 2018 11:00 AM

Updated August 28, 2018 08:37 AM

CELC Framework:
Engage across the education continuum and crucial supporting services



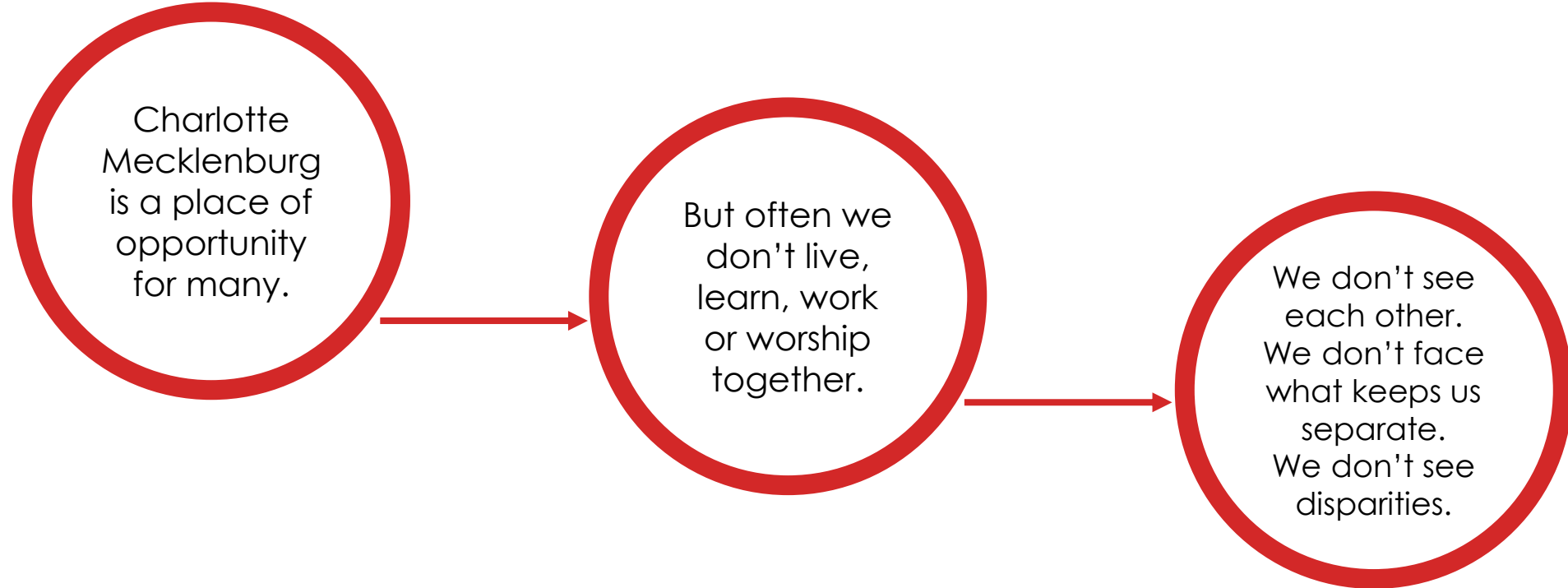
on the table | CLT

Share. Listen. Act.



**Leading on
Opportunity** |

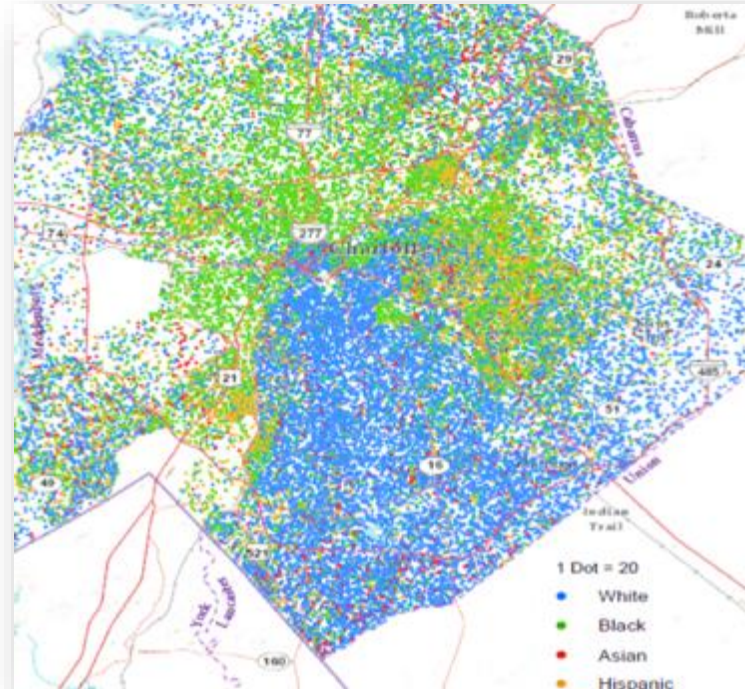
The Challenge



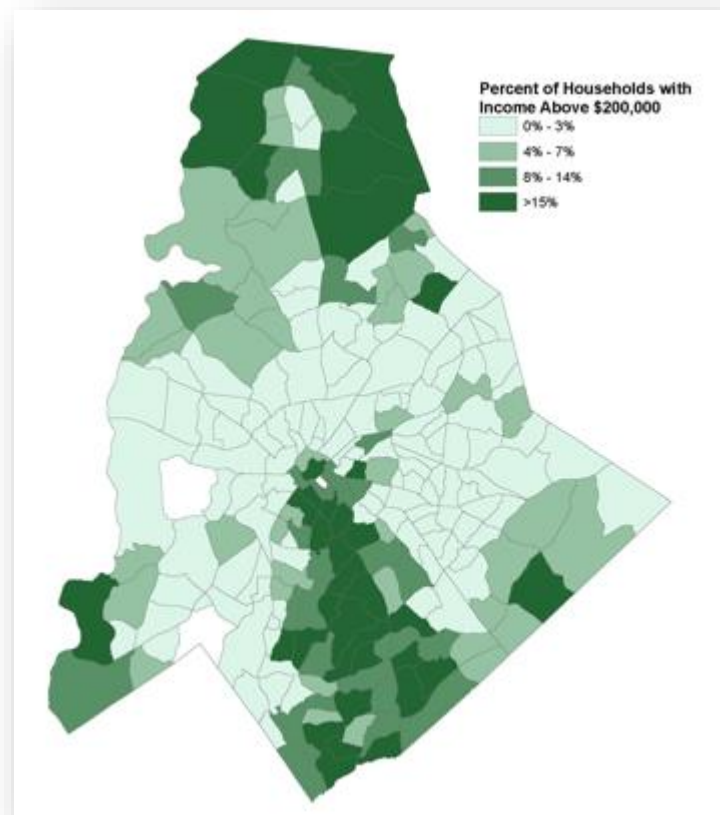
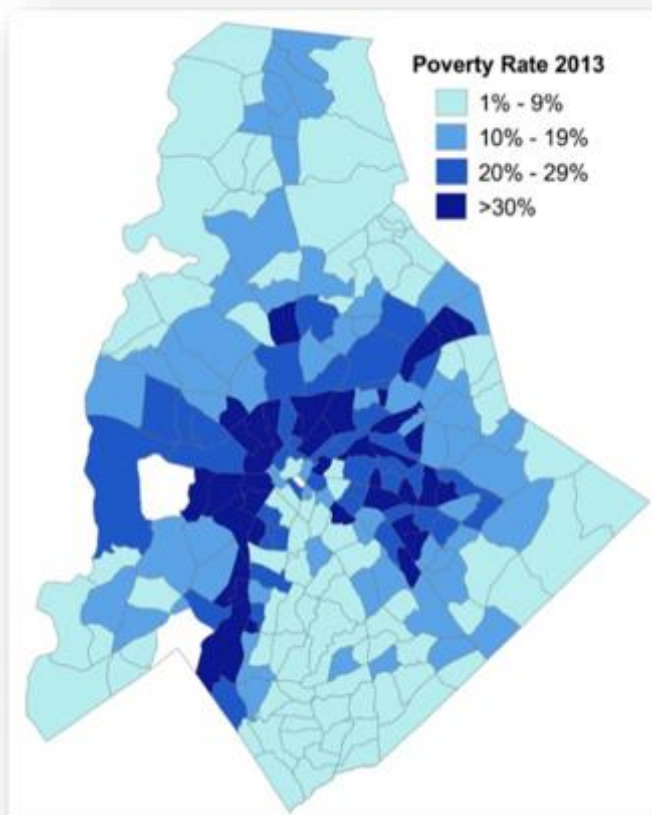
The Challenge

- **25% of Charlotte's children experience poverty.**
- **44% of Mecklenburg County children ages 0-5 live in households earning below 200% of the Federal poverty level.**
- **The poverty rate of working age African Americans and Hispanics is twice that for whites in Charlotte.**
- **14.5% of young people ages 16-24 are neither working nor going to school or training.**

We Are Segregated By Race



We Are Segregated By Income





Ensure Opportunity for All.

Before Making Significant Decisions, Ask

“How will this decision impact the opportunity trajectory of our children, youth and families?”

Your actions can make a tangible impact.

Be An Opportunity Ambassador

Read the Opportunity Task Force Report

Visit www.leadingonopportunity.org and share your story

Talk with Others About This Work

Ask Questions of Your Elected Leaders

Follow Us On Social Media: Facebook & Twitter

Volunteer, Donate Time and/or Talent



**Our Children. Their Future.
Our Commitment.**