

The City Council of the City of Charlotte, North Carolina convened for a ½ Day Retreat on Wednesday, April 30, 2014, at 8:41 a.m. in Room #204 of the Police and Fire Training Academy with Mayor Dan Clodfelter presiding. Councilmembers present were Al Austin, John Autry, Michael Barnes, Dan Clodfelter, Edmund Driggs, David Howard, Vi Lyles, Greg Phipps and Kenny Smith.

**Absent until noted:** Councilmembers Patsy Kinsey, LaWana Mayfield

**Absent:** Councilmember Claire Fallon

Staff present: Alban Burney, Debra Campbell, Eric Campbell, Ron Carlee, Holly Eskridge, Dana Fenton, Bob Hagemann, Jane Howard, Facilitator, Carol Jennings, Ron Kimble, Kim Oliver, Keith Richardson, Ashley Simmons, Ann Wall and Hyong Yi.

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**Mayor Clodfelter** said good morning. We're missing a couple folks but let's get started. Welcome and Jane it's yours.

**Jane Howard, Facilitator** I am so delighted to be back with you again. It's only been a few weeks but there have been a lot of interesting things that have happened over the course of those few weeks. We have a full agenda for you this morning and you received you all of this information ahead of time. Just to remind you of what we're going to be covering; we've got some objectives. One of the first things we want to think about is enhancing that further understanding and one of the components we've added to the Retreat this morning is to talk briefly about our personal values. We think that would be an excellent thing for this group to just kind of break the ice around this morning as we get going. We will refresh our work that we did in Winston Salem on personalities and we have a new member of this group that we need to find out more about and that's our new Mayor so you will be finding out more about his personality to better know how all to work together. Our next one we want to concentrate on is working as a team; working for the good of the City and better understanding the colleagues that you have to work with. The third one is to continue the Council's work on the vision for the city. You had a different facilitator at the Retreat when you were discussing vision. Today, I am simply here to facilitate the work that you have already done and to move us through some successive steps in that process so we will be getting to the vision after we lay some groundwork and review the personality information. Those are our objectives. What questions do you have for me about those?

In our agenda, obviously we are going through the introduction right now; we have an icebreaker that we will be getting to after we talk briefly about the norms. You knew I was going to do that didn't you because we spent some time on that in Winston Salem. A couple of exercises around the Workplace, the Big Five Profile and then one of the key things I want to do with the Workplace this morning is something that we had hoped to do when we were away at the earlier retreat and that is to think through based on our personality traits how we can communicate with, get along with, influence other people that we have to work with day in and day out. I'll show you how the traits can help you do that and we have some influence strategies we're going to be covering today. Then we will get into the visioning process and we'll be working through several steps relating to the visioning and then the final questions and comments. What questions do you have for me here? No questions is good. We're moving on. Now, we had a few norms, can anybody off the top of your head, do you remember any of the norms we had?

**Councilmember Barnes** said be present.

**Councilmember Smith** said airplane mode.

Ms. Howard said airplane mode; devices. Yes. Any others you recall? Let's do a fast review. We would start and stop on time, well we've already violated that one a bit, secondly, participate fully and be mentally present, turn off the electronic devices, cell phones, iPads; unless you're taking notes on your iPad, we did make that exception. Alban is our contact for any emergencies that we need to know about. Listen to others opinions without interrupting, avoid side conversations during the meeting; you know those extraverts, those extraverts like to chat with their people beside them. Ask questions to understand, keep an open mind, not monopolizing the discussion; we agreed to that one, respect conflicting opinions and perspectives, take breaks as a group and we've got a couple breaks slotted in at good timely intervals for you this morning,

respect confidential comments that are made to you, respect the give and take process of governing, seek collaboration and compromise to achieve win, win results and then we did add, if you violate a norm apologize. Do you recall these? We looked at them a few weeks ago. Here's my question to get us going this morning; at each table, choose somebody to be your spokesperson for the table but I want you give us a letter grade on how this group did at the retreat with regard to these norms. Was it an "A" a "B," "C," "D" or fail. The Mayor will just have to listen to the comments that are made here at his table.

The meeting was recessed for a group exercise at 8:47 AM and reconvened at 8:49 AM.

**Councilmember Howard** We gave ourselves a B.

Ms. Howard said reasons for that?

Mr. Howard said not perfect but I think for the most part I think we all agree we thought we did a really good job.

**Councilmember Austin** said we said B-; we said we kind of fell short on number 6 and 8 but overall we did a good job it was just some recovery time that we needed to do. B-; overall we did well.

Councilmember Smith said we clearly decided we did not do an A. It was sort of B-ish. We felt we for the most part kept with the spirit of it, but you bring eleven electeds into the room it's going to be hard to get an A on something like this. That's just the way it works.

Mr. Barnes said B. We gave ourselves a B. We were being very positive about the experience and recognized there were some short comings from time to time but we said B.

Ms. Howard said you gave yourselves a B and that Thursday night when we decided we would not have the evening session because dinner was being served so late I was going to come back to you and give you specific comments but I decided that in light of all that's happened over the last few weeks that we need to move forward and keep these in mind for today so that we can try to adhere to these norms and to suggest to Council that you consider using these going forward just generally for this group when you have meetings. I realize you can't do all of these when you're in regular Council meetings but that was one of the things that I initially talked with Kenny and Al about when we were first planning the Retreat and the possibility that maybe these would become the ways that Council attempted to work together. For your consideration but I would concur; I think it was B-ish. There are some opportunities for where we can work more strongly together but I encourage us to move forward from here.

Speaking of moving forward we're going to be talking for a moment about our most important professional values. What we would consider to be our most important professional value and this is a chart we use in our company when we're talking about values; the continuum actually goes from values that are more mental to values that are more physical and values that are more self oriented to values that are more other oriented. You'll see various ones that are listed here as we go through those values. You can use other terms; don't feel like you're bound by these particular values that you find here. You can certainly branch out and there are other terms that can be used to describe these and then there are other values. This is not a full complete list. What I want us to do is to think through what is our most important professional value and then how did it shape you in your work. That's where you want to be thinking. Here's what we're going to be doing. I'm going to invite everybody to get up; I don't want you working with anybody at your table. I want you to get somebody who's not at your table and cross the room. Take one minute standing to interview that person and find out what is that person's most important professional value and how it shapes that person in their work. Take a few notes if you will and let that person interview you for one minute. We're going to keep it really brief. Then we're going to briefly introduce each other to the group.

I just want your own value but we've got values; sort of a combination of being more self-oriented and more mental. We have values that are more other oriented and more mental, we have values that are more other oriented and more physical and we have values that are more self-oriented and more physical. Which one do you think has most shaped you professionally? That's what we want to concentrate on. Not personally but think more professionally.

Mayor Clodfelter said you can only pick one?

Ms. Howard said you can only pick one; forcing your choice here.

Mayor Clodfelter said but you can make up another one?

Ms. Howard said you can make up another one. Don't feel bound by these. This is just to get your mind thinking about what are values; how do you define them? So don't feel bound by these. Everybody got one? Grab a pen, something to write on, stand up and find somebody on the other side of the room to talk with.

The meeting was recessed for a group exercise at 8:50 a.m. and reconvened at 8:56 a.m.

**Councilmember Mayfield arrived at 8:53 a.m.**

Ms. Howard said thank you for introducing yourselves. I think this gives us a little more insight into what's behind the person. We've looked at the personality but this is another aspect; looking at the value. What is the driving force behind that person? As we go through this of course, as we looked at our earlier retreat and today every individual in nature has its own beauty and we need to bring that beauty to the front. That's something very important we find in our values, we find in our personalities. Just a quick reminder we looked at the Workplace 4.0 Trait Report and I'm going to give these out just in case you didn't happen to bring them with you.

As we went through your report when we were focusing on these the last time we were together we first looked at need for stability. Need for stability has to do with who you are under stress and I would venture to say that the last few weeks have been a bit stressful and I have talked with several of you about that this morning so we'll think through are you someone who really needs some time to recover from that stress or are you someone who moves on quickly as we look at this particular one. Our next set of scores for extroversion have to look at the degree at which we tolerate sensory bombardment, sensory stimulation; how much can we be with and around people and activity and bright lights and all the bombardment that we get in our daily lives. Third scale, the originality scales; here we're looking at our tolerance for change, for new ideas, new ways of doing things, new approaches or are we more the people who want to keep it like it is. Fourth scale, we're looking at accommodation; the degree to which we defer or we give in to other people and as we look at accommodation are we the person who's the my way or the highway person or are we the one who's trying to always be there for others; giving up our own needs as we look at what their demands are. Then our fifth one is consolidation; with consolidation we are concerned about what goal orientation we have; are we the person who's driven to achieve those goals or are we more the multi-tasking kind of person that can shift easily throughout the course of our work day; back and forth between different activities that we're trying to accomplish. None of these are right, none of these are wrong but it is so important that we understand how our colleagues work, how our colleagues think, how our colleagues take action. I wanted to remind you that your own personal scores; before we get into the group and I know you're really curious about your newest colleague at the table; Mayor Clodfelter, so you will get a chance as we get to this part to see what we have.

This is the team report that contains all of your scores. What we're going to do is to think through mainly the sub-traits of everyone that's here today. We'll come back to the super-traits and I wanted you to have the super-traits for an exercise we're going to do a little bit later on this morning. I want you to think through as we're studying this information, first of all, which sub-traits help this group? We might see more cohesiveness, we might see balance where we've got a good spread of scores, well distributed and how do you think that plays into the work of this group and then I also want you to think about which traits might cause challenges for this group. Who might feel left out if their opinions are not considered. Are there places we might encounter group think; we're all kind of thinking the same way. Are there places where we're more polarized; where we have more extreme scores than we do on some of the other traits? The way we're going to look at this first of all; we're going to start with need for stability. We're all going to do this one together and then I'm going to assign the next four traits one to each table to look at in a little more depth. Let's do this one together. First I'm going to let you study it by itself on the need for stability got worry, we have intensity, we have interpretation, we have rebound time and if you need a reminder about what those traits are you can look at your own personal report where you've got some descriptors there to help guide you. Thinking about the questions that I just posed to you; looking at the sub-traits for need for stability; do you think their cohesive, do you think there well balanced? How do those traits help you get your work done and then are there traits there that could cause some concerns for you if you're not thinking about them? Yes?

Mr. Howard when we're through with the individual can I ask you a few questions about the overall?

Ms. Howard said well we're going to do the overall. That's what we're going to be concentrating on for now.

Mr. Howard said I'm just wondering do you usually see groups where they all stay in the middle like that?

Ms. Howard said if we remember that 38% of the population is going to score between 45 and 55; it's fairly common to see people in the middle and remember our mid-range people can go both ways. There will be times that you may see more behavior from the high end or more behavior from the low end as well. But that's a good question. We're going to think about though the whole group. We're not really going to concentrate so much right now on individuals. What I want us to do is at your table is to just kind of share some conversation about the four sub-traits for need for stability. Where do you see these coming out? Are there any observations? You've worked for these people now for many weeks; are there indications for how you work together? One example might be as I look at this, we see very few people scoring high on intensity and we see more people in the middle and a lot of people low. So one of the things we might say is as a group we can keep our anger under control, we can usually stay pretty much on the task at hand and not get too angry when we're involved in the discussions that we're having so that would be one example. At your table see if you can come up with some other comments about your sub-traits scores as a group on this particular area; for need for stability.

The meeting was recessed for a group exercise at 9:22 a.m. and reconvened at 9:27 a.m.

Ms. Howard said let's hear some of your comments about need for stability. How about over here; let's start with this group. I want everybody to engage in this discussion. Let's start with them. What are some of your comments?

Ms. Lyles said on our end score which is the need for stability one of the two traits that we looked at that really made a difference is that being able to be slow to anger really is a good thing because we are dealing with very complex issues where we may take positions verses interest and being slow to anger is a good thing because we don't have a lot of people that would just say this is it I'm going to be angry or whatever. The other thing that we looked at is the rebound time; for example, Monday night we did Zoning and then we moved right to the Business Meeting. It is about being able to look at that trait and say how do we process it and we talked about the different ways that we have to process issues. Some of us are really comfortable with the idea of let's just move on whereas others need to say now what happened in this situation and how do we deal with it.

Ms. Howard said thank you. Next table.

**Councilmember Mayfield** said I think really for us the one that jumps out is our interpretation; that's the only place where we each one of us fell in a different box and all the other ones we're pretty much right aligned with each other. In some instances on the exact same number or very close, in one instance we're the highest so our response rebound time; all three of us we were the top three highest on that taking time to recover but interpretation I think that's interesting that we fell into all three categories so it's going to be how do we negotiate and discuss regarding what we're seeing so that we're interpreting the issue and how our own experiences are coming to the table on that.

Ms. Howard said if we're optimist; how to respect what the people who are less optimistic or pessimistic. If we're realists we're trying to balance it out. That can be a source of conflict. That can be a source of discussion so to appreciate that and to know that you're likely to encounter discussion around issues just based on where your personalities are. That's important. Any other comments from your table?

Mr. Howard said I'll give it a shot. I hadn't thought about how we all fall LaWana; I started trying to figure that out while we're going through this. We kind of honed in on you Mr. Mayor; trying to figure out because we've gone through this; trying to figure out where you fit into the conversation and interestingly enough we were wondering that in the top one, worry, whether or not that was who you were or just the current circumstances of being made Mayor all of the sudden.

Mayor Clodfelter said I told Jane this one to me was the more surprising outcome to me. I've taken these a bunch and this one didn't feel exactly where I thought I had been on some other things. The time to recover is. That one's clear. Monday night, boy I went home and I was sleep in five minutes and I slept for ten hours straight. That's recovery for me. I have to do that. That's my recovery but the others I wasn't really sure. It's maybe just the stress of the moment.

Mr. Howard said that's what we talked about over here. That was the stress of the moment. Interpretation same thing, I think towards the end I kind of picked up on the fact that having Randy and Bob be more optimistic a lot was good for us all and the fact that with the recovery time. Which one was it Ron that you were on the opposite end of the Mayor?

**City Manager Ron Carlee** said actually we're more apart on these than probably any other dimension.

Mr. Howard said but that would be a good thing since they have to work so well together. Last but not least Ann is Patsy's support on the Housing and Neighborhood Development Committee. We are in trouble.

**Councilmember Driggs** said I just want to mention we also talked a bit about worry and whether or not that is a good or a bad thing necessarily. That prompted having a spread of attitudes about worry between the sort of cautious people who are anxious about risk and the people who are more relaxed and upbeat might give you a bit of balance in terms of the group and finding the right mix of risk taking and risk avoidance.

Ms. Howard said good. Let me just say a word about the Mayor's score on need for stability. One of the things that we know is there are two traits that are more affected by the current environment. One is a combination that we'll look at a little bit later on; that's our fourth one out of the five. Need for stability can also be effected by the environment at that point in time, so some of you ordinarily might be mid-range if they are suddenly thrust into a lot of stress they might bump up a few points so I think we may be seeing a slight bump up for the Mayor just given the nature of the current situation and how he came to this position but I think that's a good thing that you noted over here.

Mr. Howard said it will be really interesting to see if we all move because of that as well over the last couple of weeks. Remember we took this before.

Ms. Howard said you're right. Mid-range to high you might result in something other. I hope you've all been getting your exercise. Remember that's how you deal with your cortisol; you have to get your exercise; get cortisol in your blood stream so you don't have any plaque. Over here one more table; what comments over here?

Mr. Autry said the feeling here was that there was a lot of ability to be able to bounce back, to accept the situation, understand the ramifications and start working on an approach to deal with it. Whether it's to rectify the situation or to manage your way through it we felt like those were the kinds of traits that we felt very comfortable with and very comfortable with dealing abstract situations that are thrown at a specific thing. Accept, adapt and improve; that's our motto.

Ms. Howard said any other comments? This is exactly what I want you to do; to look at how these traits affect you. Now, you've got four more pages so I'm going to make an assignment. I'm going to ask this table to take the extroversion sub-traits and I'm going to ask this table to take the originality sub-traits, I'm going to ask this table to take the accommodation sub-traits, I'm going to ask this table to take the consolidate. Go through the same process and then we'll have you report out for the sub-traits on that particular theme.

The meeting was recessed for a group exercise at 9:33 a.m.

**Councilmember Kinsey arrived at 9:38 a.m.**

Ms. Howard said if we can all shift our focus now to the page with extrovert sub-traits. We're going to come over here to our extroversion assigned table to hear what some of the comments are that they made in observing these six sub-traits

Mr. Austin said we focused our attention actually on the last three more so in our discussion in terms of taking charge obviously we got a lot of people who like to lead. That's always good. We

noticed that we have a wealth of people that naturally like to take charge. Claire definitely wants to be in charge so we'll give her that. We had a little bit of discussion around trust; we're kind of all over the board there then we've got some individuals and myself have some low trust; I'm working on that. In terms of tact; large majority we try to spin things well, we try to rally things more so than not. We try to put a positive spin on situations so they come to a win win.

Ms. Lyles said I think the only other thing that we added is that the trust trait is something that probably we could focus on now particularly around the idea that where are we in terms of a situation or decision or process, whatever we're making and to remember how far some of us; I mean you really look at it; the Councilmembers are either more skeptical or more trusting so we got to work through that.

Ms. Howard said and address any concerns that are associated with trust when you're trying to decide on important issues. Are there any other comments from the rest of the room about the extroversion scores? I'd like to pick on the Mayor for one quick minute. Please note that Mayor Clodfelter on sociability is in that lowest 7% and there may be times when he needs some down time and I have encouraged him to really take care of himself in this process. Just please be aware of that; there may be times when his calendar is too full and he needs a break. I want you to all take note of that.

Mayor Clodfelter said what that really means is I'm very comfortable being by myself. That's what I really meant with those. I don't have any problem being alone in the woods for days by myself. I'm very comfortable with that.

Ms. Howard said that will not happen here. Next up, let's talk about originality; coming to this table. Any observations this table made about the originality sub-trait scores?

Mayor Clodfelter said overall we were impressed by how all five of them; how heavily shifted over towards the right side the group was and that even the folks in the middle were in the high end in the middle and so one of the things we said is our folks that are on the left hand side are really valuable to us because we have so few of them. We noted especially on Council that Kenny and LaWana and Patsy are really our balances over there on the left hand side and that's really important because we just don't have a lot of people over there.

Ms. Howard said that's right. You really need to listen to them, take their points of view into consideration.

Mr. Smith said the other thing that we found to be quite interesting; we didn't do an exact count but prefer the big picture seems to be the largest block of all four traits in which we have the most amount of people that score highly in that. That leapt out at us pretty early.

Ms. Howard said so not getting into the details as much; focusing more at that higher level which as we get into visioning today we will be trying to keep our discussion that higher level.

Mr. Smith said running the city is a 30,000 foot venture. We found that to be pretty interesting and simple.

Ms. Howard said next up let's look at accommodation.

Mr. Driggs said I think the first thing is that we struggled with here was how exactly this translates into good and bad or advantages or disadvantages and that was made harder by the fact that as we looked at this a lot of where names show up didn't really court very well with our perception or our experience with them. I think David Howard surprised us with where he appeared a couple of times. I did notice that Eric Campbell is at the top of the list of focused on others and the absolute bottom on more proud so I'm not sure how those happen to be together. I did think it was good that the focus on others and focused on self; there was kind of a barbell; we had people running to the extremes and not very many in the middle there again the whole biz that that's a big spectrum in terms of the ability of a group to be accommodating.

Mr. Howard said just a few things especially about the self, focus on self; that one was a little interesting to me and to Mr. Carlee pointed out that maybe that has more to do with the fact that in a lot of ways that part of us that looks to do things for others is more of a self-driven thing and us doing for others is us kind of checking something off in ourselves that we are trying to achieve. Maybe that's the quid quo pro that you were talking about. For me I honed in on where

the Mayor and the Manager were together or apart and trying to figure that out because they have to lead us so much. It's interesting that they both under agreement tend to want harmony and then when it comes to being humbled, humility there were complete different spectrums but interestingly enough thirteen of us out of this group were probably tending that way and the last one is just a cute one. It says that LaWana is reserved; that means we're in trouble if she ever lets go. I would have just assumed you would have been on speaking your mind. Let's leave her there.

**Assistant City Manager Eric Campbell** said working on the humility one where it says more proud could that equate to comfort with self?

Ms. Howard said sure, absolutely. If somebody said something nice about you, you don't mind that. If somebody's introducing you in front of the whole room and saying some nice things you're kind of like well, thank you.

Mr. Howard said well he's leading the tail on that one so he's trying to make it make sense.

Ms. Howard said the higher you are the less comfortable you are to somebody saying nice things. You don't want to make a big deal about it. Let's move on now to consolidation.

Mr. Carlee said just one last comment on that one. On the agreement dimension; it's interesting there are no elected officials on the far right and one of the thoughts; I think David you said it, is that you got to run for office every two years. It is a competitive environment in which you win and in which you either win or you lose.

Ms. Howard said let's move on to consolidation at our final table over here. What observations did you gentlemen have?

**Assistant City Manager Hyong Yi** said looking at these five traits the one that stood out for us is the first one because there almost seemed to be dichotomous; you have a large group, to use the words on the page casual about standards, a large group that cares more about perfectionism. The challenge for the group is that you're almost bipolar; people it's good enough we just need to move on and get it done and another group maybe want to work on the plan some more or work on the strategy some more, get the words right on the page and that tension could be good in terms of making a document better or making a plan or strategy better. It could also be bad in the sense that you never are able to actually do anything you're so busy trying to perfect something.

Ms. Howard said remember the two words I used in January to describe that trait; opposing ends, quality and quantity. The folks at the lower end are all about you got to get out the door, we don't have time, you're bombarded with e-mails, you've got constituencies demanding your time, call me back and you have to get through all of that; whereas at the higher end of the scale is all about polishing and refining.

Ms. Howard said quality and quantity and you struggle with that.

Mr. Yi said the group on the other end want to get it right enough but not; and the rest of them you got a pretty good spread of folks in the room across all three I guess sections of it so you have a good balance of it. The one that stood out for us is the first one.

Ms. Howard said any other comments?

The meeting was recessed for a break at 9:50 a.m. and reconvened at 10:03 a.m.

Ms. Howard said I had an exercise in here but because we started late this morning I'm going to skip this next exercise and we're going to not do this line up but we're going to grab a partner, in just a minute, not yet; we're going to grab somebody from across the room or someone from a different table that you're going to pair up with. Here is what we're getting ready to do; we're going to be using the workbook and I'd like everybody who didn't bring one to pick up a copy I've got them on the table if you need one and I want to show you some pages that we're going to be focusing on in the workplace. This next activity; this is where we're looking at how we can work with people more effectively, influence people more effectively if you understand what their personality traits are.

The meeting was recessed for a group exercise at 10:13 a.m. and reconvened at 10:31 a.m.

Ms. Howard said I want us to have plenty of time for the visioning part of today so I'm trying to keep us on schedule. What I want to encourage you to do is to look at this workbook as a resource for you. When you have to work with somebody who's similar to you or different from you personality wise and remember personality is another form of diversity. When I'm dealing with resilience; how do I deal with the resilient, when I'm dealing with a reactive how do I deal with that reactive? When I deal with somebody who's between the two or responsive I need a combination of influence strategies. Am I going to change my personality to be like these other people? Can I realistically change my personality? Not really, if you looked at how much I was genetic based but I make a conscious choice that when I have to work with somebody who's not exactly like me, I'm going to approach them in the way that's most comfortable for them. This is kind of like when in Rome do as the Romans; when in introvert land do as the introvert; that's what we're trying to do. How can we better approach this other person? It's food for thought. You got some other grids on this page, some other tables; you can fill them in and put other people in there that you have to work with that you need to influence in order to get the end result you want. We're going to move ahead and I'm going to invite Ron Carlee to come to the front as we remember that every individual makes room for some beauty and we're going to be thinking through the vision for the City.

Mr. Carlee said I'm going to go through these fairly quickly. Thank you for all of you making time to meet with me individually. I got a cheat sheet from when we talked. Looking at the results from the last retreat; the executive team and I have had several meetings trying to; going back over your discussion; trying to understand where you as the Council are coming from and trying to synthesize your notions into really drafts or straw men for you to react to, to try to facilitate getting to a common position. This has evolved as we talked. Most of you saw a straw man which you reacted to; gave a lot of plusses and minuses and so it evolved and this is a new version for your discussion today. This is just a reminder of the criteria which you discussed at your last retreat. The first ones on there; the first five were presented by the consultant that was working with us; the ones in italics at the bottom are the ones that you added. These were the concepts that you gravitated to in your last retreat. The ones on your left hand side were imbedded in a short sentence and then after you looked at the sentence which came from one of the sub-groups you added the four words on the other side as concepts that you felt were very important in terms of the City's vision. This is straw man #2 that we're bringing forward for your discussion today. The structure, the concept, that seem to emerge in the discussions was this, that the vision statement itself needed to be really short and memorable, it needed to be something that everybody could remember; that if they had to go to a wall poster or a wallet card to look up the vision, it was just too long; you needed to be able to remember it. The other words that were important to you would then come through in explanations of what that short tag line or slogan, sometimes people would say, really means. You drive down a little bit deeper as you go into the explanation. The tagline, the overarching vision, "Charlotte, a Global City for All." Global came up consistently in the discussions I had with members of Council as looking to a vision that is aspirational and the idea is that Charlotte will be a city that people know and recognize not just around North Carolina and the Eastern United States but the city that people really do recognize internationally. Then there were a lot of elements as to what that meant around entrepreneurship, for instance was another one of the important concepts that came out of your discussion. The "for all" captures more of the kind of values that you expressed within the city itself; the kind of economic diversity, opportunity across a lot of different jobs, the educational piece, attention to neighborhoods. And so we tried to capture those other words in six succinct bullets, which may still be too much, I won't go through and actually read them. You can read them for yourself. Among the questions for you today is "Charlotte, a global city for all;" is that getting you where you need to be or is there something different; a tweak around that or a complete rewrite of it that works better for you? The bullets below it; do they adequately and appropriately define what you mean by that statement whether it's a global city for all or something else?

Let me run forward just a little bit and get to the end and then I want to turn it back over to Jane to actually facilitate the discussion. What we've tried to do looking at the overall structure is build upon what you and other Councils have done in the past. On the right hand side of this slide you will see something that you recognize very well; those are your committees and those are your focus areas. We did not hear anything at the retreat that suggested that the Council wanted to change its focus areas. Actually, they seem to work pretty well around the concepts that you were talking about. What we attempted to do on this slide was to take the explanations behind "A Global City for All" and literally cross walk them into your focus areas and into your



committees. We're taking the work of the past that came up from the different areas bringing this more global vision from above trying to begin bring those together into an integrated hull and strategic direction for the city. This slide takes the actual vision statements that you have been using within your focus areas and we have just gone through and revised them and takes these concepts from the vision and actually shows they can be fairly easily integrated into those visions. Actually, very minor wordsmithing on them to capture those same notions if they're the right notions. Again, part of the question today; are those the right definitions? Are we capturing the things that are important to Council; have we put something in there that is less important to you and really most significantly is there something really important to you that we've missed? That's more of a cross walk into your focus areas and so what we're looking for is your guidance today and we'll go and then we'll do follow up work based on your guidance and then where we want to get to is for each of those concepts, we will want to develop the quantitative measures that then define where are we on these concepts as a city today so that we can mince that actual measureable goals as to where we want to be. We've taken a couple attempts at that, but we've not flushed it out because we really needed to get a definitive answer from you in terms of what the right areas are and then we would bring those measures back to you for your discussion either collectively or within committee. What we would be looking to do is based on those probably half dozen or so key measures is in looking at where we are and where we want to go, then how do we get there. What are the specific things that we should be working on as a city that move that needle in the direction that you want it to go. What we're getting to is really a strategic plan that we've got a clear sense of where you want this city to be in the future, we know what the measures are, what the different dimensions are that are important from you to advance the city and to make it what you want it to be, what it aspires to be and then very specific task to work plans that we did to measure whether or not we're getting to that place that you've identified. That will be the work that we'll follow up on from today. I wanted to give you the whole picture of where we're trying to get at. Let me stop there and I can answer any questions and then turn it over to Jane to facilitate the discussion.

Mr. Howard said so in this situation you took that one bullet which you're saying is part of the vision statement and you flushed that one out. You would do that for each one of the additional five bullets, six bullets that are left?

Mr. Carlee said the six bullets down here? Yes, if you decided that "Charlotte being a global city for all" "is a welcoming city that engages a diverse population."

Mr. Howard said go to the next slide. On the next slide you went to our focus areas and tried to pull out those things that we've asked for and then you went another step, the next slide.

Mr. Carlee said right. So "welcoming and engaging" we've identified as an example, five bullets that would described what that is and how they connect.

Mr. Howard said you're going to do that for the other six bullets?

Mr. Carlee said we would do that for everything.

Mr. Howard said go one more for me then. On this one, this is actually a mission statement for all of the focus areas right. Every time you do one of those original seven bullets you're going to add something to this?

Mr. Carlee said actually I think these pretty much capture across the full range.

Mr. Howard said the real work is the first two slides then.

Mr. Carlee said this is the real work.

Mr. Howard said so it's going to be taken each one of the ones that are left and then trying to make sure we're getting at it.

Mr. Carlee said right and the piece of work that would be most helpful to advance that really is around that one and these six. Are these the right six and if they're not what needs to come off, what needs to come on or even within the six, are the words there the right words that resonate with you and what you want to use as you talk with your constituents in the community? There's the technical operational lifting that we have to do on the administrative side; there is that policy leadership in the community that you will need to do on the elected sides. Are these the kinds of

things you want to talk about in the community? In terms of where you're trying to get individually and collectively, the city moving forward.

Mr. Howard said where I was going is that third, the last slide you pulled out the missions for each one of the focus areas. I was really getting ready to hone in on the fact that I thought we needed to make sure we said global throughout but what you're saying is we start with global before we even do that.

Mr. Carless said that's exactly right. Those are intended to be more illustrative at this point; to show you again where we're trying to get to, but it all depends on what happens on this slide. This becomes the basis on which we then move forward. I do think that unless there are radical changes here, that it will be relatively easy to adapt what you do at this higher level within your focus areas. They seem to cover the range of things that you've been talking about pretty well.

Mr. Howard said this is stylistic then. On each one of the focus areas, if we don't settle on this being the vision statement because Council's change, I'd like to make sure it's at the top of each one of them so it's clear that this doesn't get lost.

Mr. Carlee said right. We'll be packaging this as a whole. As you talked about in your last retreat, I think you made a really important point and that is that focus areas all overlap; they're a system, they're interdependencies and for actually creating a global city, you can't stove pipe these individual pieces. What happens in community safety is not just a community safety focus area function; it also affects how competitive we are from an economic development standpoint. And that will be true for all our focus areas. Other questions? If not, I'll turn it back over to our facilitator.

Ms. Howard said these are great questions and this is what I understand we are trying to achieve today. One of the first things we're going to be talking about is the structure. What Ron has just laid out for you is that what you agree to and the way we will start with the mission statement and then breaking it down with the different areas and then relating the different areas to your work areas. The first question for you is; is the structure correct? If you want to propose any adjustments to that structure, any revisions to that structure, we want start at that high level and keep in mind we were talking earlier with our personalities about operating at the highest level today and as we're looking at this whole vision process we need to keep out the details. So if you start getting into the details today I'm going to push you back up to that 30,000 foot level that we were referring to. Kenny, I think you used the comment when you were talking about the traits. We want to stay at that level. The first thing I would want you to do is to ask yourself can you live with the structure that Ron has just laid out. Is that comfortable for you and I'm going to pair you with a partner and I want you to discuss this factor; can you live with the structure with a partner. If there are any issues that you want to surface; discuss with the partner, make a note; I will then take you from being a twosome to being a foursome and then I'll take you from being a foursome into a larger group. We're going to build our agreement, we're going to build our consensus as we go through and any concerns that you have will filter up through this grouping process. Each time you get paired with somebody else one of you needs to make a few notes that will then go with you as we put you into this next group.

Mayor Clodfelter said when we talk about structure we're not talking about what's said in a bullet point.

Ms. Howard said we're not talking about the bullet points. We're talking about the overall structure on this process that we're using to create the vision for the city. Clarification?

Mr. Carlee said before we break I need to clarify one thing. This one; I miss described this one. These are the six strawman bullets describing this; these are those same six bullets actually. This is not an elaboration of welcoming and engaging a diverse population. The welcoming and engaging a diverse population are separated from the other five; it did not logically fit into one focus area so that's why it's separated. It's not elaboration. This is in fact, literally the other five and they seem to have a logical connection into your existing focus areas. This one did not specifically, although again, that's a point for future discussion... (inaudible). Anything that I confused that anybody caught? That was the only one? That you caught.

Mr. Howard said how do we make sure we don't lose "Charlotte Global City for All Welcome Engaged Diverse Populations" then?

Ms. Howard said we're going to visit this in just a minute.

Mr. Howard said I just want to make sure it lives somewhere because vision statements traditionally have gotten lost five years from now whatever Council's here will say well what is our vision or how does this all work together and they'll just be focused on the focus areas.

Ms. Howard said once we talk about the structure, the next thing we're going to talk about is the vision statement. So we're going to come to that.

Mr. Campbell said just quick clarification. Your pairing, are they Council members only; the staff not.

Ms. Howard said no. I'm just going by where you're sitting so however it comes out it comes out.

Mr. Campbell said okay.

The meeting was recessed for a group activity at 10:51 a.m. and reconvened at 10:57 a.m.

Ms. Mayfield said where an individual feels differently are we going to look at how many others feel that way so if it's something where six or more people agree with that then that's something that's added in, if the majority doesn't, then that is great it goes up on the wall but we don't get stuck there and we can continue moving forward just to make sure that it's the items that we build consensus around whether it's to challenge what has been presented or in agreement just so that we don't get sidetracked on one opinion. Is there something where just moving throughout today we're going to look at something that generates others that also have an opinion around that?

Ms. Howard said we want to keep these in mind but the intent is to discuss as far as we can discuss and my challenge from Ron and correct me if I'm wrong is to get all of these concerns on the table. We're not voting or not voting as I understand it today but we want to hear if there are any issues and what the intent is, that as this document gets rolled forward, the closer we are to meeting all of the objections than the more it will be endorsed and sustained by Council. Is that an accurate statement?

Mr. Carlee said the closer we could actually get to consensus on the items the better it would be but if we can't get to a consensus or a clear majority then understanding what the concerns are is really important to advance the ball.

Ms. Howard said so with that in mind hearing this from was it one or two?

Mr. Barnes said, two.

Ms. Howard said then we have that in mind.

Ms. Lyles said this is to Michaels point. I think that when I look at the statements and what they mean, it's how will they be used because at some point you have to have the ability to explain "Charlotte, a global city for all" what does it mean and I think this does that. But when I looked at lines if you were going to do stationary for example you would only use "Charlotte, a Global City For All" but if we were actually say, going up and recruiting an international business when we are writing what's important in the content I'd pull that we welcome and engage a diverse population and we want to promote that so I don't know if when you say too long I think for what purpose and how do you structure that? I would not see, and maybe the use and the structure, I don't know how it would be used to say that its tool long or too short. I thought the structure question was more around the conceptual idea of you know where you got your big picture, you know that you would be able to explain it in a short definition and you know the work that you're having to do on it. So I would like to say that I don't know that I took structure in that everything had to be included. I thought structure conceptually because I'm a "big O" on this chart in terms of exploring original or whatever that O thing. I did not look at it as we were defining use and length it's more do we capture the thought and the concept.

Mr. Barnes said and so to that issue by what I'm thinking is that if we put "Charlotte, a Global City" on a piece of letter, say the CRVA, and put it on their letterhead. People may want to know what does that mean and that's those six bullet points on page two. What I'm suggesting though is it on Charneck.org website when people click on City of Charlotte and they click on vision

statement the first words you should see should be the “Charlotte, a Global City For All” and if you want to further click onto say the meaning of our vision statement then you find those six bullet points and other explanations but from my perspective the focus area plans are the values of the City and represent the vision of the City so all those things on the next slide I believe because we’ve adopted them as our focus area plans as part of the committees work, respective work, become the fleshed out detail of the vision statement in a simplified sort of way. When people click on it, again use the website as an example, the first thing you see is “Charlotte, a Global City for All” with perhaps the acronym we talked about and that’s the thing you walk away with. When we were in Winston we talked about how a lot of big cities have these eight word vision statements and you think okay; it’s clean, its global, its whatever; Austin has a neat one as I recall; especially on some of the Chamber trips we’ve taken you see these cities have fairly clean, concise memorable vision statements and you tend to identify certain things with the city based upon that vision statement. When we start digging into this, we all know there are issues in some of our neighborhoods that don’t match up at all with what’s in those six bullet points and we got to fix that too.

Ms. Lyles said can I say something Jane? I didn’t see that we had any disagreement in what we just said.

Mr. Barnes said I was just clarifying.

Ms. Lyles said yeah I’m asking did you see that there was a disagreement in what you or I said.

Mr. Barnes said no, I was clarifying.

Ms. Lyles said okay.

Mr. Autry said Michael, I wanted to say this is aspirational, this is what we’re aspiring to be. We know there might be issues within all of these particular focus areas but this is what we aspire to be. We aspire to be a global city; we aspire to have a welcome and diverse population.

Mr. Barnes said and the committee work is supposed to inform these bullets and we actually execute.

Ms. Howard said we’re getting into the weeds so we want to pull it back up. We’re just agreeing on the structure right now with some concerns. Comments?

Mr. Howard if I wanted to ask a question about “Charlotte, a Global City For All...”

Ms. Howard said that’s coming up next. I’m going to ask you to hold back on that because that’s where we are going next. Right now we’re basically saying structure is in good shape with a couple concerns depending upon how we use it, the length, the acronym and that kind of thing.

Mr. Driggs said the only question I have about this is its looks a little bit like a laundry list and I’m wondering how that list is different from the list for just about any major city. Is there a uniqueness here that tells you that it’s Charlotte talking?

Ms. Howard said can we hold that like I held the vision statement till we get to those specific items. That’s where we’ll have that involvement of the discussion. Next step, Mayor?

Mayor Clodfelter said if you’re about to move I was just going to offer you an acronym for anybody who wants it.

Ms. Howard said what is it.

Mayor Clodfelter said “Glo-City.” Sorry not very helpful.

Ms. Howard said next step; now we’re moving to the vision statement. Each of you individually lived with this one or proposed adjustments? That’s where we are next. The vision statement only this top line; don’t talk about this yet. Just the top line. If you want to make some adjustments to that make some notes and then you’ll be back with a partner.

Mr. Howard said individually?

Ms. Howard said first individually; then you’re going with a partner but not yet. Any notes you want to make, any adjustments you want to make, any suggestions you want to make to yourself

about how that might get changed, how the wording might get changed. Go to a partner, put your thoughts together, live with it and any concerns that you might have about this statement; just the vision statement, just the top goal statements.

The meeting was recessed for a group activity at 11:06 a.m. and reconvened at 11:22 a.m.

Ms. Howard said let's start over here. Who's going to present this one for this table?

Mr. Barnes said I'll talk. What we talked about was the whole idea of acknowledging that that statement, to Al's point, is aspirational. My concern, our shared concern, I think for the group or in terms of our group is that the statement is not necessarily true even though it is aspirational. So John mentioned Austin's slogan "Keep Austin Weird." They just fully embraced that statement in a very positive way and that's cool and there are certain other cities that have embraced...

Ms. Lyles said can I say something please Michael? This is pertinent to this point. "Austin is Weird" is not the City's Vision Statement. It is their marketing statement. Austin's vision statement is really long; best managed city.

Mr. Barnes said and that may be the reason it's great. I want to get into some of the reasons why that statement concerns me, and I think some of the other people in our group. To be quite candid with you, I don't believe that we are the global entity that we could be or even think we are. We are still divided racially, by class basis, income basis and there are a lot of people who live in this city who don't believe that. There are corporate people who come here and set up a business and visit the city they say "Oh yeah, great global city! It's clean!" But when you go into neighborhoods and talk to people you see the racial, class and social divisions that, in my opinion, don't make that true. What we talked about is what could we embrace that is true and we said this, "Charlotte, Innovative, Diverse, Distinctive;" those things are true and some of the aspirational stuff is stuff we want to achieve, can be further fleshed out perhaps behind the slogan in some other ways. My concern is that we are calling ourselves something that we're not and actually are struggling with some of the opposite issues. It makes us seem inauthentic.

Mr. Smith said I love the idea of more of what we are. I think that's interesting. I think we all acknowledge that New York is a global city and they've got Little Italy, Chinatown; you can have some natural distinctive barriers and still be aspirationally global.

Mr. Barnes said I agree. What I'm saying though, Kenny is that some of the divides that Charlotte has are the types of divides that are much more negative. When people look at Little Italy or Chinatown as a positive part of New York City, same with San Francisco, if you go to Boston; some of the distinctive neighborhoods there. That's considered positive. A lot of the stuff we're dealing with in some respects I think can be a bit more negative.

Mr. Howard in a lot of ways Michael we are somewhat of a young adult as a City and when they were young adults I bet you they dealt with this same conversation. What they were smart enough to do was to figure out how to embrace those differences, which is what Kenny is saying. I think the next step for us is to figure out how we embrace and grow on those differences and turn them into positives. I would promise you if we talked to them back when they dealt with this; they probably dealt with the same thing. These are negatives; we're divided but how do we take advantage of it? How do we market it? How do we capitalize on it? I would hope that's what we're trying to do and not necessarily be scared of stepping forward though.

Mr. Barnes said I think you're right about not being afraid to step forward but I think also the way those cities were settled was different just because of their history. I think the way they were settled, the natural immigration that you heard in the Northeast is different from what occurred in the South. Our historical experiences down here are much, much more different than the way Boston, Philly, New York were settled. The way those cities were settled is a bit different on a broad scale, on a broad basis.

Mr. Phipps said I think a statement that describes what we are or where we are right now is not very much of a vision statement of where we want to be. I don't see how that is a vision statement. I think that's a statement of where we are right now. I see that as something where what we want to aspire to and grow to; that's how I look at it.

Mr. Barnes said if you think about the resources we're putting behind the CIP for example, we're directly putting money into the Applied Innovation Corridor and into the transit issues. We're clearly a diverse city in many respects. I think we are distinctive city; the DNC brought a certain level of distinction to the city. These are true and I'm not suggesting that we would never aspire to do even bigger and better things. What I'm suggesting is that as we complete our program of work and the committees through focus areas plans that we achieve all that bigger stuff that actually helps us transcend some of the things that actually makes us truly, hopefully more global, more diverse, more innovative, more distinct. We grow with that statement, is my point. Do you see what I'm saying? We could say "Charlotte, a Space City" and there is no NASA presence here but we are hoping there will be a NASA presence. That would freak people out.

Ms. Howard said thank you for your work on that.

Mr. Howard said we had a couple of folks that wanted to rewrite it to be "Charlotte! A Global City" just too kind of emphasize kind of where they thought the real emphasis should be. I'll come back to number two. Ed brought up are we saying "Global and For All" or are we saying "Global For All?" If that's not clear then we need to get Ed to help with that but what he's saying is it two different things or is it we want to be global for anybody who wants to be here?

Mr. Driggs said the questions is are we saying that it's a global city for everybody in the city or are we say that it is a global city and that we don't leave anybody out? To me the "for all" means that no one is left out. The global means that were cosmopolitan, meets on a global stage, we attract international immigrants and businesses. They're two different concepts and the conversation got into sort of looking harder at what they actually mean; "global" and "for all." All I wanted to do is say they are two distinct concepts and we're not saying that this is a global city for everybody because I don't think most people in the city care; frankly.

Mr. Howard said this goes I think the intent is to say "Global and For All" it was not "Global For All." One more thing, in Nashville, back to something that Michael just said, and it was my concern whether or not we're not really tolerant enough or ready to be a "for all." There are a lot of southern taboos that you just talked about that goes with Charlotte that may not go with other places and whether or not we can actually pull off the "For All" piece. Mr. Mayor?

Mayor Clodfelter said no I'll wait Kenny's going to sort of talk about the same point on ours so we'll wait.

Mr. Howard said so Ed kind of suggested that "Charlotte: a Global, Thriving, For All." In this situation three different things; being global which really kind of goes to the next one. We probably need to define what "global" for Charlotte means. I think a lot of us thought it meant more playing in the global market when it comes to business than anything and "thriving" is just being a great city and then "for all" is something again different. For us we came up with some questions; what does "global" mean for Charlotte, what does "all" mean for Charlotte?

Mr. Driggs said I was going to add also partly in response to what Michael said. It is a vision statement and also what Greg said which means that it's not a full disclosure or due diligence kind of thing. Let's be honest here, we've got some problems folks. That's not what we want to convey. I think the statement we make about what we want to be says something about us and I think it's probably understood that we aren't necessarily there in all respects. A lot of the issues that were eluded to we have in Charlotte actually exist in a lot of places in the country. It's not that were at a specific deficit in that regard, so I think in general the idea of describing ourselves as a city that is very engaged internationally and recognizes the forces of international competition and globalization and doesn't leave anybody out. Those are good things to want to be.

Mr. Howard said I'll give you one example of the "For All," several years ago The Housing Partnership tried to work with the Druid Hills neighborhood. There had been a large influx of immigrants from Vietnam there and they were harvesting chicken pens in their back yard and they were actually doing what they do in their own country. The folks that traditionally lived in that neighborhood were freaked out. I found out we actually have zoning you have to have four square feet per chicken but it's allowed to have chickens in the inner city. Those are the types of things that when you start talking about "for all," are we really ready?

Mr. Smith said this has been very enlightening to hear about how the other groups tackled it. We started with the Mayor having spent the past 20 years in Raleigh; we started this with a little bit of a different angle and had some very spirited conversation on it but the Mayor pointed out one thing that I think is very interesting. It's very interesting with respect that it resonated with me having gone to school down east, is that at one point when Charlotte was trying to become a world class city 20 years ago, to the rest of the State, it could be perceived as Charlotte doesn't want any part to do with you or our neighbors to the south and it's sort of an exclusive statement. We were thinking along the line of how would we celebrate what we feel is our greatness and do it in a manner that may not alienate other people we need as partners. That's sort of how we approached it. Is that a fair assessment? I think we settled in an area where we think we capture that. We wanted to do a couple things. One is and Michael you made a great point. And Ed, piggy-backing on a point you prior to our exercise, is a statement that embraces what we are and then to Ed's point some uniqueness. There are some statements you can say all across the country. So, we try to take some of that into our thought. The two statements we came up with were "Charlotte, a City for the Region, for the World" and we had taken off "For All" but we now think we want to add back "For All." To David's point there may be some clarification on what does "for all" mean? There's going to be some clarification to what "global" means quite frankly. I had 19 on keep it simple. I live in a bumper sticker type world. My idea was "Charlotte: Southern Hospitality Going Global." We have people from all across the country here, all across the world and sometimes they'll even jokingly say well that's somebody's not that nice to me or whatever it is. For me I want our vision statement to help. We have a rich history as a city and I want to somehow have some uniqueness to it, something that embraces who we are and I think we all want to have a global component to it; that new thing for Charlotte. If we want to be on the world stage then that's a simple fact to get every table we want to be there, whether we're there yet, how we get there; we may differ in the weeds a little bit on that. That was us.

Mr. Smith said southern hospitality goes across racial barriers, goes across monetary barriers, we all have our idea of what southern hospitality is, but I think that tends to cross a lot of the gaps that divide us.

Mayor Clodfelter said I like that too. We were trying to take our roots and make them aspirational, grow them up, and maybe we didn't get the right words. That was what the three of us were all saying we ought to do.

Mr. Austin said we've found a slogan that solves everything its "Charlotte, Booyah!" We really got into discussion about the overuse of the word "global," the overuse of "world class." It's starting to sound like any other city. Is Charlotte any other city? Or is Charlotte doing anything that any other major city is trying to do? The language around do we want to be a Hong Kong, do we want to be a New York, do we want to be those? When we start thinking about a global city do we really want to be those things? Maybe we need to start rethinking what is it we really want to be and are these the right words and their just kind of overused. The other thing that our table started talking about was it sounded more like a declaration of current status. It wasn't really aspirational. It was just kind of a statement and is very much disconnected from the other bullets. Those were one. We really got tired of all the dialog around global and world class and is that really the words we want to use and continue to use and seemed played out just a little bit and maybe Charlotte isn't, and I'm saying this in a nice way, Charlotte needs to think a little bit more about if it wants to be a Hong Kong, a New York and those type of cities that we refer to as "global."

Ms. Lyles said I think the only thing is we did talk about that southern heritage and we know that comes with all kinds of ramifications. Is it big enough? We thought well maybe not. Is our history always good in that regard? No. It's still something that is distinguishing. We would agree with the southern aspect of Charlotte but not in a way that we limit ourselves to that. It's like something that's really strong and present but does it stop us at a certain point. How do we use it in a big way?

Mr. Austin said don't get us wrong we love Charlotte and we want to take it to the next level but is it "global," is it "world class?" Are those the words that we're looking for?

Mr. Howard said what comes to mind for me is a couple of trends. The world is becoming much more urban. It's not as rural as it was so cities are going to urbanize whether we like it or not.

Charlotte making up its mind whether or not it wants to be one of those or not is the first thing. I think the population growth that we've heard is coming to Charlotte is going to happen one way or the other; it's who we attract. If we're intentional about attracting people who help us to grow. The other thing that comes to mind is I heard Hugh McColl quoted years ago saying that "cities are either growing or their slowly dying." If you take all that into consideration I'm not sure that we have a lot of choices because we started already. We can decide to start to curb growth some kind of way if we'd like to, but I think eventually you slowly die when you do that and that's my concern. I think global is kind of; urbanized is probably the word I want to use. It's probably out the door already; it's happening. It's whether or not we want to shape it into a global conversation or if we want to be a city that did nothing intentional we just had a lot of people that didn't add a lot to the economy and did anything to help expand the economy is what we wind up with.

Mayor Clodfelter said it's not a question about you guys; it's about something you said. It rang a bell with me about something we did and about something they were struggling with over yonder, was it's a word smithing thing but that's what this is. That's what this exercise is really for. When you've got something like that up there everybody is sort of then we get a discussion is that descriptive of what we are or not? Part of the problem there is that the words drive you to that question. And yet what Al was saying is that parts of this is thinking about where we want to go. Use verbs; we used the word going. That was the word we used; these guys, when Al was talking, were talking about becoming. What do we want to become, becoming. Maybe our vision needs a verb in there to show direction and then we don't get hung about is this an accurate description of what we are today or is this a description of what we want to be. We're really signaling that wait a minute we know that we're still moving somewhere. We're in transition. Our vision has movement in it and maybe we need a verb somewhere in there; going, becoming, and growing. David used growing in his statement just now and then you don't get hung about is this a description that's accurate today.

**Deputy City Manager Ron Kimble** said we could have a phrase like "Southern Charm, Global Reach". The "reach" would connote action.

Mayor Clodfelter said "reach" has the same sense of action. It has an action sense.

Ms. Mayfield said I like that.

Mr. Autry said "Going Global, Southern Character."

**City Attorney Bob Hagemann** said I like the idea of the verb and Ed had one before that I really liked which was engaging. Putting stuff together; "Southern Hospitality Engaging The World," it's moving; it's not a static statement.

Mr. Driggs said reach has a little bit because means the extent of your influence but it also has this more verb connotation, extended, like reaching out, stretching.

Mr. Austin said I still like Charlotte Booyah!

Mr. Smith said what if we sort of blend or add "Charlotte: Southern Hospitality Reaching Globally." I don't know something we can maybe use to get back to a stronger verb.

Mayor Clodfelter said anything that defines this town in my whole life here is it's in transition and we have to communicate that not as a static statement but as a statement of motion.

Mr. Barnes said let me run out where I normally go on these things. Because of some members of the State Legislature, I'm a little concerned about saying preserving "Southern this" and "Southern that", because it just; a lot of people who aren't from here but research our state would say they are trying to go back to the 1950's where the schools were segregated and all that stuff. That concerns me.

Mayor Clodfelter said what about what Kenny just said to your point what about instead of sort of more old style Southern, what if you said "A Southern City Going Global," or "A New South City Going Global."



Ms. Lyles said I think that's an excellent point on preserving that would carry all kinds of different connotations. I think it should go through all of the segments of our market. I think that's a good point.

Ms. Howard said so not to offend anyone.

Ms. Mayfield said what I'm concerned about is what we have seen the last 30 plus years is the fact that we have not preserved. Good, bad or indifferent we are the South. We are working towards achieving something different but I don't think we run away or hide from our Southern roots because as someone who's been here 25 years from Miami which is the South but not really once you move here, would realize we're not the South and from talking to so many other people that visit, that move here, what the common denominator is that Southern piece and the fact that Southern Hospitality and that feel that we have, I don't think we should run away from that. We should embrace it but knowing that we have a goal to aim for this more overwhelming, arm opening that we do as Southerners. Friends that have visited from South Florida are like do you know them and I say "no, just smile and wave back," because that's what we do. I don't think we should be afraid of our history in the South. We're growing, we've made mistakes and the way we're going now, we're trying to go back to some old days; we need to go ahead and embrace it and figure out how to move forward.

Mr. Barnes said this is great! To her point, I'm not suggesting that we run away from being Southerners. I am as Southern as anybody comes. There are some political things happening in Raleigh right now; a business person looking to start a business or move a business to North Carolina, to Charlotte most specifically, may have questions because of what's happening there.

Mayor Clodfelter said like MetLife.

Mr. Barnes said MetLife and a number of other companies. All I'm saying is that in terms of the branding piece. If we use the word "Southern" in the wrong way there may be businesses and other people who will say do I really want to be a part of that. Just because of what's happening in Raleigh. That's all. But you're right. We can't run from it. I agree.

Mr. Smith said my mind set was on again, the hospitality aspect, because I do think everybody grew up probably having Sunday supper or whatever; taking the brownies, getting the welcome wagon, the loaf of bread; whatever it is and to me hospitality sort of extends beyond a lot of the ... (inaudible).

Ms. Lyles said I think one of the things is what does hospitality mean because we're taking it at the context of neighborhood; the personal level, the way we are a Southern city with Southern livability, an urbanizing Southern city I think there's something that's not necessarily around the hospitality part of it. To me that's more marketing, like Southern Living Magazine or something. I wonder if it's something that we can convey change, depth, but recognizing we are very. Part of what we are is a great place with a great airport and great weather. That attracts people and businesses. I wonder if we're getting our heritage verses our physical location? I don't know. I see a lot of different perspectives on it.

Mayor Clodfelter said one thing missing is this group over here was really focused on the dynamism point. What if, this is an idea; see if this captures some things; what if we said "Charlotte, the Energy of the New South Going Global," "Taking the Energy of the New South Global." Trying to integrate some of those things and it puts an emphasis away from the cutesy frills of the "Old South" or the negativity of the "Old South" and tries to capture a different value.

Mr. Howard said maybe it should say "Charlotte, a Welcoming City with a Global Reach." That's what Southern hospitality is, you are welcoming.

Mr. Barnes said "Charlotte, a Thriving Southern City Embracing the World." "Charlotte, a Thriving Southern City with a Global Reach," I think Mr. Austin put that up there. "Charlotte, a Thriving Southern City Going Global." Hyong Yi questioned if people outside the South know what "New South" means.

Mr. Howard said give this to some marketing people and let them figure it out.

The meeting was recessed for a break at 11:55 AM and reconvened at 12:11 PM.

Mr. Carlee said we'll probably begin losing some people shortly so we have about 30 minutes left. I think the question I'd like to put to you before we start breaking it up is what would be helpful for Staff and me to do next to help advance this to the next level? Given the diversity of perspectives here what is the best thing for us to do next?

Ms. Howard said if we could take that question and rather than discussing it fully let's discuss it at table groups and then report out.

Mr. Carlee said that's fine. That works for me. Is that alright?

Mr. Carlee said what would be helpful as the next step to try to move this forward?

The meeting was recessed for a group activity at 12:14 p.m. and reconvened at 12:23 p.m.

**Assistant City Manager Ann Wall** said we had this discussion that maybe the next step for this group today would be to take a read on some of these phrases and words that are on the board and identify those that there is collective agreement and those that there is not collective agreement. Then the Staff could take back these phrases and concepts and we'd wordsmith a vision.

Mayor Clodfelter said another strawman.

Ms. Wall said another strawman.

Ms. Mayfield said and that is really to look at making sure that we had the opportunity for staff to have buy-in on this as well. As electeds we're here every 24 months possibly and that's going to change, so Staff is who literally implements and rolls this out long-term so I think it's valid to make sure that Staff has the buy-in on this piece because they're the ones that are really going to be moving this forward over the next 20 plus years.

Ms. Lyles said in our discussion we really thought there were two issues on the table. The first one was did we really resolve some of the questions and differences on what this vision statement was meant to be. For example, I think this table over here actually said we questioned this kind of idea that how real it should be, how aspirational. I think we thought one, we needed to kind of figure what were we really trying to say and the second part of it is that we felt like were we really writing a vision statement for marketing purposes that falls to what this table said then you get together and just figure out what you're trying to do. But, we weren't sure that those two things were actually done and completed so we would suggest that there be a process of a smaller group, maybe even the Committee Chairs which could take a deeper dive and get some ideas on what some options might be for the vision but also have some of that discussion around what some of the statements were for the focus areas and they would report back with ideas working with the Staff. The final thing I would say is we question whether or not we needed to have some marketing expertise in the room so that when we do come back we put all the pieces together. We know what we're trying to do, we've chosen a statement that represents our focus and we've gotten some marketing expertise that says this is an acceptable thing inside the community. That's where we were.

**Dana Fenton, Intergovernmental Relations** said recommendation from this table is to send this back to staff to then apply all the commonalities and the different ideas up there and come back with three proposals for Council to vote on.

Mr. Driggs said when we looked at this we heard a lot of conversation about that top expression. There seem to be a general consensus about the idea of being "Global," however defined and "For All," however defined. I think we talked about the fact it would be useful to take a closer look at the focus plans, the area plans and try to translate a lot of its conceptual plans, more specifically in the priorities that Staff might set. At least personally I feel we're talking now in first big picture way and if I ask myself okay what is who going to do based on how we resolve these things. It's not clear. It's almost like a philosophical question so it might be useful, as suggested, the Staff did come back. We'd start to consider these things in the context of some of the focus area plans and get a little more tangible in terms of what priorities we set, how we allocate resources. That could feed back to. We could sit here and say we want to be global, what does that mean in terms of Council next Monday, what does that mean in terms of different people on staff, perhaps if we start thinking a little more about that we'll actually suggest what can we reasonably adopt as our vision.

Mr. Howard said just to stay consistent. I would also like to make sure that in that second bullet something's said about having an innovative economy that's based on research and development. Since we're talking about aspirational; that parts missing to me and I would like for that to be front and center in everything we do in some way or another.

Mr. Carlee said this is just a check for me that I would appreciate. Can I do a quick around the room with Councilmembers and having heard all these different words today could you succinctly share what is most important to you in terms of your aspirational goals for the city, your vision for where we trying ... (inaudible). Just as a quick check so that I know from everybody where you are in your head about what's really the most important to you. I'm not trying to get a strawman out of you but conceptually what do you think is the most important for us collectively to achieve in terms of the future of the City of Charlotte?

Ms. Lyles said I'll start. The first one that I have is quality development across the City's geography. That's particularly that we need to focus on the East and West to make sure that they're viable and have development opportunities. The second one that I really believe in is that we need choices in transportation, housing and employment. My final one is we need to build a city for the upcoming workforce which are the people that are now between the ages of 20 and 25 and they should represent 50% of the workforce in the next ten years so what do they need for us to be a great city for them to live in and choose to come to work.

Mr. Austin said Charlotte has clearly defined itself as a destination place for a multitude of businesses and people. We have clear choices of transportation and housing; that we're on the cutting edge.

Ms. Mayfield said I'm going to ditto that but I also want to see that we have a focus on our youth and our seniors. What are we doing to make sure that we have the ability to age and place for those young seniors that are still working or want to work as well as for our teenagers that are getting ready to go into the workforce when we're looking at the programs the City has like our Out of School Time Partners program that we have with apprenticeships. That's a dual conversation that I don't think we're having that we should be having.

Mayor Clodfelter said the single most important thing for me is that diversity never becomes division, ever; that this remains a unified city. That's the most important thing to me.

Mr. Carlee said not to put words in your mouth but beyond that, based on our previous conversation, I thought was Charlotte's leadership in the region.

Mayor Clodfelter said I thought we were only putting one up, but yes. I think we have to model the way for the whole region. They look to us to show the way to the future. We cannot turn our backs on the people who are not as well positioned as we are.

Mr. Driggs said if I had to name one thing I guess I'd go with opportunity. I think we need to create jobs. We need to have people who have skills to fill the jobs ... (inaudible).

Mr. Howard said embracing an economy that is built around research and development.

Mr. Phipps said I like the global connotation. I think as a city to migrate from just a regional force in a large state to something that's internationally when somebody hears the word Charlotte it has a special connotation of expansion, of globalization.

Mr. Barnes said I've finally come up with an acronym. I like the idea of saying that we are innovative, collaborative and educated. For example, if and when we get a medical school, all the doors that that will open; a lot of the great things happening at UNC Charlotte or at the CRI play into that, the creation of the Applied Innovation Corridor plays into that. It gets to a lot of what David talked about regarding R&D and so it would be Charlotte ICE; innovative, collaborative and educated. That picks up the Mayor's point about reaching out to the region and other parts of the world. By the way, kudos to Staff ya'll; since I've been on the Council; I'm thinking back to the NASCAR Hall of Fame and all those negotiations, baseball, the Panthers, good sports. There are a number of things were our staff people have really worked hard behind the scenes reaching out to private entities as wells as the State and the Feds to get stuff done for Charlotte. I think we have a reputation for being open to working with the rest of the world to get things done.

Mr. Carlee said the partnership and collaboration of people is pretty much the core of what Charlotte is.

Mr. Autry said if we're not protective and stewards of our environment our quality of life might ... (inaudible). We're not going to be able to convince corporations or other sources to move here if we're not taking good care of our natural resources.

Mr. Carlee said is there anything across the breadth of ideas that were put out there that are mutually exclusive or around which anybody takes significant exception?

Mr. Howard said not exception. One of the things that out of everything that we've said that I want to make sure comes across is that the City through its operations including what John said lead by example. Where we can do these things, where we can participate with the University Michael and when we during operations that we're leading by example first and foremost not just telling the rest of the community well this is what we want Charlotte to be.

Mr. Autry said and that leads me to think also that in a growing city; how can we be intentional about that growth because that's going to have impact on transportation, housing, employment. We know that all those circles that we are passionate about intersect at some point and I think intentional is key to keep this machine going.

Mr. Carlee said any other reactions to one another's statements? We're getting near the time when some other people are going to need to leave that will also provide some opportunity for some informal conversation as well. My inclination is to tell you that if you disagree is that we will as some tables suggested take the words back and process them through. I think as well it will probably be helpful that we actually attack this from the other side as well and start looking at what some of those measures would be around the different concepts that have been put out. Where we take it from this high conceptual level down to a more operational level. Looking at what are we really going to be working on. We got down into that level of objective that's what I heard as we went around the room. Let's see if we can't do a little bit of work at that level and help conform what this larger piece is. Maybe we need to have more of that before we can get to this level. I would encourage you to the extent that you can with your agendas is to have some discussion within your Council committees as well. We did a discussion as a whole and so I think that's helpful and as you're going to your committees be thinking about where does the community fit in as a whole. What across those 24 initiatives and 60 plus indicators really do begin in terms of being a priority to achieve that goal and see if we can come back with another Staff strawman that tries to integrate some of those pieces with what you've done. Is that a reasonable place to go next? Any other ideas, suggestions, prohibitions?

Mr. Barnes said only one. "KISS;" keep it simple stupid. I think that again you can make this as complicated as you want to be but if we want people in this city and outside the city to embrace it I think it has to be fairly straight forward. Not dumbed down. It's got to be fairly straight forward; easy for people to embrace.

Mr. Carlee said I think that's consistent guidance across the Council. I've gotten a lot of reinforcement on that.

Mr. Howard said I want to make sure that Staff doesn't spend so much time in wordsmithing and remember that I think we agreed on the spirit of what we were trying to get at. The welcoming, the words that we use, I think the spirit is more important. There are people that are smarter that's in marketing that can maybe help us wordsmith it. I don't want to spend so much time on that that we don't get to the rest of it because in spirit we agreed on what we were talking about.

Mr. Carlee said I think that's right. I would encourage us to think twice about bringing in marketing people because they'll do surveys and focus groups and a whole bunch of other things that will repeat a lot of what we've done. I didn't necessarily get what I wanted coming in to the meeting. I got a lot of what the rest of the staff and I needed and that's really your concepts, your thoughts and goals that we can translate. I think we had a valuable strategic discussion today at least for us to be able to work with and help you achieve what you may desire.

Ms. Howard said I'm just so impressed with how this group is so dedicated and everybody was actively taking part in today's discussion. Thank you for that because that makes everyone's job easier in reality.

Mr. Carlee said thank you Jane.

Mr. Howard said speaking of active participation I'd like to request that the Manager and the Mayor when you get a chance, engage Claire and Patsy; to engage them to make sure they know where we went so that we can have them a part of the conversation.

Mr. Carlee said absolutely and they did both speak with me individually so they have been engaged. Mr. Mayor anything you would like to wrap this up with?

Mayor Clodfelter said nothing else. I really get a sense of excitement. I missed this the last round you guys had but if it was anything like this I want to do more of this with you guys. I really like this because it's really exciting for me. It gets my juices flowing and my head thinking.

Ms. Howard said we are adjourned.

The meeting was adjourned at 12:45 p.m.



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Stephanie C. Kelly, MMC, NCCMC, City Clerk

Length of Meeting: 4 Hours and 6 minutes  
Minutes Completed: May 12, 2014