

The City Council of the City of Charlotte, North Carolina convened for their Annual Retreat on Wednesday, January 29, 2014 at the Graylyn International Conference Center, Winston Salem North Carolina with Mayor Patrick Cannon presiding. Councilmembers present were Al Austin, John Autry, Michael Barnes, Claire Fallon, Patsy Kinsey, Vi Lyles, LaWana Mayfield, Greg Phipps and Kenny Smith.

ABSENT UNTIL NOTED: Councilmembers Ed Driggs and David Howard

Staff present: Ron Carlee, City Manager, Ron Kimble, Deputy City Manager; Hyong Yi, Assistant City Manager, Bob Hagemann, City Attorney; Debra Campbell, Planning Director; Eric Campbell, Assistant City Manager; Randy Harris, Assistant to the Mayor, Ann Wall, Assistant City Manager, Dana Fenton, Intergovernmental Relations Manager; Carol Jennings, Chief of Staff and Alban Burney, Assistant to the City Manager, Constituent Relations.

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Mayor Cannon called the meeting to order at 2:03 p.m. and welcomed everyone. Some of the things we are talking about doing is making sure that we stay on time and under budget, so I want to make sure we to continue to try to practice that tradition and to keep us on point and be mindful and respectful of one's time. We have joining us today the wonderful Mayor of the City of Winston Salem, and my good friend Allen Joines. Mayor Joines is a great guy; he's been doing great things for a long time on the civic responsibility front, if you will, and in fact before he became Mayor he actually served with the City of Winston Salem as Director of Economic Development. You can see a lot of things that are happening here under his leadership and we want to continue to be supportive of our neighbor here in the great State of North Carolina in that of Winston Salem. Mayor, we certainly appreciate you being here and taking time out. I certainly want to welcome each and everyone of you here today as Mayor from the City of Charlotte and want to simply say thank you to the staff, thank you to the Planning Committee, whom I want to acknowledge right after the Mayor speaks. Mayor, we would love to hear from you at this time.

Mayor Allen Joines, Mayor of Winston Salem said let me add my welcome to you. We are just so honored that you chose Winston Salem for your hard work that you are going to be doing, and all of it is going to be fun work, right? You come to Winston Salem at a time of change; we are a city of about 236,000 folks and a metro area of about 1.6 million, but we've had to reinvent ourselves. There is an old story about the closer one gets to the guillotine, the more focused you become; we had to get pretty focused because we had about two steps up the ladder to the blade because we are an old manufacturing city, tobacco, textiles, furniture and you know the story about most of those industries. We now have flipped over and are growing our economy based on knowledge industries or financial services. We still have BB&T, the 10th largest bank headquartered here; Wells Fargo has their Carolinas Region headquartered here with about 3,000 jobs. We have medicine;, two large rapidly growing medical centers here in Winston Salem. Bio Medicine, which is kind of a new one for us., We are developing the largest urban research park in the Country right here in Winston Salem;, about 240 acres tied directly right into our downtown area and some of the most cutting edge research you can imagine going on there, particularly our Regenerative Medicine Institute. Dr. Tony Atoller came here about 6 years ago from Harvard with 30 researchers; today he's got 300 scientists and researchers and has basically grown 20 different tissues types. He has actually grown a bladder for a woman and re-implanted it; grown kidneys for a small animal, he's grown heart valves and heart vessels so great for humanity but also we think a good economic thing for us as well. We've done a deep dive on some of that work with the McKinsey Group and we believe that his operation alone can create about 6,000 to 7,000 jobs for us. Matter of fact there has been one company spun out already called Tingeon that will actually grow bladders. It is kind of hard to believe, if you have a problem with your bladder you can come here, get DNA from you and get a bladder grown in about 5 weeks and get it re-implanted. It is like going in and getting your tires changed. Wake Forest Medical Center is moving a lot of their folks in there. Inmar which is a large information technology company is moving into the park so right now we only have about 900 people working in the park and by this time next year there will be about 3,000. Eventually we think it will be about 20,000 people in the park there.

Another area is design; we are creating a center for Design Innovation within the park that we think will also spawn new businesses, but will also be a magnet for companies to come here. Logistics with the FedEx hub operating out of the Piedmont Triad Airport, we think that the downstream possibilities for close in areas like Winston, Greensboro, High Point is about a billion and a half dollars of downstream investment so we are positioning ourselves to take advantage of that as well.

Advanced manufacturing, even though we've lost a lot of manufacturing there is a little bit of good solid advanced manufacturing out there. We just opened a new Caterpillar Manufacturing facility year before last, \$426 million investment, about 500 jobs. Herbalife is coming in and taking over a former Dell Manufacturing facility that Dell vacated and I saw a study recently that University of Boston projected there may be as much as a million jobs reshored into the south, that would be from Texas all the way up through Virginia in the next 15 years so it will be some opportunities for us there. Then travel and tourism is a key part. We can't compete with you folks with your giant Convention Center down there, but we can position ourselves for state and regional conventions here in Winston. We are in the center part of the state and it is very handy there. We pride ourselves on being a City of arts and innovation; we had the first Arts Council in the country, 1949 founded here and at one time we had the highest per capita giving to the arts of any city in the country. I think we've maybe dropped a little bit, maybe down to third or fourth, but we still support our arts very heavily. It all fits so well and what we are trying to do is make sure our quality of life is strong because as we are trying to move ourselves to this knowledge-based industry, we know we have to be able to attract and retain young professionals because they are the fuel of those companies as you all know and the readings you've done with the books by The Rise and Creative Class and books like that. We know that these young professionals can go wherever they want to go. They are looking for places with good recreational amenities, looking for cities that embrace diversity and that is some things we are working hard on here in Winston to make sure we do that.

Again, let me just say how honored we are that you chose our City to come spend your time. I know you are going to be doing some really good hard work and we appreciate that. We just finished our planning retreat over the last two weeks here in Winston and through the rankings of our priorities Mr. Manager and we had a little discussion over 2 hours, but I think we about honed in on those and staff is now beginning to flesh those out. I hope you have a wonderful stay and if there is anything I can do to make your stay any more pleasant, just let me know. I hope you enjoy your stay in the City and have a safe journey home.

Mayor Cannon said Mayor thank you so much for being here and you can see as a state how great cities like Winston Salem and Charlotte and those in the Raleigh Triangle Area, we as a state are looking very sharp to a lot of people, both outside the state as well as internationally so again, Mayor thank you for everything that you are doing and I'm glad to know you are growing all those things up here. We will be knocking on your door about something maybe in the future, but again thank you so much for being here today.

Councilmember Driggs arrived at 2:12 p.m.

Mayor Cannon said this is a time of course when we are gathering for retreat to talk about some level of team building, communications and taking a look at the outlook for our budget as we move forward and also identifying once again our Focus Areas and also what is going to be our vision. Where are we going? Who is doing what, where? How do we all tie into trying to make sure that we are working together with the various entities throughout the City as well as the region to get us to where we need to be as a community. Those will be some of the things we will be taking up here at the Retreat and I'm so excited to know that we had a wonderful, wonderful working Retreat Planning Committee to help us get us to where we are today. I would like to ask the Co-Chairs of the Retreat Committee to come forward and identify the other members of the Committee.

Councilmember Austin said we waded through the snow to get to this wonderful hotel; hopefully you are very pleased with the selection. Actually all of this started before I came on board, but I'm happy to take credit. We are happy that all of you are here today, very excited about what we are going to be doing in terms of team building and working on our communications with each other. I had a long conversation with Jane and my mandate to her was I don't want her just standing here, we are going to interacting, moving around, we are going to have some fun today so I hope you will enjoy it. My Co-Chair Kenny Smith and I have worked very hard with the Committee and obviously staff has done a phenomenal job along with Patsy as Vice Chair of the Planning Committee so we are excited about it. People that were involved in it, Councilmembers Autry, Barnes and Kinsey so they have worked very hard and I will turn it over to Kenny.

Councilmember Smith said this was very easy lifting; the Manager did a great job of putting this together so really our hats off to staff for all their hard work, they did a wonderful job as always.

Mr. Austin said the Mayor asked me to introduce our Facilitator for today and in the back of your program booklet is her bio, and as you can see she has one very deep bio in doing what she is going to be doing today. As I spoke with her in the early stages of planning she informed me that she has
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done things with the Pentagon, the White House but you will know that she has an extensive background in working with very high profile individuals to understand how we work together. We talked back and forth about what tool we were going to use today so we began to find out that this particular one, Big Five is the one we are going to utilize today. She will share with you the findings; thank everyone for taking time out of their busy, busy schedule to do the assessments. Without further ado I want to introduce you to our Facilitator Jane Howard.

Jane Howard, said I am delighted to be here to work with you. When I found out that I was going to get to do this my mind just started spinning; what all can we do; what all can we accomplish. All that you have taken on, on behalf of the City, whether you are elected or whether you are a new employee of the City. I have lived in Charlotte since 1977 and to watch the growth that our City has had under a series of fine leaders, both elected and staff is incredible. When I found out I was going to get to work with you in a team building context that became even more fun because understanding people is what my husband and I have worked on for years. We are two entrepreneurs who have built a company in our City. We started our business July 1, 1986 and now have global partners. We have built relationships with people in countries all around the world using this tool that we have developed. In fact one of certified big time consultant is in the room. Vi went through our certification program a couple years ago. I told her if for some reason I suddenly collapsed she could take over, so we've got back-up in the room, we are good to go. As we get into our time together, this afternoon we are going to be fostering understanding, fostering communication, learning more about the people you are going to be working with and as we do that, as I was instructed by Al and Kenny, we are going to make it fun; we are going to make it interesting, but there is a serious side. Because if we understand how to interact with people and we know more about their personalities, then it helps the process speed up, it doesn't take as long to figure out people. That is what we are hoping to do, is to accelerate that process for you this afternoon.

We have some objectives and I have gleaned this by talking with the Manager, by talking to the committee, by trying to find out what you really wanted from this session. One of the big parts of that is becoming more effective in addressing the challenges the City faces by enhancing our understanding of our own individual personalities and work behaviors, fostering current and future team work by better understanding our colleagues, striving to be effective civil servants. We all want that and to enjoy the process. Those are our overriding objectives for this afternoon. Those are what we are aiming for. Tomorrow I will be assisting you by helping you stick to the norms that we have agreed upon and we will get to those a little bit latter on this afternoon and by keeping an eye on the clock, making sure that some of our presenters stay within the boundaries of what we have agreed to for this retreat. That will be my role in working with you over the next two days.

Our agenda for this session, what we are going to be covering this afternoon. I've got an icebreaker that we are going to be working on momentarily that I think you are going to like and we are going to concentrate on those norms. You've got a copy in your notebook that were decided on by Council, how we wanted to operate together during this session. I was cautioned against lecturing so we are not going to have lectures, you but you need to know what we are looking at. You will get your own results on the WorkPlace Big Five Profile. We will be doing some exercises with this to better understand it. I'm going to give you some scenarios; I'm going to put you in lots of different small groups to talk about how you might handle that situation. We are going to be mixing up and going all over the room as we do that so you are not going to be sitting in one spot so don't get too attached to your spot just yet. We are not going to climb ropes or jump off buildings so those of you who are concerned about that we won't be doing that.

Councilmember Howard arrived at 2:25 p.m.

Ms. Howard said how to work more effectively with others. This is crux of where I want to head for this afternoon. Once we have established what our personalities are; once we've got a sense of how you tend to interact with others, then we are going to look at some suggested influence strategies that if you have to work with, communicate with, deal with someone else. You are going to understand their scores and you will be able then to say alright, maybe I can slightly adjust my normal personality in order to bridge the gap, in order to make the relationship work. That is where we are headed for the end of the afternoon. What questions do you have for me about the agenda?

Now the Ice Breaker – you are at four tables. This is your designated group of the moment. While you are at those four tables I want you to figure out what characteristics, traits, values, habits, family and hobbies, whatever you can think of you have in common with the other people at this table. Your goal is to come up with a longer list than any other table. That is the goal so try to make your
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list longer than anybody else's list and you will have to read them aloud so just be forewarned; I have sometimes done this with groups and they didn't know they would have to say them out loud, but yes you will be letting us know what they are. What you need to do is to appoint someone at your table to be the recorder, to capture all of these items that come out. That person will be the spokesperson for the group and will read them aloud to the rest of us. I've given you some examples just to get your brain in gear. We had frozen brain as we were talking about a minute ago from the snow. We all serve the City of Charlotte in some capacity, or at least you guys do, not me, but I'm serving you so maybe I am. We've all got cars, we've all got hobbies, we all like to read, we're all over 33 or 43 or whatever the lowest common denominator is that you can find for the people at your table. The first half is to find somebody that is willing to take the notes at your table and then read them out loud.

Ms. Howard said the norms for this session are: Start and stop sessions on time. So far we are really doing well. When we take a break everybody will watch the clock and come back and start on time. Secondly, we want to participate fully and be mentally present. Be engaged, these people in the room need your participation; they need your involvement to make this work. Thirdly, we agreed that we would turn off all electronics when we are meeting. At break, turn them back on. When you are on your own time, turn them on.

Councilmember Mayfield said can we take notes on our iPads?

Councilmember Barnes said some of us have our agenda on our iPad.

Ms. Howard said the motion is on the floor, are we going to allow people to turn them on for their presentation? I think we should do that. Everybody agree, Mayor?

Mayor Cannon said in previous retreats we had cell phones and we agreed to keep them on, but they were on vibrate. Sometimes you have family that needs to touch base with you, those were more of an emergency type situations. I know that the Manager and some others may have some calls coming in about some things at home, so we get a pass on those.

Ms. Howard said we had talked about having a point person that if there was an emergency.

Mr. Barnes said what we discussed in Committee was that Alban would be our point person and that we would all give Alban's cell number to our important people, our spouses, our employees or whatever, so if any emergency arose we would all call Alban and the reason was because we thought that if the phone rings there is almost any reason that you would get up and go talk to them, and in order to resist that urge we said turn them off and if an emergency arises my wife will call Alban and say I need to talk to Michael, but to keep people as mentally present and attached to this room as possible, and with the iPad thing, the goal there was to avoid people surfacing the web or reading the Observer or something on line. That was the goal and I just wanted everyone to understand the goal.

Councilmember Austin said again the bottom line is trying to present in the room. We want everybody to be engaged and be present and it is so easy to look at an e-mail or check your e-mail while you are here. That is the bottom line, we just want everybody present in the room at the time.

City Manager Ron Carlee said to that point I obviously can't be disconnected from what is going on in Charlotte. Alban actually has my cell phone so if a call does come in he will step out and take it and let them know I will call them back as soon as we take a break or if somebody's life is in danger, I will take it.

Ms. Howard said the goal is to not have you sitting there doing something else. The goal is not to have a suddenly jarred when a telephone rings, so that is the main essence of this one. Are we all living with that?

The fourth one is listen to other's opinions without interrupting. Is that one going to be hard?

Ms. Howard said we are going to try this and I'm going to monitor that. I'm going to give you some feedback tomorrow night on how you do on this, so I'm watching. Fifth, avoid side conversations during this group meeting. It is not like you are on television yet and so to move off to the side away from the microphone shouldn't be necessary in this room. Six – ask questions to understand and keep an open mind. We are going to strive for that one. Seven – avoid monopolizing the discussion. If you have asked a couple of questions or you've made a couple comments aloud, allow someone

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else to take the floor. That is what we are going for here. Eight – respect conflicting opinions and perspectives. Because we’ve got personality diversity we are going to have those, but there is value; every individual nature has its own views so we need to respect those while we are trying to work together. Nine – Take breaks as a group rather than individually and return on time. If it is an emergency we understand, but please, we may be getting ready to give instructions; somebody may be getting ready to involve you in an activity and we need you in here so you can hear the directions for that. Ten – Respect any confidential comments that are made to you. Whether it is one on one, somebody is comparing their personality or if you are working one of the exercises and you are talking about colleagues, let’s respect that. Eleven – Respect the give and take process of governing. We will try to do that. Twelve – Seek collaboration and compromise to achieve win/win results during this time together.

Now raise your right hand; I’m not going to make you swear, but we will do our best to try to meet these norms while we are working together and if you violate a norm, say “I’m sorry” so if you find that you violated a norm, own it, don’t dance, own it.

Ms. Howard said what is personality? You heard that we are going to be talking about personality this afternoon. I need a definition. What is personality?

Councilmember Autry said character traits.

Councilmember Driggs said preferences and opinions that distinguish people from each other.

Ms. Howard said what do you think about in personality? I’m giving you a clue over here; there is a mask. The word personality comes from “persona” and it means “mask”. We know that many of the early cultures used masks for religious reasons; they used them for theatrical reasons like the Greeks did, in fact if you go to the community theatre today, what do you see on the front of your program? Happy and sad, you see those masks who are giving us a clue as to what is going on with that character. Personality as we define it is that set, a predictable behavior that makes us recognizable to other people. So when we observe the Mayor on television, we go, oh yeah, that’s the Mayor; we knew that was what he was going to do and that is what he did. So we expect certain things from each other because of our personality. Back in 1925, a man by the name of John Watson said a quote that we’ve probably heard since we were children, he said “give me any child and I can make him a doctor, lawyer, artist, merchant, chief and yes ever begger man and thief”. Then Shakespeare a few centuries before hand, if any of you ever studied his play, *The Tempest*” you’ve got two characters here, Prospero and Caliban. Prospero and his daughter Miranda gets shipwrecked on a deserted island and there is this kind of wild man named Caliban that is on the island so Prospero spends this whole play trying to tame Caliban so that he will be a proper husband for Miranda because it doesn’t look like she is going to have any other prospects. Finally in the very last act, after he struggled through the whole play to try to mold and shape and alter this man he finally says “a devil, a born devil on whose nature, nurture cannever stick: on whom my pains, humanely taken, all, all lost, quite lost.” In other, I can’t get him to do what I want him to do. An interestingly enough this is the second recorded use in language of that nature nurture discussion.

The third thing to look at is this African Proverb, “leave a log in the water as long as you like, it will never be a crocodile.” So we come to this question, who is right? A little background, there have been some major paradigm shifts that have gone on in the last few years and in looking at these paradigm shifts, ways of thinking. There are three challenges I want to pose to you this afternoon, one of them was 60% to 90% of money spent on training does not transfer to work. Now that first came out in 1988, was repeated again and the number is getting better. The percentage is getting better, but originally it was found that \$100 billion spent annually on US training was wasted. It didn’t transfer, in other words those people we stuck in training, sometimes it didn’t stick and we were saying what is the reason. Back then I was making my living primarily as trainer that was mainly what I did. We’ve made a lot of improvements since 1988. So we now try to make training programs job content and as relevant to a person’s work as we can. We have managers prepare people by saying these are your expectations when I send you off to training. We give training to receptive people, people who want to be in the room, we have managers follow up afterwards, and this is key, we need to understand that changing people’s nature and altering their past nurture is very difficult. I say that because when you see your personality you might say oh, I’m going to change that. Not quite as easy as that!

The second paradigm that shifted, there has been some interesting twin research that has gone on globally pertaining to this whole nature/nurture debate. Here is your challenge. I want you at these
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tables where you are working right now to think about where our personalities come from. A certain percent is inherited, a certain percent is environmental and a certain percent we just say is other. Now Vi, you can't play because she went through our certification program so she knows this. But you can record for that table. I want you to have another recorder at your table because I'm going to rotate that role all afternoon and I want each table to agree, come to consensus on what those numbers are going to be. If you can't come to consensus in just a few minutes then give me a range, what is the range that you would say those numbers will be. The average person's personality is a certain percent inherited, a certain percent environmental and a certain percent other.

The Council did a group exercise here.

The meeting was recessed for dinner at 6:12 p.m.

Thursday, January 30, 2014

The Council reconvened at 10:03 a.m. with the Mayor and all members of Council present.

Mayor Cannon said I want to welcome everyone back to this Mayor and City Council Retreat. Yesterday was good; we had a lot of good opportunity to gather around and be about team building and communication. That went very well, even through the evening where we had karaoke taking place in this room. We had a good time so thank each and everyone of you for participating on yesterday between members of Council as well as City staff and also I certainly want to thank Jane Howard who has been really, really good for us this morning and helping us along the way. This morning, what I would like to do, we've been going by these norms and so that each and everyone of you happens to be privy about those norms I'm going to ask Jane to come up and talk about those for a moment and then we want to get into this discussion about what do we know about our City and throughout the course of the day focus on the areas of the budget outlook for the City of Charlotte. Jane, how about laying on us some of the norms so we will know exactly what we are to do and what we are not to do.

Jane Howard said you have in your notebook a list of norms that we agreed to before we ever got here. We agreed to start and stop on time so one of the things I will be doing today is time keeping. As we have the various presentations I will hold up five minutes when you have five remaining minutes on your session and I will be in the back of the room so you can note that for starting and stopping on time. We have a break from 10:45 to 11:00, we will start promptly at 11:00 and we've agreed to participate fully and be mentally present; we've already had the discussion about that this morning. Part of that entails our third one which is turn off all electronic devices when in session. If you are presenting from an iPad however, we are going to allow you to have your iPad on so your presentation is there. We also agreed to listen to other's opinions without interrupting. We have several people who have spent a lot of time preparing presentations and as they deliver them we want to make sure that we let them get through their sentences; we let them present complete thoughts before we interrupt them. Let's try to raise a hand and let's not just jump in if it is not our presentation. We also agreed to avoid side conversations during the meeting and we know from our discussion of personalities yesterday that ambiverts and extroverts may tend to do more of that than our introverts. As a result if you have a tendency to make a little comment to your neighbor, try to restrain yourself on that. We said we would ask questions to understand and keep an open mind, but as we ask those questions we have to look at #7; we are going to avoid monopolizing the discussion. If you have asked one or two questions, it is time for somebody else to ask one. It is no longer your turn. If I need to intervene if we get too far off base into the weeds, as we talked about our tendency for some of us to do yesterday, I will intervene. We also said we would take breaks as a group if possible and return on time from those. We agreed to respect any confidential statements that may be made to you at break, things that people have said to you. You want to hang onto that information and respect that. We said we would respect the give and take process of governing. You will be getting a lot of background information that will assist Council in that process of governing today. We want to make sure that you can get all the information you need. Lastly, we said we want to seek collaboration and compromise to achieve win/win results. Just be mindful of that.

Councilmember Lyles said may I ask a clarifying question? We are not to use our iPads to take notes?

Ms. Howard said we did say if you wanted to take notes you could do that. The important thing is we are going to try our best to avoid responding to e-mail, we are going to try our best to avoid surfing the web, and we are not going to read the Observer on line. We will listen to our presenters who have spent a lot of time preparing presentations for this session.

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Mayor Cannon said we also have with us Rosalyn Allison-Jacobs who will be our facilitator tomorrow. She has come a day early to see kind of what is going on. We welcome her with us today. Manager Carlee has some recognitions he would like to make and this is where we are going to be going. A Snapshot of a Great City, but aspiring to be greater. We can be and of course we will be with appropriate leadership from the staff's side as well as the elected official's side.

City Manager, Ron Carlee said first I would like to begin with letting people know who is here with us today. Brad Broders is here carrying the weight of the entire Charlotte media on his shoulders so welcome to our local crew here. You have all the Senior Executive Staff of the City here. I believe the only people that are missing are our Solid Waste Director and our HR Director who had commitments out of town. Let me get really quick introductions because I know some of the Councilmembers are still learning everyone so very quickly introduce yourselves.

Jon Hannan, Fire Department; Rodney Monroe, Police; Carolyn Flowers, Charlotte Area Transit System; Pat Mumford, Neighborhood and Business Services; Jeff Stovall, Information Technology; Katie McCoy, Budget Evaluation Manager; Danny Pleasant, Transportation; Jeb Blackwell, Engineering and Property Management; Brent Cagle, Aviation; Greg Gaskins, Chief Financial Officer; Dan Gallagher, CDOT; Randy Harrington, Budget & Evaluation; Marie Harris, Interim Director, Shared Services; Pam Wideman, Neighborhood and Business Services; Rob Phocas, Energy and Sustainability; Barry Gullet, Water & Sewer Utilities.

Mr. Carlee said I believe I turn it over to being our data presentations this morning I do want to stop and for us to spend a little bit of time with the Executives who are here and with their staff in absentia, thanking them for the outstanding performance over the last couple of days. Every executive department had a significant role to play. How many calls did you respond to Jon:

Jon Hannah, Fire Chief said 139 that first night.

Rodney Monroe, Police Chief said 537 accidents.

Mr. Carlee said many how many equipment breakdowns did your fleet maintenance employees work on?

Marie Harris, Shared Services said we were working 12-hour shifts to support the operating departments and we had several due to the freezing weather.

Mr. Carlee said how many people did you accommodate overnight in the Airport?

Brent Cagle, Airport said near 300.

Mr. Carlee said how many facilities were you keeping operational?

Jeb Blackwell, City Engineer said 250 total.

Mr. Carlee said do you get a sense of what I'm talking about? There is a lot of stuff that we have to do. Carolyn, how many bus routes are we running per day? What hours did your crews work to make sure that people could get out?

Carolyn Flowers, CATS said 77; 24 hours.

Mr. Carlee said it was truly an all team effort and I especially want to highlight that we were in close coordination with the schools and with the County and the State. That is something not to be taken for granted and something that some other cities are wrestling with. Nothing works here if the streets don't work. Danny, would you stand up on behalf of all of your team?

Danny Pleasant, Transportation said you may be surprised to find out that because this happens rarely in Charlotte, our team really gets excited about big equipment and big trucks. And I will tell you today the streets are in remarkably good shape. We had a total of 10 calls last night which we were able to get to every one of those and get it cleared up. This morning commuting should be just fine; I won't say that it is 100% and there may be some slipping and sliding on some back streets and that sort of thing, but for the most part I'm very proud of the group that did that. I was telling Ron

because he was acting like – are you okay, did you get enough rest. I rest very well during these events because we have such good people that we can rely on; the credit really goes to that group.

Mr. Carlee said you don't have a good news story if you don't tell people so Kim and all of the PIO's, the Mayor was up early in the morning getting our story out. Not only did we do a good job, we'd like to know we did a good job.

Mayor Cannon said thank you for keeping me off of CNN.

Mr. Carlee said now here is the bad news story; every time you do something like this really well you move the bar. Next time we just have to double down and even be more obsessive and work even harder because you've set a new standard, but it is a great place to be in.

What we have put together today is the Snapshot of the City is very data heavy. Debra and Dan have work with the interdepartmental team to pull this show together. Just a couple of things that I want to say in framing it. First of all it is a lot of data so we are going to try to get through what will be a little bit of data overload for you, but number two, it is incomplete. There is a lot more data out there and they took a whole lot out of this presentation so I have a couple of asks for you, in particular Mayor and Council, but this is Executive staff too, if you could find a pencil and paper to take notes as we go along we would like for you to do this. One, if you have questions that we need to hold to a different time, make a note of those questions, but if you've got a clarifying question we can go through we will have to do that. Two, because of our limited time today in this was intended to be introductory, if there are areas that you would really like to discuss more and particularly if there are areas that relate to your Council Committee and the Focus Areas, if you can target those areas you want to discuss, we will work to key those up, either for an all Council Workshop or Dinner Briefing or for your Committees. Third, identify data sets that you think would be helpful that are not in here and we will get them for you. We are getting a little bit later start on the data presentation and I would like to ask permission of the group if we could just sort slide forward about 15 minutes and we will take the 15 minutes from Budget presentation. We are going to be doing a lot more budget presentations as we go into Budget Workshops and we have condensed this one already and would like to not sell it short. Debra and Dan please come forward and share what your team has compiled.

Debra Campbell, Planning Director said thank you for that introduction and as Ron and the Mayor have said, this is really going to be a snapshot of a Great City and what we are going to do is give you a lot of information about what Charlotte's assets are and we are going to build from those assets and talk about what it is we need to do in our search to be a greater City. We are going to give you a little bit of information about our past. It is really hard to talk about either present or future without building on the great decisions, the great things in terms of investments and other things that have made us a great City. We are going to talk about the present and we have a lot of data related to that and then our challenge to you all particularly as you think about your Focus Area Plans, your vision, that you will be doing either later this evening or tomorrow, how are we building our next Charlotte? One of the things we thought was really important, as we think about our challenge for today and for this Retreat, is to start out with this quote, "A City is Not an Accident, but the Result of Coherent Visions and Aims." I really think that is relevant when you think about all the great decisions, all the great investments, all the things that have been done that has made Charlotte a Great City.

If we start back at our beginning in 1768 when Charlotte was first founded, where we looked at Trade and Tryon as being the start for our City. Less than 500 people in terms of our population, less than a square mile in terms of our actual geographical area. As you can see we are beginning to be a suburban community; we actually have added a lot of the suburban streetcar suburbs, but it is an era of change. We've gone from 1768 to now into the 1900's. We also actually have our streetcar suburbs but in 1938 ceased our streetcar system. We are beginning to think about in the 50's and 60's adding our interstate system. We are getting this infrastructure built to enhance and create economic development opportunities. We fast forward to 1979, our population is now almost doubled; we have 315,000, our land area has almost quadrupled with 140 square miles. As you can see from the 60's we were having a renaissance in terms of urban renewal; Second Ward becoming our Government District. Many, many other key decisions, our first major University is open, a major mall has opened and Charlotte in the decade between the 60's and the 70's added 100,000 new jobs. You can also see why it was important for us to show our starting out at Trade and Tryon, how large geographically our City has become. We are growing in a very, very dispersed fashion and we are certainly adding a lot of people to our community so now our population in 1999, 540,000 people, 242 square miles. One of the major things happening in the 80's leading up to the 1990's is our major first disaster; Hurricane Hugo. The first opportunity where we had our entire community

coming around a natural disaster. A number of convention centers and athletic and other types of venues that have been developed and one event that is really important to Carolyn is the ½ cent sales tax for Transit was passed in 1998. Again fast forwarding to where we are today, we are now at a population of 775,000; our land area is over 300 square miles and we are the second largest financial center and increasing in diversity.

Charlotte's Present – what comes to mind when we think of a Great City. Remember we started off saying that we are a great city aspiring to be greater. We have this cartoon and I'm not going to read every word of it, but the gist of it, the bottom line is that someone is going on a trip, they go to this city, what did they see, they saw the same thing, just malls and they went into a number of cities and they saw malls and they saw a redundancy of things that had no distinction between everyone of the places that they went. It is almost like they never left where they were. What we want for Charlotte is not the redundancy; we want our city to be memorable. We want people to say, I went to Charlotte and I experienced a number of things. A great city offers a number of things, particularly great places. Most people when you go to a community you want to experience that community by going to venues of architecture that astounds you in fact; that you have opportunities for recreation. A city that is great also offers opportunities that are walkable, that is you can walk to places and that it offers opportunity for significant engagement. A great city is also a city of transportation options; it is walkable but it also offers transportation options. We in Charlotte are creating those opportunities. A great city is also a city that treasures and celebrates its resources. All of the natural assets that we have in the community from our public parks to our tree canopy. Our tree canopy is an extremely important asset to our community. We often times hear people who come to our city talk about what they experienced and what they loved about their experience in Charlotte and it literally often times is our tree canopy. We have a goal of reaching 50% tree canopy by 2050; we are now in terms of other communities, pretty much ahead of some of our peer cities in terms of tree canopy and tree preservation.

Another thing that is indicative of a great city is a city of great services and we start out with just a series of slides talking about the many great departments that we have in the City of Charlotte. The Charlotte Fire Department responds to 98,000 incidents per year; CAT's serving almost 79,000 riders per day; Solid Waste Services in terms of collection and recycling over 300,000 households; CDOT, I think we heard a whole lot about the exemplary service that they provide in terms of maintenance of both signals and signage as well as our transportation and road system. Engineering and Property Management manages a number of capital improvement projects and again maintenance of our tree canopy. The Charlotte Mecklenburg Police, I think that number should be 1,800 officers and a reduction of crime in the past 5 years of 34% and our Utilities Department in terms of what they manage in terms of drinking water and waste water quality. I will turn it over to Dan to pick up from here.

Dan Gallagher, CDOT said since cities are always being compared against each other you are in constant competition with other cities and so when we think about great cities we think about cities that we know we are going to be able to compete with us and against us in the 21st century. On the right are some of the criteria that cities are often judged upon or graded upon; jobs, quality of life, education, environmental quality, crime rates and often times weather, which is sometimes just a benefit from the location of where you are. We are going to go through some of these; we are not going to be able to touch on all of these and will be able to scratch the surface on some others, but the next part of this presentation kind of gives a sense of how we compare against other cities in our surrounding jurisdictions. As we think of great cities we think of cities that have great jobs, a wide array of jobs, a wide array of businesses that have chosen to locate in your city and do business in your city. Charlotte is blessed with many, many different companies that have chosen to do business here. When you think of great cities, you think of cities that don't have all the jobs at one place, but have a series of employment centers spread out throughout their community such as Charlotte has; whether you are up in the University Research Park with TIAA-CREF and Wells Fargo or in the southwest part of town with Westinghouse Industrial area or the eastside of Charlotte with the Executive Center Office Park. Having jobs close to where the people are is an important component.

We can track job growth and we do track job growth as you can see in this slide. Before the recession, Charlotte had about 336,000 jobs in the City of Charlotte. That tailed off as we entered the recession, but it has come back strongly in recent years and we are about 371,000 jobs as we talk today. At the same time we track our unemployment rate. Are people able to find jobs in our community? Before the recession the unemployment rates was about 4.4% in Charlotte. It increased during the recession, but it is tailing back down to about 6.1% in our community today. Not only do we want to make sure that people have jobs, but what type of jobs do we have in Charlotte and

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Mecklenburg County. As you can see in this slide, about 30% of our jobs are made up of sales and office jobs, with about an average wage of \$19 per hour. Another 19% of our jobs are made up in the service sector with an average wage of about \$12. We have a nice diverse economy but maybe one of the takeaways here is to recognize that about 50% of our jobs today have salaries in the \$12 to \$19 an hour range. Something to think about as we think of the future is that the pie we want 10, 20 or 30 years from now or do we want that pie to look a little different in the future. Something that we at CDOT is interested in, and I think everyone should be interested in is, we have lots of jobs in Charlotte and Mecklenburg County, but everyday about 153,000 commuters travel into our county and City to fulfill those jobs. That is about one out of every three jobs being held by someone who lives outside the county. That seems significant and is something maybe we would delve into; in the future would we want that to be one in four jobs being held by someone who lives outside our boundaries? What are the benefits if we retain more people who worked within our county and didn't just work in our county, but also lived and did all the things that people do when they invest in their community?

We are going to transition now and talk a little bit about median household income and that is related to some of the things we just talked about. As you can see in this slide the average median household income in Charlotte is about \$52,000 or \$53,000 per year. Some of our surrounding counties such as Union and Cabarrus have median household incomes that are a little bit higher than us. What is going there, is that something we want to understand a little bit more? Why is it that their median incomes are a little bit higher than ours? We can see that as we look across the chart that we fair quite favorably with some of the other outlying counties and with North Carolina as a whole and we are about in range with the US overall.

Councilmember Howard said what is the family size for that?

Mr. Gallagher said I don't know. I would expect it is four but I would have to check on that.

Mr. Carlee said it is all households.

Mr. Gallagher said we could also look at and compare ourselves not only to the immediate region around us but also the cities that we are often compared against, such as Nashville, Atlanta, Denver, Portland and Raleigh. You are going to see this throughout the rest of this presentation and one of the things we should be proud of is that our median household income is higher than most of our peer cities, just trailing a little bit behind Raleigh. Something that is an important issue in our community is poverty and one of the things that perhaps we don't rate as favorably on is the percent of our population that is under the poverty level. Sixteen percent of our population is under the poverty level whereas some of the surrounding counties have a lower poverty rate. Again, I'm not sure why that is, but it is something that we would want to delve into. When you compare a few of the outlying counties they have higher poverty rates. It is probably things going on there such as the closing of many of the textile jobs and other industry perhaps moving out of those areas. When you compare Charlotte to the North Carolina and US average we are about even with those.

We added this slide late. This was something that was reported in the Observe just last week about if you live in Charlotte or in the southeast in general and you are born into a low income family, what is the likelihood that you would be able to work your way out of low income status and move to affluence. As you can see Charlotte ranks toward the lower end of the scale as do many cities in the southeast that are considered our competitor cities. The likelihood that you would be able to move out of the low income status over the course of your life to affluence is only about 4.4%. As you think about our community and think about the future that is something that we should certainly keep an eye on and see if we can move that number. Great cities have great assets and great cities know what their assets are. We probably could have done an entire presentation on the City's great assets, but what we are trying to showcase here is the City recognizes its assets, whether it be the emerging transit system and all the activity and synergy that is happening around the light rail line and the station areas. I know that all departments are focused on making sure that continues to the south as well as continuing to the north and across the City as additional transit lines come on line.

We have a great university system and how can we continue to capitalize on that asset. Charlotte, as we talked before has employment centers all over the place whether it be the southwest like Yorkmont Business Park or certainly the synergy that is happening around the Airport and some of the untold promise that the Airport provides and that we want to capitalize on. Certainly Charlotte has great people and great people of all ages. This is just a snapshot of a graduating class coming out of the University of North Carolina at Charlotte. How can we retain and attract and keep these

people here as well as attract the best minds and best talent from around the country. That is something we can track over time as a community. We know how many people over the age of 25 in Charlotte have a Bachelor's Degree and as you can see we rate quite favorably, almost 40% of our residents over the age of 25 have at least a Bachelor's Degree. That is higher than our surrounding counties and beats the North Carolina and US average. This is something to track over time and see if we can continue to improve upon that. When we compare ourselves against some peer cities we realize that one area we might be lacking a little bit, and we are not sure why, is the attracting the millennial class to Charlotte. This is something that may bear a little bit more interest in terms of tracking this number and seeing what our number has been over time. Is it going up or is it going down; then ultimately is that a competitive strategy that we want to pursue in our community.

Great cities are cities that have great neighborhoods. Kind of like what Debra was saying you know when you've been to a great city and you've walked their neighborhoods and that is great. Charlotte is fortunate enough to have amazing neighborhoods. I know when I moved here from Orlando I couldn't believe the quality of the neighborhoods throughout Charlotte and this is all over Charlotte, whether it be in Elizabeth in the south or Arber Glenn on the west side, the amazing transformation that occurred in First Ward or this is a picture from Hidden Valley, a place that sometimes doesn't get listed as a great city, but when you go through that neighborhood and look at the housing stock and think about the potential of all that is going to occur heading to the north in Charlotte in the future. There is certainly great potential.

Great cities create places where the market responds and where the market wants to be and people want to invest. We have this all over Charlotte whether it be new development, such as SouthEnd or all the energy that is occurring in Ballantyne or places like SouthPark and Piedmont Row, but also the city has been very persistent in the historic neighborhoods in all directions, leading out from Charlotte with the old streetcar suburbs and the amount of reinvestment that has occurred in all those neighborhoods or creating those great places. This is just one example and we have many of them, this is NoDa and the activity and the buzz that occurs in NoDa on any given week day or weekend. Something that I thought was particularly interesting was Charlotte's population growth. It seems like we've been a growing city for many, many years, but it was amazing how much we grew even during the recession. Even when there weren't perhaps the jobs, there was a pullback in the number of jobs, our population continued to grow and why was that? Was it because people were drawn to Charlotte as a place of opportunity, a place that even in our recession people would move to? That is something to understand. Something that Charlotte should be proud of is the fact that we have a very high home ownership rate when we compare ourselves to peer cities. Charlotte ranks highest in home ownership compared to Atlanta, Denver, Raleigh, Portland and Nashville; something that we can probably build upon and recognize and celebrate.

Another thing that we took a look at is our housing units; what is the breakdown in housing units? The green lines are percent single family so 57% of Charlotte's housing units are single family; almost 43% are multifamily. When we compare ourselves across the other cities, we see that we have a higher percent of single family homes than other cities. But we also recognize that things are changing. There is a lot of information on this slide, but the green line is the number of single family units that were permitted in Charlotte over the course of time. The orange line is the number of multifamily units that were permitted over time. You can see about 2007 we transitioned over and we began to permit more multifamily than we did single family. I thought it was fascinating that 93,000 housing units were permitted in Charlotte between 2000 and 2012 with about 50/50 split of single family and multifamily. Since 2007 that split is now 63% multifamily and 37% single family. You hear a lot about density, what is the residential density of a place like Charlotte; can Charlotte be a big city with residential densities that are considered low. Comparing against our competitor cities we find that the Charlotte residential density is about 2,500 persons per square mile. As you can see Nashville is below us and Raleigh, Atlanta, Denver and Portland are a little above us, but if you take the growth that is projected in Charlotte through 2040 and drop it down on Charlotte our number would raise to about 3,300 persons per square mile which would put us right in between Denver and Atlanta if you are trying to perhaps vision what Charlotte might look like 30 years from now.

Something that is important when you are thinking about competition is how much does it cost to live in your community and is your community competitive with other cities. We ran this analysis and we could have done it for any salary level, but just broad numbers, if you are making \$100,000 per year in Charlotte today and you were offered a job somewhere else, what would you have to make in order to break even. You can see our cost of living is right in line with all our competitor cities. Denver and Portland have a little bit higher wage requirement and certainly just for

perspective to tell you what you would need to make in New York City if someone were to offer you a job there.

A slightly different topic is, not only have we grown as a city and our population has grown over time, but we are growing more diverse. There is lots of information that we could have looked at here. A couple of things to look at is the biggest segment of our population is those people under the age of 14 in our community. About 21% of our residents are under the age of 14; about 1 in 4 of those children are living in poverty in Charlotte. That is something to put in the back of your mind. The second largest cohort are those over the age of 55, about 18% of our residents are over the age of 55. Another stat to put in your mind, one out of six households in Charlotte has a person who is over the age of 65 living in it. What does that mean as a community? As we are thinking to the future, as you are thinking to the future, how does our community continue to evolve to accommodate a young population and an aging population while still being attractive to the working folks and the best and brightest in the country that we want to attract? Over the course of time our racial composition has changed. We are about 50% white today; 35% black and 15% other with our highest ethnic populations being Hispanic, Latino and Asian. North Carolina is an immigrant gateway. It is the number one ranked state in the nation in terms of growing immigrant populations and a stat that our group found fascinating that our foreign born population grew from 3% in 1980 to 15.5% in 2012. Something we need to think about as we are continuing to compete for the best minds nationally and internationally across our community.

Ms. Campbell said a great city is also a city that is engaged and engages its citizens. City building is not just about the business of local government. It is about all the constituents that are in a community and I think you know that we as a city have an initiative about how we engage our citizens, but I think our message in here is that it is so vitally important again as we think about the type of city that we want to be that we engage a variety of different ways and utilizing different types of tools. The images that you see here are the ones from the Blue Line Extension Station Area process and thinking about how we develop our light rail system. A great city is also a city where residents are part of a much broader community that they think of not just where they live but they think of Charlotte as being a city. This is just an image of "Food Truck Friday" in the SouthEnd area. A great city is also a city that engages in volunteerism. You see images from one of the tree planting initiatives, a volunteer initiative for Little League and "24 Hours of Booty" Ride. A great city is also a city that engages in community engagement from a perspective of donation of money and volunteer hours. What you will note is that we are doing very well in terms of how we donate money. Charlotte is the dark green line and these are the MSA and North Carolina and then we are not doing so well when we look at these other indicators related to community engagement which is literally more of the personal or individual engagement of people trusting each other, doing favors for neighbors, etc.

One of the things that we don't often talk about enough and from the City perspective is public health and making that linkage between the kinds of services that we deliver, particularly related to water quality, related to our infrastructure, is public health; how and how much we deliver in terms of those facilities could determine and has a direct linkage with public health and an important part of public health also is how we develop our communities from a public planning perspective. What you see on the chart is just how we are tracking Charlotte here and some of our other peer cities and then our national rate of adult obesity and physical inactivity which Charlotte ranks about 26%, a little less than the national average. For the physical inactivity, again the national being at 21% and Charlotte at 20%. When we take these indicators and move them here in terms of leading causes of death and this is a Mecklenburg County indicator, cancer being the leading one and you can see the others diabetes, stroke and Alzheimer's. In terms of the built environment in Mecklenburg County, the one that I want to bring your attention to for the most part is the total miles of greenway developed and again these being the physical types of things related to how these incorporate and integrate with our public health. In terms of the number of miles of trails and multipurpose trails that have been built in Charlotte; Charlotte ranks 36th right now. If we were to finish out our 26-mile trail, it would bring us up to about 57 miles of trails and if we were to fully build out our Greenway Master Plan it would bring us somewhere between Albuquerque and Austin and that would bring us to a total of 180 miles of greenway.

Our challenge, and particularly your challenge, from the perspective of elected officials, what will be the next Charlotte? We are seeing a tremendous pattern of growth for Charlotte in terms of our population so the question for us and the challenge for us is not if we will grow, it is how will we grow from an infrastructure perspective and the like? We see that when we get to around 2010 the recession etc. our rate of growth has slowed down, but we are continuing to grow. Charlotte's
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population is projected to grow by almost an additional 500,000 people over the next 30 years, so we are going to grow. Again the question for us will be how we grow and by 2030 we are projected to reach that million person mark. Although we have talked a whole lot about our assets, building upon our assets, talked about some of the strengths, we also hope that you heard us identify a couple of things that may be considered as some of our blind spots from the perspective of job diversity, income diversity, population diversity, housing diversity and environmental stewardship. I think as you all think about your focus areas, as you think about your visioning exercise and as we move into the next couple of years that you will have as elected officials, that you will keep these blind spots in mind, but you will also think about the tremendous number of assets, the opportunities and the strengths that we have in this great city that we live in.

Mr. Carlee said actually we are just about on time so shall we entertain a few questions of a clarifying nature?

Councilmember Barnes said a clarifying question to you Ms. Campbell regarding the causes of death in Mecklenburg County. Are accidental deaths the leading cause of death? In other words those [listed] are all health conditions, so is the leading cause of death in the county accidental death?

Ms. Campbell said I don't know that answer. I will try to get that.

Mr. Barnes said in other words are more people dying of cancer than anything else in Mecklenburg County than anything else?

Mr. Carlee said we will get that information.

Councilmember Howard said the job growth Dan that you mentioned, did we track how much of that was actually small business versus corporations? Where is the job growth coming from?

Mr. Carlee said we will add that to the list.

Mr. Howard said the slide where you talked about the housing type compared to our peer cities - how much of that is multifamily; you are including the for-sale attached along with the rental?

Ms. Campbell said yes.

Mr. Howard said I would love to know what that breakdown is and how we compare because a lot of cities, I think Atlanta, that multifamily number would be those tall towers they are building that are condos as much as it is rental. I would like to know if we knew what went into that.

Mr. Carlee said before I go to the next one, Stephanie are you taking minutes/notes so we can come back to those questions?

City Clerk, Stephanie Kelly said I am.

Councilmember Fallon said can you break down sidewalks and paved streets, which is which?

Mr. Carlee said yes.

Councilmember Lyles said mine is a little bit of cut and slicing of some of the larger slides, for example under percentage of poverty, persons below poverty level. Can we look at that in terms of education, like at what levels and where is our deepest and most likely to be able to succeed versus deepest and the same thing in terms of the median household income, can we also do a few things around tax burden, like what you pay in federal, state and local?

Mr. Carlee said yes.

Councilmember Autry said on median household income; the comparison of Charlotte to Union County; do we have any idea how many of those folks residing in Union County making more money than the median income in Charlotte, work in Charlotte and not Union County?

Mr. Carlee said that is a good way to dice it. Soward we will need to do is look at what is the incomes of our inflow workers and when we do that we will look at the income of our outflow workers. One

of the things that wasn't highlighted on that slide, while we have over 100,000 people coming into Charlotte to work, we have 40,000 Charlotteans going outside to work during the day as well.

Mr. Howard said when we compared ourselves to Raleigh on all those slides, was that Raleigh/Durham, or was that the MSA (metropolitan statistical area) or was that just the City of Raleigh?

Mr. Gallagher said it was the City of Raleigh, I believe. It should be apples to apples, so a Charlotte to Raleigh comparison, not the MSA.

Ms. Campbell said unless we did a regional comparison it should be a city to city.

Mr. Howard said they've got real competition with Raleigh and that whole area, it is of the City of Raleigh. Some of those numbers may be off a little bit if you compared it to the synergy that comes between them and RTP (Research Triangle Park) because in it by themselves they are not impressive, it is what they do together that causes us the most competition.

Mr. Carlee said we will try to find out and double check the data.

Councilmember Fallon said do we have a idea of people in Union County that lived in Charlotte and moved with that income?

Mr. Carlee we will have to see.

Councilmember Smith on the immigrant slide, would that be legal immigration? Can we break that down?

Mr. Carlee said we will look and see if we can break that out.

Councilmember Mayfield said for the upward income mobility can we look at a breakdown of what we've recently instituted with looking at our tech companies and the fact that we recently due to Economic Development Committee made an investment to try to look at how we can move up on that particular slide?

Mr. Carlee said I'm going back to Mr. Smith's question; my experience is that the immigration numbers are understated because self-reporting is used in surveys and census, so while it is not all legal, it is probably understated because of people who don't have papers would not be responding.

Councilmember Driggs said I would be interested to see some data on what resources we make available to people in poverty to find out whether our poverty situation has partly to do with the fact that there is more assistance for poor people here than there might be in other communities.

Mr. Carlee said we will see if we can partner with the County to assist us with some analysis there.

Mr. Howard said I would like to know whether or not that is a true statement, whether or not we do provide more. It may be an assumption and I'd like to make sure we know how we compare to other people on how assistance that is provided for people. Let's make sure that is a real statement.

Councilmember Phipps said on Slide on Page 11, the MSA Commuting Patterns, do we have any kind of impact analysis on the effect of commuters coming in and the impact on our infrastructure and service?

Mr. Carlee said we will see if we can do a deeper dive on that one.

Carolyn Flowers, CATS said I would like to say that we have over 83,000 riders per day. I had a question regarding the percentage of Bachelor Degrees as compared to median income because Union County has less Bachelor Degrees but higher income so it says something about the job composition and that is something we don't have the information on.

Mayor Cannon said I know you talked about the 1 million amount that we will get to in terms of population in 2030; can you confirm the 2.3 million that is to come in 2034 which is more regional? All that ties right back into those who are commuting in and out as we prepare dealing with the future. Right now we are going after grants, manufacturing wise, getting other sign offs from
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Mayors throughout the region that could potentially have an impact on us directly or maybe not, but we need to be prepared for that. Number 2, Councilmember Lyles made mention of the percentage of persons below the poverty level and if education happened to be tied in to that. I would like to know also, typically the target level is where it is because of the lack of a job of some sort. I would like to find out what type of jobs we might have to look at for those persons that may not be having a consideration of going to a two-year college or four-year university. It reminds me of the vote Council just took with regards to a business investment grant with Stanley Black and Decker. See what we can find out in terms of what is needed out there in terms of trying to make sure we are providing the right type of opportunities for those people.

Mr. Smith said I would like to see some data on population growth; incomes coming in versus incomes possibly going out to surrounding counties, with Union County having a slightly higher income.

Mr. Carlee said we will see what we can find out on that.

Councilmember Lyles said the last question is related to – you talk about our blind spots, but I guess one of the things in terms of population, who is coming now and who is staying, just kind of a little bit more. Hyong you said last night we are getting more poor people moving in, more older people staying, thank you for all of us who can stay in place, so what are those number looking like as we move forward because that dictates a lot of what we move forward to design; the housing stock, the densities and all of that. Could we get a little bit more about who is coming so that we can look at what their needs are?

Mr. Carlee said while Ms. Lyles had the last question in this session, if you have other data sets or questions or elaborations you want to see, please jot them down, give them to Debra, we will compile them and then we will put together a supplemental presentation around all of the additional information you would like to see.

The meeting was recessed at 11:01 a.m. and reconvened at 11:17 a.m.

Mr. Carlee said now we are going to move into the letter of revision we end up having, how do we pay for it and how do we get there. This is another in rem piece that we will have budget workshops and dive deep into various areas. We had a preview, an interesting presentation by Greg Gaskins at a Workshop a few weeks ago. We did that in advance to get that information out to you. Today we will focus on the budget side of it and Randy will give that presentation. The media reported that I ordered a tax rate but I'm no where close to being there yet. The only I ever talked about previously last year in the budget was what some have referred to as an equalization or a revenue neutral rate related to the reevaluations. I don't feel comfortable and I don't fully understand the reevaluations yet, so I'm nowhere close to making any recommendations regarding adjustments on the tax rate. I have asked Randy to pull together this presentation to give you as much information as we have at this point about some of the unmet needs of the City. Some of these may be a little bit of a surprise to the Council. My observation is that what happened during the recession is the Manager and the Budget staff sort of hunkered down. There is not going to be any money so we are going to make do with what we've got because basically we don't have any choice. What that then leaves us with coming out of recession are some pent up demands that pressures money which is driven by those population increases you saw on those other slides. We are not keeping up with the population. Again we should achieve skill and we should be more efficient as we grow, but you can't absorb a population increase of this size without any budget adjustments. We want to get some of that information out in front of you today and again I'm not in any point in making a recommendation; I will give you a balanced budget recommendation and I will only do that after we've had a lot of discussion within your Council Committees. Hopefully this will lay a foundation for those future deeper dives.

Randy Harrington, Budget Director said thank you Mayor and Council for the opportunity to be here and share with you some outlooks as it relates to the current year and the future year projections. Just a few quick housekeeping items, one I do want to say a thank you to all the Department Directors that are here and their staffs who had a lot contributions in terms of what you will see on here in terms of some of the information and in particular I do want to thank Greg Gaskins and his group. They have been a great help on the revenue projections and some of the debt modeling, so thank you Greg for that. The other thing I will note briefly, in the slides as I'm going through them, you will see page numbers embedded in the slide. Those page numbers correlate back to full report

that you have in tabbed section in your packet. As we go along if you want to see the greater detail you will know exactly where that is located.

There are four areas that I will cover. The first two I will go to relatively briefly, one is just a quick overview of our current economic condition and what is forecasted for the near term. We will look at the current year budget in terms of where we are and then the last two bullets is where we will spend most of our time. The third one there related to the operating, particularly in the general fund, operating projection and potential considerations as Ron alluded to a moment ago in the introduction. Then I will transition into the capital side, the Community Investment Plan and just over-viewing where we are. You heard some presentation a couple of weeks ago as it related to the bond program. We are talking about some of the potential issues that could be out there or potential considerations that we may explore during the spring. I think Ron alluded to this, but this doesn't include all the needs and elements that are out there. It is likely as we go through the budget process, new items will come in and we will learn new information so this isn't a full plate of everything. It is a snapshot of what we know at this time and some of those key highlight areas.

Looking at the local economy, Wells Fargo summed it up a couple of weeks ago I think really well. In generally speaking the economy is still kind of stuck in that first or second gear and they are just waiting for somebody to push in that clutch and move it on up to third gear. One of the things you will see that is shown here it is slow growth, but it is a positive outlook. I think that is important to know. The unemployment rate has been lowering, new jobs have been coming to Charlotte in relocations and expansions. Home prices are increasing and the number of building permits is increasing as well. At the state level, pretty much the consensus among most of the predominant forecasters in North Carolina is that North Carolina will see really good growth at about 3.3% in the economy so that is a good positive sign. Then most economists look at 15 various sectors of the economy in North Carolina and all 15, which is maybe the first year in about 5 or 6 years, that all 15, I think, projected to have growth. Those are some encouraging outlooks there as it relates to the economy. It is still slow growth though.

Looking at this current year's budget, the FY2014 budget, the general fund is projected to be in balance, with one notation. In the Police Department we are anticipating a \$2.7 million overage due to separation allowance/retirement payments. Mandated by North Carolina State Law, our payments to retired law enforcement officers who retire to the point in which their social security benefits kick in. In the past this was typically covered by salary savings that were generated in the Police budget. One of the things you know with the Chief's staffing strategy, we're at a full complement of 1,845 officers and that has maintained consistently to insure that we've got a strong street presence and effective policing approach. With that we don't have some of those salary savings that we used to always have in the past. That is one area that we will have to address in the upcoming budget, but is the one piece I wanted to make sure to note to you. Revenues are projected to be a little bit higher primarily as a result of some increase in sales taxes. Then expenditure is again tight, but we do project a little bit of savings there. In the enterprise funds, all four enterprise funds are projected to be in balance. In CATS and Charlotte Mecklenburg Utility Department there are some projected revenues that are lower than budget, but both departments and business units have been taking practice steps in examining their cost structure to ensure that we come in on budget for the end of the year.

Just a quick overview of the general fund and property taxes; property tax growth remains modest and you can see one notation and I will comment on this in a minute, but typically the property and taxes are a very stable revenue source and with the ongoing review that is occurring with Mecklenburg County reevaluation of property, a dip there and you will be receiving some more information on this from Mr. Joyner from the County as it relates to reevaluation. I think that is February 10th he will be coming to Council to give a presentation. The sales tax, you can see the dips that we took following the start of the great recession. The sales tax is coming back; it is growing, albeit at a slower rate than what we experienced prior to the great recession, but we predict it to be about 3.5% growth. Some of the revenue assumptions I will touch on this just a little bit, but for the property tax, we are projecting for next year's budget about a 1.5% growth. As Ron alluded to a few minutes ago, it does include that 0.8 cent revenue neutral property tax adjustment. It is for planning purposes as Ron alluded to; we are still reviewing that and awaiting new information from Mecklenburg County Tax Assessor on what those potential impacts could be this spring. Again the valuation review is ongoing. It is not anticipated that they will complete that until February of 2015; so what does that mean for us? It means some continued uncertainty, probably over the next couple budget cycles as it relates to the evaluation process completing their work there. One thing to note, that 0.8 cent does relate to an anticipated 1.7% reduction; that is what was predicted last year and that

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equates to about \$4.8 million in the general fund. The sales tax at 3.5% and you will see and you are aware that the State Legislature made some tax reform impacts and we are monitoring those closely. , The key one to note is the Business Privilege License Tax which the Legislature is still currently reviewing. That is our 4th largest revenue source in the general fund and we are monitoring that closely.

As it relates to base expenditure assumptions, when you think of base expenditure assumptions, this is really about maintaining a status quo of current service levels so some of the base assumptions; I will highlight about 3 or 4 of them here. From what we've plugged in for projection purposes just to get a feel for what those would be for illustration purposes. As it relates to compensation our compensation is market based. We do studies on the market rates. We have, for illustration purposes, in the projection put in a 1.5% market adjustment for the public safety pay plan employees as well as their 2.5% or 5% steps. For all other employees we are projecting right now a 3% merit pool and as you see here I've got a history of where we've been for the past 10 years as it relates to pay adjustments. This will be public safety for those sworn officers and fire fighters who are in the public safety pay plan step progression and then the non-public safety. You can see there we have below the large city employers here in the Charlotte Metro area. (Slide #8).

Health Insurance – on the left side you've got the amount that the City contributes per employee for health insurance and the right side shows you the percentage increase that we've experienced over the past 5, 6, 7 years. The City contributes close to \$7,000 per employee for health insurance and one of the things that I will note is that we've had a very aggressive cost containment strategy in our HR Department. Our increases that you see in the red have been well below the national averages so a lot of great work as it relates to bidding and using competition to help ensure that we are getting the best prices in the marketplace and as well from our wellness program, we have done a great job.

Two pieces that are contributing to the jump in this particular year, one is our claims history has increased a little bit and then two as associated with the Affordable Care Act, what is called the transitional reinsurance fee which for three years, 2014, 2015 and 2016 we will be paying an extra \$63 per employee to fund the healthcare exchanges. That is part of that particular plan so that is reflected in there as well. On the retirement side, as many of you know in North Carolina the State Treasurer's Office manages the retirement system for Local Government Employees and it is one of the strongest and best managed programs traditionally rated by independent reviewers across the nation. This highlights the projection or the history and the projection in what we understand anticipating a slight increase again this year and the increase is to maintain the program, really coming out of the great recession and ensuring that it has the adequate level of reserves to meet the obligations in the future. The impact from that is anticipated to be about \$300,000 in the general fund for the increase from 2014 to 2015.

Mr. Carlee said if I can interject on this one; you will read a lot about State, Local Government Retirement funds having problems around the country. There are any number of cities in this country that are paying two, three, four and five times this percentage for their retirements and still don't have 100% covered plans. This is a really good news story that Charlotte and the State of North Carolina need to feel really, really good about. When you hear these other pension stories, they don't apply to us.

Mr. Harrington said thank you for adding that. I want to better convey to you some of the cost pressures that you were experiencing, particularly here in the general fund. What we have done in this particular graph is look at the past five years of growth as it relates to population, inflation and then the operating expense, the general funds five largest departments. Why the five largest departments? Police, Fire, Solid Waste, Charlotte Department of Transportation and Engineering and Property Management comprise 80% of the general fund budget so those are kind of the five largest. One thing I have done is excluded personnel and just looked at the operations line items and the reason for that is the operations line items are where we are out there buying goods and other services to help us deliver services, supplies or whatnot. It is our buying power out there, so to speak, and to be able to buy those services that we need and goods to deliver services to citizens. You see the population is about a 3% growth over the past 5 years; inflation is just over 2% and the operating expense has been 1.5%. One of the interesting things if you pull out risk and liability insurance, and the reason I would suggest pulling it out is that is a very important component but additional costs associated with risk and liability doesn't buy you any additional services out there on the street. It protects us in other ways and is very important, but if you take that out then it goes down to 0.2% growth in those operating line items on average across those five years. With the City's operating expenses you see there, the growth has been below the pace of population increases
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and inflation. If you look at it a little bit differently, just kind of like an expense or cost per capita component, again I've pulled out personnel and the risk and liability insurance for those operating line items in the largest five departments and using FY10 as a base year, you see how we dropped, we've had budget cuts in that as well and that buying power has decreased. So essentially we are serving more people with less money.

I'm going to transition out a little bit to the components talking about some of the potential budget considerations that will be out there. I'm going to start with the general fund and obviously the first place we start with the Council priorities as it relates to the Focus Area Plans. That will be the initiatives or priorities that the Manager will be focusing on areas coming out of this Retreat and work from the Committees, etc. as you go through the budget process, so obviously a starting point. In the public safety area, I mentioned it to you a little bit earlier about that separation allowance in Police, in terms of the needs there. We also have more special events that are occurring in the community so there is overtime associated with that and as well personnel, in particular detectives to help enhance our criminal investigation capacity. These are some of the things that could be considerations in the upcoming budget. On the fire side a new ladder company for the North Lake Mall area and an engine company for the Eastland area. These are two of our areas that have experienced some of the highest call volume. The ladder companies with the staffing complement is about \$2.5 million per year and the engine company is close to that. The ongoing expense related to that area about \$1 million per company per year as it relates to personnel. You see the North Lake area, this is what the Chief would call a hot spot map and it highlights the response times were above 9 minutes for effective fire fighting for us which is defined as three companies having responded to a particular incident or need. So you see there clearly that the red hot spot in the north, the need again with the ladder company. Then in the Eastland area again, a real high volume area, an engine company.

Looking at Solid Waste Services, as some of you know over the past year, I think this started in the Environment Committee, but it was a review of our Solid Waste Operations and capacity as well as how we serve and the fees and rates that are associated with the delivery of our Solid Waste Services. We have been evaluating and looking at that over the past year. We've also engaged the Privatization and Competition Advisory Committee to help in this review and we are expecting that to come forward in the next couple of weeks. At that point I would anticipate it probably would go back to the Environment Committee for further review and any potential recommendations as it relates to our service model for how we deliver Solid Waste Services and the fee structure to ensure that we have a good match with who is paying what for the levels of service that they are receiving.

In street resurfacing, I think you saw on Debra and Dan's presentation that CDOT maintains over 2,400 center lane miles in the City and one of the things I mentioned a little earlier, that gas tax revenue is expected to decrease or has not essentially kept up with the costs that are associated with resurfacing the streets. Currently, the projection is that the street resurfacing cycle, which is one of the measurements we use to determine how frequently we are repaving streets and improving the conditions, right now it is about 30+ years. The target of the goal is typically a 12 to 14 year cycle. It would require about a \$2.5 million increase in the general fund contribution to street repaving to do an additional 15 miles of streets; we typically do about 62 miles of street repaving a year. That wouldn't get us down to the 12 to 14, but it would start as an approach to start moving down below 30.

Regarding ParkIt, our on street meter replacement program, the City manages over 1,100 parking meters and parking spaces primarily across the Uptown area. Most of these meters were purchased in 1997 so we are experiencing a high level of failure rates. There is obviously a customer service component to that, which is of concern. The replacement cost is estimated at \$1 million to upgrade the parking meters and pay stations in the Uptown area. It would potentially be over a multi-year period, but that is the initial cost estimate in that particular area. As it relates to Enterprise Resource Planning, as you know, the City is embarking on an effort to replace our City's financial procurement and project cost accounting system. The current system is almost 40 years old. We are trying to find some pictures of what would describe an Enterprise Resource Planning System. We've for an old main frame computer and an old-fashioned calculator. I contemplated putting a picture of me when I was in diapers because I was about 2 or 3 years old when the City implemented this, but that probably would not be appropriate. All that to say that we have a very old financial management system and it is very complicated, but we are upgrading all those components and it is a big change for the City, but it will greatly enhance our ability to increase the transparency, reporting capabilities and business management of our services. That is anticipated to be a cost for a support center of about \$1.8 million to \$2.3 million on an annual basis.

As it relates to personnel, we've been examining temporary and contract employees. Temporary and contract employees are a valuable source to help draw upon for special needs or high volume events, but one of the things that we've noticed is that this use of contract and temporary employees has increased in the City over the past number of years. We are examining that to try to define who is really temporary, who is seasonal to help us better manage that particular aspect of our personnel. The other thing as it relates to temporary employees, the Affordable Care Act will require us to provide healthcare insurance for anybody who is working 30 hours or more in a given period. That impacts the use of temporary employees as well, so we are looking at that and it is possible that the Manager will come back with any recommendations as it relates to staffing and how we manage those particular employees.

Mr. Carlee said I want to add a comment on that for the Council. One of the things that is fairly common in all governments is "FTE phobia" and so people are just scared to death to ever show a government workforce increasing. We have contracted out most of our federal functions now at a level that I have a concern with. What has happened very commonly over many years or decades literally, is local governments have gone to temporary and contract employees that don't show up in FTEs either. Literally every level of government right now, we are understating the personnel effort that we are putting in providing the services to the public and what I would like for us to try to do is be a little more intellectually honest and transparent about what we are doing as we go through our reviews this year and make sure that the temporary employees that we have that we call temporary truly are temporary if they are there for seasonal purposes. If there are people that we really need in order to keep up with our population growth and service demand, let's recognize that we need to do it and treat them as the permanent employees that they are. The level of problem that we have; I'm still trying to understand, it is not as bad as it is in a lot of places. The area where they have been used the most is actually in Aviation. We have actually already brought in an HR consultant to look at all of our personnel systems in Aviation consistent with the recommendations of the consultant back in the spring under a directive which the Council gave me, so we are taking a really hard look there and Brent will be bringing forward some recommendations. I expect we will have some pockets in some other areas, but I want to be transparent with them and let you know there is the issue, but it is not nearly as severe as perhaps I had feared that it would be, having seen what some other cities have been through.

Mr. Harrington continued his presentation and said we are also looking at market rates, pay plans and pay adjustments. Obviously, with the revenue constraints we've had over the past few years we have not been able to actually provide pay plans adjustments at those market rate levels so we are looking at that. Also to note that our voluntary turnover rate is the highest that it has been in five years. Again there is recruitment and retention component related to how we structure our pay plans and the other thing the market rates in the various pay plans can get very complex. One of the areas that we are examining, obviously we've got a public safety pay plan; we've got a regular employee pay plan but is there a need for other types of pay plans to adequately and properly compensate our employees and recognize those different market conditions that affect the pay rates for various employees, particularly in the labor and trades area. To summarize, if you look at this projection here includes only those basic expenditures. Earlier I talked about paid, retirement, healthcare; this \$6.4 million gap right now that is currently projected for FY14 just includes those base components. If you were to add some other elements that I discussed in terms of potential considerations it could approach \$13 million or perhaps more. Granted one of the things that Mr. Carlee mentioned earlier, we will be recommending a balanced budget, not only because it is the right thing to do, but because it is the law. So we will be doing that, but what this does point out; looking at just including the base expenditure components, we are at risk of not having a continuation services budget because the revenues are really not keeping pace with the service demands that are out there.

Let me transition now to the last section that I want to highlight for you related to the Community Investment Plan and highlight a couple of potential considerations in this area. You heard me talking a couple weeks ago about the General Community Investment Plan. If you look at all the projects that are slated for the 2014 year there are general obligation bond projects and as you may recall there are Certificates of Participation type projects where they are funded in a little bit different way, which are non-voter approved. This highlights all those projects that are slated for the current year so about \$244.5 million and you see the asterisk for the public safety facilities and ED facilities, that is really the Bojangles/Ovens area redevelopment proposal. That is an overview of all the projects and if you break it down for just what citizens would see on the ballot about 75% of the funding would go toward transportation related improvement and investments, then we have the housing diversity and neighborhood investment type improvements.

Now I will switch into what are some the potential considerations that may come forward here as part of this budget process. Rental Assistance Endowment which is an area some of you remember from last spring, the City contributed \$2 million and I made a pledge toward \$10 million. There are a number of partners that are a part of that; the Foundation for the Carolinas, Mecklenburg County, the City of Charlotte and then private donors and contributors to create this endowment to create this rental assistance and improved housing opportunities in the Charlotte area. As it relates to Charlotte Mecklenburg Police Department, our Central Division Station is currently leased in uptown and we've been notified the lease is to be terminated by the owner. The owner wishes to sell really on a short-term basis here. This is a new element that has come to light just recently and the cost to purchase this particular area could be about \$7.5 million, but we are still monitoring that and this could be an item that will be discussed in further detail in the spring.

Related to the Neighborhood Transportation Program needs, one of the things when the General Community Investment Plan was originally designed, given some of the change and focus of how we pool the projects there was some smaller type transportation components that were not included in that overall package, but in terms of some further review and discussion the demand and need for those types of programs are still there. Really these are smaller type projects related to leveraging outside agency projects and addressing unique neighborhood needs or safety issues. Some of the areas could include related to traffic safety, traffic calming, the state participation opportunities where the state is building a project and we have an opportunity to help improve the investment. Some minor roadway work, some public/private partnership opportunities and then the City's bicycle program. Those are the types of programs that currently are not funded in the General Community Investment Plan, but there does remain a need out there to address some of these concerns and opportunities.

One area that actually is not an issue currently, but I wanted to make you aware, there is come an opportunity for the City to partner with the state to take over some types of transportation projects and one of those that may be eligible is the North Bridge #1 which is in the Community Investment Plan that is slated for funding in 2018 bond cycle. What that opportunity would provide is for the City to reduce out contribution toward that project by about half which that would free up an opportunity where Council could either choose to reduce the Community Investment Program or reallocate those dollars to other transportation projects or other important priorities. This one won't be one that is really slated for this spring, but I want to make you aware that it may be an opportunity down the road, I think we anticipate learning back from the state in the fall or early next winter whether or not we will be eligible. More to come on that, but just wanted to make you aware of that potential opportunity.

Technology Investments – as you know today's economy is knowledge based and the City needs smart technology investments to ensure that we have seamless operations and meet the expectations of the community as well as to help drive staff efficiencies. One of the areas some of you may recall; in 2010 the Mayor's Efficient and Effective Government Review Task Force, one of the key areas that they reviewed in there and made recommendations on was the need for investment of technology, investments in the City and really an ongoing funding tool to fund those. They recognized that as one of the opportunities or weaknesses really that we currently have. The focus here being on redundancy and resiliency. You see from some of these pictures, the stuff that you don't see, back behind the scenes, back office computer and technology applications that help insure our dispatch for public safety emergencies or our network for internet or our radio network, that we don't have interruptions is such a critical component. These are costly investments, they age out more quickly. Technology investments have a shelf life of 5 to 10 years in many cases whereas a lot of our other assets are 30, 40, 50 years so we all know that pace of technology advances and the City needs to move along with those advancements as well.

Mr. Carlee said let me comment on this one too if I may; these are things you don't see or think about until they fail and our risk of failure is at a level that I don't think is acceptable. One of the things I found in coming is that the City had a little bit of what I would assess as a fragmented approach to technology. We had an office of CIO to do strategic work and then we had IT Operations and Shared Services to do the day to day work. Those don't easily separate; they are really part of an integrated whole so I have on a functional basis now combined IT Operations with the strategic office CIO, Jeff Stovall is heading up the combined operation. I will be presenting that as a reorganized department in the new budget as it comes forward and among the things that they are assessing is what our long-range strategic needs are within IT. That \$40 million was put there to scare you; what our actual specific needs are and what the timeline will be as a work in progress, but

it is really important that, given the dependency on the IT backbone, that we have a redundant system that we know can survive physical and cyber-attacks.

Councilmember Howard said I assume you're talking about the new state formula; are we looking at all of our projects to make sure that there are ways that the state's new formula would pay for some of these projects that we go after every one of them and not just kind of the ones that are obvious?

Danny Pleasant, Transportation Director said we are looking at the ones that would be eligible for state funding to begin with or would have something to do with state roadway system that crosses the bridge over at I-85, we believe it would. It takes some pressure off of other state owned intersections in the vicinity. We are pretty strategic about how we offer these up, remembering that we are putting them into competition with projects now from the South Yadkin River all the way down past Monroe, so it is a big area that we are doing it. We are pretty thoughtful about what we put forward to compete in this arena.

Councilmember Autry said regarding the technology life cycle, I think that looking at being able to use some of this equipment and software for 5 years is optimistic. I would think that your projections should be more along a 3-year life cycle for some of this technology.

Mr. Carlee said I understand and related to the RP earlier, we are on a 40-year cycle right now. That doesn't work today.

Mr. Harrington said one of the things I need to note as well for transparency is that obviously there is a capital component to the technology side, but there is also an operating component in terms of the cost to maintain them, to have personnel to ensure they are up; they take a level of care and feeding; they don't just operate on themselves so that would go along with it as well.

Mr. Harrington continue his presentation with "Trees Charlotte" and said Debra and Dan mentioned this in their presentation about Council's goal related to 50% tree canopy by 2050 and we currently plant somewhere in the neighborhood of 7,500 to 10,000 trees per year. To achieve that goal of 50 by 2050 we probably need to plant about 15,000 trees per year. The proposal here or the idea \$300,000 to \$500,000 additional investment probably wouldn't get us to 15,000 tree plantings a year, but it is a step in that direction in terms of increasing those plantings as well as the program to work with the neighborhoods and encourage community involvement and growth of the trees. You see the pictures related to what trees look like when they start and the hopeful goal is that someday it is more like this in terms of that full growth and coverage across the City. The tree assets are such a valuable asset for our community and one that we take a lot of pride in.

Another area The Americans with Disabilities Act Investments; one of the things we have done is we've been reviewing any potential and have been working to identify particularly city facilities are in need of modification investments to ensure that we are in compliance with the Federal ADA standards. A couple pictures here that gives you an idea; that could be entrances and you see here a counter; is it too high where someone in a wheelchair it would be difficult to interact in a customer service type setting. There are places where drinking fountains are right next to a wall and you can't get a wheelchair in, so there are a couple of examples, but what the focus here is those City facilities that have the highest level of citizen engagement and interaction and where we have high public traffic; that would be the Government Center, Old City Hall, CMPD Headquarters, Convention Center and Discovery Place. These investments would go to help with some of those investment modifications to ensure that we are in compliance with that federal act.

The last item to highlight is the Wellness Center. One of the things that our HR Department has been really aggressive in terms of our cost containment and one of the components to that is our successful Wellness Programs, keeping employees healthy, getting them more healthy to mitigate and reduce our exposure for health related incidents. There are really two areas that we are talking about here for potential consideration. One would be a wellness center off site from the Government Center where employees, particularly crews that are out in the field, would have a convenient location where you could get health assessments, health coaching on site, some basic health and medication type help and perhaps prescriptions right there on site. It is a real convenient way and this is one of the ways that some areas or jurisdictions across the US have found long-term cost savings associated with these types of centers. The other area is a retrofit of the wellness area. It is a fitness room in the basement of the Government Center and it is in need of some rehab and refurbishment. Those are two components for potential considerations as it relates to wellness.

To kind of summarize, I talked about a number of potential considerations and there could be \$60+ million. What are those sources currently that we know of that are currently unallocated or undesignated? The first one is new debt capacity. The Finance Department recently did a refunding of some of our debt and as a result of that was able to produce some savings for debt capacity of \$10 million. We have project savings of \$7.5 million and these are previous bond projects and facility projects that are underway that are either nearing completion or have been completed and we are able to pull off the budget savings for those coming in under budget. Of this \$7.5, \$7.1 is related to transportation bond projects so any use of that unallocated source would have to go back to transportation type improvements. Capital reserves – these are reserves that are available above your 16% fund balance policy. We typically, in the budget process, transfer those over to the Pay-As-You-Go Capital Program. About \$24.7 million at this particular point that we have identified for undesignated capital resources.

Over all, the local economy, again slow growth, but positive. We have seen some positive signs out there and that's encouraging, but we still have a ways to go to try to shift up into that higher gear. We are not quite there yet, but we are moving that way. We are projected to be in balance for the current year budget for enterprise funds as well as the general fund. The future operating budget, as I mentioned earlier, we are currently serving more people with less money and we talked earlier about that constraint and that pressure that is on particular the general fund. As Ron alluded to earlier, and we are all, under his direction, reviewing all City operations and the needs that are associated with providing services to a great City. On the Community Investment side, again the 2014 bond referendum will be one of the focus areas and there could be some possible adjustments related to the recommendation for projects in the Community Investment Plan.

The next steps – we've got three Budget Workshops that will start on February 26th; a chance for staff, the Manager and myself to convey additional ideas, considerations, a chance to get some feedback. We will be starting the first meeting on CATS and Aviation and Financial Partners. That is tentatively planned for that first meeting, a chance to go into a little deeper dive in those particular areas. Then we will have the Manager's recommended budget presentation in early May and then we will have the public hearing and a series of budget adjustments and straw votes meetings with a planned adoption in early June. That is the process, the next steps, as it relates to the overall budget.

Mr. Carlee said thanks for your presentation and Greg, thanks to you and your staff's help for your contributions. Overall I feel good about where we are in the budget and you see a lot of unmet needs there and some big numbers. Aspirational cities will always have big numbers of things they want to do and perhaps should do and you can't do everything so ultimately it's a matter of prioritization. But when we look at where we sit economically, we're in an extraordinary strong position and should feel really good about it. Our difficulty will be making choices among the priorities as we improve our city, not as we work with a declining city.

Councilmember Barnes said I have several questions and perhaps we can take this up back in Charlotte, but as you were going through your presentation Mr. Harrington, I wanted to have some dialogue about recycling services during the Solid Waste Services portion of your presentation; have a discussion about the contract services we have right now that contract Inland and the future of that contract and the performance of that particular contractor. Also when you mentioned the parking meters and the need to upfit those; I want to understand the nature of that contract with ParkIt and whether we should seek to privatize it even more. Also you talked about the resurfacing schedule being 30 years now. When we passed a tax increase in 2006, we reduced that resurfacing schedule down to I think to 13 or 14 years and you are saying it is back to 30. Since that was under our Capital budget I'd like to understand what happened to the funding model that drove it back up to 30-years so quickly. Also you mentioned that we may to buy a Police Division office in the next few months. That is a pretty big deal and we want to talk about that because we didn't anticipate that and I'm sure you didn't anticipate it, but we want to talk about that in some detail. Finally, on slides #19 and #30, what I'm seeing here is a need for an increase in taxes or a major reduction in spending beginning in 2015. You can't start raising taxes every two of three years, so we've got to start saving some money someplace in my opinion and on slide#30 you have undesignated sources of funding \$24.7 million. Should we start applying that to these projected years of deficits now? You are saying no, can you explain that briefly?

Mr. Carlee said those are one-time funds and so where we have projected operating gaps we need to close them on an ongoing basis, either through revenue increases or service decreases.

Mr. Barnes said on slide #19, these are all operating deficiencies and I understand that. Is there not a way to apply, for example, the project savings that is all one time; The \$24.7 is all one time money.

Mr. Carlee said we want to avoid building in any structural deficits.

Mr. Barnes said it appears that we are going to have some capital resources available for use by this Council and future Councils; it also appears to me that we've put ourselves in a position to be running deficits, if such were legal, fairly quickly, which we want to avoid. So some of the spending that you projected needs to be curtailed and we need to figure out how to start saving some money because all I'm seeing is just growth in the general fund and growth in spending and spending exceeding the general fund in a matter of two years.

Mr. Carlee said that is the priority setting that we will be engaged in.

Councilmember Driggs said I actually had a related question and that is because of the recession in the private sector, there was a whole lot of belt tightening that went on. There is a big change in productivity. Do we have any matrix that compare our productivity with the trends in the private sector and I think getting back to what Mr. Barnes was talking about is there necessarily this ironclad relationship between the dollars and the service delivery? Are we also scrutinizing our performance and productivity terms compared with private sector?

Mr. Carlee said we will do presentations on that for you too.

Councilmember Fallon said in the temporary employees, how much of that is consulting?

Mr. Carlee said almost none of that is actual consulting. There are temporary employees who are on our payroll or they are contract employees. They are doing operational work, not consulting work.

Ms. Fallon said where do we put consultants?

Mr. Carlee said they are put in as consultants in our contractual and are for a defined period of time.

Ms. Fallon said can you break that out for me?

Mr. Carlee said yes we can.

Councilmember Autry said one of the ways that we might consider to help boost our economy is regarding the 3% merit pay. Maybe we could look at something a little different structure that would not be so reliant on decisions through staff people as to who gets a raise and who doesn't and let's consider some off across the board raise for all employees and then a different kind of percentage to be used for the merit opportunities that may exist.

Mr. Carlee said we will show you some options on that as well. You are going to have a lot more questions I know; all of you do and you should, but the gaps are only scenarios and I just want to underscore that. We will have a balanced budget and we will have balanced budgets that do not build into the structural deficits. At the end of the day that is what we have to do and that is what we will do, even though there are some difficult decisions have to be made along that path. These upcoming workshops will be where I will have the opportunity to get your input in order to hopefully give you some recommendations.

The meeting was recessed at 12:08 p.m. and reconvened at 12:55 p.m.

Mr. Carlee said I want to let the Mayor and City Council know about the new managerial assignments to committees. There will be more than one person usually at your committees; we actually have some identified back-ups and related resources to make sure that each committee can do what it needs to do. Economic Development and Global Competiveness, primary on that would be Ron Kimble; Transportation and Planning, primary on that is Debra Campbell; Community Safety, primary is Eric Campbell; Housing and Neighborhood Development, primary will be Ann Wall; Environment, the primary will be Hyong Yi and then outside of the Focus Areas Intergovernmental Affairs, of course Dana Fenton will do all the heavy lifting and Ron Kimble will be lead executive; Budget, Randy Harrington will be doing all the heavy lifting, but Hyong Yi as ACM will be working with him and in Governance and Accountability Hyong Yi will also be working with that one because of the overlap on the financial side. Carol Jennings will also continue
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to provide some support. With that Mr. Mayor, I think we are ready to go into the session of the individual Focus Areas.

Mayor Cannon said I want to thank those who have agreed to Chair the different committees that will be presenting today. We first will have Councilmember Michael Barnes who is the Chair of the ED & GC Committee, followed by Councilmember Patsy Kinsey who is Chair of the Housing and Neighborhood Development Committee.

Councilmember Barnes said I hope we are awake since we just completed lunch because I'd rather have an engaging discussion with you than to simply look at nodding heads so please stay awake. This is not as exciting as my budget presentations used to be.

We are going to be talking about Economic Development and Global Competiveness Committee (EDGC) and the Strategic Focus Area Plan. If you will join me on page 2 of your presentation; what we want to do is first talk about the vision. The Mayor reminded me to introduce the Committee Members, the Vice Chair is Vi Lyles, members are LaWana Mayfield, Al Austin, and Claire Fallon. Under our Vision Statement what we have is that Charlotte will be the most prosperous and livable City for all citizens through quality economic development. The question for us today is whether that is the right vision statement for the EDGC and I'd be happy to take thoughts, questions and comments from people about that. I think that particular vision statement was created some time ago. Correct Mr. Kimble?

Mr. Kimble said yes, probably 2003 or 2004.

Mr. Barnes said here 10 years later is that still the correct vision statement for our economic development goals and initiatives?

Councilmember Phipps said I was curious about the word "prosperous" and the connotation of where you can prosper in Charlotte. I can understand livable through quality economic development but "prosperous" is that still something we think is appropriate? Could it be like dynamic and livable?

Mr. Barnes said I suppose it would depend upon how we chose to define the word prosperous, is it simply an income issue, is it a quality of life and income issue, is it access to economic opportunity whether you have achieved it or not because there are a lot of young people who are not quite where they will be or want to be, but they want to be in an environment where there is an opportunity for prosperity. Is that what you were getting at?

Mr. Phipps said yes.

Mayor Cannon said I can tell you where some of it came from, I believe. The word "prosperous" would have been tied into Charlotte being a City that was really on the progressive edge, being progressive, being proactive, but from that perspective and continuing that. I think with the new name of the Committee you probably have to come up with something that is a little bit more global or international in its context to sort of get you to where you come up with the right statement and I don't know that you are going to figure that out here today. Obviously something that I think you should take back as a Committee to make some recommendations.

Councilmember Lyles said I'm going to piggyback on the Mayor's comments. I think that since 2006, what at the time was innovative about our Focus Areas were that we were really targeting it and we were talking about Charlotte will be, and I'm not sure if it meant the organization or if it meant the community or if it meant what is defined in the mission. So I think in the economic development area, when you are talking about global competitiveness and the environment today, I think the vision statement could use a little bit of a redo, but it ought to try to capture a little bit more of what is going on right now because when you look at this and drive it down it says we really love our public/private partnerships, we like our investments, we also talk about how to grow businesses and I wonder if there are more things in our tool box now than those things and whether or not our vision should be more focused around the idea that our community will compete globally so that our citizens can experience healthy economic development as shown by being a place that people choose to live. Things like that, I think you've got to get a little bit more around that competitiveness and the global attraction that you are working with.

Mr. Barnes said I had circled the word "livable" in my mind in trying to determine what that really means.

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Ms. Lyles said again, we start of with “Charlotte will be”, I don’t know if that is the right way to start.

Mr. Barnes said should it be “continue to be”?

Ms. Lyles said or is it “our citizens will be”.

Mr. Barnes said “Charlotte and its citizens will continue to be”. I get what you are saying. By the way were you intending for the Committee to refine some of these issues at the next Committee meeting?

Mr. Carlee said yes, the objective here is to be able to have shared conversation with the whole Council in order to give everybody an opportunity to have input and then for the Committee to go back and take that input, dive down deeper, get other information you need to take it to the next level.

Mr. Barnes said we are hoping to do that next week?

Mr. Kimble said yes, we can start next week.

Councilmember Autry said the word “quality” on its own always bothers me. I think it needs a qualifier. Good quality, bad quality, high quality, low quality, just saying the word “quality” is not enough.

Mr. Barnes said we are noting all these suggestions.

Mayor Cannon said I’m going to ask that we pay some attention to tomorrow’s discussion which will help us in the way of some of the visionary pieces that can help us to streamline some of this. I’ve heard some discussion around this topic where youth are not actually in the body of what is in here and they should be, especially when you start to talk about the two things we keep hearing about Charlotte and other cities throughout the country, and that is one infrastructure and the other is job skill training. Job skill training is something that deals with our youth and adults and how you start to tie all that stuff into being able to compete globally is going to be important. I think tomorrow’s discussion will help the Committee to streamline this discussion with regard to that.

Ms. Lyles said I was thinking about the presentation that Debra and Dan did and when I look at that presentation and how we are talking about the focus areas, I think there needs to be alignment there. When you talk about the entire City and I’m not sure where I heard this and if I heard it correctly, but if you look at the cities that compete for the 21st century they’ve listed out and who do we compare with, what do we have to do well to do that?, It seems to me that all of our focus areas ought to be saying what do we need to do to be competitive for the 21st century, and that is not just competitive within the region, but it is national as well as global. I think it is a good tie to take these two presentations as we walk through some of the more detailed things and say, did we check in, did we accomplish what we talked about as what we want to be because that is really where the focus area ought to be taking us. It ought to be taking us from today to the future and that means understanding what this is and moving it.

Mayor Cannon said let’s make sure we aren’t mixing things between vision and mission and I think this is probably tailored, in quotes, more toward more vision.

Ms. Lyles said it has a mission following it.

Mayor Cannon said this is more of your mission, this is what you want to carry through, etc. but the vision is more broad in its context and the mission is more direct in terms of the achievement, right?

Mr. Barnes said no, I’m saying the first sentence there is the vision; the mission is the longer paragraph beneath it.

Mayor Cannon said okay, but make sure that we are not mixing them up.

Councilmember Fallon said I think you have to have some more of an international component since we aspire to be more of an international City and draw business here internationally, have business
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come back from other places and we have a lot of the international businesses here already so it has to be stronger.

Mr. Barnes said I think we can add that next week.

Councilmember Driggs said I think it is good to incorporate the word “global competitiveness”. As I read the rest of the page, I don’t see how specifically you are doing that. I would highlight in particular the formal labor markets and capital markets have gotten so fluid, we need to think about our competition in foreign countries, it may not be as regulated as we are and have some of the constraints and advantages they have as a result and what we can do to compete in the face of that like specifically address the advantages that foreign markets may have compared to us.

Mr. Barnes said I think you are right and in fairness to us, the title of the Committee changed before this Mission Statement was tweaked so now we are going to tweak the Mission Statement and the vision to match the name of the Committee.

Councilmember Mayfield said this is more of a question with piggybacking on what the Mayor was mentioning regarding our youth and that is the other end of that spectrum, our seniors and the fact that we also have a commitment towards aging in place, And we also recognize that through our relationship with Park and Rec a lot of our seniors are a lot more active. What are we doing to make sure that Charlotte is taking into consideration in our growth how we are keeping our seniors engaged as well because our 60 and 70 year old seniors today are very different than 60 and 70 year old seniors 25 years ago. What are we doing to balance that and is there a way for us to have real conversation about incorporating our seniors in this equation and in our Mission Statement as well?

Mr. Barnes said I almost think we kind of bridge the HAND Committee by way of that topic with of some of the stuff we are doing. I view it more primarily as a neighborhood development issue in some respects than what the EDGC Committee will be doing, but that is just my interpretation. Any other thoughts on that?

Councilmember Smith said I want to make sure that we don’t forget our small business stakeholders as we sort of transform. I think a lot of our small business community can feel left behind as we are luring some of the larger folks to Charlotte and just make sure that we do tend the farm on that one.

Mr. Barnes said small businesses are included under our initiatives, which we are going to get to, so they have not been forgotten. Anyone want to respond on the issue of dealing with and addressing the needs of our senior population?

Councilmember Kinsey said I will agree with you. I think that probably falls more in the area of Housing and Neighborhood Development.

Mr. Barnes said what I’m hearing is and I think we all agree; during next week’s Committee meeting we are going to take into consideration the various thoughts and contributions from our colleagues regarding the vision statement and how we need to have it match the new name of the Committee and then update it. It is about 10 or 11 years old so we are going to update it and present that to the full Council. Fair enough?

Mayor Cannon said if you all look down under the FY2014 initiatives in the block where it says work with economic development partners to grow and retain, that does show intent in terms of what is to be accomplished to be able to be considered in that global competitiveness world per se, because it is to grow and retain for instance manufacturing international firms but one of the bullets I see missing there that I would hope that you all might have some discussion about is including our educational institutions. I would consider them to be a partner, work with economic development partners to grow and today in that world they would be one of our partners I would imagine, especially our community college in that of Central Piedmont Community College and obviously some of the universities that we’ve been tying into hopefully bring some of this stuff into existence.

Mr. Barnes said we will. You skipped way ahead of me but that is okay. I was getting there. I think we’ve heard everyone loud and clear on the Vision Statement. The next piece is the Mission Statement and currently what we have is, ‘The City of Charlotte’s long-term economic health is in large part driven by the City’s ability to facilitate private sector job growth and investment through partnership with agencies such as the Chamber, the CRVA, the CRP, Center City Partners, the Housing Partnership, faith based institutions, non-profit corporations and numerous private sector
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entities. Historically these partnerships have resulted in a diversified regional and local economy which requires public investment in public services and facilities and infrastructure. A healthy economy also requires a commitment to strengthening and grow existing businesses, small business enterprises, entrepreneurship business corridors and adjacent neighborhoods. In order to foster effective economic development we must coordinate the commitment from both the public and private sectors. The City's economic development strategy focuses on supporting small business development, promoting redevelopment in distressed business corridors to support adjacent neighborhoods, creating a more business friendly environment and focusing on community endorsed high growth industry sectors that support our efforts to attract and retain businesses and jobs." What are your thoughts on how our Mission Statement could or should be tweaked? Obviously, in light of the new name of the Committee and some of the things that people have already expressed regarding how the vision could or should be tweaked. Any thoughts on that?

Mr. Driggs said I think it would be good if we specifically acknowledge the issue that developers and builders have in terms of getting the necessary permits and license from the City and the County. I've heard various accounts of the barriers they face. That strikes me as relatively low hanging fruit in terms of being able to allow development to proceed, create jobs and really at no cost to us, we just obviously need to improve how we do that.

Mr. Barnes said I agree.

Mr. Carlee said I think it is important in the list of partnerships there to probably explicitly include the universities as the Mayor suggested. They are critical to us from an economic development standpoint and probably the most single most important institution is of course the Airport. Highlighting the City's understanding of the role the Airport plays in economic development is very important there.

Mr. Phipps said the State of North Carolina is undergoing a change in how they more or less approach economic development; a new business structure and I don't know if some of these partners will change at the end of the day so to the extent that happens I guess we can hopefully those kinds of changes to be out of the system with what is going on in the state.

Mr. Barnes said we may want to get an update Mr. Manger, regarding the State's new economic development initiatives. I understand there are some adjustments being made, different from what we anticipated perhaps.

Ms. Lyles said this may be just an overall comment, but in 2003 I think people wrote in paragraphs and talked in paragraphs and today if you can't do it in a bullet format with a few words and get your message cross I think we lose people. So while I think listing all of these fine institutions that are really important to us is a good thing, I wonder if it is in our mission so that when people read our mission that we really are trying to make it easy to do business, provide an adequate workforce to meet the needs of global competition, just some of those kinds of things that when you look at promote small businesses. I wonder if we are making it clear enough, simple enough that people could actually say I understand what our economic development strategy and mission are and then the initiatives that fall out of it. I think these are paragraphs in 2003 that may need to be written for 2014. But I think we have to be clear about what they are saying too, so I don't want it to be short to be short, I want it to actually be able to say what are we trying to do and I'm not sure that I could pull this out except I know we have a really important small business strategy we have a lot of public/private partnerships, how do we get the global competitive in and how do we get in that we want to make it easy to be a business in Charlotte?

Councilmember Howard said this may take us in a whole different direction, but it builds on a couple of things I've heard talked about, the universities. That is the fact that now being on the City Council in my fifth year and being involved with the community as a whole for many years, I keep hearing the fact that we are not competing well with research and development dollars. That is why I brought up Raleigh/Durham and I don't know about you, but almost every indicator that I read about cities growing, Raleigh is always outpacing us and it is the Raleigh/Durham area that is outpacing us and you would have to ask yourself why. It is kind of obvious, it is the three universities and the fact that because of Duke, Chapel Hill and State and all the money they are attracting for research and development they are outpacing for that creative class that every city is going after. If you look at the presentation from this morning, San Jose, Portland, Austin, they have very strong university structures that are supporting their research and development that is growing the community and attracting that creative class. Somewhere in this focus area we have to do a couple of things; one be
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more intentional about what it is that will separate us in the future and a lot of that went into that presentation this morning. I think what we have to do is figure out how to start the growing the capacity of research and development at UNCC and pulling Johnson C. Smith, Queens and Davidson, which I think is a lost asset in our community (back in Charlotte), into the conversation in the long run about bringing more research and development dollars in. Because what does that do? That spins off start-ups, that spins off other companies wanting to come invest because they know you have the creative class there. When you think about it, Raleigh, from a city planning standpoint, we beat them all day long. So why do people keep moving there knowing that sprawl is what they have to live in. It has got to be something else and I think it is the infrastructure that goes along with research and development. In some kind of way we ought to be able to say that today, 20 years from now, it started today being where the City was more intentional about going after some of that money so much so tomorrow. I'll bring it up since we are kind of messing around with this today. I think at the very least, and I went into that with the university and I know kind of what they are doing with research and development. We ought to take those areas that they are lobbying for money at the federal level and the state level and add it to our legislative agenda. At the very least we ought to start with that and I think there is a whole bunch more we could do, but when we make our trips to Washington, we ought not to just stop by the places that we traditionally stop by, we ought to go by Health and Human Services; that is where UNCC is trying to get money. We ought to do everything we can as a City to push that. That is something we can do right now. That is pretty easy and when we go to Washington next year we can start that, but we've got to start today going after the dollars to attract that creative class. I've been waiting because I didn't know how to fit into this conversation, but it should be reflected in this somewhere.

I often read in the paper when we are doing recruitment, and this includes the Chamber, too because they have to be aligned with this as well. We always brag about the fact that we've got Johnson and Wales, we brag about UNC-Charlotte; we treat our universities almost as a check box to say hey, we've got this. We've got sports teams, we've got universities, you should come move here. I actually think we ought to change that around our universities. The more we develop this research and development infrastructure, we have to start using it as a reason to go get people to come say we have that talent in our universities, we have this advanced manufacturing going on that I had no idea was going on at UNCC. We should use it as a mechanism to bring companies in, but we don't do that right now. We go steal MetLife, and thank God for them, but we've got to be more intentional about going and getting ones that support what we are doing in the City.

Mr. Barnes said I wouldn't say steal. I get you and one thing that I'd be interested in doing is understanding from Queens, JC Smith, Davidson, Johnson and Wales and other schools to what their intent is. Like, do they intend to be one of the high tech type schools; I know UNC-C does.

Mr. Howard said I'm not sure they know because I've talked to a number of them about what their plans are and I think the whole atmosphere is kind of a hit and miss. There is nothing intentional about how they could all work together; what they could be doing or what Charlotte wants them to be. There is no conversation going on between them about it right now.

Mr. Driggs said I just wanted to highlight another barrier to a lot of our economic goals is our current zoning ordinance. I know that is something that Housing and Neighborhood Development is looking at, but I just want you to recognize the economic implications in an ordinance that is really out of step with some of the goals we set for ourselves.

Mr. Barnes said good point and Ms. Campbell is working on it. We have commissioned a review of the Zoning Ordinance to determine whether we simply tweak it or make wholesale changes to it or just scrap it and recreate it, which would be very expensive. But we are making an effort to make sure that the Zoning Ordinance is more in line with our goals and the growth of the City.

Mr. Driggs said it is getting in the way right now.

Mr. Barnes said the Zoning Ordinance?

Mr. Driggs said yes.

Mr. Barnes said right and I think what we are trying to do is figure out how to get it out of the way, yet protect the interest of Charlotte so that you don't turn into Houston. Any other thoughts on the mission statement? None? Are you sure?

Mr. Barnes said finally, we've got the 2014 initiatives for the EDGC Committee and again the question is are these the right initiatives so for the moment we are going to kind of ignore the example indicators to the right. The first one is help grow small businesses in our community. I think we've all talked about that at one point or another and we are all interested in it. We've tried to do our part and continue to do our part in supporting small businesses. There is this need to have access to capital, need to have access to talent and the Charlotte Business Resources website is one portal that we use to reach small businesses and people who are interested. In fact when I get e-mails from people who are interested in what Charlotte does to support small businesses I direct them to that website. I may be making the mistake that companies make sometimes, sending people to websites that don't really answer their questions so I guess I need to go and pretend like I'm trying to start a business in Charlotte and see how it feels on the website, but that is one way that we are obviously trying to do it. Does everyone feel comfortable with that being an initiative for the Committee this fiscal year? Is there anything we should do to amend that or add to it?

The second initiative is to focus on continuous improvement within the permitting and regulatory environment to facilitate the job and tax base growth and to improve the customer experience. That is what Mr. Driggs and some other people have talked about and we are intent upon working with the County, both on the elected and staff basis to correct, to the degree we can, some of the permitting difficulties that people are experiencing.

Mr. Carlee said I think where we are is not continuous improvement; it is a reevaluation. It is fundamentally looking at what we do and how we are doing it and how we make sure we are competitive and this is the place of choice to do business, cheap and easily.

Mr. Barnes said just to make sure I get what you are saying, you are saying focus on reevaluating the permitting?

Mr. Carlee said this is why I said about continuing, let's do things better. What we want to do now I think is call time out, sit down with the county, sit down with the business community and look, do we have the best system possible.

Mr. Barnes said any other thoughts on that initiative?

Mr. Phipps said I would agree with what the Manager says because if you look at that continuous improvement piece, I know of some people who would take strong exception that they don't see that is happening inasmuch as they've been very frustrated now at the permitting process. I just had one complaint that I have referred already to an Assistant City Manager to try to get some movement on the amount of time it is taking on some things.

Mr. Barnes said the third one is to continue to focus on job and tax base growth in business corridors. We all are aware of the history of trying to improve and strengthen corridors, the Central Avenue corridor, Independence, North Tryon, Statesville Avenue, Graham Street, Beatties Ford and others. Do you have any thoughts on additions or adjustments that we'd want to make to that initiative? By the way, this is a Committee thing Mr. Kimble, I think the Committee should take a look at the Wilkinson Boulevard corridor and see how successful things have been there, going back to when Mr. Cannon was the District Rep up through Turner and Ms. Mayfield. How have things improved in that corridor and have we gotten our bang for the buck, should we be doing anything different, are there any lessons learned, because I see good stuff happening. Is it as good as I think it is and what are the continuing challenges and how can we adjust those, if there are any?

Mr. Howard said Mr. Carlee, for a second, could you tell me how you really feel about that bullet point. Give us some of the conversation we had about being intentional about kind of what we want our corridors to be and the hit and misses you feel we've had so far?

Mr. Carlee said I think this one is entirely inadequate.

Mr. Howard said I thought you would.

Mr. Carlee said is that unambiguous; I don't want to overly interject, although I did promise Warren Cooksey when we visit focus areas I would definitely revisit the focus areas and on this one, I think this is too generic. We need to reassess or affirm or revise the specific corridor plans in each and every one of them and develop what our strategies and our indicators are so that we know with intentionality we are doing this on Wilkinson; we are doing this on Beatties Ford and really drill
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down that this is key to our economic development, if the Council decides that this is really key to our economic development.

Mr. Howard said goes along with some of the conversations from last year that we had about making sure these plans are real and what we need to do around them. I think we've got some great plans but I'm not sure we are using the tools to pull them off. To me, that needs to be in that somewhere. How do you tweak them, make sure we have uniqueness to them and then how do you get them done. That is kind of what the frustration is for me when I read that bullet point.

Mr. Barnes said going back to last year's Transportation and Planning Committee when we talked about the applied innovation corridor we asked Ms. Campbell and other staff people to be as intentional as possible because if you look at the area, that is the applied innovation corridor and there is obviously a lot of potential there. There is a lot of opportunity for redevelopment, for new development and transitional development and so we want to make sure that the community sees, in that area, what it expects to see and it won't be all of one thing. So the question is how do you make sure that happens and we are continuing to work on that. I agree with you about the inadequacy of that initiative, but we will make an adjustment to that.

The next initiative is work with economic development partners to grow and retain businesses in the communities targeted industry sectors and here we've got energy, finance, healthcare, manufacturing, defense, motor sports, tourism, film, international firms and the Mayor mentioned educational institutions, which I agree with. Is there anything that we need to add to that list?

Mr. Carlee said logistics.

Councilmember Austin comments inaudible.

Mr. Barnes said the Mayor and I talked about that yesterday so we will work on adding a specific initiative with respect to global competitiveness.

Ms. Lyles said are all of these equally weighted? It is like whatever happens, as long as it happens on this list it is okay?

Mr. Barnes said in my opinion they should not be; I think we need to prioritize them. I was going to make some comments at the end, but we have a finite amount of time to accomplish some very heavy goals. A Council's life as you know is two years, it is really about 18 months and we've got a lot of work to do and we've got to start getting it done in 2014. I think you are right and we will have this discussion next week about adding weight to various subjects.

Ms. Lyles said right now it looks like everything is okay.

Mr. Barnes said I don't think that is necessarily the case. Would you disagree Mr. Manager?

Mr. Carlee said no. I would suggest the way to achieve that is through your indicators. So your indicators are taking your goals and turning them into what it is that you want to accomplish. Taking certainly no less than an 18 month time horizon; there may be things you want done in 6 months or 12, but it is both short and long-term, and what we load up in here becomes the work plan and that is where the level of effort is and that is how you put the emphasis on the relative importance of the different goals.

Mr. Howard said I think I agree that we need a bullet point this year; the bullet need to be how do we integrate it into everything that we think about. True global competitiveness would actually be a part of every one of the bullets you've talked about so far. It is kind of like good planning; if you take the small business away; We want to have strong small business that competes here locally, but we want to grow small business to compete globally as well. True global competitiveness is in everything you do, it is not just a part of what we do; it is who our suppliers are, it is who we do business with, it is how we approach problems. So if the bullet simply says we need to incorporate it throughout the whole organization I would support that, if not we should challenge ourselves just to incorporate it into everything and try to do it at this time. It has to be a mindset, it is not an effort that is in its self.

Mr. Driggs said I was wondering if there is a particular reason that we don't have information technology in any form in our list. We have a university here, we've got two of the biggest users of information and technology in the country so it seems like that might be a goal.

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Mr. Barnes said I understand what you are saying but I think to some degree we were thinking that it might fall, in part, under the educational institution initiatives. It is a separate piece but what I'm saying is, if you think about especially in California some of the things that are happening in Silicon Valley and other places, there is this ability to take high tech work and IT work and an educational institution actually helps spin off businesses that are IT related businesses so if we can take advantage, for example, of some of the things happening at UNCC in terms of IT work and high technology work, there may be an opportunity to create businesses on that basis and grow that sector and also bring companies to Charlotte that have some specialization in that area.

Mr. Driggs said it is a great start-up type of thing; we've seen all the highest growth companies evolve from almost nothing and I know that the head of informatics at UNCC actually has a design, a center, that kind of research.

Mr. Barnes said one of the things you missed last year was our effort to help UNCC establish an informatics facility and I hope we can revisit that in some way to assist them. I clearly understand and appreciate what you are saying. Any other thoughts on that?

The final initiative is to work with community partners to support youth employment and development in the community. That already needs some work Mr. Mayor and we've got about four minutes.

Mayor Cannon said if in that indicator there could be some consideration given to continue to work with partners to increase work experiences in summer internships with a greater focus on apprenticeships, as well as explore...

Mr. Barnes said I have been impressed with what Siemens is doing with CMS to train up their people and need to figure out how they help other companies develop a similar model. If you take a kid and they don't want to go to a 4-year college, but train him so he can get a really good paying job and stay in Charlotte and raise a family.

Ms. Lyles said I would ask if the Committee would do exactly what you said, which is how do we actually figure out here. This is work with community partners to support youth employment but how do we actually address the issue of youth employment especially around poverty and training and education? It is kind of like the one continue to focus on job and tax base growth in business corridors. To me, where everybody loves to work with youth toward employment and development but we have real challenges there. Could the Committee take a look at the challenges and what opportunities and kind of fine tune that or could it be a little bit more specific and address some of the issues that have been identified in the report that we got this morning?

Mr. Barnes said I think it can be and should be. As you all know with the Carowinds investment for example, that is one layer of investment, that is one type of kid who may need a summer job, a 16 or 17-year old kid who could use a summer job at Carowinds, but as I said earlier, kids may decide that they want to get married at 18 or 19 to take advantage of what has happened at Siemens and get a higher paying job and use that as a career.

Mr. Howard said I have an extra bullet, are you still on that one? I don't want to lose that R&D conversation and if I'm by myself then I guess we need to gauge the Council and staff, but I'm kind of written out "work to establish a focus detail research and development strategy that includes City operations and community growth", something along that line. From what I understand when I was out at UNCC and I was asking Danny, but it is happening maybe it is happening with you guys, the City actually got UNCC to do some study on how to use the coal ash that we keep getting e-mails about to fill potholes. They are doing all kinds of crazy things so what if the City could actually take advantage of staying home and using that knowledge we have of all of them, even social services, Johnson C. Smith and maybe they are doing some things I don't know about and maybe Mr. Austin could tell us about. Where we can keep those research and development dollars to spend on our own folks, social and science, we should. I would like to make sure we work with the Chamber to grow that strategy as an economic development growth strategy for the City as a whole, too. I don't want to lose that and if I'm by myself I'm okay but I think I'm looking at Council to nod their heads or say something.

Mayor Cannon said I think there is a place there because I will tell you that there are some internationals that are looking at Charlotte right now. I think you are on to something and it ought to
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be included as well. Are we talking about, Vi, when you make mention of these community partners, are we talking about those that are affiliated with MYEP program?

Ms. Lyles said I would say that is one of them but if you can create more robust, bigger, better around that, I think that is what we are talking about.

Mayor Cannon said I want to get clarity on it because I know there is a cost to that so I want to make sure because I've gone down that road a little bit in my current past. There may be a body or two more that needs to be on staff in order to be able to handle that workload. That is why I'm trying to get some clarity there about that and there may be some partners where we can do a handoff and they will take it and move on with it.

Ms. Lyles said I understand that sometimes you have to spend money to get some things accomplished. I get that. I also get the idea that we have talked consistently about the idea of preparing youth for work and the Committee just needs to get some information and some practices and work on that.

Mayor Cannon said if we can get some information in terms of the number of entities that are tied into MYEP that are providing apprenticeships, I'd appreciate that. Right now we need more Siemens. Being an intern is not enough to give them the kind of skills they are going to need. I know some airlines that have expressed some interest in wanting to be a part of that and to be out there and prepare an engine for an airplane and then to move on and go to Central Piedmont Community College or go to State and get an engineering degree, or to North Carolina A&T.

Mr. Barnes said I think there may be opportunities. A lot of companies may not know what Siemens has been doing and how they have been doing it, but it may be simple enough for at least some companies to have the Chamber work with us to help educate some of their member institutions about Siemens work in addition to our work on MYEP. Some of this stuff is just a matter of someone knowing; you don't know about it and you don't do it but once you become aware of it they are more interested in taking advantage.

Councilmember Mayfield said on the same line I'm really wondering if we can, Mayor through your office, strengthen that relationship with the County for them to take a little bit more responsibility. We keep getting further and further where when we look at what the City's goals are and what the County's goals are and it is really the County that works more closely with CMS and more closely with our youth. Yes we have a part to play, but how big of a part are we trying to add under our umbrella with our goals and our focus area. There has to be some real conversation about the County stepping up a little more and strengthening those relationships for them to come to the table a little stronger and all of the responsibility not falling on the City where we are looking at how do we identify funding for this when ultimately we are doing a service. That is great, but is this really in our lane.

Mayor Cannon said working together works.

Mr. Howard said the only thing I would add to that is are we invested in this New Youth Involvement Council, so where we can pull them into this conversation for some input, we'd be smart to do.

Ms. Fallon said is there a way that we tie businesses to CPCC to that program where they train right on the floor?

Mr. Barnes said I think so, yes.

Ms. Fallon said that would be very good besides Siemens; the continuity of that. Having an internship where it trains you to do something that they need.

Mr. Barnes said you all know there are a lot of bright kids who because of the cost of college aren't going and they will get a degree from CPCC or some other formal type training program and we should search that too. Are there any other brief like 30 second type comments from anyone who hasn't said anything; anything that I have missed that people want to add to this?

Mr. Kimble said we are ready to go to work.

Mayor Cannon said good job.

Mr. Barnes said thank you so much. I appreciate the support of the Committee members and the Council and staff because as said we've got a lot of work to do and I intend for us to get to work fairly immediately and pursue the goals and execute.

Mayor Cannon said Councilmember Kinsey on Housing and Neighborhood Development.

Councilmember Kinsey said this will be short and sweet. First I want to introduce this year's Housing and Neighborhood Development Committee (HAND) Vice Chair is Al Austin, Committee members are John Autry, Ed Driggs and LaWana Mayfield. I also want to welcome aboard Ann Wall. We are happy to have you Ann and we will be nice to you the first meeting or two. I also want to recognize the Department Head of Neighborhood and Business Services, Pat Mumford and our Housing expert for Charlotte, Pam Wideman. We couldn't do without her. I am assuming that you have the right page in front of you, Housing and Neighborhood Development Strategic Focus Area Plan. The Vision Statement is short; "Charlotte will create and sustain communities of choice for living, working and recreation". Fairly broad and I think it speaks to what this Focus Area is about.

Mr. Carlee said I would offer to the Committee to think about some other qualifier such as "distinctive." Among the things that make individual neighborhoods give you strength is their own character and it goes back to the cartoon we saw this morning. We don't want cookie cutter neighborhoods. We want neighborhoods that have a distinctive feel and character and uniqueness to them, which we have in Charlotte. I would suggest that we want to be conscious about trying to preserve and help.

Ms. Kinsey said I think you are exactly right and I think that is why, and I know I have this conversation with Ms. Campbell all the time, how important it is for us to preserve our historic neighborhoods. It is very, very important because they mean a lot to this City.

Mr. Howard said just two words; I would want to add "strong character" to what Ron just said, not just "character." I'm not sure about the word "choice". "Choice" I know is about our citizens having choices but I think our goal is to have options so that you have different types of neighborhoods. I'm not sure if options is the right word to make it a variety but maybe not every neighborhood should be created the same. That means that Debra and Danny and some other people where we have street guidelines where they are the same we may have to talk about how to make them different. How do we make sure that not every neighborhood looks exactly the same, so it is strong character;, but it is options, too, a variety.

Ms. Kinsey said I believe that is why the Manager said "distinctive".

Ms. Lyles said we talk about sustained communities but yet almost every part of it, mission and vision, is around neighborhoods. It is just a question I have; is it that we will create a sustained neighborhoods or not, I don't know; probably community.

Ms. Kinsey said we'll take that under advisement.

Okay, to the Mission Statement; the City's long-term health, vitality, and distinction as a competitive city is predicated upon its ability to utilize national and local best practices to create and sustain communities of choice for living, working and recreation. Some of those words do appear in the Vision Statement and if we made some changes in the Vision Statement they would apply to the Mission Statement as well. The second paragraph is the City's housing and neighborhood strategy focuses on creating and sustaining communities by creating places where people and businesses are safe, where civic infrastructure support neighborhood quality of life and business success, where families have access to quality education, jobs and services and the environment is preserved and strengthened.

Mr. Austin said when I was reading this I wanted to see the word "affordable" in there somewhere. We will provide affordable housing, for me it is missing that word.

Ms. Kinsey said I think that does appear somewhere in our initiatives or indicators or I guess some of us who have been working in that area for a while just made that assumption and that is something that perhaps we should look at.

Ms. Mayfield said I'm going to go back to what I mentioned earlier as far as our seniors and aging in place and looking at the type of communities; somewhere in here we need to have that live, work and play. I don't think it clearly identifies that in here so how that wording is going to play out once we start really flushing it out on Committee level may be a way to really drill down how as a community we really want to make sure that you know that we want you to age in place and that we are looking at our PED overlay, looking at our walkable communities and thinking about what Ms. Lyles mentioned as far as are we talking about communities or are we talking about neighborhoods because there is a difference, in a way to word that so it is a little bit more encompassing.

Ms. Kinsey said let me point you back to the first paragraph in the mission statement because it does mention living, working and recreation. However, I hear what you are saying and I want to call our attention to the fact that many of the subsidized housing developments that we see now, are for the older adults and for some reason people don't want them in their community and yet they are the best neighbors you can have. We are working on that and I know that our housing partnerships are and I don't mean just The Housing Partnership, but partners. Your point is well taken. It would be nice to have something in all the areas because people want to stay, even if they don't want to stay in their house, they may want to stay in the neighborhood and the community; in the area.

Mr. Barnes said are we suggesting at the end of that top paragraph that it would say "sustained communities of choice for living, working and recreation for all ages."?

Ms. Kinsey said we could take that into consideration.

Mr. Barnes said there are things that I think about as a parent of small kids that I don't necessarily think about, for example if my parents lived in Charlotte and lived on my property or something like that. I don't think about some of the issues that they may have to deal with, but I think about the challenges of trying to get my kids to have a sidewalk where cars are flying by and some of the things I need to do to get them from one side of the street to the other and still allow traffic to flow, but I don't think about some of the things you may consider for older people who can't ambulate as well or who may have some needs in terms of neighborhood services that families with young kids don't have.

Ms. Kinsey said you are right and think that is what we as a Committee and as a Council really need to look at and take that into consideration if we want the safety for our children and our youth, but we also want it for our older adults.

Ms. Mayfield said I think that is the big piece that I'm thinking, it is not just those that need services, but our active seniors because we have a number of seniors that are starting new businesses. They are looking at utilizing the sidewalks, the parks and recreation, so when we are talking about building a new senior facility, is that facility close to the park, is that facility in a location where our PED overlay is already in place so that we don't have what was approved many years ago where I have a facility that is along a street that is 55 mph and what that impact is for people to get from point A to point B.

Ms. Kinsey said we are getting in the weeds here.

Mr. Barnes said they are good weeds and as an example, I have and Mr. Phipps you will relate to this, been dealing with a situation out on Prosperity Church Road that is for seniors. I went by there last week and there was a man in a wheelchair trying to cross Prosperity Church Road with 50 mph traffic going by and I wanted to slow down and let him go by, but the people coming behind me were going so fast if I had slowed down they would probably have hit me and then hit him as he was trying to get by. That needs to be looked at again, I think, because it is not a good situation and the people who live there have been on us for awhile. I've been trying to figure out what to do and I know we did make a small adjustment to the area, but if you go through there and see somebody in a wheelchair trying to get across that street it kind of hits home as to how much of a need there is to address that. I'm trying to be tactful Mr. Hagemann in a way to say it, but I think we should look at that again or have the state do so. Somebody needs to take a peek.

Mr. Howard said this is a situation where the numbers should tell us something. The earlier presentation said the majority of our population was under 14 and growing. I'm not sure I've ever heard a strategy about how you deal with what our population growth is as it relates to this conversation. We've almost had to do seniors just because we couldn't do anything else, but it is almost like we need to be intentional about where those go so that we are dealing with those issues that we have with that population as well. It is not just having them in Charlotte it is doing some of what you just heard, how do we do this? Is it 20 million per neighborhood we are getting ready to do with the CIP with those five areas? If we start doing planning with those areas and we ought to think about how you have those options in those areas so that you can stay from cradle to older home. We can get intentional about this because there is one neighborhood on Statesville Avenue that is actually doing that. We've dealt with with the traffic and slowing speed down; it has taken a lot of City participation to do it. When we have this opportunity to have City participation we ought to think about the numbers; we ought to take into consideration the numbers.

Ms. Kinsey said what I'm hearing is that we should be more intentional about "from the cradle to the wheelchair."

Mr. Smith said frankly I think what makes Charlotte a great place to live, we sort of touched on it with what the Manager said, some of the distinctiveness and individuality of our neighborhoods and we do a good job with some of the areas that are historic and they get some recognition, but if there is anyway whether it is vision or mission to incorporate some statement or some intentionality of celebrating the distinctiveness and individualities of the various areas and rich neighborhoods within the community. I think that is part of what has made it such a vibrant place for people who live here and we do have some distinctiveness.

Mr. Carlee said part of the conversation that is going on for the past few minutes is around the larger issue of inclusion or diversity and I would offer for the Committee to have some discussion around whether or not an affirmative statement you want to make there because there are growing problems in Charlotte and throughout all urban areas around increasing economic segregation and racial segregation, and to what extent do we really want to be about promoting racially economically and age diversity in our neighborhoods.

Ms. Kinsey said that is good; everybody okay with that?

Mr. Driggs said I think those are all commendable goals. We need to be aware of the fact that there is a substantial segment in our City that exists some of these initiatives, particularly if they are in the areas where the housing is being located. Whatever their reasons, I think we would make a mistake if we didn't pursue these goals for the awareness and the due respect of people who basically sustain a cost and whether we dismiss the costs as being subjective in their minds or not, but there is a cost related and if we don't properly incorporate an awareness of those costs when we make these plans we are going to end up creating another kind of division in our community. I think it actually exacerbates some of the issues that we are trying to address. We don't want to sort of stir up perceptions of factions that are at odds with each other and that can be the result of government coming down too heavily on ...

Mr. Howard said what would go along with that is a really strong position by the City to educate people about what some of these initiatives really are about at the same time. I think the Housing Authority has taken on an initiative to engage people, community leaders and educate them about what it is and what it is not. I don't think anyone needs to make a decision based on perception; they need to base it on reality and when we can educate people on reality that is what we should participate in the best we can.

Mr. Driggs said I agree with that to the extent that you had, for example, neighbors and communities that had been developed in the past and are prepared to testify about their actual experience and to dispel some sort of generic concerns. I've very happy for the people that object to be educated but if you get to them to the point where as a result of that education they're more accepting and you don't have this by-product of greater tension being created in the community. The thing we need to guard against now is the perception by a lot of people in Charlotte that government is basically imposing things on them without regard to their attitudes. What I'm trying to promote is a better dialogue and at least give them a sense of having participated and having recognized the benefits of the City as a whole.

Ms. Kinsey said let's move on to the initiatives. The first one is create healthy and vibrant neighborhoods by improving and implementing quality physical infrastructure. Obviously, we are going to work on the indicators when we get into our committee discussions, but that to me just means things like sidewalks, curb and gutter, getting rid of the potholes and things like that that make a neighborhood or community more livable. The next is strengthen communities for public and private partnerships to encourage the integration of education, recreation, employment and housing resources in identified redevelopment areas. Pam do you want to comment on that?

Pam Wideman said no ma'am, you're doing well.

Ms. Lyles said can you give me an example of if I were trying to say this is the way that it is done what would that be? I'm trying to get a grasp on what the result or the method might be.

Ms. Kinsey said when I was preparing this morning I didn't have a clue so that was why I was hoping either Ms. Wideman or Mr. Mumford would be able to help.

Pat Mumford, Neighborhood and Business Services said one example can be the Greenway Business Park on Rozzell's Ferry Road so there was a specific amount of investment in the City toward that redevelopment, but the notion was to see how that development would leverage other investments in the area and it could be countered with the park, it could be activity with the university, it could be private sector up and down Rozzell's Ferry Road responding to that redevelopment. The idea was to look at one of the comprehensive impact of City dollars versus just those City dollars alone.

Ms. Lyles said I understand that. It answered the question, but I'm not so sure I could have known that by reading what is on the page. I think what you are really saying is that when we have the opportunity to make an investment we are going to call on all of the people that might be partners and ask them to help leverage or help us increase the value of our investment. Did I say that right?

Mr. Mumford said there is that and there is also the idea to capture the residual development that occurs because we can handle it first. It is all of those things. We will word it differently but that was the essence of it.

Ms. Wideman said a way that we are beginning to see that play out is with the Old Boulevard Homes redevelopment that is going on in Ms. Mayfield's district. We have the housing, we have the investment, we have the school initiative that is going on there and we also have a partnership with the Housing Authority and the federal government with the hope that that will drive additional economic development.

Ms. Lyles said I think as the Committee Chair and the Committee looks at the initiative and the example I think it could be a little bit tighter.

Ms. Kinsey said we will do that and I think once we start with some of the indicators that will help too.

Mayor Cannon said I think another example would have been, you all remember "Taking Back our Neighborhoods" that went on some years ago on Old Steele Creek Road and taking down those apartments over there because we had absentee landlords. I was told by the private sector that there was no way anybody would invest in Wilkinson Boulevard as long as we weren't doing anything right there because they felt like it was problematic. Then we had the issues of Wilkinson Boulevard and so as a result of doing what we did over there at Old Steele Creek or off Old Steele Creek to bring some single family developments there was a look at Wilkinson Boulevard where the private sector got involved, more so with the Chamber ending up getting involved. We had the Community Development Corporation come in and now you can see along that corridor what is pointed out here in the way of having more entities to come to the area that happen to be a part of it. That helped to leverage some of our dollars; they leveraged theirs and came in and made that same investment. I would almost like to see that take place along Beatties Ford to some extent in some places also, especially around LaSalle/Beatties Ford Road area, get the Chamber back involved in things like that can help us as well.

Mr. Carlee said one of the things I'm not seeing in this section is connection back to neighborhood plans. A lot of what we've been talking about is sort of a set of principles around what we would like to achieve in neighborhoods, but how do we actually connect them with individual neighborhood
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plans and what are we actually trying to do from a City standpoint around implementation of those plans and what are some prioritization around them? Connected with that, if I may be just a little all over the map here, is that last bullet around the quality of life indicators. Where the initiative has been thus far as actually been creating them, but the key thing is what do we do with them and how do we move those indicators in ways to actually improve neighborhoods; which of them are really important and what is our role in making a difference to actually improve the quality of life where we have the opportunities to do so and the need to do so?

Ms. Kinsey said let's get to the last initiative and talk about that and then we will go back to the third one.

Ms. Lyles said Ron and I are thinking the same way. I had written down that seems to me written for a managerial kind of cost and improvement and to me what was going to be the impact of the result of getting that information. Since we are referencing prior successes, at one time we had something in the Police Department that was like a "hot spot" and based upon indicators that were at that time in public safety, or community safety, I wonder if the quality of life gives us some opportunity to make a decision like around LaSalle and Beatties Ford. If you actually said these are some things that if we don't in will the quality of life give us the indicators that would say this is an urgent need to keep our community whole or however it needs to work, but I think if the Committee could think about how to use the quality of life to drive change that would be very helpful.

Mr. Howard said we use to try to do that with the neighborhood action groups where you brought the County and everybody to talk about what those were. They didn't have quality of life information to this level at that time. If you actually had them in place now and they had this level of information it would be kind of scary what they could do. They did it with some really broad things that we had. Just to go back to the global competitiveness conversation earlier; that is what I was saying, I don't think it is a one bullet, it is all the way through because another advantage we have being global competitive is how we accept people from other places into our neighborhoods, how do we plan for people from other places into our neighborhoods. I don't see anything in here that talks about how we care about variety but almost intentionality around, Central Avenue and South Boulevard are great examples. How do we embrace that in a way that we respect it at the same time? A lot of these we just need to educate ourselves about what it is. That is where these plans overlap because I've always thought that Central Avenue was a great place to focus some of the international capital that could come in to help change the east side.

Ms. Kinsey said the east side doesn't need to be changed that much. The east side is in good shape. My constituents, along Central Avenue. Plaza Midwood, on out they don't want to be known as the international corridor. They are Central Avenue and that is why that hit a little hot spot with me.

Ms. Mayfield said still looking at the last bullet about Quality of Life Study, the fact that we've incorporated these board retreats we definitely need to figure out how we are tying in that full neighborhood design so at one point we were differently with Neighborhood and Business Services so we had the staff that was actually out there on the ground working to identify business opportunities as well so when we are having this full comprehensive conversation we need to really look at how are we engaging what CMS as well as County Commissioners so that when are approving development that is happening are we looking at the impact of the schools, are we looking at the impact of Park and Rec, are we looking at what jobs are already over there or what businesses is over there or are we having a real comprehensive conversation so that we try to get people at the table together. We've done it and we've done it successfully. We've done it with Ardsley; we've done it with Rivergate Shopping Center; we've done it all around the City and we are doing it in SouthEnd but is there a way for us to incorporate it so that it definitely stays at the forefront of the conversation and we clearly have it stated that what we are trying to create are fullneighborhoods and when we are looking at revitalization we are trying to revitalize the full neighborhood.

Ms. Kinsey said what we've tried to do in this Committee is to give fairly broad initiatives so staff would have the ability to go out and do those kinds of things. I think this conversation is going to be good for staff to be able to sort of put all that stuff together. I want to go back to something Mr. Howard said and it is very true. Everything that we are doing with all these committees are sort of intertwined. You don't do housing and neighborhood development without transportation and planning; you don't do it without environment; you don't do it without economic development and community safety so all of these things come out and you have to work together to make them work.

Mr. Autry said I do have to take exception of painting all of East Charlotte as doing just fine. We have some pockets that have weathered the economic storm in a stellar manner but the downside of that is that there are some other areas that have really taken it on the chin and are just hanging on by a thread and are challenged by all kinds of things from rental properties to the concentration of multifamily to transportation needs. The walkability of some of the older neighborhoods that were outlying suburbs 50 years ago that still don't have sidewalks. There are plenty of opportunities to make a lot of gains in east Charlotte, I believe, because if it wasn't a challenge for us we'd see better performance in the contribution to the City's revenue from that part of the City.

Ms. Kinsey said you are exactly right and I don't disagree. The only thing is we keep talking about the international corridor and the people on the east side embrace the ethnicity and you've gone out to the restaurants and you know how wonderful they are. It is just they are more than that and I think that was the only thing.

Mr. Autry said to share on that, too, with economic development and global competitiveness and the impacts on our neighborhoods and our communities that today out of every four new small businesses that are started in the country, one of those businesses is going to be started by an immigrant so there is a way that we can celebrate that and leverage the benefit of that and also help and encourage them to take that plunge to create their own version of the American entrepreneurial dream. It really makes for an interesting fabric of art, that is for sure.

Ms. Kinsey said now we are getting over into Mr. Barnes' committee area, so you see how intertwined we are.

Mr. Howard said that was my point. It is a strategy that we are not taking full advantage of. Going with what Mr. Autry just talked about, we always think about the immigrant population kind of being a little more poor, but they come with a lot of resources that we don't have in this community already and we are not even coming close to taking advantage of it as a strategy. The intentionality of that is part of the strategy with both committees is what I'm talking about.

Ms. Kinsey said are we alright with the quality of life and we will just continue to make improvements on that and be able to use it effectively. That is what we really need to do. The last one is number 3; implement policies that will assist with geographically dispersing and increasing the supply of housing diversity. We talked a little bit about that so let's open it for comments or questions if you have any.

Ms. Mayfield said when I'm thinking about what we are discussing through the Housing and Neighborhood Development and looking at how we are disbursing and increasing that supply of housing diversity, and thinking about how we are trying to add the global into the full aspect of everything that we do, I also want to make sure that we have a real conversation of what is the impact in community. As our community is becoming more global there are challenges that go along with that so it is not just the east side where we are seeing a lot of new ethnicities as well as your cultural traditions coming in, there is conversation over off of Moore's Chapel where residents have a gathering at their home and because they have statues out in front of the house I have neighbors that have concerns that they are turning the home into a church in a community. Where we are talking about how we as a City are becoming more welcoming; where we are talking about how we are integrating our neighborhoods and developing new neighborhoods we also need to figure out is there a way for the City to be at the forefront of those conversations or through partnership with our partners like CBI and other groups to have some real conversations about cultural diversity and is that something that falls into what we are looking at when we are looking at neighborhoods and looking at designs of our neighborhoods to make these neighborhoods more welcoming and more supportive. Are we thinking about the fact that as our community continues to diversify that we are offering the services that are needed for this diverse growing Indian community that we have and Buddhist community and are we really becoming that welcoming City or are we just saying global diversity or global initiative when it comes to business? At the end of the day you still need some place to live and your family needs some place to live as you are bringing the businesses here, so are we going to have a real conversation about what does that neighborhood look like as far as amenities?

Mr. Howard said that what that committee is that you appointed and we've got to appoint members to it next month to look at how we integrate immigrants into the community. I think the social and the business are a part of that conversation.

Ms. Kinsey said that is a group that will be working with Economic Development Committee, right?

Mr. Driggs said I would like to add to what I was saying before, if there could be something in here that says work to maximize the acceptance of these policies by all segments of our City. I repeat, this group in this room is not representative of the entire population of Charlotte in terms of the balance of people who advocate for these policies and those in this room who have concerns about them. I would just like to see accepting that we are going to pursue these policies and acknowledgement in here that there is a need to work with people who may not agree with the principles, who might not like be affected by them in order to minimize the impact on them or to give them some breaks; maximize acceptance.

Mr. Smith said I'm probably one of the lone people that agrees with that.

Mr. Howard said we all agree with that.

Ms. Kinsey said I will tell you if you don't have anything else you will have an extra five minutes at break time compliments of the Housing and Neighborhood Development Committee.

Mr. Barnes said to the point that Mr. Driggs is making; and I'm sensitive to what you are talking about and have thought about it for years, but how do you make people aware of and get them engaged in something that they will almost always say no to. One of the concerns I had about that rezoning you were talking about earlier was regardless of what we said, most of the people that came down opposing that [rezoning] were always going to say no. What sort of suggestions, and I'm not trying to put you on the spot Ed, but what sort of suggestions could you think about how we might go about helping people, who you represent most specifically, to understand and appreciate some of the policies that this Council and Mayor are trying to pursue?

Mr. Smith said highlight some of the success stories.

Mr. Driggs said for one that, but I can tell you also about another situation on Marvin Road but it was a protest petition, I sat down with the area residents for two hours and listened to them complain about traffic and they said I'm sorry but I'm not getting there in terms of voting against this based on terms of what you are saying to me. I think that outcome was better because I was there. I think if members of Council were prepared to be more visible like those who supported the famous Weddington Road thing; if they had come to some of the meetings and listened and given people the opportunity in person to talk to members of Council and just as humans convey their objections; some of them very rational, and we can talk them down from those and I want you to know I'm not here to dismiss the policy. I'm just saying we are not doing enough to dispel the appearance that this Council and this government doesn't care at all about those people. There are probably things we can do in the implementation of these policies to lessen the adverse affect they have on relations and among different groups in our City.

Ms. Wiseman or Mr. Mumford do you have anything? I know they have been taking notes.

The meeting was recessed at 2:33 p.m. and reconvened at 3:04 p.m.

Mayor Cannon said welcome back, hope you had a good break. We've got a lot of stuff done and we want to continue with our Focus Areas this afternoon and we will have three that we will cover in the way of Environment, Community Safety and Transportation. We will be led in the first 45 minutes by the Chairman of the Environment Committee, Councilmember John Autry.

Councilmember Autry said I appreciate this opportunity to share some thoughts regarding the Focus Area Plan for the Environment Committee. First let me welcome the new members of the Environment Committee; the Vice Chair Mr. Driggs and Mr. Smith and returning members Mr. Howard and Ms. Fallon. Thank you for your interest in the Environment Committee and willingness to serve in that capacity. It is most appreciated. I would also like to thank the Mayor for reappointing me as Chair of this Committee; I appreciate the opportunity to continue to serve in this capacity, an area that is very important and near and dear to me. I also want to welcome new Assistant City Manager, Mr. Hyong Yi to serve as staff resource. There is also another staff person that plays a very important role as our Energy and Sustainability Director for the City, Mr. Rob Phocas who is a key person in all of our endeavors with the Environment Committee.

In talking about the vision plan here, we look at the statement; Charlotte will become a national leader in environmental sustainability, preserving our natural resources while balancing growth with sound fiscal policy. If we are not cognizant about what the City does and how we do it and its impact on the environment, we have the potential to get pretty lonely here at the top of the food chain. We are the only species on the planet with the potential to destroy all of this by abuse, neglect and not being cognizant of the impact we have on the environment. In looking, as far as the vision statement, does anyone have any issues about the Vision Statement?

In the Mission Statement; the City of Charlotte recognizes that environmental stewardship is fundamentally important to the quality of life and essential to maintaining a vibrant economy. Protecting our natural resources, promoting conservation and improving the environment all enhance the City's mission to preserve the quality of life of its citizens. It is important that we lead by example and that doesn't just mean saying we are going to do it; it means following through. We want to weave the environment with our sustainability efforts and that is inherently important with everything that we do from the City's perspective for what our buildings are like, our fleets, our purchasing practices, our waste disposal, the CIP implementation and its impact, the development of the intermodal facility, the BLE construction and continuing our partnership with Envision Charlotte. All of this is going to be how we become the national leader in environmental efforts. Moving on with the Mission Statement; Charlotte will become a national leader in environmental sustainability by promoting and participating in the development of an environmentally sustainable community; leading by example by practicing environmental stewardship in City operations and facilities; seeking and supporting collaborative and regional solutions to environmental problems; facilitating the growth of the clean energy industry, including the alternative energy sector.

One of the great things we were able to do in the previous Council was establishing a livable communities plan. The plan was approved by Council last year, also approved by the County Commission and funded by the City and the County, with participation from the Foundations for the Carolinas. The planning of that plan is underway; we anticipate that the plan should be coming back to Council next year. Committees have been formed from the community and the turnout for whenever sent out the calls to the citizens who wants to participate was exceeded; it really exceeded the expectations. We are very encouraged by that. Some of the things we were working on in the previous Council was the clean construction policy by having contracts requiring clean construction standards; an educational part of that; a phased in part of that. There are lots of hurdles left to do with that and I understand from the City Attorney's Office regarding some statutes the State has about putting stuff in our contracts that would give an advantage to one company over another and then also HB-74 and what it means. I also like to think about how we continue to lead and sew ourselves as a national leader for instance with the implementation of LED lighting for our streets. To piggyback on something Mr. Howard brought up earlier, LEED construction. Is there something we can do to help incentivize more of that kind building and construction in our planning with the possibility of incentive of a little more density to get the building industry to adhere to lead standards and help our environment? We also need to continue to find ways to work on our tree canopy. I'm hoping there will be some opportunities once the construction and conversion of Independence Boulevard into an expressway, there will be some land opportunities for us that work on improving our tree canopy there. The prospects of rewriting our Zoning Code if that is the direction the City chooses to follow. We need to be cognizant of what that does to impact the environment and how we leverage that opportunity to implement measures that would better improve our environment. Always looking for ways to lead better with energy efficiency and as we look at things like Solid Waste, I would like for us to look at the prospects of a "pay-as-you-throw" program, something that would extend the life of our landfill by encouraging more people to recycle, especially because the basic theory behind such a program would be that you buy a garbage bag and the cost of disposing of that 13-gallons of garbage in that bag is incorporated into the cost of the bag so the people who are using Solid Waste Services a lot, would be paying more because they are paying more for bags and buying more of them. It could extend the life of the landfill by 15 or 20 years, I would think that would be plus.

Mr. Barnes said a question about that concept; I'd like to hear more as we move along. Are you suggesting that the City or County would implement some tax locally on garbage bags or that we would assess some tax to the manufacturer? How would that work?

Mr. Autry said there are companies that we partner with in a public/private partnership that they would provide the bags; put them into the retail facilities where people would buy them and the cost of that bag; the cost of this disposal would be incorporated in that and that would help pay for the cost of Solid Waste Services.

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Mr. Barnes said is that on your list of initiatives?

Mr. Autry said no sir, that's a vision.

Mr. Barnes said I would leave it there.

Mr. Autry said we will have lots of time to talk about it. Any comments or inputs regarding the Mission Statement?

Mr. Smith said to piggyback on Mr. Barnes' question on recycling, is it possible to run a cost benefit analysis to see if we - Our recycle bin is chocked full at the end of two weeks and I'm not necessarily suggesting a big outlay of cash, but are there some savings if we do recycling more than once every two weeks?

Mr. Autry said that was a great question and I would like to understand more about that. Our recycling bin is full at the end of two weeks, but I'm not sure it is the same way down every house on the street. That is something we should certainly look into.

Mr. Phipps said along the same lines about recycling, on a weekly basis our weekly trash pick-up we can go two weeks before we pick-up the trash. Could we consider some sort of incentives around if you recycle properly; that we maybe consider a reduced fee if you opted for a every two week pick up cycle. I could go for two week on trash pick-up, I know.

Mr. Autry said most of the garbage that goes to the landfill is a lot of food waste. I don't know if it would impact the health of the community to have food waste sitting in your garbage can for two weeks, especially in the July and August period. The bouquet that it could produce around the back of the house.

Mr. Carlee said to take all three of those examples and sort of raise them to the strategic level, the question is from an environmental standpoint what are our goals around our trash stream and our recycling stream? Where are we and where do we want to get to? What are the environmental consequences around our trash stream, environmentally and long-term costs and then based on those larger objectives of what a world class global city would do in terms of environmental stewardship, an assessment of our programs and structures to actually achieve them, which may be weekly recycling; it may be bi-weekly trash; it may be a number of other things, community composting, but really getting clarity about where do we want to be environmentally, with regard to our trash and recycling stream?

Ms. Fallon said are there any cities that are weighing the garbage? I know when we started sending out those pails people were very concerned about chips being put in them and eventually we would weigh the garbage and charge them.

Mr. Autry said I believe the trucks are weighed when they cross a scale going in and out of the landfill. I think we have a pretty good understanding of what the tonnage is on an annual basis.

Ms. Fallon said I'm talking about each individual home.

Mr. Autry said I'm sure somebody is working on a piece of equipment that can be put on the side of a truck that would take that arm and make a weight out of it.

Ms. Fallon said are there any cities that do it already?

Mr. Autry said I have no idea.

Ms. Fallon said can you find that out?

Mr. Autry said sure.

Mr. Howard said to follow that landfill line of thought for a second and Mr. Barnes' question a few minutes ago; you know there are cities like San Francisco and Washington, DC that have actually gone to where you pay a fee to use plastic bags. I did a little research on this to figure out how it worked and where the revenue came from but the whole idea of reducing the number of plastic bags
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that go to the landfill. We said we wanted to be progressive earlier and there are some things that progressive global cities take into consideration and the number of plastic bags that we send should be one of those things that we care about. I think the research backs it up. Is that something that anybody is interested in at least exploring? I don't want the media leaving here saying I don't Harris Teeter to call me after this afternoon, but I know in other cities the point is to get people to use the bags that we all get when we go to all these shows. We actually would take those recycling bags or tote bags with us when we go into the grocery store. Am I the only person who would like to explore that?

Mr. Barnes said yes we had talked about being progressive in that way, but we also talked about affordability and when word gets out that we, and I know you are not going to do this now, but if we seriously thought about having some entity put a tax on garbage bags that were then resold to retailers to be sold to us that would create a concern among some people regarding affordability. As far as taxing or banning those small plastic grocery bags I just don't consider that a priority. It would be nice if people would use the cloth bags, my family does, but sometimes we get the plastic bags, depending on what we are doing, and every family operates differently but I seem to be in the boat that Mr. Phipps is in which is every Monday there are about two 13-gallon bags in our garbage can and that recycling bin is full on that next Monday. Quite candidly, I don't view it as a priority to get into the business of banning or taxing plastic grocery bags that Food Lion, Harris Teeter and other retailers use and packaging products.

Mr. Howard said when we get back to Charlotte I will ask for that to be referred to the Economic and Development Committee just to explore and I will ask for it to be studied so be ready for that one.

Mayor Cannon said one of the norms is that we are not interrupt while somebody else is talking and that any thoughts that any of us express are to be heard whether you agree or don't agree with them. That is fine, but let those thoughts be what those thoughts are going to be in this room and it will be formerly over some time period what makes sense and what doesn't make sense as a body.

Mr. Howard said the second thing has to do with land use; land use from the standpoint that I don't see anything in here about neighborhoods and I think that is because the environmental focus area started out being more aspirational and now that we are getting down to the level where we actually maybe see some ways that we can implement it in the way we live everyday, which is all I was talking about. Changing our behaviors because that is what is going to lead to really us living longer and having a better environment. I would love to explore one, really bringing multifamily dwellers into the recycle conversation. We get a lot of push back every time that comes up and I think it is time for us to either deal with that or not deal with it, but have a conversation about it. There is a lot of recyclable material comes out of multifamily units that we should deal with. I'm not sure how you would implement it; I've hear from Ken Szymanski that it is hard, but that shouldn't stop us from having a conversation. The second thing I would love for us to seek out exploring a zoning classification, if you will, that would incent or make it easy to do environmentally sensitive communities. What comes to mind back when I was on the Planning Commission, that Crosland put up the rezoning for White Water. The economy took it down and it never happened and then you have Reventure and you have some other people who have tried to do some really creative things dealing with the environment and our zoning classifications right now don't support it so we wound up doing a lot of things to accommodate people that want to be innovative. I would love for us to explore some best practices with U.S. Green Building Council and some other folks that are dealing with this to see if we could come up with something to make it clear, a real classification for just that and maybe even incent it by doing an extra building bonus to actually incent that. If we don't do something in the community to change behaviors it is not going to happen on its own.

Mr. Autry said I would hope that those practices and behavior modifications would be part of what would come out of the Livable Community Plan once that is formulated.

Ms. Lyles said this is one of those places where you don't know what you don't know and I don't know enough about this to comment and I need some help. I don't disagree with anything that is on the page, but as we talk through this it would be helpful for me to know what are the practices that we ought to be using and what I would like to ask is some help on understanding a little bit more about if we are a progressive city in this area; what makes a difference on landfills because we are not likely to want to dig another one or fill in another one, whichever you do. Our Solid Waste Disposal Plan, I don't know where it fits anymore. I think in terms of water we've done some really great things in terms of the Catawba and some of those things, but what is it that 5 years from now professionally people would point to and say if you are going to be progressive in five years what

are those steps. I just don't know enough about it; all of the indicators look reasonable, but are we doing the right things to get to where we want to go and I really wouldn't be able to help formulate that. I have less than a 13 gallon of garbage every two weeks, but we just talked about poor populations growing; aging populations growing. There are all kinds of demographics we've got to play with and figure this out. I know that there are people who do this professionally so I would like some help. I'm fine with sitting in on the Committee meeting to learn, but I don't want to make a judgment that is ill-informed or completely uninformed, which I can do if you'd like me to.

Mayor Cannon said on this subject matter I think you've laid it out and I think there is a lot that can be learned out there. I think you could look at the State of Massachusetts and find out what they are doing there; you could look across the State of Georgia, they are doing it there. You've got about 213 municipalities in Pennsylvania that is taking part in this so you've got enough best practices out there to take a look at it and see if it is something that can be tweaked or is it something that the City of Charlotte would like to pursue. You may want to consider those and see how it is working; find out what are the pitfalls and one of the big things is really about illegal dumping because they feel they have too much going on and they are going to be charged for anything extra. Your yard or my yard or somebody else's property somewhere, commercial or otherwise gets loaded up in some way or another. There is a flip side of that; we are saying that has been some concern, it is not a great concern. It can be like crime, it can be low until it applies to you directly. You don't care anything about how low the crime rate is, you care about the fact that it happened to you. So stay open, find some information about it and go from there before you decide something that you don't want to do, that is fine too, but you as a body will determine that.

Mr. Autry said Ms. Lyles, I would add that I have been a little frustrated with the way the initiatives have been spelled out sometimes; that how do we know if we're being effective in those initiatives and how we measure success in those things. It has always been a struggle but it is something I hope we will be able to take up in the next Environment Committee Meeting and we would love to have your participation.

Ms. Mayfield said as we are looking at how to have a greater impact on the environment I would also like for us to consider the different family types that we have and we've not come up with a blanket in our ordinance because you do have single households, households of two, and households up to eight so you are going to have a different impact as was mentioned by Ms. Lyles as far as how much recycling is going into it. I don't want us to be in a position where we are penalizing people unfairly because there also has to be a component where, if we move forward with this, then the City is going to have to take on the responsibility of really working with our community partners and do an educational campaign for people to really understand what is recyclable, what potentially is compost, how are we doing it and that is something that is going to have to happen on the neighborhood level, but also can be considered in our New Quality of Life and Boards Retreats where we have the neighborhoods that applied to be a part of that conversation, start incorporating our environmental so that they can learn and take back to their neighbors our best practices and that way if it becomes part of the community it can be part; just like beautification and Neighborhood of the Month or you have Yard of the Month, you can have the same type of implementation regarding how we can environmentally impact, but making sure that we are looking at all potential options to educate the community so that people aren't penalized without really knowing how to properly dispose of their waste.

Mr. Autry said usually there is a lot of conversation about that in the Committee meeting and certainly after the Committee meetings, a lot of times those conversations continue on. But finding a solution and how to pay for that, is always a challenge.

Mr. Carlee said the last paragraph attempts to connect the dots with some of the other focus areas just as a structural issue, I think it is worth thinking about whether or not we want to do that across the focus areas as Ms. Kinsey was saying earlier. All of this is interconnected; these all touch one another and to what extent do we want to have some kind of consistency or not in explicitly connecting those dots.

Mr. Autry said and how the success of one focus area's impact the potential for greater success in another focus area.

Mr. Carlee said exactly. The second point was to somewhat larger questions that Ms. Lyles was raising. I think there is an opportunity to raise this whole focus area to a more strategic level that is based more broadly on best practices and my hope and expectation is that will come out of the
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livability study that was doing jointly with the county. This is sort of a bridge between the mission and the initiative area. I would encourage the Committee to look really tightly and jointly with the County on that plan as it is developing. Is it truly going to be our joint environmental strategic plan and if it is how does that then translate into initiatives that are consistent with the role of the City and actually advancing in measurable ways based on best practices.

Mr. Autry said at our last meeting, Heidi Preuss from the County is leading the effort for the Livable Communities Plan, presented to the Committee the status of the work so far and they are just about complete with the organization work and are getting ready to give those different committees their marching orders. I'm sure that I'll be asking for more updates over the course of the next couple years and as we start seeing some of those hard things start to formulate I will certainly want to identify them, figure out a way that we can learn perhaps to the benefit of the whole community and find ways to implement them and make them practices. Those are the kinds of things that everybody wants to help participate with because it will help the environment.

Mr. Howard said I'll be consistent so I won't let go of this one either. If you are going to be a global player in all of this you have to do it in every focus area so the very first thing is about being a national leader you need to be a global leader. The folks that measure global impacts with emissions and other things, we should monitor that ourselves, maybe through the livability study or through what we do because we need to benchmark ourselves against people globally. I know not every community is ... and what they require is totally different from ours but we should care. If we want to be global it has got to be with everything you do, so the very first place is the Vision Statement and it needs to work its way all the way down.

Mr. Smith said I would like to see somehow to integrate somewhere the notion that kind of identifies some quantifiable savings by promoting these best practices so that we can highlight, for example the LED's that you and I have been talking about. Even though we are planning some areas where we are promoting environmentally sound practices they are cheaper and I think to get some buy-in from the community at large when we are able to say we are saving you money and/or helping promote best practices, I think will increase our stakeholders.

Mr. Autry said should that be in the vision?

Mr. Smith said I would say in the mission but we can talk about it in Committee.

Mr. Autry said the 2014 initiatives are promote and participate in the development of a sustainable community. That is underway through the Livable Communities effort; the County is heading that up, but the City and County and the Foundation of the Carolinas are funding that effort. The next is lead by example by practicing environmental stewardship in city operations and facilities. I think that is part of what Mr. Phocas is to be directed on. We also rely on Engineering and Property Management's cooperation in this effort. It is something that we should be looking at with the construction projects that we take on everything from the Gold Line to the Blue Line and any new facilities including the Police Stations, etc. The Fire Stations, I think they are doing a good job and aspiring to higher levels of sustainable construction and the building that they are producing. Where are there other opportunities as far as leverage and benefit our environment, I would like for us to continue to look at those.

Ms. Mayfield said thinking about the conversation we had earlier regarding our small businesses as well as the relationship with the Mayor's Youth Employment Program, are we having conversations regarding the fact that we are trying to move to a more environmentally friendly community and green technology when we are looking at the Training Center happening at Central Piedmont, UNC and our small business program, are we letting our small business partners know that this is a direction that we are going in to give them a heads up that here is an opportunity for you to start getting your people in line, getting them trained around how to be more environmentally friendly?

Mr. Autry said I think being exposed to the efforts at UNC-C and the efforts at Davidson; Davidson has a sustainability program and UNC-C with its ideas center has created a think tank around sustainability environment so there is plenty of knowledge that we can leverage there and they are certainly willing to help.

Ms. Mayfield said this is a question for Mr. Mumford; are we thinking about or having the conversation with our small business partners so when the opportunity comes up they are able to bid

on some of these opportunities that will come forward if we are able to move forward in the right direction or the direction that we are attempting to go?

Mr. Mumford said what we would do is align the small businesses that focus on environmental issues to be sure they are aware of opportunities that fit with what they do. There would be a citywide broadcast of that because it wouldn't be relevant to everybody.

Mr. Autry said the next item is seek and support collaborative and regional solutions to environmental problems. I think that is pretty much what you were referring to Ms. Mayfield. The last one is facilitate the growth of clean energy industry, including alternative energy sector. I'm very encouraged by the opportunity for the innovation corridor that we are looking at the kinds of synergy we can find between this focus area plan initiative and to what may be incubated over there in that area for innovation.

Mr. Howard said I don't want to leave that one without adding another bullet that I talked about earlier. It would be something promote and incent development of sustainable and environmentally focused neighborhoods. That can turn into a zoning classification but I would like for that to be considered in an additional bullet as well.

Mr. Autry said Ms. Campbell how would we go about the process to get something like that happening?

Ms. Campbell said I think under the initiative is the sustainable and focused neighborhoods. The indicators could be related to zoning and it could be related to a number of other initiatives in addition to zoning because I don't want to say it is all going to be zoning responsive. I don't think it is just zoning, I think it is a number of initiatives.

Mr. Autry said I'm interested in what you think.

Mayor Cannon said thank you for your participation on that topic; it was good engagement so let's keep that going for the next couple of items that we have. Without further ado I want to bring up Community Safety Councilmember Fallon.

Councilmember Fallon said I would like to thank the Committee first; Vice Chair Michael Barnes, Greg Phipps, Kenny Smith and Al Austin and especially Eric Campbell who is our facilitator. Chief Hannon had to leave, but he was here and Chief Monroe, and I would imagine, since I feel frankly that the first job of government is Public Safety, both Police and Fire that is our mission before anything else. You don't have a city that needs economic development or anything else if it isn't safe.

Our Mission is Charlotte will be one of America's safest communities. Community Safety is one of the major priorities for the City of Charlotte. The City's approach to building a safe community is focused on reducing crime and the loss of life and property resulting from fires. The Charlotte-Mecklenburg Police Department takes a neighborhood-based approach to crime reduction with an emphasis on collaborative partnerships with citizens and other service providers to address crime and the conditions that enable it. The Charlotte Fire Department takes a proactive approach to fire prevention through education programs, fire code inspections and aggressive investigation of arson incidents. Both Police and Fire are served by highly motivated professional work forces that are reflective of the communities they serve. Police and Fire personnel are provided updated training, equipment and technology that enables them to provide quality services to the citizens of Charlotte. I would like to add we need to include youth in general, intervention on gangs, drugs, violence, domestic and otherwise.

Our initiatives are to reduce crime and life/property damages from fire. I think we've done a good job and we do know that crime has been reduced. We still have crime, but as the Mayor said, if it happens to you it doesn't matter that we have statistics that say it has been reduced, it's happened to you. The next one is enhance citizen perception of safety through citizen partnerships and crime and fire prevention and education activities in the schools and otherwise. To add to the connection between environment, the LED's are a very good addition if we can get them into neighborhoods because they prevent crime because as you know good lighting helps. Make sure things around your homes are lit because it deters criminals.

Mr. Autry said can I ask something about that and talk about some of the challenges that neighborhoods are experiencing? There are some neighborhoods that were developed not as part of the City that were later annexed and they either have no street lights or the lighting that is there is highly inadequate and the process for getting lights in place can be very expensive and in most cases cost prohibitive to a lot of the communities that are challenged already. Is there some way; is there some grant under the line of security or something that could help some of those neighborhoods in achieving those?

Ms. Fallon said there were some grants years ago because I got one for David Cox Road to put lights on. I don't know if they still do that and I can't remember who the grant was from, but we did have some grants. Could we look into that again? I know that I have gotten complaints on Tryon going down Steele Creek, a new neighborhood and they don't have any lights.

Mr. Autry said when you go into those community meetings and you say well you can have street lights, but it is going to be about \$2,000 per pole. That is not going to happen in a lot of these places, especially where there is a Home Owners Association that is already on the ropes and on its last legs.

Ms. Fallon said you have a problem with that too; years ago when we did it and they dug up, they put it back; they don't now and if they do it, you put it back, you restore the road so that becomes a problem for homeowners too.

The next one is develop recruitment strategies that attract diverse applicant pools to Police and Fire Departments. I think we do that don't we Chief Monroe; we have a program for that.

Chief Rodney Monroe, said yes ma'am.

Ms. Fallon said the last one is build collaborations with partners that enhance community safety initiatives. We do that through the schools and the Fire Department does it by going in and talking to the children. We do that with the Police Department too; we have officers that go into the schools and talk, then you have that youth group, what is it, Gang One on One thing?

Mayor Cannon said "Gang of One", no.

Chief Monroe said we have officers at all middle and high schools.

Ms. Fallon said and you have an outreach with education too?

Chief Monroe said a diversion program in all middle schools and high schools to divert kids out of the Criminal Justice System.

Ms. Fallon said what are we doing with the gangs?

Chief Monroe said there is a variety of things that we are doing to focus on gangs. The Gang of One grant which we've had for a number of years is gone away, but we are trying to refocus some of our efforts with the diversion program and that focuses heavily on gang activity in and around schools. We need to build greater efforts as it relates to dealing with youth, not only from the prevention side but the intervention side and how do we get more and more of these kids steered away from that type of activity at a more rapid pace.

Ms. Lyles said one of the things that I have been thinking about and this idea of recruitment and attraction and our conversations about young people, I wonder if it is worth having a conversation with the School Superintendent about the opportunities to introduce students in 8th grade to the opportunities that will await them if they decide to become a fire fighter or a police officer. When Pete Gorman was here he was like no, we are not doing anything special, we are only going to focus on reading, writing and testing, but I think as we look, those are careers that perhaps people don't even know about until they get to be 25 and it is a career that you could actually cultivate interest in when kids really love that kind of thing. I don't know that it needs to be an initiative, but our focus on trying to get kids to graduate from high school, get a job, be a citizen; I think that could start with some opportunities to become police officers and fire fighters if we introduce it to them at a younger age.

Chief Monroe said we are finalizing the curriculum as we speak with the State and next year we will be going into CMS with a Police Academy. We have not identified the school yet, but we will be
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going there in addition to making some modifications to the Cadet Program which doesn't start until a kid is in the 12th grade. We are trying to move that back to the 10th grade where we can nurture them through high school and ultimately get them into college and hopefully a career with us.

Ms. Lyles said I think some of our kids make mistakes by 9th grade that prevent them from becoming a part of your workforce and that is why as far as a candidate, I don't know if they are doing it for police if there is a fire component.

Chief Monroe said fire is already in the school; they are at Providence High School now.

Ms. Lyles said looking at some of our low performing high risk schools if there is some opportunities and then the second point is also about kids. If these are the kids that Sheriff Bailey has coming in and finishing high school inside of the jail and what is your work like with the Sheriff and are there opportunities to be developed there as a result of what he is doing?

Chief Monroe said yes there are and while we are focusing more on diversion. North Carolina is only one of two states that actually charge kids as adults at age 16, so if you get arrested at age 16 that record goes with you for the remainder of your life and now we are trying to focus on those types of offences that 16 and 17-year olds are involved in and divert them out of the system and not get that first arrest. That is something that Sheriff Bailey and I have been working on very closely, but again it is refocusing of our priorities and it is a refocusing of our resources in order to accomplish more of that.

Ms. Lyles said I think if we could reflect some of that in the plan because I think those are important differences that we are making to connect our young people, connecting the idea that you can be a valued citizen and live and work in this community. Thanks for what you are doing.

Mr. Driggs said I've had conversation with past and present District Attorney about their constraints, resources constraints, funded by the state and some help from the County and the implication is that property crimes can barely be pursued; that many other crimes could not be pursued because the perpetrator could not be processed. Is there a safety issue because of a bottleneck at the District Attorney's office and our inability to prosecute?

Chief Monroe said there is, but it has become much better. We have a DA that we've been able to capture community priorities that one time property crimes was not a priority, within the DA's Office, but we've been able to show where property crimes have a greater affect on neighborhoods than some of the violent crimes just based on volume. Their focus has been on that prolific offender; that offender that has been arrested 10, 15 to 20 times whereby we identify the offender and they are accepting those cases; they are creating a mechanism to place habitual felony charges on those individuals, so we are seeing a better outcome on the back end. Remember the City itself contributes tremendously to the DA's Office as it relates to attorneys, clerks and others that help support our activity.

Mr. Autry said I have participated in several Citizens' Advisory Councils that touch District 5; are those implemented in all of the divisions?

Chief Monroe said all 13 divisions have a Citizen Advisory Council.

Mr. Autry said colleagues, as you go through your community please remind your citizens of that opportunity to participate directly with the Police Department on what issues you have and what you might do to mitigate and resolve those issues. They are very productive and also a great way to connect with different parts of the community and hear how one community views one issue and how the other community may view it a little differently, but they all are going to have to come together somewhere or another and work with that division to work on those problems.

Mayor Cannon said you heard the Chief make mention of the Gang of One going away. It was a very important program for our City and one actually that we were envied by by other cities. There were a lot of best practices that people were taking advantage of and coming to our City to see how that was working for us and it was doing pretty well. With that said, last week while I was in Washington I had some conversation with the Department of Justice and the issue came up with us having some opportunity to move forward with grants as it relates to our youth. So if there is no pushback on that, knowing where they could be if we don't have some type of preventive type

program and/or missions out there, I would ask that we would continue to move forward and try to get some of those grants Chief with your blessing and others. Everybody okay with that? Very good.

With that of course as we continue to grow and talk about growth this morning as Debra and others pointed out we aren't shrinking; we are continuing to grow in our community and Transportation continues to be something that is going to be very important for us to pay attention to by way of sidewalks and roads and transit. With that I would like to ask the Chair of the Transportation Committee to come up. Welcome Vi Lyles.

Councilmember Lyles said I think I am standing between you and the break time and dinner so I will try to move expediently. First I want to thank the Committee members, David Howard is Co-Chair, Patsy Kinsey, Greg Phipps and Kenny Smith are the members of the Transportation Committee. My understanding is what we are trying to do is we are trying to go strategic, create something that is visionary. We need to think of it long term what is the future like, and that is more than 18 months that we generally consider our time before we start running again. Then the alignment with the City's vision over all the other Focus Area Plans. The Plan that is up on the screen before you today I think was written about 2006, so it is 2014. We actually have to deal with the Airport; I don't think there is an Airport focus in this. We have our 2030 Transit Plan, I think was debuted about the same time that this plan was written, about 2006. Is that right Debra?

Ms. Campbell said yes.

Ms. Lyles said so you had a major initiative building the dollars and we have a focus area plan. The other thing which we've had is the Committee's name has been retitled for Transportation and Planning and this is basically the Transportation focus. It has some land use kind of things in there but how do we know that we would be looking at these during our zoning code, and our street design. One of the other things that we've got to recognize now is Transportation; it used to be the Charlotte and Mecklenburg, but that was pretty much the area that we managed and we had a lot of influence. When I went to my first MPO meeting; I walked in and there were 60 people around the table, literally everybody had a presence there. We now have Iredell, Mecklenburg and Union County for pretty much what I consider to be a staff-driven process because there is no way 60 people could make decisions all the way from Troutman to Stallings to Charlotte. The world is different and we've got to think about who influences our policies on transportation and land use and that is the state, sometimes positively and sometimes not. The Federal Government which is facing the constraint that we are going to have and deal with and then we've got this whole regional aspect of what we are doing we are center and key to that regional growth and support as indicated by our plan today.

As we go into this discussion one of the very first things I'd like to say is we have a new title both Transportation and Land Use or Planning – which one do we use Debra?

Ms. Campbell said for the Committee it is planning.

Ms. Lyles said I would like to say that is kind of where we are and is there feedback on how it should be or changed to the name or is there another idea that we need to look at as our title from Transportation. We are okay and we are going to go with our Transportation and Planning.

Mr. Barnes said I don't have a suggestion on changing the name of the Committee, but with respect to that Vision Statement and to the point that David made earlier, should we tweak the country piece and make it a global vision. Different countries obviously do transportation in very different ways. Would the Committee be interested in looking at that?

Ms. Lyles said I think the Committee ought to take a look if you think that is one of the areas that we ought to be focusing on. Is our competition just national or is it global and how does that impact transportation to look at the vision. We can do that.

Let's go right into the Vision Statement. When I read this statement, Debra and I had brief conversation and I thought it kind of focused on the methodology instead of a vision. I thought it kind of said we will integrate land use and transportation choices and that to me seemed like, how we were going to do it with a tool to do it. I am wondering what we really think integration of land use and transportation will actually ultimately give to us. What is the picture if you kind of thought I've got a blank canvas what do I want Charlotte to look like if we integrate those things; what will that be? Any ideas?

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Mr. Barnes said what I would suggest, the way I looked at it is that we have always hoped that 95% of the people in the City would be near a set of transportation options that I could ride my bike to the store and that I could walk to the store, that I could hop on the train or a bus to get to the center city, that if I chose to, I could even use my car to conveniently get places. A part of what we used to try to figure out was how to keep neighborhood services near neighborhoods so if people didn't have to use their cars all the time and I think we had hoped to integrate both of the land use, the mixed use development type concepts with the transportation decisions that we've been making so that folks didn't have to drive everywhere, but could take a bike or walk or as I said take public transportation. It is actually starting to work, I think, okay in some parts of the City as our transit system matures and as some of our neighborhoods mature under the neighborhood area plans that are being implemented. I think we are seeing some maturation in that process, but we are not quite there in other parts of the City, southwest Charlotte for example, some parts of northeast Charlotte aren't quite there yet, but we are trying and making some progress I think.

Ms. Lyles said the first sentence in the Mission Statement really does talk about safe, convenient, efficient and sustainable choices for a viable community. Somehow I think what you are saying Michael probably lifts that up to be more aspirational for the future.

Ms. Fallon said don't everybody start saying "she is crazy" but I think we have to start thinking about an east/west light rail. We have a 30-year build out and I think we have to sit down and talk about it because I don't think we are ever going to connect Charlotte without it. Part of our problem with Charlotte is it's not connected.

Ms. Lyles said we can get some discussion about that especially when it comes down to the initiatives. We can say what I hear you saying; we need to have a connection throughout Charlotte, so choices and connections.

Mr. Driggs said I just wonder if decisions about transportation involve looking way into the future and they involve investing very large amounts of money. One thing I don't think has been adequately addressed here is the responsibility of the Committee to schedule certain investments at the appropriate time in the growth of the City. If we start too early with the idea that development will follow, you could end up with a debt burden that is hard to sustain. If you leave it too late you could end up with costs to sort of retrofit so I think it is critical to look at it dynamically and recognize the future and long-term nature of the large financial commitments involved and to get the timing right.

Ms. Lyles said I think Ed has just expressed a great way to look at the Transportation Action Plan which does put us in that how do we pay for it; what priority; how we use it; but we don't have a strategic way of approaching it which may be how to make sure it follows development or gets developed and not cost more later on. That may be a good way to look at our Transportation Action Plan.

Mr. Driggs said in the Mission itself, I think responsibility for making timely decisions is part of the goal.

Ms. Lyles said how do you think we could handle that kind of decisions when we could be influenced by the people that regulate us?

Mr. Driggs said I think there is a careful analysis that goes into your perspective ridership, your financial forecast and you work out what you are anticipating but if you don't put certain targets in terms of what you are expecting because, for example, there is a lot of .. behind the development that is expected to follow with Transportation. Then you are left in a bad situation where you incur all that debt and it is not being the things you want from it. I'm just saying be very aware and intentional about the assumptions that are being made and the relationship between the costs and the predictable benefits. That is the critical role I don't see reflected in this Mission Statement.

Ms. Lyles said any other comments about the Vision Statement. I kind of got choices and connections being important there. The Mission Statement I've gotten let's make sure we have appropriate financial analysis and impact on how we can best use transportation as an investment.

Mr. Autry said is there any room anywhere in there for the quality of life by diversity of transportation options; how that benefits or helps enhance the quality of life for those that choose to run that spectrum?

Ms. Lyles said I think it is very much; we say a viable community and viable may not be appropriately sufficient in the description, but I think the intent was a good appropriate quality of life. I think there's room. We'll have to figure it out, but there is room.

Mr. Carlee said that comment really resonated with what you said earlier about the Vision Statement being more of a how. Transportation and Planning the end goal isn't to integrate land use and transportation for the sake of integration. It is to create a City that works and neighborhoods that work and that have a quality of life. I don't have a suggestion on how to retool it, but the notion of retooling it makes sense.

Ms. Lyles said so we all agree that we have some work to do on the Vision Statement and we've got some things to add to the Mission Statement. The way this has been working is, we've been talking about initiatives and I haven't looked at initiatives in the frame of reference of what is really important in the initiatives that we need to state for us to be successful in Transportation and Planning. When I looked down the side I see you have your action steps, your initiatives and as Claire state that we need to look at light rail east and west long-term. I was wondering if there are others that we can just kind of throw out there. We don't have to be dated because we always have the information, but it is the time that the Council individually and as a group we ought to be saying these are important action steps if we are going to see success in choice connections. What I'm saying is this is the opportunity for us to get out those initiatives that when you talk about success, whether it is collectively or individually, what are those things, so that we don't miss that opportunity to have a discussion as a Council. I'm going to go ahead say that Claire said let's look at light rail long-term east and west connection. Okay, that is the only thing we are going to do or think about right now.

Mr. Smith said I think this may be in the works because you see them a lot, the extended buses, they have the flexible capacity to sort of navigate.

Ms. Fallon said the articulated buses.

Mr. Smith said yes, that.

Ms. Lyles said can we talk a little bit about the transit system because we do have some big buckets on transportation. The 2030 Plan and this Transit Focus Area were written at the same time. What I'm wondering is it time to do a revisiting and touching base because we both got the issue of funding, but we've also got the issues of new technology, new circumstances, all kinds of things there so I'm wondering how the Council feels about the 2030 Plan and do we just kind of let it keep rolling on and having the same 9 to 2 votes, 9 to 3 votes, 7 to 4 votes, 6 to 5 votes or is there a time that we could actually sit down and figure out where we can come together and be more consistent in our application. Is there an opportunity here? What do you see as the 2030 Plan? If we are going to do something let's go ahead and see where we are.

Ms. Fallon said I think we have to sit down and evaluate what we have, what is in the pipeline and we have to talk about a revising it. It is a different world than when it was originally done and I think a lot of it is obsolete.

Mr. Austin said I think what we are going to discuss tomorrow is a big vision of Charlotte and a lot of what we are talking about today will fold back into that hopefully, and if we've got a different vision collectively of Charlotte then maybe our Transportation Plan and land use definitely needs to be revised to reflect that in the focus. We definitely need to look back and I definitely agree, at the 2030 Plan and it's funding.

Mr. Phipps said I think we should be careful not to reinvent. I don't think with respect to whether or not we should have light rail on the east side, it is an issue that is already been vetted and discussed and analyzed so I don't know what useful purpose it would serve us to try to revisit that. I think we would be just wasting time on it so I would suggest we focus on things to the extent that they haven't already been analyzed that we don't spent much time trying to do something about that.

Ms. Lyles said before we get into are we going to do it; let's talk about the value that discussion has.

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Mr. Phipps said I really think there is feasibility out there and part of the goal of the overall 2030 Plan I think we should be careful ...

Mr. Autry said also we could look at the Rose Fellowship Study that ULI did a few years ago about Independence Boulevard and they absolutely vetted the prospects of light rail running down the center of Independence and they said having light rail running down the center of Independence would not have the economic benefit and redevelopment impact that we were seeking. They recommended the City Links Gold Line down Central Avenue and eventually another line running down Monroe Road. Is that correct?

Carolyn Flowers, CATS said that is correct and what it has resulted in is that we are now going to go back based on MTC's vote to do a major investment study this year to look at the options in the Southeast Corridor. That has led to a different perspective on the 2030 Plan and it has only been reviewed as a different technology in that corridor and not in any other corridors. I was just saying to the Mayor, any revision that City Council would want to recommend would have to be done in conjunction or coordination with the MTC because it is the policy driven body. The Mayor is the representative on the MTC and can take those recommendations back to the MTC as to what the City of Charlotte is recommending in terms of the 2030 Plan.

Ms. Lyles said I think everybody understands how the organizational structure and reporting works so where we are in terms of a part of a bigger till. In the initiative around enhance multi-modal mobility, environmental quality and long-term sustainability, do you have any feel for that and you know exactly what you are going to do to resolve it.

Mr. Carlee said I want to go back to the 2030 Plan briefly before we leave that. It is something I've been wrestling with all day. I have been through the Focus Areas with Council as well and trying to understand the Charlotte way of doing strategy and one suggestion I would offer for this and the other Committees is to look at the strategic plans that relate to each of these focus areas and in order to make sure the work of the Council is the strategic policy of work of Council, really looking at the deeper dive around these strategies. In the previous one, Environmental, I was talking about the Livability Study that really should be our blueprint for going forward as an environmental city and county, the Transportation 2030 Plan is obviously that blueprint here, a general land use plan, a neighborhood plans that we talked about, our master transportation plan and if there is no objection I will ask the staff of each of the Committees to actually compile the strategic plans that exist related to each area and their status and offer that as you were suggesting on 2030, does this make sense to us now? Let's look at our strategic plans and make sure we have the blueprint and framework from which we can then develop our initiatives and our tactics to actually make sure we are moving them along and are not just plans that are sitting on the shelves, which of course 2030 isn't but a bunch of our plans could be. Does that make any sense?

Ms. Lyles said it does and in fact very seldom when I look at these pages did I get a grasp of what data I'm supposed to be using to decide whether the initiative or indicator works because very seldom do we get a footnote or a data reference point. I find myself in a position sometimes just wondering whether to believe what I hear or if I'm saying something that is actually factual because we don't have the initiative backed by this study that says this data and how we got it so I think it would be helpful, particularly on something where we are talking about a 2030 Plan and we're talking about a 10-year transportation action plan, we are talking about the zoning rewrite. These are big buckets for us and to do that in absence of facts would really be, I think, irresponsible for us.

Mayor Cannon said I would suggest one other thing in the way of the strategies being talked about as we get ready for this 2030 Plan and what we want to change within it. There needs to be something in there also about a strategy to work with CSX and Norfolk Southern because there is an impasse that exists right now there that has given them some more local concern about accessibility and yet we know we need that same line to be able to do some of the things that we want to achieve. So coming up with the right strategic plan as to who we approach, how we approach them to get the best end result is going to be critical. That is going to be important so we've got very good staff minds around this table that I'm looking at and inasmuch as we can get advice from them and also work with the State leadership that may have rapport with some of those same folks, we need to do that and who is even on the Federal level, we may need to tie those folk in to help us with that same process. I just put that out there for however you need to think about it, word it, incorporate it such that we don't miss it.

Ms. Lyles said I'm new at this but the Council has done such a phenomenal job and staff has done such a phenomenal job of building on relationships that we've got to continue to endorse them and make that happen. When we talk about seeking resources, external grants, funding partnerships necessary to implement transportation it is really a different role for us now. It is a role where we've got to get those people that have a say or they are going to be a part of what we are talking, we've got to figure out how to continually engage them so they know the Charlotte story and know what we are trying to accomplish and we are able to articulate that. That is not only for the 2030 Plan, but the Airport for state funding choices that we are making. When you think about it we can do sidewalks and do bike lanes but after that I'm like what else can we do that doesn't involve a partner? We may think we are in charge but sometimes we're not and we've got to own up to relationships and influence. I really think that seek financial resources really needs to be more about building the influence that allows us to accomplish the plan. I think we've done some phenomenal work in the last two years and congratulations to everyone who has participated in that because we wouldn't be here today even talking about the Blue Line or the Gold Line without those relationships being in place.

Mr. Driggs said the Intermodal Facility at the Airport, was it meant to be a big economic driver for Charlotte? I'm wondering does the City have a responsibility for ensuring that it succeeds or for maximizing its success and if so which Committee is actually responsible for that?

Ms. Lyles said so let's talk about the intermodal yard. Ron do you want to talk a little bit about where we are on that?

Mr. Carlee said I'm sitting here thinking about the specific question about where it belongs and which Committee because it is both in Economic Development and Global Competitiveness issue that is rooted in Transportation and Land Use Planning. It is one of these where it is not a pick one; you've got to connect those dots. I think it has actually been assigned to Economic Development, for some reason I'm thinking that in my mind. What we are doing on the implementation side of it is we actually have a Interdepartmental Team that pulls all of those assets together to look at it in an integrated way that is first getting our own act together internally to think of it holistically and with plans to soon reach out to bring the community and business partners into the early discussion about what the opportunities are to really exploit that new asset.

Mayor Cannon said because you have Norfolk-Southern over there already on site with containers over there; we're already talking about goods. So you sort of equate goods with economic development and that is kind of why there has been a tie in that respect, but there is also, as the Manager just pointed out, you have to integrate things because I'm speaking as early as last week in DC if it is about rail it is about seaports, it's about the air, it's about the highways and by-ways which is all tied into Transportation side of things. I think we continue to integrate and work together; it may be an overlap, but just continue to try to do it together so seamlessly it is still occurring on a global stage.

Mr. Driggs said I was just thinking there should be some ownership on Council somewhere.

Mayor Cannon said absolutely; we've got land issues and we are talking about attracting companies and/or corporations that are either domestic or internationally and you've got to rezone the land or look at some areas for corrective rezonings.

Ms. Lyles said the land use in that area is huge. I know you guys are already reacting and being responsive to it, but that is going to be a plus.

Brent Cagle, Interim Airport Director said one thing we've talked about is global influence if you want to be a global city, as you talk about the title incorporating land use and planning I think that's very important. Around the world major airports and cities have realized the importance of proper planning and land use preparing for what it means to have a World Class Airport, but have a large airport right there in the backyard and I think it would be well for ourselves to start that now, interlinking the intermodal and be projecting growth for the Airport and what it means for the whole city and the region.

Ms. Lyles said I really think that if it is possible one of our initiatives ought to be to start that process in terms of the area plan review update. We've got some major strategy documents in place, lots of work going on. I don't think we have to decide today what we are going to do as long as we kind of know the bucket includes these things and we need to get some more information about them.

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Ms. Mayfield said thinking about what was just mentioned regarding our rail and the intermodal and looking at going back to our relationship and connecting all our Committees. Looking at Environment, what we have seen just within the last year or two the number of train derailments the impact that has had on local communities, both environmentally as well as the potential tragedies that go along with that. I hope that in one of our Committees we are also having that larger conversation about as we see more rail start to pick up. We are opening up more tracks that have been closed for a number of years and Norfolk-Southern is growing again. Are we taking into consideration the environmental impact as well as the neighborhood impact as these trains are starting to pick up on not only their routes, but also the times of day and night that they are running? A number of residents are saying do we have a quiet zone; what is a quiet zone; what are the laws that we are looking at and what are the limitations that we have regarding the City opposed to what the state has in place. No, we don't have quiet zones so what is the impact on local neighborhoods as well as what is our safety plan if there were to be a derailment or accident, are we prepared for it?

Ms. Lyles said that is a very salient point. We see it too often on the news what happens when you're not prepared for things.

Mr. Phipps said so it is really a community safety issue as well so that is why you can get a lot of different focus areas encompassing that. Just seeing it over in the Back Creek Corridor where Norfolk-Southern is putting in the double track and taking down trees that used to be barriers or buffer for train noise; we're just waiting. Fifty-five trains a day coming through on the current train system. We don't want to be notified what the safety plan is after a derailment has occurred, we want to know what's the plan before it occurs. Sometimes I can't sleep at night or eat a bite because of those trains.

Mayor Cannon said we do have an entity called HazMat which deals with if there were to be an incident as such. A derailment where there are chemicals and things like that, we have a team ready to converge upon situations like that. Charlotte is in a half-way decent place I might add, but there is more to that.

Ms. Flowers said I just want to add that there are drills done periodically with the rail, community safety and basically prepares us for those kinds of incidents. We get grant funding and we do those and I know that we participate on the light rail side in those so they are done periodically.

Mr. Campbell said it is more emergency management issue than community safety specific.

Mr. Flowers said I think I could learn how to respond to those types of incidents.

Mr. Carlee said yes to those things, but there is actually no Council oversight in that area and I would offer that the Community Safety Committee look at incorporating emergency management as a part of our larger community. So looking at community safety beyond just police and fire and a larger comprehensive emergency management plan and making sure that we do have the systems and structures in place and a policy oversight role.

Ms. Lyles said we've got a few more minutes left and I want to go to the big bucket that I see after we get train priority and we talk about the Airport and the land use development we still have the Transportation Action Plan and we spend lots of money investing in that regional work and working cooperatively with the state. Danny has the lead staff to do that, at least 3 or 4 people, are engaged in working on this and this Action Plan we can do state funding formula is really something that Council and I think Ron had an opportunity to look at it a little bit more in depth and figure out what that means for us with three the categories that they have. I don't know if we have the initiative right here because what we are talking is communicate the progress on it, but what is clear to me is that we are going to have to fit this idea of what we used to do into the new state formula and that is going to be different for us. I don't know if it is challenging, but it is definitely different. Carolyn just said it was challenging.

Mr. Pleasant said I would say that our goal and the things that you do as far as money is concerned, transportation is probably the most complex and interwoven thing that you deal with because you are dealing with the federal transit formulas and you are dealing with the federal highway formulas and the role of the MPO in allocating those federal and state dollars to the urban areas. The Transportation Action Plan speaks more to the local role and trying to create that funding and create those partnerships to the state and federal level. That is a whole basket of work by itself. It just so
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happens that the Committee will be seeing the annual review of the Transportation Action Plan coming up right away. I think it is one of the first things you are going to be talking about so that can be your opening to looking a little bit more deeply into the Transportation Action Plan which is a policy, strategy, programming and projects plan so it covers a pretty large part of the waterfront. It is uploaded to centers, corridors and wedges land development strategy. One of the things that has been interesting about our Focus Area Plan is the initiatives actually track with the five main goals of the Transportation Action Plan pretty well. That was done on purpose to integrate those efforts together. You are correct, there has been a tremendous amount of work but it is pretty obscure stuff for most people and we would like to try to figure out how to get that more open and transparent.

Ms. Lyles said we need to wrap up but just on a personal note, I know that we generally call each other Councilmember but I'm Vi and I apologize if that is too informal for us but that is just kind of who I am most of the time. The second thing that I want to say is that I think the most important thing for us to do as a Council is to actually think about those big buckets that we have and figure out what our vision is and create some major strategies because a lot of this work is going to be driven just by it's time to submit, it's time to make it happen and it's time to make it go, but what do they say, "if you don't know where you are going you are never going to get there." So on Transportation let's figure out in land use where we want to be and where we want to go so we can get there. Carolyn is going to take us all into the University area right now.

Ms. Flowers said I just want to say you have on here work with the legislative partners and stakeholders and your connection back to the legislative agenda and GAC, the work that Dana Fenton is doing is extremely important to this committee.

Ms. Lyles said I want to say thank you for in the time and attention you paid in this area and I will turn it back to the Mayor.

Mayor Cannon said Madam Chair thank you for a great job and thanks to all of the Chairs for your leadership and what you are doing to keep us on pace with your Committees; to all of the members who are a part of those particular committees, thank you for what you are doing, your level of input is valuable. I want to continue to encourage you to make sure that you are still giving up those good ideas that you have. They are really important and we need your input because it is going to continue to help us to move forward. I also want to thank the Department Heads for being here and program staff for driving up this day. You have been a great asset for us as a working body to help the members of the City Council as well as this Mayor to help us achieve those things which we know cannot come into fruition without your level of support. Thank you so for being a part of this session. I think this has been really good today; we've had a lot of great input and participation. Let's keep that going as I said once before, working together works.

The meeting was recessed at 4:38 p.m.

Friday, January 31, 2014

The meeting reconvened on Friday, January 31, 2014 at 8:03 a.m. with the Mayor and all members of City Council present. Staff members present were: Ron Carlee, Ron Kimble, Eric Campbell, Bob Hagemann, Hyong Yi, Carol Jennings, Alban Burney, Randy Harris, Kim McMillan, Dana Fenton, Ann Wall and Debra Campbell.

Mayor Cannon said it has been a grand couple of days and we round out our final day now relative to the commitment to the vision and we will talk about developing our vision first and foremost. Before we do that I would like to ask the Co-Chair of the Planning Retreat Committee, Councilmember Kenny Smith if he would come and introduce our facilitator for this morning.

Councilmember Smith said on behalf of the Committee I would like to thank everybody for their energy level these past two days and coming in with an open mind and working hard. This has been a great two days of hard work so thank you guys for putting energy and effort into it because we couldn't have done it without that. It is a distinct honor and pleasure to introduce our facilitator for the morning Rosalyn Allison-Jacobs.

Rosalyn Allison-Jacobs is a Senior Management Consultant with La Piana Consulting. Over the course of her 20 years of management and organizational consulting experience, she has provided operational, organizational development and systems support to organizations in the non-profit, mpl

health care and public sectors. She has worked with national and international corporations such as the Urban Institute, Cleveland State University. In her role as implementation coordinator for outcome measurement with United Way of Central Carolinas, Inc., Rosalyn was responsible for curriculum design, training, group facilitation with organizations that instituted systems for demonstrating program effectiveness. She has served as Interim Executive Director for Executive Service Corps, a non-profit consultant agency, specializing in optimization for leadership, governance and service delivery. She holds a master's degree in Medical Care Organization from the University of Michigan and a Master of Science Organization Development from the McColl School of Business from Queens University in Charlotte. She has served on several non-profit boards including Children and Family Services, the YWCA Central Carolinas, and WFAE public radio station. She is an avid cyclist and an enthusiastic literacy tutor. We are glad to have you here and look forward to working with you.

Rosalyn Allison-Jacobs, Facilitator said I appreciate that, thank you very much. Before we get started I want to tell you just a little bit more about our firm. The firm that I'm with La Piana Consulting; La Piana provides consulting assistance in three sectors basically; we work with, non-profit organizations, public sector and foundations and there are three areas around this business built over the last 18 years. Non-profit mergers, business planning and what we prefer to call strategy development and planning. Our consultants refer to strategic planning and we have a very particular approach; strategy, development and planning because we believe that until you land on an optimal strategy for your organization you can't plan for how to make it happen. The reason I'm bring that up is that we have some relevance to our discussion today about creating a vision. Because until you land on the vision for the future and you know what that is going to look like, you can't really figure out what the optimal strategy is to get you there. Until you get that optimal strategy identified you can't figure out how to plan to make it happen. So with that let's get started.

The purpose of our work this morning is to help you to work to build unconditional commitment to a vision for the future. With apologies to those of you who have done visioning ad nauseam in other context; we are going to spend a little bit of time this morning talking about what a Vision Statement is, what a good vision statement looks like and what the difference is between a Vision Statement and Mission Statement. Then we are going to ask you to build on a couple of things. We are going to build on the existing Vision Statement that was create in 2012 and we are going to integrate the work that we did yesterday into that Vision Statement. We will take a look at some examples from other cities and then do some hands on work within your groups and the group as a whole.

What is a Vision Statement? It should be the North Star of an organization. In other words as you look out into the distance that should be the beacon towards which you are moving and it is very clearly defined, very clearly articulated so that there is meaning shared understanding among all of you about what that future looks like. It talks about what things look like if you are successful. When we work with non-profits we tell them that it is the set of conditions and circumstances that exists that means it is time for you to go out of business because you have reached your ... You have achieved everything that your organization was created to accomplish. Your Vision Statement really should drive everything that you do because it should provide answers; it is all the things you had in mind. So a good strong Vision Statement will help provide a framework for mapping out what you know, what you believe, what you have ... will actually get you to that end game. In our world of color and theory change, how many of you have done any work on a Theory of Change development? Just know that the framework is mapping out either based on research, based on evidence, based on best practices, based on what you've observed in other cities, based on what you have hypothesized more, it's mapping all of that out to get you to than end game, to that vision fulfilment. Then you figure out what are the strategies that are going to be required to actually execute and implement.

So what are the attributes of a strong Vision Statement? Tried to create a little acronym here that will help you remember, BASIC. A Vision Statement should be brief enough that it is top of mind and it is usually on the tip of your tongue so that if you need to share it, if you need talking points for your City about what your future state is going to be like it should roll off of the tip of your tongue. It has to be aspirational. If it is not aspirational then you are talking in today, you are not talking in a future state. It should be a stretch, but it should be an achievable stretch because if you set a Vision Statement that is not achievable we are going to be New York City in 50 years, not that you would want to be, then it's a set-up for failure. If your Vision Statement does not inspire you then every day that you go to work, every day that you show up for council meetings then it is missing the mark. It should not only inspire you and staff in your work, it should also inspire your constituents to know that they have elected you to accomplish a body of work that is going to lead to a better future, a
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competitive future state. Finally that future state should be compelling so that is a part of the inspiration, but it is a future state that will naturally attract partnering organizations, collaborators in fulfillment of that. It is a state that creates a sense of urgency, if you will, because you know that is going to raise the quality of life for everybody in the community. Is there anything you would like to add to those attributes of a strong Vision Statement?

Councilmember Howard said when you were saying we'd be like New York, which part of New York? There is a lot of variety in New York.

Ms. Jacobs said please don't take that literally. I was just pulling an example of what an unrealistic stretch would be.

Mr. Howard said I do think there are some parallels and I was just wondering which one you were thinking about.

Ms. Jacobs said it was a random choice, but if you want to pursue that as aspirational vision.

Mr. Howard said there are some parallels with the fact that we are both developed around the financial sector and they've struggled just like we have to figure that out. That is what I thought you were talking about.

Ms. Jacobs said it was random but that is a good point. Are there any other attributes that you would add to Brief, Aspirational, Stretch, Inspirational and Compelling?

Mayor Cannon said value based.

Mr. Smith said it needs to be something that all citizens can buy into it.

Ms. Jacobs said benefits all. You are going to use this so I'm going to hold you accountable to BASIC plus these.

Mr. Howard said measurable.

Ms. Jacobs said I started to start the day to talk about terminology and language and I would like to put a pin in that because the way that you guys use indicators is kind of not the same way we use indicators when we talk about visioning, theory of change and then logic models. We'll come back to that because when done well you are measuring at several levels. You are measuring progress toward goals and whether or not you are executing your vision as a plan, but you are also measuring the difference, qualitative and quantitative differences happening in the community when you are having systemic impact. That is where you are working by the way, you should be working at 30,000 feet and a lot of the discussion yesterday was granular because your focus areas are granular in nature, but when you are talking about visioning you really should be at 30,000 feet. You are going to have to work with what you create with this.

When we talk about vision to impact you are talking basically about how to take you through your future. Taking you from quality of life today how are going to measure the quality of life in your likely future and if your vision is up here and your focus areas are legitimate strategies to get you to your desire future state. That is what bends that trend; that is what carries you from where you are to the desired future just by setting the vision and holding all of your focus areas accountable for what they need to do, logically, rationally and reasonably to help get selectively to that vision fulfillment. Right now this timetable is 2020; maybe there is a different timeframe that is more reasonable where you land on a final decision in your strategy but this is the relationship between quality of life and vision and how the strategy that you employ gets you there. In 2011 we did research and published a study; we were actually commissioned by Public Bar Foundation in California to do a study on emerging trends that have impact in social sector and the public sector. You know the trends that emerge for us through a series of interviews and research data, looking at what we are pulling out of each sector. So demographics shift, you talked a little bit about this yesterday, if the shift is happening on multiple levels; we are seeing a generational shift, but the interesting thing is that we've got older adults staying in one place longer, younger adults needing and wanting to enter but their places are being held by older adults. Older adults are living longer and as all of you know the younger folks that are coming into the workforce have a very different perspective on the world to work, on what they value, on the values that they bring to work, on this whole notion having being formed and doing the work they have a different orientation to technology and how it should be used in the workplace and how really accelerates and expedites their worth. Then racially ethnically we

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know that in 2042 this Country of the United States is going to be a majority minority country. So what does that mean for us in the way that we are intentional about recruitment, hiring, creating living space in communities that are inclusive and appealing; all those questions.

Technological advances are apparent to all of us. I don't know why we call our smart phones smart phones because the phone is obese of the use it is for anymore. We use the large devices for just about; we don't talk on the phone that much, right because we do a lot more texting and posting and tweeting and we use them for our calendars and we use apps for how to get to places, so all those technologies and advances have directed implications for our lives, how we work, how we play and where we draw those things, so the whole notion of network driven work redesign. The fact that we are a global economy now means that our co-workers are any place around the world and in the interest of recruiting and engaging the best talent to do the work, we have structured our organizations and workers in a way that economy step. My firm does not have an office, or we had an office where just one administrator works, but we are a virtual firm of about 20 people and we are all over the country. We have created constantly changing, constellations of networks. We reconfigure our teams constantly engagement by engagement in order to bring together the right talent based on the needs of the client and sometimes that means contracting in additional time or talent so it is a constantly shifting and moving thing. But it changes public sector work as well, how those networks are configured and how they work.

Civic Engagement – I mentioned how younger generations have a different perspective of meaningful work and what they are and are not willing to do. Expectations about civic engagement and what that experience is going to be like is very different now. How many of you set on non-profit boards? How many of you are challenged to recruit younger folks to sit on those boards? Why is that?

Councilmember Fallon said because of basically aging boards of older people.

Ms. Jacobs so you are saying that young folks don't want to serve on boards with older people.

Ms. Fallon said I don't know if they have been given the opportunity.

Councilmember Driggs said I think it is a service mind set.

Ms. Jacobs said different orientation to board service as a legitimate way of serving?

Mr. Driggs said a sense of calling, sense of obligation, wanting to be a fact; people that are younger are very busy, but at the same that sense of being involved.

Mr. Austin said many times they can be a financial responsibility.

Ms. Jacobs said so due to financial expectations sometimes they can't make that.

Mr. Smith said also access. I served on several young professional boards in my late 20's and there seems to be a gap from 30 to 40. A young professional that is more mature in the workforce there is a gap and it makes it harder for lot of my peers.

Councilmember Lyles said one of the things that I think is our boards are often structured in a traditional format that they are going to allow for participation by younger people that have work responsibility, family responsibility or they really just feel like if they are coming to a board meeting that is not a valuable use of their time.

Ms. Jacobs said you are all right.

Mr. Howard said I think that is one of the ways that I notice that Charlotte in the last 5 to 7 years; I got recruited to be on board so I don't see; and maybe it is my generation that is not recruiting yet, but I don't see a lot of people doing that. I think that was one of the secrets of Charlotte that we are losing, but I'm concerned we are not doing that like we use to.

Ms. Jacobs said the boards that I'm sitting on are graying rapidly and it is not even older adults and younger; it is not the continual of aging.

Ms. Fallon said I think they usually pick someone that spends a lot of time doing stuff in the community so there is no recognition and they know who it is.

Ms. Jacobs said it is all of that; there is a parallel between the millennial want to work and how they want to engage physically and to Ms. Lyles' point, sitting in a board meeting is not their idea of giving back. They want to be hands-on; they want to get involved in making things better they want to generate ideas; they want to plan and execute specific events or capitalize on opportunities so they have a very different orientation to what civic involvement should look like and what that experience should be like. It surprises me that we don't ask millennial's how they want to be involved. We just sort of ring our hands and say we can't recruit them. I don't know what the trends are with civic engagement in Charlotte now. I know that about 10 years ago there was all the angst about how we ranked the lowest of the country or what was the bottom of the social capital and in my mind how we engage civically and how we engage the younger generation civically in this community has great implications for our social capital.

I'm saving sector boundary blurring until last – does anybody know what that is? What we are seeing in terms of an emerging trend is increasingly private sector, public sector and non-profits is becoming very gray. Does anyone know what an ... is? A limited liability, low income corporation, so increasingly low profits, out of the sense of increased sense of obligation and commitment to communities are investing and participating in ventures that have social benefits. It is not all altruistic, sometimes it is because the increase is the brand so think about all the corporations that sponsor ... you see pink ribbons everywhere. That is part of corporate engagement in the non-profit sector There are corporations that see social problems that they feel are not being effectively addressed by the public sector and so we are seeing blurring on that front. Public sector is contracting more services out, often to non-profits so we are seeing blurring in that sector. It looks something like this and this is where an emerging trend could emerge. The public sector is to the left and you will see there is a lot more accountability in the public sector for efficiency and how resources are used. There is an acknowledgment that sometimes government should not be in the business of delivering services and so that gets outsourced to the non-profit sector. There are public/private partnerships that go on, you guys do it all the time; that is the private sector/business interface overlap with not with the public sector and I gave the example with the last slide about private sector and non-profit overlap.

So the nexus of all three of those is where social entrepreneurship occurs but part of that is probably of most interest to is the overlap between public sector and non-profits and public sector and private sector. The reason I offer you this graphic is a way of understanding the conversion of these is because if you have a big vision for the future of this city the reality is that you cannot do it alone. The City of Charlotte government and City Council cannot execute on a big vision alone; you've got to have strategic partnerships across sectors in order to make it happen. What was minimally talked about yesterday was education and I understand that the perception is that the partner relationship is between the school system and county government, but the quality of public education in this community and the quality of the graduates has direct implications to your ability to recruit new business to this community and be able to sell what you have, a prepared workforce in which they don't have to invest a lot of money in training and remediation in order for them to launch their businesses. This is going to be true for small businesses and corporations as well. It is sort of missing from that pictures, but it is something that if you are going to execute on your data base you are not going to be able to ignore it for long. Are there any questions about this graphic and what it means?

You want to see examples of successful social enterprises; probably the most successful social enterprise in this community is Good Will. They've got a lot of enterprises, revenue generating enterprises going on that underwriting its mission focus work. There is social enterprise in Durham and I'm going to block the name of it, that works with former residential substance abuse treatment place that trains their clients for the workforce and they have beside this a booming business, landscape business, print shop and something else and they are now 100%, their mission focus work is now 100% underwritten by their social enterprises.

Mr. Carlee said just one observation I would make on this because it reflects the world that we live in today. Coming from the outside and looking at Charlotte I see this as a particular strength in Charlotte. I think the history of Charlotte in terms of the connection between the government and the business community and the United Way, Arts and Science Council, the inner city visits that are done with the Chamber and this is a long list of things where I think Charlotte has actually been

ahead of a lot of communities to understand it that it can't be single sector focus and it is probably one of the most important assets we have in trying to get the City to where you want it to be.

Ms. Jacobs said I want you to hold onto that as an asset because we are going to revisit your asset list, but that is a very good point and the fact that Charlotte still has a small town feel even though it is quite a growing metropolis. Everybody knows everybody else and if you've been here 5 years you pretty much know who to go to and where to go to get something done. It is an asset that it still has that community feel to it even though there's quite a bit of geographic spread.

Ms. Lyles said there is this idea that we don't know each other because we are so geographically spread out. You may know how to get services and you may know about government and business, but sometimes I think our geography and the way that we have developed the land use and the housing market that we've driven that you can also feel very disconnected from citywide services. That is always a challenge for us in the idea of building the partnerships because we've often thought about the private sector businesses and established social service, but how do you do that with livable communities. How do we create that partnership with the neighborhoods that don't necessarily have that need to touch us until there's a problem?

Ms. Jacobs said that is an impediment to civic engagement.

Mr. Driggs said I just wanted to comment on a specific role of the schools and universities; they don't really fit within this structure. I don't know what you would call them exactly but they are very critical to a lot of what we are trying to accomplish right now, job creation and economic prosperity and essential and there are opportunities for better cooperation although the dialogue is there. We talk a lot about the schools; it is not really the responsibility of the city, the county funds the schools and the school board runs things, but the schools are essential for what we are doing.

Ms. Jacobs said how many of you have spent much time out in the Bay Area, San Jose, Palo Alto? So who drives what in terms of innovation? It is not the cities going to the universities and saying will you partner with us; we need you to get; the schools out there are all about turning out entrepreneurs. Just about every discipline that you can study has an entrepreneurial vent to it, so the students are engrained in this sense of not just what you are studying, but what you are going to do with it to create a small business to generate new knowledge to contribute to the field. They leave and you talked about attracting creative class, well they sort of self-perpetuate out there. It is not the cities driving the university investment in terms of capital and new business and new ideas; it is the complete opposite. It is what the universities produce that creates the engine for what the cities and communities become out there.

Mr. Howard said two things about education. Kenny and I talked about this last night and we were forced to get along with each other back when I was growing up. Kenny and I just talked about the fact that we were the first generation of busing and we didn't know it until we were older which is the way it was designed to be. That made us all get to know each other in a way that I think was Charlotte's secret. And I think that is the reason we are all sitting here right now. I joke about the fact that I know about Duran Duran and Tears for Fears is not because of the way I grew up, it was because of where I went to school. I think we are going to miss that. I worry about this generation and I think we are going to become even more siloed in the neighborhoods because we are not forced to get to know each other. About that university thing, a guy that wrote a book called "Metropolitan Revolution", Bruce Katz, I heard him talk in Washington. He was talking about some of what you said about universities. That's why I was saying we identified with New York. New York was very much built around the financial sector just like us and they don't have a university. It is kind of what communities are known for. Raleigh and Chapel Hill, have no identity outside those three schools they have. We actually have one outside of that so in order to get that creative class that we are so used to getting because of industry, we're going to have to something different. New York is doing something different. Columbia sits in the middle but it is not part of the conversation in New York. They're having to create that right now just like we are going to have to create it. That is why I was asking you earlier about New York and we've got to go create a lot of those places you talk about grew up around the universities and we don't have that. We have to push our university to help us do that; our university structure, actually, all of them, Johnson C. Smith, Davidson, you've got to get them all in the conversation.

Ms. Fallon said Palo Alto, the university out there they do a lot of work between the government and the universities and that brings people in to because big wind tunnels originally started out there. The other thing is we used to do something in Charlotte which they do not do any longer, the small
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business group. We used to have once a year community leaders, people that were at grass roots together and that is how I met all the people in Steele Creek and other places, from that early times when I first moved here, you've got to meet and get together with other communities and know what their problems are and you have so many of the same problems, but you met them and you knew who to call just to talk to and find out how they were solving something. We took that away and we don't do that any longer. The Neighborhood Symposium, they were very important and we don't do them.

Mr. Smith said we've also suffered, just to piggy back on what David was talking about; the ... slows the growth period. The manager is right we had a great relationship with the private sector and we had a lot of visionary leaders that help push us along. We've lost First Union and we need that next generation of private sector leaders as much as we need the next the generation of those of us sitting in the room. We are losing some of that commitment to our City from some of the key corporate players that I think we desperately need to get engaged.

Ms. Jacobs said I think we could all agree that those glory days of corporate leaders having a vision for the City is not going to be the future of this city.

Mr. Smith said no, but that engagement that the previous corporate leaders had to our City, that shouldn't have sailed. I understand that we still need commitment to make us a world class city and it should come from all sectors.

Ms. Jacobs said you as a Council can afford to wait, you have the luxury of waiting for the corporate leaders to define the vision for the future for you. You have to take that on and go outside of what historically has been your lane to engage whomever you need to engage across whatever sector and not depending to make that vision come to fruition.

Mr. Smith said we have a lot of great industries here.

Ms. Lyles said we can't fall into the comfortable place that we ... What I have found is that some of the major social things that we are trying to do, folks are asking questions that require much more participation by sectors that are not ordinarily in the top ten or twelve. They are going to ask where is United Way, where is the Foundation for the Carolinas, have you talked to the City Council yet, have you talked to County Government or the school system. It is not only that we can't count on just one captured group, those captured groups are asking us to find out where the support is needed across the boundary. How do we create the time and energy and the place to have that dialogue?

Mr. Driggs said the circumstances under which those things have happened in the past don't really exist now. The demographics of the City has changed; we've gotten a lot bigger and for a long time we didn't even have districts in local government and it was just a class of people in the same part of town. The universities I don't think were the original drivers in a lot of the innovation.

Ms. Fallon said I think it is incumbent upon us to get out of our comfort zone. Charlotte is a place nobody calls back. You've got to start calling people and saying can we have lunch, can we have coffee, I need to know how you feel about certain things, particularly community leaders that you wouldn't normally get together with. I think there is value in that but it is also getting to know them so you do have a network when you need it.

Mr. Autry said hey Mr. Bank, CEO this is what the City wants to do and we would like your participation. Okay I will be willing to participate but instead of A let's consider B at this portion of your plan.

Ms. Jacobs said there may be some validity to considering alternative options, without a specific example I would not pre-judge.

Mr. Autry said that is a good point to consider but we showed them the vision.

Ms. Fallon said you can listen to everybody but it doesn't mean you have to do what they say.

Mayor Cannon said I think our corporate leaders actually see that we are continuing to evolve into something else and for that reason they have started to begin to say you are right, we do need to rebrand ourselves, we do need to come up with a vision that is more inclusive and yes, we'd like to have a role in that. I think also at the same time we have leaders and generations ahead of me where they are saying you need to work to diversify. I just violated a norm and I'm sorry; I was talking to
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Councilmember Austin, but if said have you looked at this Council? Look at the balance; look at how diverse we are. It is speaking to something and it is saying some, but how much are we also including that outside of these walls. In other words there is Marcus Smith that is out there; there is a young Johnny Harris that is out there; there is a Bret Carter that is out there. There is energy, automotive, development; we just have to be intentional about going out there and tagging these individuals by way of the appointments that we make, by way of the encouragement that we give and to run for elected office to get to the place where those minds are at the table, shaping our City to be the global type entity in which it should be and which it can be. The corporate community I think is open to the idea. In fact I know one of those names I've given is already tied into the Chamber and they are trying to put this person out there to take on some leadership opportunities, but it is not enough, but it is a start.

Ms. Jacobs said not everybody is going to want to run for public office for reasons that you all know. Part of being creative is creating new avenues of engagement and involvement to get the best thing. Not every body is going to run and the highest and best use is not sitting at the Board table month after month. There are many other ways that I can serve than being on a board.

The next part of the meeting was a group exerciser of looking at Vision Statements of other cities and rating them.

Ms. Jacobs said in your binders you have the vision of the 2012 Retreat. We are now pivoting from having looked at other cities statements and we've gotten a sense of what we find strong and not so strong about other Vision Statements. This is your current Vision Statement for the City of Charlotte. I want you to read that. The conversation that we are going to have about Charlotte's Vision Statement will be compared, not to the other cities, but to the basic attributes.

Mr. Carlee said obviously I was not there when this was done and Ron was so this was never intended as a Vision Statement but is actually labeled a vision.

Mayor Cannon said we have a Vision Statement and it is here and it really talks about concentrating more on a skilled employment base; I don't want to read it out loud, but it is a paragraph just like all the others that we've seen.

Ms. Jacobs said we are doing is learning off the most current vision that was generated by this body.

Ms. Mayfield said that is our Vision Statement so I guess we won't need to be working off of that.

Ms. Jacobs said this Vision Statement wasn't generated from that document. This Vision Statement predates that document.

Mayor Cannon said that would have been from the Curt Walton years as Manager.

Ms. Jacobs said what we are working from is the vision that was generated by this body in its last retreat in 2012.

Ms. Mayfield said so are not actually trying to turn this vision into our Statement?

Ms. Jacobs said if everybody would just read the vision then we will go to the next step which is deep instructive versions of that and we will work from that. What you are going to be rating is the relevance and importance and clerical nature of these six categories for the vision that you foresee for the future of Charlotte. I went back through my notes from your discussion yesterday and here are the things that came up yesterday, pretty consistently that need to be integrated into your future.

Global focus – was an expression that it was not enough reference to the global competitiveness of the City. The importance of integrating higher education into the strategy and into the vision for the future and what your role is in the future. Being intentional about shifting demographics; we've heard about aging population, aging in place; we've heard about the zero to 14 population and what percentage of the overall population represent and how many of them are living in poverty. I heard be data driven so it is not enough to just be descriptive and to list activities and initiatives but you've got to use data in deciding what the strategy should be, substantiate your choices of strategy and initiatives based on data. Focusing on the interdependence across focus areas. So getting out of the silos and really understanding and taking a deeper understanding of how they interrelate and how what happens in one focus area impacts another focus area.

Number three – what might you change to what is being described in this vision based on what you saw in the examples and how you rated them; what might you change? At your tables I want you to have discussions about it and it is probably easier to work from the deconstructed graphic than it is from the long narrative, but it is your choice, how you choose to work.

The meeting was recessed at 9:33 and reconvened at 9:46 a.m.

Group Exercise to formulate a Mission Statement

Mr. Driggs said safe, clean, includes great places that makes us distinctive, equal economic opportunities, high employment and strong economy and diverse housing.

Assistant City Manager, Hyong Yi said Charlotte will be a global city of opportunities with residents, businesses and visitors creating a diverse, innovative and healthy community.

Mr. Campbell said Charlotte will achieve, engage and inspire each other to grow our community to compete on a global stage.

Mr. Barnes said what we have started talking about are some fundamental issues that some of us don't believe are being addressed in our City and it has a lot to do with being 97 out of 100 economic mobility. It has to do with people who are native Charlotteans feel like they have no place in their own home town and people moving to Charlotte feel like it is the best thing since sliced bread and figuring out why people feel like they are implanted in concrete in terms of their mobility, both in terms of education and economics. We did a deep dive into the weeds on core social needs that aren't being addressed. We talked about the income, disparity issues and if people feel like they aren't adding value to city and adding value to their lives then we as a representative and staff are trying to create an environment where people can be successful other than trying to get their education or as long as their health and other aspects of development of the community. We started talking about what those things mean so we talked about education, healthy lifestyles, true opportunity, inclusion in considering innovation. Unfortunately we began to then further define those bullets that would come under those bullets.

Ms. Jacobs said my interpretation of this is that this is what you believe has to be achieved before Charlotte can be what?

Mr. Barnes said could be safe, clean – if you do the stuff on the right you get the stuff on the left.

Ms. Jacobs said it is important for us to be these things even though underlying foundational systems that have to change in our city. This is where the rubber meets the road and this is where commitment comes in. This is where the questions about what are you willing to sacrifice Council people, districts, constituents – what are you willing to sacrifice for the greater good? Now let's go back and fine the commonalities in language so we've got global, innovation, diversity, inclusion, education, entrepreneurial spirit, sustainability. If we were to craft the master vision that didn't sound like name plugging the name of any other city that was globally focused and we clearly helped others across the community to understand where you are going. How would we put that together? Mayor Cannon said I think we have done it because if you go back and look within this room we are saying a lot of the same things to some extent but it is just how we flush it out to make it more harmonious.

Ms. Jacobs said I want to know whether embrace to you conveys that you are going to make it happen or when it happens you will put your arms around it.

Mayor Cannon said I think this says that we are harnessing that now. That is the idea to embrace and harness all of those things we've laid out.

Ms. Jacobs said I'm just asking is there a stronger language you can use like convey ownership, leadership, being forced to make it happen.

Mayor Cannon said harness it you can claim it.

Ms. Jacobs said I would like for the Council to be really active on behalf of the city in making those things happen.

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Ms. Lyles said Charlotte will be a global leader that ...

Mr. Campbell picked up – that embraces the entrepreneurial spirit, innovation, education and sustainability.

Ms. Jacobs said it might be helpful if you hear the actual sentence in what we did here. It seems like just put the words up and not put the actual vision so that you hear it.

Mr. Autry said I see harnesses as more of a negative than embraces. When I think of a harness I think about the bridle of the horse. We are guiding with the harness, with embrace we are putting our arms around the horse's head.

Mr. Carlee said I can't read the major components; could you repeat those again because they are actually more important than we are seeing here.

Ms. Jacobs said the key component of Charlotte becoming a global leader; entrepreneurial spirit, innovation, education, diversity, sustainability.

Mr. Carlee said is there a consensus on Council that those are the most critical areas?

Mayor Cannon said I think it is minus the observation that was made by David in terms of if you want the citizens in that or not. Something I was sharing earlier was the idea that I think whatever we come out of here with surely we know that there are other people in this room and outside of this room that also have a vision that we've talked about trying to work with to establish a common thing. This would be great if we came out of here with something to be able to share with them. I'm answering your question because I think you are trying to streamline us to Charlotte and what the Council may think when at least I'm thinking about messaging the total, the whole. Could the county embrace that; any of what we are talking about, education, sustainability, innovation, inclusivity all this other stuff, could they embrace it as well? Could the Charlotte Regional Partners also embrace that as well as the Charlotte Chamber. I think they potentially could, but I'm just talking.

Mr. Howard said the only thing that I think embrace the community as a whole would be the quality of life.

Mr. Jacobs said is everybody comfortable with adding quality of life?

Ms. Lyles said I think the spirit of it is fine, but at some point I need to be able ... so that is why I can't answer that question right now.

Ms. Jacobs said shared meaning is important and the Mayor just mentioned the importance of having this conversation with other critical sectors across the community in building towards a vision that the whole community buys into. You are not ready to have that conversation until you all have a shared meaning about what entrepreneurial spirit means, what innovation means, what education means.

Ms. Lyles said I think how we approach these things will make a difference in having that shared understanding. I think it is worth spending some time doing that. The other thing I want to bring us is as we talk about the shared vision and would others buy into it, I think there are going to be some times that we are going to have a vision that we really feel is important and it may not be shared focal among everyone. The question for me would be where do we share with these other sectors that we can work together and really feel value of those things that are important to us.

Mayor Cannon said I had that same conversation with a member of the body on the way up here. The exact same words used and I think that is an easily accomplished piece because if you look at the different entities are doing between the public sector, private sector, non-profit and even faith based, there is something that can be subscribed from each one that can be grouped and put into one particular vision, but it is still not to take you away from your core responsibility and/or function in terms of what you do as a private sector, as a public sector or non-profit or faith based entity. I think you do it in a way that is grand in its wording in terms of the vision while still drilling back down on what you have raised, which is really more about mission because you are defining at that point. You want to understand the word, but if a vision is about direction, mission typically is about the values and the purpose side of things and we are actually doing this a little bit the other way around.

I've been accustomed to taking the mission first and once I drill down on what that mission is, I've turned out those values and I've turned those purposes into a directional point to get me to a more comprehensive vision that can be realized.

Ms. Jacobs said so your mission is what you expect to do and to what end?

Mayor Cannon said that is the detail.

Ms. Jacobs said vision is what the world will look like if you fulfill your mission.

Mayor Cannon said I think this is somewhat worldly, more global in its context.

Mr. Howard said it is one thing for Council to give all the ideas about aspiration and then staff has to tell us whether or not it is achievable or ask us for the shared information so they know what it is.

Mr. Carlee said with a lot of conscious intent we are really trying to observe this section that staff has put together and it is actually more of a mission that is labeled purpose and it says it has a neat history of what we are trying to do is to create the next Charlotte as a City that reinvents itself, but we intentionally did not define the next Charlotte. We felt the definition of the next Charlotte is the vision and that vision would be presumptuous by staff and what we really want to do is have this session with you to hear from you, what your vision, hopes and dreams are for what the next Charlotte would be. It was never my fancy or delusion that we would resolve either focus areas yesterday or the vision today, but the start of a high level and meaningful conversation. The next step I would offer is if we can take these five areas as they were elaborated on as sort of a working template for us and for us to begin to take those five and begin developing that shared understanding. The way that I would ask you to think about it is to actually speak visually and so if you look to the future of Charlotte as one that has entrepreneurial spirit, what does that actually feel like in Charlotte? We are a global leader of innovation, what does that actually look like and feel like? What we are trying to do is think about what is the end game; what is it aspiring us to strive for to go to that next level and it is in these five areas, what does that look like. What I'd like to do is work with the Mayor for us to put some structure around that thinking and come back and tackle each one of those to see what this really looks like for us and to begin to reach out to some of these other partners and look at their strategic plans as well and what their visions are, particularly where we overlap. That is especially true for work being done in the county, the school system and the Chamber of Commerce. There are probably 4 or 5 others, but I know those three are working on things to try to get something there could be valuable to us.

Mr. Autry said could this be the first meeting in March, the Workshop meeting with some of folks you've identified as participants or stakeholders for those groups?

Mr. Carlee said that is certainly something we could work towards.

Mr. Howard said this be confusing, I think we were talking about higher education but we applied to training and everything else and it could be confusing back home that we are talking about the school system. Would that bother anybody?

Ms. Jacobs said it would bother me if you did not include the public school system.

Ms. Lyles said I don't know if it is necessary the public/private part because the idea is the foundation and how do we address that.

Mr. Howard said I'm going to far and I know it, but has funding implications, maybe not for the public school system, but you start saying achievable; is that really achievable and do we need to define it a little bit more.

Mr. Jacobs said I'm going to ask you to drill that back in because in exploring the possibilities if you start questioning what is possible before you know it is possible and I will also encourage you, you will do this work if you choose to, based on research, based on what we know I would encourage you to think about this the full continuum with education. I would encourage you to think about pre-K through higher education and how each of those components influences your ability to be a global leader. You cannot pick and choose from the continuum and have positive change.

Mr. Carlee said the one cautionary piece that was just raised, I'm just raising it a little bit different to zero in on education. Is there anything up there that anybody has real discomfort with? If so we
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need to expose that now. If here is something you have discomfort with beginning the conversation it would be helpful if you would expose it. Global leader, entrepreneurial spirit, innovation, education and diversity sustainability is what I've got.

Ms. Jacobs said are we adding quality of life or not? There was reference to needing to be more explicit about neighborhoods.

Mr. Carlee said it wasn't translated into a word but I heard the individual citizen quality of life as something that is still not fully addressed.

Mr. Austin said we were talking about the quality of life and sustainability.

Mr. Carlee said I think that is part of flushing out what those words actually mean. What is the real vision and it may end up capturing within one of the other words. That was identified as a specific concern.

Ms. Fallon said the thing that bothered me was where do we put in our people? Our people are not in this, we're doing it by global, drawing people to us. Our business as elected officials is to take care of the people here and that means jobs and education, but that doesn't specific that "where are them" in the city and the people we are supposed to be serving. This to me connotes drawing in other people, globally, business people, etc and I understand the end product is a job and education a quality of life, but we haven't said anything about the people.

Mr. Carlee said I think that underscores the other comment that was made so clearly as we translate this into an actual vision statement that solution will ...

Ms. Mayfield said if we are going to look at that full continuum of education it seems like it would make sense that what we add in here; what I wrote down is cradle to work and that does encompass what you are mentioning as far as our citizens that are there, since hopefully as we bring the business we are also bringing in the residents but also what are we doing for the current residents.

Ms. Jacobs said the next subsequent conversation is the opportunity to put the definition and the meaning behind the category so I don't want to take that dive today.

Ms. Mayfield said what I'm saying is somewhere in this big picture this needs to be in there. To me this isn't going into the weeds; this needs to be a part of that vision statement where we are clearly embracing our youth of today and tomorrow.

Ms. Jacobs said we are not leaving here saying this is the final vision statement; we've identified the categories from which we will work to get clarity about what that vision statement encompasses. What I've added to your point is how will we explicitly reference serving the people in the community.

Ms. Fallon said if that is our vision statement for Charlotte the first thing people are going to say is where will I fall into this.

Mayor Cannon said on the education piece since we are talking about education, I like the pre-K to higher education because right now as we are talking about competing globally and even with what the President has said and others, left and right side of the isle, everybody is trying to create this skilled workforce that needs to be in our place in our various cities. It would seem to me as a City, we're doing some thing with education, although we are not involved in that like the school board or Mecklenburg County Commissioners, but I think that is going to help us couple the gamete in terms of what we do and how intentional we are with bringing the other partners in like we have been doing with Central Piedmont Community College and we've got that Youth Involvement Council so I think we are playing a role, but I think you have to be careful about not jumping so far off the cliff that we are asked to put in a couple million dollars for something that has not been our core focus, based on how our government is structured, it has to be set up by the state. I think we are very well on to something.

Ms. Jacobs said as we transition into commitment phase I wanted to share a quote from Margaret Wheatley who is an incredible organizational behaviorist. She is a brilliant writer and what she said is "so much more is possible if we can be together and consciously look for the differences, those ideas and perspectives we find disturbing instead of sitting in a group and looking for conformation.

What is possible if we listen for disturbances instead of looking for safety in numbers and noting those who feel like allies or fellow travelers? What might we create if we seek to discover those whose insights are the most different from ours? What if, at least occasionally we came together in order to change our minds and compromise for the greater good?" The prerequisite to doing that is buying into a shared vision and once everybody buys into an embracement to shared vision. These conversations with people that see the world differently become a lot easier because you know that you are aligned around a common vision. In that spirit I'd like to have a conversation with you about the next steps commitment. We've talked about doing the work around arriving at a shared meaning about terms and labels and categories. That entails doing some research and finding examples and best practices. What is going to be required once you have shared understanding; what does it take. Deep conversations with staff, that is the reality check, that is where the aspiration becomes really where you stretch yourself to the breaking point. The rubber band is over stretched. What partnerships will be required? The Mayor and I have talked about this and you can't do this alone. That is the beauty of community, you don't have to. You have the assets and resources to do it in partnership.

How do we explicitly reference serving the people in the community through this process, and if it is not explicitly stated in the Vision Statement what is the narrative that supports the Vision Statement that makes it really clear. You don't necessarily have to have it all in the Vision Statement, it is the supporting documentation that could be sufficient. What is going to be required of you or required as a whole to fulfill the vision?

Mayor Cannon said a lot of time and willing to work together.

Mr. Barnes said cooperation also shared definition.

Mr. Howard said time.

Ms. Fallon said what about priorities; what is going to be the first thing we do?

Mr. Autry said does priority fall under a mission statement or a vision statement?

Ms. Jacobs said actually this is in the weeds because prioritizing falls under your action or implementation plan. It is sort of that border actually, it straddles defining a strategy and figuring out what the implementations are. This is very resource attached; you can only do what you can do but there are some things you will have great more impact on moving you towards your vision than others.

Ms. Lyles said we are not going to get everyone always be on the same page, but at some point a majority decision will be made and we have to say we need to look forward and when we come to an agreement we take action.

Ms. Jacobs said what is going to be required of you individually to ensure the success of the body?

Mr. Driggs said commitment.

Ms. Fallon said working together to achieve.

Ms. Jacobs said how will you deal with the inevitable conflict that tends to arise around some of the concepts?

Mayor Cannon said be reminded that it is for the greater good and not for any one person individually. And the greater good I mean community that we all represent.

Mr. Howard said don't keep score.

Ms. Jacobs said what does that mean; don't keep score.

Mr. Howard said when you are done with it you are done with it and not trying to keep score.

Ms. Jacobs said when it is over let it go; is that what that means?

Mr. Howard said try to, yes.

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Ms. Jacobs said how will you hold each other accountable? In my mind you guys have just established the rules of engagement; openness, commitment, discipline, understanding your roles and performing within the context of your roles, working together, staying focused so if this is what you are all committing to how do you keep each other accountable to the citizens. Commitments are on both of those sheets.

Mr. Howard said shouldn't the first question be are we all committed to this?

Ms. Jacobs said I'm assuming that there is commitment.

Mayor Cannon said to that point I think if we all agree that we are committed then that serves for each one of us to remind one another about that commitment.

Ms. Jacobs said and how do you do that respectfully?

Mayor Cannon said I think it goes back to being reminded about the people that we serve and that they are relying on us to come through for them around all the issues that we discussed with our focus areas, etc.

Ms. Lyles said having each other's back ... comments inaudible.

Ms. Jacobs said let me tell you what I've heard yesterday and I think this is socially, to have each other's back privately and publicly. What I heard Ed say was that if more Councilmembers that come out to is district for Q and A around the housing rezoning and had shared success stories and examples, maybe that conversation could have gone differently so if you are going to ask for each other's support around issues you've got to be willing to go the distance with your peers, with your colleagues in lobbying across the community, not just in your own back yard, but across the community. That is how you stand as one.

Mr. Carlee said this builds on what Vi was saying; being willing to give feedback whether it is in a group or individually and seeing feedback as a gift.

Mayor Cannon said I got what Councilmember Driggs was suggesting, but inasmuch as we need to take a trip over to District 7, we need to take trips over to District 2 and 3 and 5 and 1 and 6 and 4 if we are really being genuine about that. Case in point we couldn't get a lot of things happening when I was a District Rep on the west side until I was able to get Don Reid and all kinds of folk all in a fan going over to the district. Debra, you remember that. It wasn't until that experience occurred that they got to really see people on those corners and really seeing the dilapidation that was occurring in those communities and everything that was happening that they were able to come back and I didn't have to speak a word because they just knew what they needed to do in raising their hand "Yea" or "Nay" for what is to take place in that part of our community. Inasmuch as we talk about being open and wanting to hear from folks in certain parts, no let's do it in all parts and really be committed in being about that because we just had another vote that went down, yeah it was lopsided and depending upon where you stood it was great, but if you didn't stand firm on it, then it is probably not so great, but could you know any better in terms of how you voted on that unless you had gone to all parts of this community that is to be affected by it to get the feedback from the residents in terms of what it means to them.

Ms. Jacobs said the reality is that a vision for the City of Charlotte will not in fact be a vision for the full City unless you understand the implications for every quadrant of the City because the strategies to make that happen are going to be different in different parts of the City. It is not going to work the same way if building an entrepreneurial spirit and start acting on that; it is going to work very differently in a highly resource part of town than it is in an under resource.

Mr. Driggs said I just want to clarify, it is not that I asked other members of Council to come to a meeting and they declined, I was kind of new and I didn't recognize the opportunity until after the fact. In fact two members did travel with me to the site. The other point I wanted to make, positive feedback is the tool for controlling bad behaviors and reinforce good behaviors and it has an affect of discouraging bad behaviors.

Ms. Jacobs said we should all learn how to give positive and negative feedback in a constructive way because that is authenticity, being able to give negative feedback in a way that it is really a gift as opposed to being bashed.

Mr. Autry said it is not personal.

Ms. Jacobs said it is not personal and it should not be given in a personal way.

Mr. Howard said the only thing I would add to what Ed said, what you said about the protocol either applied or not applied, about not going to another district rep's district and meddling in stuff. If you invite people to come they will come but we are not automatically just do it without that invitation just so you say well why was Greg in my district doing whatever. The at large is the exact same thing so note that implicit protocol is there too where we kind of need to hear from you what you would like and then we can agree to agree or not agree.

Ms. Jacobs said I think we've done great work. This is how you keep each other honest individually and collectively. It is absolutely essential that you monitor your progress towards goals. The reality is that until you know what those goals are you can't measure them. That is a conversation for the future, but don't lose track of it, it is really, really important. That is part of the accountability piece and it is about the accountability to the Council, but it is also Council accountability to yourselves and to the partners across the community.

Mr. Carlee said to wrap up this morning; all the next steps we will be piling all of this together so you can actually see it.

Mayor Cannon said can we give Ms. Jacobs a big round of applause? You were great and thank you so much for your willingness to come and to help us through this exercise. This gets us to a start so thank you for your level of input and facilitation. So what did we learn this past week? One, we learned that we are all different but it allows us to go back and look at these assessments and determine how it is what we can all come together and match up, come together and agree on some things even those differences do exist. That is good. Differences of course makes us strong so that is not a negative there no matter where we fall on the chart. We discovered that we have a lot of work to do. We heard from folks in Planning, we heard from members of Council about the Focus Area; we heard about where we are regarding the budget and things of that nature. You heard some things I believe as a body that will allow us to go back and determine where it is that we need to go and work for the outcome that we would like to see.

I know that one of the media outlets kind of got some things twisted in terms of a tax increase in 2015, but thank God for Brad of News 14. Brad always stays close to us and gets it right. Brad thank you so much, we appreciate that. It has also been determined that we have some not just good, but some great minds around this table and I'm so proud to be serving with each and everyone of you; and that we also are diverse in our thoughts. That too makes us stronger, it helps us to be able to keep Charlotte going in a positive direction; helps us to keep moving the City forward. We found that we all want to have a global respect and begin to channel all those things we have within us to come out in a way that is going to be positive and we can do by continuing to work together. We've also seen over the days how we can find a way to engage our citizens; that came up in this last exercise more so; how we actually serve, we've learned that talking about what we can do and who we serve overall and how at the end of the day we all are doing for the common good of the City of Charlotte. We also learned that we can't do it alone. I talked a little bit earlier about working together and how that always works so let's continue to be about program as we work to engage the private sector because outside of us, yes, we can work together right here and when we leave but how do we also engage the non-profit, the private sector, the faith based communities, etc. to all help us to realize the vision and also how we engage more volunteers. How we bring new leaders to the table, we talked about that this morning. How do we engage them and find out who is going to continue to carry the loads of you and I after we are gone. Lastly, we've learned that we can of course be visionary as a body, some great things were said by Ms. Jacobs and I agree. This was a good session and you all proved that we have some great minds here at the table and can come up with the right vision for us to be able to move our City forward to allow us not to only be looked at as a place to be in terms of folks that are looking here domestically, but internationally. I think we are going to get some people to think something long and hard about when they are considering Charlotte to relocate to, whether they are looking to move their company and/or corporations. We need to trolley on down that line.

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Council Retreat
Minute Book 136, Page 69

I want to remind you all of a couple things you need to do. There is an assessment at the back of your folder. Take a look at that and fill that out. Also look at your 2014 City Council Retreat survey; take a look at that and give us some feedback; turn all that in to Carol.

Mr. Carlee said on the Retreat Survey, if you are staff would you write staff at the top of your survey.

Mayor Cannon said this is Manager Carlee's first retreat; let's give him a round of applause. Also give a clap to the rest of the City staff that is here today. We appreciate you being here for your level of guidance and your level of support.

Ms. Jacobs said I just want to thank you; it has really been an honor and pleasure. I have enjoyed getting to know you individually and it has been a job to work together.

The meeting was adjourned at 11:38 a.m.

A handwritten signature in black ink that reads "Stephanie C. Kelly". The signature is written in a cursive, flowing style.

Stephanie C. Kelly, City Clerk

Length of Meeting: 14 hours, 19 Minutes
Minutes Completed: February 28, 2014