

ANNUAL STRATEGY MEETING, DAY 1 - MONDAY, JANUARY 22, 2024

The City Council of the City of Charlotte, North Carolina convened for an Annual Strategy Session on Monday, January 22, 2024, at 9:10 a.m. at the Graylyn Manor House, Winston-Salem, North Carolina with Mayor Vi Lyles presiding. Council members present were Dimple Ajmera, Danté Anderson, Tariq Bokhari, Ed Driggs, Malcolm Graham, Lawana Mayfield, and Victoria Watlington.

ABSENT: Councilmember Renee Johnson.

ABSENT UNTIL NOTED: Councilmembers Tiawana Brown, James Mitchell, and Marjorie Molina.

ITEM NO. 1: WELCOME AND OVERVIEW

Mayor Lyles said [inaudible] family, but really between all the Council members as well as the staff. Thank you for being here ready to go and as Malcolm Graham says, “to do the work.” That’s his favorite quote. “Do the work.” So, I want to thank the staff especially. I don’t know how many of us had the opportunity to read this, but I did and the information, I found and learned, and I’ve been around a long time, and I learned a lot from this book. It’s very well done, and I want to express my appreciation, I’m sure the Council’s appreciation for the team that put this together. So, thank you guys for doing that. I remember, maybe this is for Ms. Mayfield, out of the housing section. It says that we built over 4,000 affordable housing places, but we did 900 in rehab, and I started thinking, what if we up rehab and we are able to do it faster, better and not have to build so much? So, things like that just came out of this book just leafing it through.

Unknown said [inaudible].

Mayor Lyles said I know. Preservation versus new.

Unknown said yes.

Mayor Lyles said so, those are the kinds of things that this book made me think. What could we talk about? How do we talk about it as a [inaudible]? It’s also because I think it’s important for us that we have the opportunity to think about as we grow as colleagues and the number of people that we have. When you look at the election, most of us have been around for more than one term. So, we’ve got to know each other pretty well, but that doesn’t necessarily mean we’re doing all the work really well because I think that this is the opportunity to give all of us the ability to deliver on the commitments that we made when we were running for election, or commitments that we continue to make over the time of our City’s growth and what we’re doing. So, you know, we have to serve our residents, we have to deliver the things that they expect.

Then I also think that we have to respect not only what we do with our residents, we have to respect working with each other and have some commitment to each other. Some of the basics that we have, I want to say doing the work means showing up, being attentive, ready to think about and talk about what we need to do. We also have a commitment that we should work in good faith with each other. I hope that that’s something that this retreat gives us the ability to think about. How we work as a group, and how do we get the things done? Supporting each other’s initiatives and charges that we have from our community. Finally, I want to say thanks to the people that make this kind of work possible. Every employee that we have in our city and I think they’re over 8,000 now. We owe them, especially in this time. A couple of weeks ago, the rain, the floods, we think about the kind of people that work everyday out there. I wasn’t out there cleaning out storm drains and all of that, but those folks were and the way that we treat our people makes a huge difference and the way that they see us treat them as a group, as a collective is very important. They deliver every day for us, and I just want to have a note of appreciation for them.

So, this retreat is all about getting ready for priority setting, for goals and I think something even more important, for metrics. To know what we are doing to define success is important in this initiative this week, this day or these few days that we have together. So, my hope is that when we think about the commitments that we make to each other, the commitments that we make to our residents, the commitments that we make to our employees. If we come out with understanding and being engaged in that way for all of us, I think we would've had one of the most successful retreats that we can recall or remember. So, now this meeting has come to order and I'm going to hand the gavel over to DeAlva who is now our facilitator and gives me a chance to sit and learn and work together with all of us and each other. Thank you very much.

DeAlva Wilson, Facilitator said thank you Mayor. Good morning. It's very nice to be with you all again this year. I'd like to introduce one of my colleagues, Elease Holmes who will be working with me in the room and over the next three days. So, thank you all for being here. As the governing body of the 15th largest city in the nation, a \$3 billion budget and one of the fastest growing areas in the nation, I think one of the best, this time is about aligning on your vision and your priorities for the year, together. The next three days will be working sessions. So, you'll do a lot of group work. We'll ask you to stand up and move around a little bit and actually do some work together to set the vision for the next term. The decisions that you make not only impact the residents of Charlotte, but of the 2.9 million people in the region. So, your work is important, and these three days are important. So, you'll be providing the marching order to the City Manager and staff, all of the 8,000 people over the next three days. So, if you think about the context in which you've been brought here today, hopefully that will help you commit to being present in the room and doing the work.

I had the opportunity to interview most of you in preparation for this session and I asked you three questions. The first question I asked was, what does a successful retreat look like? What does success look like for you? In other words, when we end on Wednesday if we have done what, what would make it successful? Here's what you said. If we've identified and confirmed priorities for the year. Most of you mentioned advancing priorities that you care most about of course. So, I won't go through those right now because they will come out in conversation. We have lots of conversations scheduled around priorities. One of you said that if everyone left feeling like they were heard today or over the next three days. That you agree to work together as a team going forward. That you foster some teamwork and trust over the next three days. Have some fun, start out on the right foot as a Council. That you have clear marching orders for the City Manager and staff. That you have the opportunity to step back and look at the larger landscape, the bigger picture. That you actually confirm initiatives, and we'll talk a little bit about priorities versus initiatives and objectives and goals. One of you said that you get back to policy. So, that's the summation of what the retreat looks like. I think we can do all of those things. All of them are possible. It's going to require a few things from you.

So, as you guys know I'm pretty good for starting out with some working agreements. So, I won't disappoint you today. We're going to go to the board and talk about some working agreements and some guiding principles when we have our conversations, our time and our work together over the next three days. I think they're great to adopt going forward as well, but that's on you. The first is to be on time. It's important. We have a jammed packed schedule, and the staff has done an amazing job of pulling some of this information together. So, it would be great if we could actually have the time to get through the work and right now I know that we'll be off track a little bit in the morning, but I know we can make up the time, but it all depends on you getting back into the room from breaks on time, starting on time in the morning, etc. That you be present and engaged. Again, a lot of information has been sent to you. Hopefully you all had the opportunity to read through that so that you'd be prepared for the discussions today. Being present and engaged is going to be very important to be able to affect the level of collaboration that's in the room. Only one person speaking at a time. I have the gavel on purpose this year to control that a little bit. We need to limit side conversations please. I

know there are always needs to say something to your partner or your colleague beside you, but no in-depth conversations please. That's for the floor.

Listen to understand then to be understood. You may remember that from Stephen Covey. First listen to understand. We all have different perspectives of thoughts. We all come from a different place. The interesting thing about this Council today, if you think about even the work that we did last year, we'll all try to get to the same place. We're all trying to get to the same place. They're a lot of priorities. Often the concentration comes on how you get there, the different approaches. So, I'm really excited about the work we're that we're [inaudible] with today to help understand it a little bit more, but I'm going to ask you to listen first to understand then to be understood. So, that means probing questions are okay, clarifying questions are okay, assuming positive intent not judgment or pointing fingers. Practice both/and thinking. Two things can be true. It's not always either/or. It's not always black and white. Most of us have to live in a gray space. So, both/and thinking. So, it doesn't mean because we're not agreeing to this that we can't get to the goal, we can't accomplish the goal or if we do it this way we can't do it both ways. So, again [inaudible].

Be aware of both the intent and the impact of your actions. I'm going to ask everybody to be responsible for themselves in the room. Focus on your mat and I have some mats up here to give you. So, be in your seat and be responsible for your actions. Be responsible for the words that you choose. Be responsible for the energy that you bring to the room. Be responsible for the engagement with your colleagues. Commit to limited or no use of technology. I know they're always exception cases, but if you all could please detach, phones on silent, away and just be present in the room. We talked about how important it is, the work that you're doing over these three days. The last thing I'll ask you to is just manage your emotions. Often times when we're in these settings and you're doing service work. So, you can't detach your heart from the work [inaudible]. What that means is also there's an emotion tied to it, personal stories tied to it. There's all kinds of things that make the work personal for you, but I would ask you to detach from the emotion. This is not emotionless work, but I'm going to ask you to feel the emotion but don't follow it. Does that make sense? So, this is not be staunch in your seat and be a robot. We all have emotions. Don't follow it please. Acknowledge it, detach from it and be present in the room, and engage responsibly with your colleagues.

Is there anything else I can add [inaudible]? I'm going to ask to adopt those in just a second or change. Anything that you want to change or add? Can we agree to all of these?

Okay, thank you. Is there anything to add here? No? Okay. We can add if anything comes [inaudible]. Thank you. The next thing is that we're going to also manage parking lots responsibly this year as well because this is one of those things that come up in the room that are worthy of discussion, worthy follow up. We won't be able to do that in the room. We're going to have to stick to the agenda and [inaudible] our goals, but we're going to manage the parking lot in two tranches here, two segments. One will be follow up with the Manager's office. [inaudible] something come up, I'll ask you or you can recommend that it goes to a parking lot and that would either go to the Manager's office or there in the parking lot for further Council discussion. Make sense? Alright. Let's begin.

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ITEM NO. 2: REFLECTION AND LOOKING TO THE YEAR AHEAD

DeAlva Wilson, Facilitator said it's often important to stop and step back and acknowledge your successes, the areas where there were opportunities and we have missed opportunities, areas for improvement, to acknowledge those, but also to make sure that we're on the same page as we're looking ahead, as well. So, Mayor, I'll ask you to start us off just in terms of thinking about reflection and looking ahead and for each of you to share. I'm going to ask you to share in so that we can get the discussion as well. I'm going to ask you to share, to use the four Ls. If you could think about top-of-

mind things your highest most important thing that you liked, that you learned, that you lacked and that you long for. Make sense? So, as you're sharing, reflecting on this past year, thinking about what you liked, what you learned, what you lacked and what you longed for just to share with your colleagues where you are this morning starting your thinking. Okay? Mayor, I called on you first. So, if you have opening comments, that's fine. If not, we can start with anyone else.

Councilmember Molina arrived at 9:20 a.m.

Mayor Lyles said I actually don't have opening comments, but I do think that the team put together a video that might help us look and address the four Ls. So, why don't we go ahead and rock the video.

Ms. Wilson said very nice.

Mayor Lyles said so, I'm going to go ahead and start off with like, and the like that I have and is important because I think what I like is that we're beginning to share responsibilities as well as accountabilities. Is it okay if we use first names?

Ms. Wilson said yes.

Mayor Lyles said okay. So, you know, LaWana and I have been around a long time together sometimes. She's doing some amazing things and I called her when she was in Atlanta and asked her to go and look at affordable housing in the faith-based community. John Cleghorn has asked me to do this work for a while and LaWana dived in. So, the first thing that I like is that I like the idea that we can share the things that we need to do and be responsible and accountable for this. So, LaWana is doing this initiative with faith-based housing on the model from Atlanta and several other communities and what can be special for Charlotte.

So, the thing that I also learned is the value of our region as a whole. Many of you know the saga we've had with CATS (Charlotte Area Transit System), the things that we've had to do differently, but a year ago I started meeting with the Mayors. All the Mayors in Mecklenburg County come together. We have lunch, we rotate the luncheons and that was something that I started because I think that we're only going to be better if we approach things as a region. What's the next one? Lacked?

Ms. Wilson said yes.

Mayor Lyles said I still think that we have the ability to work better together without being worried about personalities so much. I'm never one that's really good on the social stuff. It's awkward for me, but I work at it really hard but I'm still very awkward at it, but I think that we can do more together by being more informal in our conversations by being more present and social time makes a difference. So, what I long for is a very simple thing. I long for the ability for us to make a decision on how we're going to move people around this great city. How we're going to deal with traffic and traffic safety, how do we create a mass transit system for people, how do we do sustainability around transportation? I long for that to be something that we undertake and begin to really allow for people to see that we can do something differently than what we've been doing now. So, thank you.

Ms. Wilson said thank you Mayor.

Councilmember Driggs said good morning, everybody. I liked our aspiration. So, I've been on for 10 years and never have so many big things been in the works all at the same time. We're transitioning into the UDO (Unified Development Ordinance). We've got this huge Mobility Plan, we're tackling issues like safety. So, I really feel like this is a pivotal time for us. This is more momentous I think than I can remember going back to the early years. What I've learned is, it's hard. So, we have embarked on these paths. Moving the mobility topic forward as the Chair of Transportation is extremely difficult. It involves the cooperation of a lot of other communities, of the legislature, it involves

bringing many things together and I think frankly we're struggling to do that still. We need to figure it out. What I think we lacked was as a group, team awareness. So, I feel that we're all working on a common cause in our individual little pods and I don't know how you kind of further that, but you watch those football games, that's a team. Every time somebody has a win, everyone else celebrates and we have a common cause. We can do that. Even I am being in the political minority share a sense of purpose with everybody on this Council. So, we need to look for those wins and we need to celebrate them together and we need to help each other to achieve them. That probably involves more communication than we've had, and it involves some of the principles we talked about there. It involves a better understanding on when other people are talking, of what they're saying. It's easy, especially for personalities like these, to kind of wait for your next turn to speak instead of really paying attention to what is going on and I'm guilty. So, I'm not pointing a finger at anybody, but I feel that we didn't do as much as we could in that department and frankly, I feel I'm on friendly terms with everybody here. I don't see any barrier to that. It's just something we ought to be able to do, but it's an active thing. You need to invest in that.

Finally, what I long for candidly is may be more balance in our work. So, we are as a Council compared to the mix of the City, we're pretty one sided I think, socially, politically, and the result of that is many of the announcements we make, many of the big stories all relate to our efforts on behalf of a disadvantaged population. The other people in Charlotte wonder what we're doing for them. We need to pave the streets, we need to attend to a lot of the issues that affect the normal citizens of Charlotte who don't need assistance from the City, but they want us to deliver on the services they expect in return for their taxes. So, I hope we can maintain perspective in the course of our work, continue to do what we're doing on behalf of people in need, but don't make everybody else, the businesses and the rest of the community feel left out in the process. So, that's my speech. Thank you.

Ms. Wilson said thank you for sharing.

Councilmember Graham said good morning, everybody. I think my like is that we continue to do what I call the blocking and tackling really well. The housing and affordable housing, our outreach to Workforce Development and the change that we made there over the last year, our support of small business. We did a lot of work in that space. It's not sexy, it doesn't get covered on the news but we're really making, I think, significant progress towards what I call the blocking and tackling of government. Those things that whether they're a party or not, we have to do and I think we do it really well.

I learned how to get around Charlotte Douglas International Airport. I love going there and I travel a lot and over the construction I would get turned around and I figured out how to maneuver around it, but I point to that as that the airport continues to be our economic generator for the region and the fact that we're upgrading there and that it continues to not only give the City a profile that gives the region a profile is amazing. The work that we're doing there helps everybody. So, just getting around that place while it was cumbersome at first and parking and those type of things, I think it demonstrates the City's growing, the region's growing and the impact that we're making.

I think what we're lacking is again more visible regional cooperation that you can see, feel and touch, especially with the government in the same building that we are. I just don't think that we are not making those connections. We all serve the same constituents. There's a lot of overlapping in terms of the work that we do from homelessness to housing to economic development and we simply don't seem to be on the same page from time to time. We're just not there yet and I think if we can find a way to come together within the region because our future is directly tied to the region's future. We can't build a transit system without the region. We can't do a whole lot of issues that we're facing without the County homelessness. So, how do we do that? I think that we lack the ability to create what I call healthy tension, that we can't please everyone. Some things that we're going to have to do as a City, we've already answered all the easy questions, the multiple-choice questions and now it's essay time. It's longer and it's harder and it's more complicated and we can't say that we can't do

this because we might get in trouble with Raleigh, or we can't do this because someone in the community may take offense to it. I think we just have to create an environment where we can work through healthy tension to get things done because all the questions that we have in front of us are hard and it's going to offend somebody, but if we want to push the community forward, we shouldn't be afraid to do that and we shouldn't be afraid to play it safe. So, I don't mind stretching the envelope, going across boundaries as we move forward, asking tough questions and asking the community tough questions as well. I think we have to do that.

Then lastly, I think the Mayor mentioned it as well, just the informal communication. We were talking at breakfast before. Sometimes the government Senate can be a lonely place. It's a whole lot of people there and once upon a time pre-COVID, the informal conversations on the 15th floor, the informal conversations in the lobby with constituents and residents who were there for one reason or another, the informal conversations we're having with our staff, etc. I think really helped us create good public policy, great community awareness, etc. So, those days are gone in terms of work from home experience etc., but hopefully as a Council we can find a way to communicate with one another informally so we can ask all the crazy questions and throw things against the wall and see what sticks and not hold people accountable for what they say. I think sometimes you just have to think out loud and throw it on the wall and see what sticks. I think we're missing that from time to time. We think every time we ask a question, it has to be a perfect response and that's just not reality. I think sometimes we're just going to have to think out loud and take a little bit of what Malcolm said and take a little bit of what LaWana said and Tariq and then mix it all up and come up with something that makes sense.

Ms. Wilson said thank you.

Councilmember Anderson said what I liked about this past term is that we are in a position of growth and that's a privilege. So many of us have been around other cities throughout the Country that aren't in a position of growth. So, while it's a privilege, it has to be managed and we have to ensure that we are protecting that growth and we're creating a space where we can continue to grow. So, I like that about this past year. Of course it's going to continue over the next term, but there may be a day where we don't have the level of growth that we have. So, that's what I want us to focus on, is how do we sustain growth. What I've learned is that I believe we don't tell our story enough. So, there's so much that the Council has accomplished that staff has accomplished that we as a City have accomplished, but we don't tell our positive stories. We don't lead with good news and I think in some cases we do like Corridors of Opportunity. We have a great story there, we've done phenomenal work and we tell that story quite well, but in other spaces we don't tell our story. So, I'd like for us this year, this term, to use an athletic reference, to not play flat footed but be in an athletic stance on a couple of areas that we have done well. We can tell our story and as we do that this year, can tell our story out loud.

What I think we've lacked is the environment where we can disagree and agree, but then walk away without holding personal attachment to that. That's where you get to that better answer, is when you're able to disagree, state your position and agree at times, but it's not personal, it's an issue and it's a challenge. I hope that we can build on that this year and work better towards that. What I long for is our ability to leverage the experience of this entire Council. Individually we have tremendous experience and skillsets and positionality that is incredibly meaningful, but sometimes we don't embrace that from everyone and I think we should. As I look at Malcolm and Dimple and Victoria and around the room, there's so much talent and perspective that can help us get to a better Charlotte and I long for that. I want that more. More in 2024 is a mantra in Charlotte, a couple of areas. I like that. More in 2024. I think we can do more by embracing. We don't have to go out and get additional talent. We have it right here. We have the super star team here. Let's leverage the super star team that we have.

Ms. Wilson said very good, thank you.

Councilmember Watlington said good morning, everybody. So, what I liked last year is I felt like we didn't have to spend a lot of time figuring out the what in terms of priorities. I think there was general consensus around what it is that we wanted to go after. I think that was very helpful because it then allowed us to then focus on the how. What I learned, just getting out into the community more broadly and coming out of COVID and people getting back to some of the normal course of things or the new normal I'll say. I learned a ton about what was going on and what people cared about in different parts of the City and it was amazing really to think about how, while there were differences, it was strikingly similar and I thought that was pretty awesome because we often talk about our differences but when we look across the whole, people live here and move here for generally the same reasons. I think people appreciate the diversity in our community.

What I think we lacked was-is as I was watching the video, there were so many headlines that I had no idea had even come out. So, I would love to see us do a better job. When I say us, I mean as Council, see us do a better job of connecting in with the work that staff is doing. The employer of choice for the City of Charlotte, fantastic. Those are the kinds of things we often see, some of the opportunity of what we need to do because that's who's coming to our public forums and things as they should, to lift up areas where we've got guests. I think if we are able to really celebrate that message and help to get that message out to our constituents of who we are as a City, I just think that would be helpful and I think it will speak to some of the folks who may feel like the things that we do pay attention to, are not things that are necessarily going to impact them. As to previous comments, you all do a ton of fantastic work. So, to the extent that we can help carry that message as Council, I'd love to see us do that more.

What I long for was efficiency in our processes. Effectiveness and efficiency in our process. We were, like I said, pretty clear about the what. I think we have a tremendous opportunity to impact the how so that we can get work done and part of it is understanding our identity and deciding who we want to be as Council members and how we're going to function. We know that policy work is our work but that still requires work. There's a role for staff to play, there's a role for this Council to play. So, I'd love to see us leverage our legal dexterity if you will, our savvy management database decision making so that we can put things in the hopper and get them down the chute. I think sometimes we tend to have conversations where everybody generally agrees to a certain extent, but when it comes to how do we turn that insight into action, we really are lacking the processes to be able to do that ahead of what we ask staff to go do.

Ms. Wilson said very good, thank you.

Councilmember Ajmera said I'm still thinking. Well, there is a lot. So, I was hoping that I could condense it in time. Liked. What I liked about what we have done over the past several years is a balanced budget. I think our budget has reflected our priorities. If you look at other 15 large cities, we are one of very few cities that has balanced budget increased investments in our employees, increased investments in our community without raising property tax. While I understand and recognize that's not sustainable, but we've been able to deliver that and I think we all deserve a round of applause for that. What I have learned is that we can do more as Councilmember Anderson said. There are areas where we can certainly invest more. What we have lacked is the quality of life and you hear that from our residents. Street takeovers, public defecation, the issues that you hear. I think these are some very important issues that has really affected the quality of life for everyday residents, and I hope that in the next two years we'll be able to tackle those and truly address the quality of life for all of our residents regardless of where they live in our City.

What I long for is for more informal casual conversations with my colleagues where we can be vulnerable. I remember when I had started back in 2017, I was appointed to serve a district seat and there were times where I was nervous and I remember LaWana had just picked up a call and said there was an email that was sent out that was directed towards me, targeted at me. LaWana picked up a call and sort of calmed me and said, "Don't worry about it, you'll see many of that. You'll see more of that. Just

ignore it.” I miss those. I miss that. I think post pandemic, those casual friendly vulnerable conversations are not happening, and I think I also see more structure with everything. There are more deadlines all the time. I feel like I’m running trying to meet and I think we do need to work on our structure. We do need to work on how we leverage our support, our communications staff to help us be more responsive so that we can take a little bit more informal casual time away from just being structured all the time. So, I hope that we can address that and I really hope in the next two years we can work better together as a team. That’s all I have. Thank you.

Ms. Wilson said very good, thank you.

Councilmember Bokhari said I’m excited to be here with everyone. Thank you for coming. I would say what I said last night which I think is we can try to structure this Council any way we want around the edges, but we have to incentivize it to do the things we want. I think that incentive comes from everybody being staked in to something and having something to lose because there’s a win they want to happen that we’re all working on and I think that will naturally organically create an environment for us to feel more efficient and effective every day. So, the Mayor tasked Danté and I with trying to come up with some concepts that could infuse into our operating procedures, particularly on the first Mondays. We can talk more about that later but the punch line is we kind of have a couple of topics potentially that come out of a session like this and perhaps split into groups of threes at any time with kind of an ad hoc focus of saying, “Alright, this group will take this topic all the way to four major ones,” and it’s the crafting of new policy, the interacting in the hallways on Mondays that several of you have mentioned and working through that kind of blue sky creation while then our broader committees are a little lighter of a touch in what we’re trying to look at and view through metrics. Kind of making us individual contributors into the team rather than being a one-way presentation for staff that also slows them down. So, my hope is that we can get through the next couple of days and come up with that list and it’s not in the form of these high-level giant statements of housing. No one is going to walk away in one of the four topics and solve housing, but we can tactically figure out some things of this is the achievement statement that we’re going to have and work towards. I think that can be really effective. Mine, as we know, and I think several others will be added to it. How do we reduce crime, looking specifically at repeat offenders? That’s one of the things I would love us to have a plan taken out of here with but also homelessness and panhandling. How do we end that? How do we get to a roads first plan that can be funded that also includes things like the Red Line? I think that these are very specific things, not all easy, but things that we know what the target is if we head out of here and focus on.

Unknown said would that be what you long for or what you see we lack?

Mr. Bokhari said both.

Ms. Wilson said I’m taking notes based on what he’s saying and making a match here.

Mr. Bokhari said perfect.

Ms. Wilson said is there anything that you want to speak to that you liked from last year that you accomplished, the City accomplished together that you liked? You’re proud of?

Mr. Bokhari said we don’t really have one. So, end of report.

Ms. Wilson said thank you. Okay, we have two left. Thank you. Certainly, if you don’t want to share, sure.

Councilmember Mayfield said okay. So, this is what I’m going with. The support staff of our Council and their commitment to make us look good, because our staff are amazing considering they have 11 very distinct personalities with different calendars that they have to manage. Our staff are rock stars, and I don’t think we give them, for me, enough credit. So, that is the main thing that I’ve liked about coming back. What

I've learned. Charlotte is still leading on a lot of fronts from housing to employment, although on the ground it feels very different. The video was beautiful. We have a lot of highlights, but for most people it's how you make us feel, that we remember. So, for residents on the ground, that video and the beauty and growth of Charlotte isn't necessarily being felt from the top down. I also learned a couple of shortcuts between Brookshire and Uptown. For me, the lack, the feel of community involvement and I'm saying specifically resident neighborhood. Not the people that live in Matthews that sign up to speak. If it was me, you're going to be at the end of the list but that's not how we work. For our everyday community residents that still are not familiar with the rezoning process and understanding and now because our language has created space for conventional rezonings with no site plan, the impacts of TOD (Transit Oriented Development). I feel that lack piece is when I'm out and about in communities, elders and those not as senior, still have a lot of questions of how they feel like their voice isn't being heard. That's concerning to me.

What I'm longing for is honestly a better understanding collectively that helps us as a Council really guide the language in the TOD and the UDO as we're updating it so that we have in writing a very clear commitment to anti-displacement. Anti-displacement for me is both for those who have wealth and those who are achieving wealth. The Manager knows I shared with him a good friend, when they purchased their home more than 20 something years ago, it was \$100,000. That was a lot then but today, that same home is valued at just under \$1.4 million. They're on a fixed income. Where are they going to get \$15,000 to pay a tax bill? So, when I'm talking about anti-displacement, I'm talking about the true understanding that it would be great if collectively we can come to some very specific agreements on how we can protect community and not step into that space of unintended consequences. Thank you.

Ms. Wilson said very good, thank you.

Councilmember Molina said good morning colleagues. So, I missed the video, and I didn't get to see all of the beautiful glamour but I'm listening to my colleagues, and I hear the sentiment that there were great things shared. Just with that premise, I guess it makes me think of a few things, but I'll start with what I liked. Over the past 15 months since we were sworn in, what I've liked is the relationship between the Council and the staff. I have thoroughly enjoyed working with every staff member that I've gotten to know over the past 15 months, and I think it's underappreciated often the amount of work that's done on the back end of this process. Since I've come in, I've realized, and actually from the outside because this isn't my first introduction to policy or even being around politics, the work is actually done on the back end. The conversations are such a small piece of what it takes to actually enact a policy and a lot of that is done in tandem with the people who are actually doing the work every single day alongside us and that's the staff. So, I've thoroughly enjoyed that and also getting to know my colleagues close up. It's one thing to see someone and not really have interaction with them and get to know them from a colleague work relationship perspective, but I've gotten to know many of my colleagues on the surface level and I've enjoyed many of the conversations that we've had.

What I've learned is that the one flaw that I've seen in a representative process is that you tend to only hear from the person who's having a problem. You don't hear from the people who are happy, and we represent them too. There's this dichotomous reality that there's only problems when you're only hearing about the problem very often. If someone comes for help and they get an answer to their problem, then they're no longer looking for that help so they go away, but are they someone who we now don't pay attention to because they no longer have a problem? Of course we do. So, I think that I've learned, especially during the process where we had Eastland, which was a very contentious process, I've learned that a lot of the narratives that we have are separated by economics. Economics in my opinion, and it always has been before even taking this job, is the name of the game. This could apply according to what you're talking or talking about. Economically, we're more aligned than we are by any other context of humanity. So, that's something that I've learned.

What we've lacked in my opinion. I feel like we're constantly chasing the latest thing that bubbles up. Sometimes we're doing double the work. I remember I kept hearing Councilmember Mayfield talk about this project that was started when she was on Council before and I wonder basically just listening again from the inside now out, which would've been outside looking in, I wonder every time we come in it's kind of like we're reinventing the process over and over and over in a different way again and again and again. That's also another issue with a policy versus the sentiment of the public because the public continues to feel, the ones that reach out to us, some the issues that we discuss constantly. There's no such thing as a policy that is going to resolve an issue permanently. So, from a permanence perspective, we'll always be mitigating risks, always. So, to that end, I do realize why we'll continue to create policies, ideas, initiatives that will continue to address an item, but then what about the quantitative metrics? What about the things that say we've made this much progress as a result of what we've done five years ago or compared to what we're doing? Again, I don't want to belabor a point, but it sounds like I'm speaking in circles. I'm not. There's a point to this. This is a chance in my opinion in these exercises to push pause, see where we are, see what we've done, see what has worked, see what hasn't. Really take a collective snapshot on Charlotte right now. Right now, where is Charlotte, right now. Snap it, freeze it in time and assure the public that we're working on what we see right now. That's going to change tomorrow, it's going to change next week, it's going to change next year and we're going to continually be mitigating these risks and we're going to continue to put ideas towards them because that's what we've been elected to so. So, I think someone else said, I think one of our colleagues said that, "We have to be more efficient with what we're doing." I completely agree with that. I think we have to be very specific about what we'd like to see from an efficiency perspective.

What I've longed for. I hear all you talking about all these great relationship times when people used to hash it out and hang out and stuff like. I'd like to be a part of that. I'd like to feel that and see what that's like. I'll come. If it's worth it to come, I'll come. I'll come up here. I'll hang out with y'all, but I don't want to come hang out in an empty building because I could be doing something else. I could be meeting with a constituent or talking to somebody or at an event getting to know the 127,000 people I represent, but if it's worth it to be in the building so that I can touch and feel my colleagues and staff, I'll come. I'll come, I'll be here, I'll be present. I'm willing to have the conversations and just be a part of that relationship space because that sounds good. That sounds like something, you know, that personalized environment that I know you can get things done in. So, I'll stop there.

Ms. Wilson said absolutely. Thank you for sharing. The great thing about what you all have said, I think you've heard some things there. Many of you are on the same page in terms of what you desire to have going forward. So, what I want to do now is really talk about your vision going forward, your collective vision. So, at your tables we've got an exercise for you at your tables to work with your groups to talk about your highest vision for the City of Charlotte. So, if you think on the 10- or 15-year horizon, what is your highest vision for the City. Think about a little bit further down the road. Talk about how your priorities and the things that you care about really make to create a better Charlotte over the next 10 to 15 years. Then what we want you to do is to draw that picture. To literally draw the picture, we've got some posterboard, and then share your story. Tell that story to your colleagues as we think about your priorities going forward and some of the work that we'll do in the afternoon, priorities, projects, programs, initiatives. Let's start with the bigger picture in terms of your vision. Some of you are Charlotteans, you've seen the City grow. You have some thoughts and ideas on your hearts about what you want, how you want to personally impact the City over the next decade. Let's talk about that at your table. So, let's bring the conversation up away from priorities, away from programs, away from initiatives. We'll have lots of time for that, but right now, let's dream. Create your story together at your tables and then create that vision you have. When you're ready, we have some posterboards and you have markers at your tables. So, you certainly need to pick your best artist at your table. Also choose your best storyteller and create your collective story for this vision of the City, okay? We're going to take about 15 minutes to do that. There are no limitations.

The meeting went into individual work at 10:10 a.m. and continued collectively at 10:50 a.m.

Councilmember Mitchell arrived at 10:40 a.m.

ITEM NO. 4: ENVISIONING THE FUTURE

DeAlva Wilson, Facilitator said each of you share quickly. Okay team let's get started. Thank you. If you could rejoin your groups, please. If you could rejoin your groups, we're going to start. I think we have two groups. If you could let us know who wants to start first.

Councilmember Anderson said yes. So, advanced group back there, we didn't do just one picture, we did two. So, the first one is the vision for 2034. This is abstract art. So, you have to think of Jackson Pollock or Kandinsky, one of those great ones. This is what this is. This is in abstract formation. So, the first piece you see here is the rainbow and the rainbow represents diversity, diversity of Charlotte. We want to protect that in our vision for Charlotte. So, there's a space for everyone in the future. You'll see this beautiful tree here that has an afro-like canopy. The tree represents of course sustainability and our green initiatives as you've heard over the last couple of months. We are doing exceptionally well. We're being recognized at a national level for our sustainability. So, we want to protect that in the future and of course our lovely canopy that also is nationally known. We want to protect that. Then at the bottom here, you see a dollar sign and the dollar sign represents the economic vitality of Charlotte, all across every economic strata, we need to have representation here in Charlotte in the future so everyone can make enough money to live and thrive and live in our City. In order to do that, we have to have collaboration at a different level. The onus is not just on City Council, but also collaborating with our other municipal partners like the Board of County Commissioners and the School Board because we all know in order to attract companies and attract jobs here, we have to have a strong vital public school system. So, that's why needed to have CMS (Charlotte Mecklenburg Schools) at the table to create a workforce who can actually work in these roles. So, that's the 10-year vision.

Now, we also have a vision for Charlotte in 2075. Mr. Bokhari was the artist here where they are floating warehouses delivering groceries. AI (Artificial Intelligence) plays a role and we have lots of different housing types as well as transportation. Come up and you can pay attention to that at a closer level and he's happy to walk you through that later on.

Ms. Wilson said thank you. Great work. Okay, team number two.

Councilmember Watlington said I love this. Welcome. Welcome Councilmember Mitchell. We're going by first names today. So, good to see you, James. Just to catch you up, as LaWana was just telling you, we were casting our vision for the next 10, 15 and even outer years for the City of Charlotte. What is it that we see? What is it that is our highest vision that really ties into the work and into our priorities? Why do we show up every day? This picture represents what group two believes is the highest vision for Charlotte's future. We are connected. We are full of economic mobility where someone can come and have Charlotte as a home. You know we've heard the saying, "I'm not here for a long time, but I'm here for a good time." We don't want that to be Charlotte. We want to be Beyoncé not Doja Cat. We want folks to be able to move to Charlotte, be born in Charlotte and grow through. We want them to be able to have a wonderful home whether it's a condo with floor level retail in Stockton or whether it is a single-family home with an ADU (Affordable Dwelling Unit) with solar panels on top. We want variety of housing for all. You can see up in the top corner we've got our rainbow and we've got our pot of gold. That represents inclusivity, it represents diversity, and it represents connectedness and support from our regional partners. You'll see if you look a little closer that out of that, each bow of the rainbow has federal, state, county, and even private dollars because we recognize that those partnerships are absolutely necessary for a thriving community. You can see Mr. Jones, we've got your Red Line right here. We've got your Red Line and it's taking people from preschool to their jobs all the way up to University.

Councilmember Mayfield said [inaudible]. Where are we? We're in Winston-Salem. We got connectivity from Charlotte to Winston-Salem because I need you to have your education options.

Ms. Watlington said exactly. We know that they'll be educated in Winston-Salem and then they'll come back to Charlotte. You see we've got UPS (United Parcel Service) right here, right along this same commuter line. UPS we know is one of the leading logistics companies in the world. Why? Because that's one of our target sectors and we want to make sure that we are providing those kinds of employment for the future in our City. You can see we've got our AA (American Airlines) branded airplane flying in, not only for passenger service, but also for industrial service as well. So, we're going to invest in our regional airport that we know is a thriving economic engine. We've got our trees, our beautiful tree lined streets here because Charlotte has an incredible tree canopy that's known worldwide and we want to preserve it, not just because of the beauty of the tree canopy, but because that impacts our quality of life and we want folks to be healthy. We've got people here of all colors and races. We've even got some children, we've got elderly, but notice our elderly don't even have canes. Why? Because we are investing in health care in our community. We've got multimodal lanes here. This is our stream. We've got our bike lanes, our stream right here. Our bikes and our cars because we know that there are going to be many types of ways to get in and around Charlotte from near and far and we want to prepare for that including our transit here. So, that said, it's sunny skies in Charlotte from now, beyond. Thank you so much.

Ms. Wilson said great [inaudible]. We have gone from abstract, aspirational, [inaudible] so much up to your imagination [inaudible]. Charlotte can be whatever you need it to be. We've gone to the future, forward to the future with all of the advanced technologies serving the City and the people within the City and then we have a great deal of specificity here with pulling in all the priorities that you've talked about. Just an amazing job all around. I've done this with several cities, a few cities and you guys have done an amazing job. So, give yourselves a round of applause. Thank you. My question is what's missing? Is there anything that we've talked about or you've talked about, or anything on your heart that we haven't talked about?

Mr. Graham said a winning team.

Ms. Wilson said oh teams. Okay. We don't have the sports arenas there. Some of the major projects.

Unknown said we don't have [inaudible].

Ms. Wilson said safety. We haven't talked about safety. Okay. What else? Sports, safety.

Ms. Mayfield said we've got community policing, that's why you see the four people walking together. They are managing their own neighborhoods. Those four people right there, that's community neighborhood watch right there. That's our safety right there.

Mayor Lyles said is sports hospitality and [inaudible]? I get confused [inaudible] 02:07:34 because we always talk about hospitality and taxes for a lot of the sports.

Ms. Wilson said tourism and hospitality? Does this cover it?

Councilmember Mitchell said didn't y'all say there's a small business in your mixed-use right there?

Ms. Mayfield said yes.

Ms. Ajmera said we got it.

Unknown said we got the small business here.

pti:mt

Ms. Mayfield said yes. Ground floor retail.

Ms. Wilson said very good. Very good. Everything else is covered in your vision? Your highest vision of the City? You guys did a very thorough job. Very good. Alright. Let's do some work. So, one of the things that I want you to talk about at your table now, just kind of bringing this down to maybe something actionable. One of the questions that I have for you is what's the highest opportunity for Charlotte right now? What's the biggest opportunity or the greatest opportunity that you should be looking at in considering for the City right now? We know mobility is on the agenda, we know safety is on the agenda. Let's just know that we're going to have those conversations. If you could just take five minutes at your tables, please and share and we'll have somebody to do report out.

The meeting went into individual work at 11:04 a.m. and continued collectively at 11:10 a.m.

What are the greatest opportunities? Let's take another three minutes. Okay, if you guys could get ready to wrap up your conversations at your tables, we'll do a report out on your discussion and what you had at your tables. The question was what is the greatest opportunity facing Charlotte today? What did you have? Thank you.

Councilmember Driggs said so, that's a loaded question in the sense of every priority we have is an opportunity and we are working all these areas.

Ms. Wilson said absolutely.

Mr. Driggs said what we isolated in terms of the place where we can make the biggest difference this year is safety. So, this is a current issue. It's on people's mind. It's an area where we have scope for action that we haven't taken. So, we will continue to work on all of our priorities, but in the view of this table, the place where we can make the difference this year would be to improve safety.

Ms. Wilson said very good. Thank you for sharing. Anything to add there from your colleagues? Very good. Who's next?

Ms. Mayfield said so, we're going to stick with ours being transportation because when we look at the Corridors of Opportunity, Dimple had a really good suggestion regarding the job hubs. When we look at how Councilmember Graham states a lot that we need to embrace growth and not be afraid of it. Well, for me, that's a direct tie of the and of support local talent. So, if we're going to tie in that job hub in our Corridors, we don't need to spend money with an outside out of state company when we have local companies that's already doing the work, but opposed to us working with or creating a space to support home grown talent, we partner with an out of state company for them to do work in our community that they then have to turn around to learn how to do the work in our community. So, when we look at that connectivity and through transportation for the people who live outside of Charlotte, but work in Charlotte, also for the individuals that live here and work outside and creating a job hub and Corridors of Opportunity. The job hubs in our Corridors of Opportunity I think is a win that we can work on like almost immediately through Council support and through language, what does that look like? Because of course the transportation piece we need the state, we need the federal, we need to start lobbying on the things that we all can agree upon and not just one or two things and that be our funding, but for that again, Councilmember Ajmera, the job hubs in our Corridors of Opportunity could be a really good win over this next term.

Ms. Wilson said very good. Job hubs. Do you use transportation and mobility interchangeably? I don't want to make assumptions around that.

Ms. Mayfield said I feel like we do.

Ms. Wilson said does that mean the same thing to everybody?

Ms. Mayfield said I think we use it interchangeably. Does anybody disagree with that because I think we do.

Ms. Ajmera said yes, [inaudible] the Transportation Committee Chair.

Mr. Driggs said so, they're the different modes. You've got the trains, the buses, public transportation, but you also have bike paths, sidewalks and the roads. So, I think when we talk about mobility, we talk about every way in which people can move. Transportation sounds more like it's intended to mean buses and trains. I think if there's a distinction, that's it.

Ms. Wilson said very good, thank you. Your point is about transportation not mobility?

Ms. Mayfield said [inaudible] the combination of both because our mobility is continuing to connect our sidewalks in partnership with park and rec as well as the Board of County Commissioner continuing to connect our bike lanes because we see more and more people utilizing bicycle for transportation as they put their bicycles on the buses as well as the trains and having connected lanes for them to egress and regress from point A to B.

Ms. Wilson said very good. So, so far greatest opportunities are safety, mobility and I'm going to add the job hubs. Corridors of Opportunity, thank you. Next table.

Mayor Lyles said so, I forgot to say this. Renee Johnson is not here because she had a loss in her family, and I should've said that early on. My apologies for doing that, but that's why she's not here which is why I think we ought to think about infrastructure in not just mobility, but in every way. I think what we're seeing in terms of how do we have clean air and sufficient water to grow like we have on the visions that are for the future, we have to figure out a way to get those things to operate in a collaborative way so that when we're talking about we're going to have the rail and the train and the air space for groceries being delivered downtown, we have to start thinking about it's not just the airport anymore. It's how goods and services are. So, I used the term that Ms. Renee uses which is we have to keep up with our infrastructure.

Ms. Wilson said so, infrastructure and environmental sustainability?

Mayor Lyles said well generally I think that as a City, we need to define what infrastructure means and we need to have buckets so that we can make decisions about how to deliver it, but I'm just using that as an example of we need to have clean water and that means a lot more treatment plants, that means a lot more sewage plants. Where are these places going to be built? You notice none of those waste water plants are not on anybody's list of the vision, but they are essential to success. So, we have to start thinking about where we are going to do some of this and it's probably more than we need to do today because we have some priorities that I think are higher, but we can't forget about overall infrastructure and what we need to get done to support the people that are doing all of this great work in the City.

Ms. Wilson said very good.

Mr. Mitchell said the only thing I'd like to add is we had some conversation about our overall government structure. When you look at the City of Charlotte, we're the 14th largest City in the country. We have an old structure. I think it's been around since 1971. So, do we need to go to four-year terms, do we need to have more district representation, more At-Large representation? So, I do think it's one of the greatest opportunities as we're talking about what City we want to be in 2060, 2075. A lot is going to depend on our structure and how do we get there. Our policies are no longer just two years. You look at our major policies, they stretch three and four years. So, government structure is a great opportunity for us.

Ms. Wilson said very good. Thank you for adding.

Mr. Driggs said could I just add to what the Mayor said too?

Ms. Wilson said please. Yes. Open for discussion.

Mr. Driggs said stormwater is a topic that is also sort of in the background but certainly I'm hearing increasingly that the kind of development that's taking place now is taxing our stormwater infrastructure as well. So, I think that's worth mentioning.

Ms. Wilson said very good.

Unknown said [inaudible].

Ms. Wilson said thank you.

Ms. Mayfield said we added stormwater in there.

Ms. Wilson said anything else to add to the discussion here? Any thoughts about what your colleagues have said, have shared? Okay. So, I'm going to ask you a question.

Councilmember Graham said I was just going to echo what Councilmember Mitchell said about the structure and I think it goes beyond the two or four year terms that you talked about. You weren't here earlier in the session when I made the comment about intergovernmental collaboration and support especially around economic development opportunities. We lost one last year that we could've won, but it was different visions for economic development from the City Council and the County perspective even going back to when we had the discussion about The Pearl with Atrium. Different vision from the City versus the County and as we move forward, if we're going to plan for major regional initiatives, we've got to find a way to get on the same page from a governmental perspective, whether it's City, County, State, even with this crime thing. Any conversation without the school system which house the students every day is just an empty conversation.

Ms. Wilson said very good, thank you. Any other points or questions or discussions about what's been put on the floor? Very good. The next question I want you to think about and ponder is as you think about these visions and some of your own priorities that are in your head, what are some of the greatest threats to accomplishing some of these?

Councilmember Brown arrived at 11:20 a.m.

So, how do you move forward and what are some of the barriers that you might anticipate in accomplishing some of these? We talked about needing infrastructure to support the growth. So, we'll put that as one of the threats going forward. Malcolm talked about making sure that we're on the same page with all levels of government, that's a threat. So, if that's not done, you're right, you will need the partnership of CMS to talk about what happens with juveniles during the day that might be committing crimes. So, what are some other threats that need to be considered as you think about moving forward to accomplish some of these visions and priorities that you have? So, infrastructure to support the growth of the City and then partnership with all levels of government to accomplish or tackle the safety issue is what Malcolm mentioned. I was using CMS as an example. If you could discuss again, five minutes at your tables, some of the greatest threats facing you today.

The meeting went into individual work at 11:22 a.m. and continued collectively at 11:29 a.m.

Mr. Mitchell said so, at our table there were four key areas. One was revenue, lack thereof is a real threat. Secondly, management and community engagement. Thirdly we talked about take visible actions now. The Mayor brought up a good point. If we can do something in 30 days, let's be very transparent with the community and if it takes three

years, let's make sure we communicate that with the community as well, and more importantly, I think for us Council, we have to lead. We need to be leaders of the City and so folks can look at us and be of confidence that we have a City Council that's working together and leading our City. So, those were the four items.

Ms. Wilson said great job. Very good, thank you. Can you talk a little bit more about community engagement? What does that look like?

Mr. Mitchell said so Councilmember Brown brought up a good point. One is informing the citizens, so they understand what is our responsibility as City Council, what is County Commissioner responsibility and what's Federal government. So, there's a level of frustration out there where the citizens say, "Well City Council is not taking care of me." So, we can [inaudible] how we can improve their lives. [inaudible] 02:35:59 trying to make things happen.

Ms. Wilson said very good, thank you.

Mayor Lyles said can I add to the model of this? [inaudible] direct and very distinct that many programs that we have, we're not in that same area of ability to know the details and to get it out to the public and we need to figure out what is best way to do that and to get it done pretty quickly.

Ms. Wilson said okay. Very good, thank you. Any questions or anything to add? Any clarifying questions here? Okay. Very good, thank you.

Mr. Driggs said first of all we also talked about finance and basically the financial constraints under which we're operating. We need to keep in mind \$2.5 billion of school bonds are going to have to be paid for. That's going to be in the form of a County property tax and we need a sales tax in order to achieve any progress on our mobility. The budget has [inaudible]. There's a limit to the community's capacity or willingness to pay and a lot of what we want to do involves money. So, we're going to have to resolve that tension.

Ms. Molina said so, we also actually talked about the vacancies in Uptown. That's something that we're going to definitely have to deal with and need to be creative about that space and other spaces that are available. Kind of piggy backing on what you guys said about community engagement, we have to find a way to make sure that we're being realistic when we communicate to the public about our possibility. What we can do. What we're able to do. What we are doing. Also demonstrating that we can move beyond policy because everything that we do for our community members, it's not always related to policy. We're going to do things well outside of the scope of policy and I think that's going to allow us as a body and as a City to be more creative in what we come up with as solutions. I think that pretty much sums it up. Did I miss anything?

Mr. Driggs said I would just add Ms. Anderson was talking about kind of macroeconomic things that could affect us. So, I believe that in our policy making and in our pursuit of our goals, we need to have also a risk mindset. We talk about threats. What we're saying here is maybe it doesn't progress that way. We have those vacancies right now. Those are kind of a leading indicator of one issue, the safety issue Uptown is of concern. So, while we aspire, we also need to play defense.

Ms. Wilson said very good. Thank you. Anything to add here? Any clarifying questions, any other comments?

Ms. Ajmera said yes, I have a question.

Ms. Wilson said thank you.

Ms. Ajmera said so, just clarification. So, I know you all talked about office space in Uptown. I know that's an issue citywide in East Charlotte, Ballantyne, University, especially in Research Park where I used to work. So, did y'all talk about that?

Ms. Anderson said yes. We did. So, what we discussed as Ed mentioned, there's some leading indicators that really inform the opportunity for growth to begin to slow. So, things like these vacancies which the industry is calling the urban doom loop because when you have those vacancies, then that creates a safety issue. We already have a safety challenge. So, it could be compounded. You're losing the tax base from those vacancies which then in turn funds the things that Ed and the other table spoke about. So, it's the cyclical aspect of this that we have to, at a macrolevel we can't control it all, but we do have to as Ed mentioned, play defense in some ways and be actively thinking about this but proactive around how we address it. We're not the only City going through this. Dallas, Chicago, San Francisco, New York City, they're all experiencing this "Urban doom loop," but can we partner with the Board of County Commission so that we have indoor sports fields like pickleball and cornhole and volleyball? Can they fill some of these floors? Can CMS leverage some of this space for some school programming and after school programming? So, the conversions are an opportunity, but conversions are so expensive. So, the majority of the inventory will not be converted. So, we have to think about how we can leverage that space for other opportunities in our community to thrive.

Ms. Molina said just to piggyback on what the Mayor Pro Tem said, that was where my comment came in around we are here in a policy making position, but we kind of need to move outside of the scope of being specific to policy. We can be as creative as we'd like to be. Everyone in this room is a leader in their own right. We all have great ideas. We can move beyond the scope of policy in everything that we do. It's not going to be policy related. It could be working on these creative projects and really being an organizer for an example or being whatever we need to be or whatever leadership hat we need to wear in order to achieve some of these outcomes.

Ms. Wilson said very good. Thank you.

Mr. Graham said one more threat is that because we're not collecting the taxes on these buildings anymore, once upon a time the taxes that were raised in Uptown Charlotte paid for the services in Uptown Charlotte as well as elsewhere throughout the community. If that doesn't happen anymore, instead of not raising taxes in five years, it'll be like every year. So, that's something that we've really, really got to pay attention to.

Ms. Wilson said very good.

Ms. Ajmera said I appreciate this problem that the City alone [inaudible] private sector, public partners like [inaudible] to help us with this because this is expensive, conversions are expensive. So, let's continue to think about how collaborating with other partners will help us address some of these vacancy issues throughout the City.

Ms. Wilson said very good, thank you. Alright, team three.

Mr. Graham said thank you. Again, I think there's consensus in the room in terms that revenue is a driving factor and financing is a driving factor. Charlotte Mecklenburg continues to be a donor community where we send more money to Raleigh than we get back. That's a problem and that will continue to be a problem for our community. So, revenue is something that we've all said is a really big problem. Dimple just said again in terms of the collaboration between City and County and other governments can be a threat if we don't get it right. I think the days of going it alone, City going it alone, County going it alone are over from my perspective. There has to be some harmony, some synergy and if we don't accomplish that as a community, it's going to derail how fast we can move for mobility and transportation. It's going to derail how fast we can move in terms of regional planning, cooperation, etc., and it goes beyond just the County. It's Huntersville, it's Davidson, it's Mint Hill. It's all those not even small towns anymore, independent thinkers that we have to find a way to get on the same page.

We also talked about voter participation, community engagement. Somehow, we've got to get more than 20,000 people coming out caring about what City government is doing

in a City that has over 900,000 folks, 20,000 people are determining what we do and that's just not getting enough input from the community. So, community engagement for voter participation is extremely important as well. Then lastly, the infrastructure. Again, we go back to that. It is regional infrastructure getting from Charlotte to Kannapolis, getting from Charlotte to Lancaster, South Carolina. The roads, the bridges, all those things are really important because someone may live in Kannapolis but work in Charlotte. So, that commute is really important to them. It has to be reliable, dependable, especially if it's public transportation. So, the infrastructure is really important as our City grows. I support growth. I think we all do, but there has to be a balanced growth and measured growth. The infrastructure has to be at least part of the decision-making process. We recognize that.

Ms. Wilson said thank you. I'm going to add balance and measured growth to the opportunity list over here. That makes sense right? Very good, thank you.

Mr. Driggs said we have been talking about cooperation with the other governments in Mecklenburg County for years. The question is, what do we do about it? This is the School Board too. So, I think particularly this group of people, every time there's a rezoning, they hear from constituents about the situation at the schools and they wonder what we're doing about it. I did talk to Dennis LaCaria about the need for more cooperation in the planning of the schools. He came and gave a presentation in Committee about how they go about it, but it doesn't connect well enough with our land use decisions. So, I'm just wondering whether we can get a little more tangible in terms of creating some Intergovernmental Committee with membership from the three bodies that meet on a regular basis or a particular action. I know a number of the Commissioners. There doesn't seem to be an occasion that often to talk, but there's no organized mechanism for interaction among us and them and therefore they don't really know what we're doing, and we don't really know what they're doing. So, I think there must be something, an action we can take that would actually address that.

Mayor Lyles said so, to that point, those of us that have been around, we do actually have a structure to do that. It is a structure that includes all of the towns and the planning people. The problem is that unless you have a mandate from your colleagues to have these kinds of discussions, otherwise it's just, and I think Ed will remember, just coming and making a presentation doesn't address. So, I think we have to take a little bit of a deeper dive. We can actually appoint a group, a planning group right now, but I think that what I've found is that it's best to ask what do you see? I think this goes to DeAlva's listening, asking the question, and listening. How does that benefit your community with ours. So, if we're going to do this and be serious about it, it might be one of our Monday night discussions with some choices and some leadership from us to go and ask, would this work for you?

Ms. Wilson said we've heard that a couple times. It sounds like that might be a good parking lot item for Council discussion.

Mayor Lyles said yes. Agree. You have to define what collaboration means and what benefits there are for it and then we can have strategies and talk about it. Right now, I think this is a good step to put it in the parking lot.

Ms. Mayfield said for this parking lot, wouldn't that fall into BGIR (Budget Governance and Intergovernmental Relations) since we're supposed to be intergovernmental relations and part of that is building those relationships. So, are you thinking that it's parking lot for larger Council or Committee?

Mayor Lyles said I'm actually thinking that the larger Council even for us, we have to decide what we want and then the Committee can actualize, put the words to it and all of that, but I think in large part, it should be Council that has at first our own commitment discussion. It's kind of like we ought to ask ourselves that question, but the Committee would implement.

Ms. Mayfield said you don't think that's something that we can have as a breakout before these three days are over so that we can have some type of understanding before we leave this space?

Mayor Lyles said today?

Ms. Mayfield said you think that should wait until we get back?

Mayor Lyles said I think that we're going to be coming back and I think that we can have it.

Ms. Anderson said I think this is a great topic for our first Monday night discussions and the one that's coming up in February 2024, we can structure that out. We can have a dialogue around what that means collectively for the body and then as the Mayor said, send it to the Committee who will add the detail around it.

Unknown said [inaudible].

Mr. Graham said no, I concur, and I concur as well with what the Mayor said that it has to be intentional and I know we've got to do all the academic stuff. We've got to do that but it has to be intentional and it has to trickle down to the elected officials. Right now staff may have a process for that, but there's no main dialogue between any of the elected officials to people that actually make the decisions in terms of how the community and how the region moves forward. They're just silos. It's County, it's City, it's the School Board, it's small towns and while there are meetings and conversations there's no clear direction as the mirror indicates that we have to illustrate and diagram and chart out.

Ms. Wilson said I think one of the things you might need too is just some background around what exists today so you can have some inputs for that conversation also.

Mayor Lyles said actually I think our input would be that we have a structure that we can make appointments, but after that there's nothing that I see as value added. It tells you who the towns are, it does all of that, but I really think it's dated. The world has changed. People act differently. It should be amended in the current state that we are now. That's kind of where I am on it.

Ms. Wilson said very good.

Mayor Lyles said I think it's a Council question first because it will require your leadership and if everybody is looking around and saying, "Well you know, I like this idea but I don't have the time for it," it will fail. So, I think having the whole Council discussion is really important to start it and then the Committee can take it and talk about the processes to expand it beyond us. It's almost like an invitation to dinner to the other communities.

Ms. Wilson said very good. That's fair. Thank you.

Mr. Driggs said a discussion for another time. I just want to mention there will be a certain amount of skepticism on the part of the other bodies. Charlotte comes out and says, "Hey, we need to work together more," and they think, "Why? What do you want?" So, we need to be careful as we think about this to create a vision that we can sell and that offers real benefits to the other partners, otherwise, they'll think that we've run up against something and we need their help and we're calling this collaboration.

Mr. Graham said [inaudible] they're there at the take off and not the landing.

Ms. Ajmera said this is not some sort of temporary structure. I think this is something that we see this for long term. It's not just for immediate benefit. I think if we make that clear as we are putting together a vision, that would help.

Ms. Wilson said very good thank you. Great discussion. Any other thoughts around that? Okay, awesome. I think lunch is ready.

Unknown said they're setting up now.

Ms. Wilson said okay, very good. So, my last question for this particular exercise is a little bit more personal. So, this is some work that you have to do in your seat first and then sharing with your colleagues. Given the wonderful conversations we've had this morning, so, first of all, thank you for leaning in, collaborating and doing the work this morning. Thank you for that. Given the conversation, think about what change will be required of you personally as Council member in order to be successful this year to ensure that you all are successful collectively. So, you can't expect different results doing the same thing. So, there has to be adjustments to make. You're going to have new priorities, we have new Council members, we have a new Council. We have a new year and so this is a really intentional time for you to close the chapter of last year and begin a new chapter to turn the page.

So, as you do that, it requires us to do different things. Sometimes think differently about things, decide to approach things in collaboration differently. It can require us to even change our language sometimes, choose new words, building words. Time to connect rather than divide. So, as you think about working together accomplishing some of these things, because certainly the seeds that you plant this year will certainly affect, whatever they are, will affect what happens in 10 years whether it's what's on this page or not. So, all of the work that you do is important and is far reaching. So, as you do that, as you consider yourselves and your position on this Council, your talents, your skills, your experience, your know how, your capabilities, what do you do differently moving forward? So, have that conversation please at your tables and then individually think about it for yourselves and then share at your tables please. Alright, we'll take about five minutes.

The meeting went into individual work at 11:51 a.m. and continued collectively at 12:02 p.m.

Ms. Wilson said alright team, let's come together for report outs. How was the discussion? Good discussion? Alright, very good. Very good, very good.

Ms. Mayfield said so, for clarification.

Ms. Wilson said yes?

Ms. Mayfield said some people unfortunately have those things called real jobs. So, what is our window look like when I'm looking at this breakdown? I see [inaudible]. [inaudible] supposed to been on break and we chose not to do a break?

Ms. Wilson said no, we didn't choose not to do break. We're working on break because they're still setting up lunch.

Ms. Mayfield said oh [inaudible] 15 minutes. It was only 11:30 a.m., 11:45 a.m., it wasn't lunch. Were we doing [inaudible]?

Ms. Wilson said so, let me ask the question then. Does anyone need a break right now? We're happy to take a break if anyone needs a break. It's not a problem at all.

Ms. Mayfield said so, just for clarification. When we're saying break, are we talking about just 15 minutes or [inaudible]?

Ms. Wilson said at this point we're going to break for lunch. So, the plan at this point is to finish this discussion. We're going to take a group picture and then we're going to break for lunch. We're giving them a little bit of time to set up.

Ms. Mayfield said so, when we're saying break, are we saying 15 minutes or 30 minutes?

Ms. Wilson said no, we're having a working lunch. So, we're going to give 15 minutes for people to go get their food and come back in. When you come back in, you'll have some things at your desk. You'll have a document to read for probably another 10 minutes and we'll start again. So, if someone needs a break to handle something or an adjustment, please let me know afterwards. Is that okay? Thank you. Alright. If we could do a quick report out because I think I'm hearing nobody needs a break right now. Is that right? Okay, thank you. Thank you Danté.

Mr. Driggs said I'm always looking for ways to be more effective in my job and to convey the point of view of the minority party, not politically but I'm just saying a different point of view persuasively and in a way that's harmonious with what is going on in Council. What I would say my goal is coming up, we talked about teamwork. I can do more. So, I can be the one making those phone calls and I can proactively contribute by engaging more with my colleagues. I'm as guilty as anybody of failing to do that.

Ms. Wilson said very good. Thank you.

Ms. Anderson said Ed spoke to the consensus at the table.

Ms. Wilson said oh okay.

Ms. Anderson said all of us sort of agree that we can have higher collaboration.

Ms. Wilson said very good. Meaning to be engaged. Very good. Thank you. Alright, who wants to be group two?

Mayor Lyles said so, I think that what we talked about is how do we actually, and I think I've heard this I think from other tables Danté. How do we tell our story better as Council members? How could we work together to engage larger audiences in our neighborhoods. So, like the Council members have four neighborhood meetings a year and maybe it's invite your At-Large people to come and join you, but how do you get more people out? I know that Reenie Askew is working on some of this for technology, but also how do you not use technology in a way that oversteps the personal touch that some people need more often than others? I think that we also talked about decorum at the Council meeting. When people watch us on television and they send you letters or emails describing how they felt about the meeting, most times they're not positive. People tend to send the negatives, but we have to look at those emails and we ought to take them seriously. So, I think that looking at decorum, and I've said this, can we start on time. Could we not interrupt people when they're talking? Could we stop texting at the same time we're having a conversation? I know all of this is not consistent across all the time, but when it's happening, I think we can do a better job or I think this group thought we could do a better job.

Ms. Wilson said very good, thank you. Group three?

Ms. Ajmera said I think these are [inaudible]. Here is what we came up with. Just having more conversations, hallway conversations, having informal conversations with your colleagues and just relationship building. When LaWana and Malcolm talked about times before the pandemic, how you'd run into your colleague in the hallway and talk about some of the issues and concerns that you were having, and I think some of that is missing. So, I think it ultimately comes down to relationship building. I think there are some of us on Council that have more responsibilities at home or a job or others. There are some that have older kids, but I think it all comes down to figuring out a way to, even in a brief moment that you have, to build relationships with your colleagues.

Ms. Wilson said very good. Awesome.

Ms. Ajmera said so, I think it's just right along the lines of what Ed mentioned earlier.

Ms. Wilson said very good. Definitely a common theme around collaborating differently going forward, engaging each other in informal settings, not just in the meetings and that's always great to create a great strong foundation for teamwork and collaboration going forward.

Ms. Molina said I just want to add as we were having that discussion, I wanted to kind of highlight a few things that we've done right as a Council over this time. During Eastland, during the [inaudible], we, despite having very different opinions about what an end result may have looked like, we worked together, and we built consensus in a way that I'm proud of. I have no greater example than the amount of support that I got from my colleagues, the amount of conversations that I had with everybody from staff to my colleagues. So, I think that's kind of like a baseline for us now. We did that despite having regular conversations. So, I'm only looking forward to what a commitment around regular conversations in addition to what I know we can do together as a body will look like. I wanted to highlight that because that was actually something that we discussed at the table, and it was a great example for me.

Ms. Wilson said awesome. Thank you so much for sharing. So, now if there are no other comments, all hearts and minds are clear? Very good. So, we'll ask everyone to come up front for a group picture and then we'll break for lunch. Thank you. Just for those of you on the phone and on this screen, we're going to break for lunch in a second. We'll reassemble in the room in about 15 minutes. Thank you.

The meeting was recessed at 12:12 p.m. and reconvened at 12:54 p.m.

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ITEM NO. 5: BUDGET OUTLOOK DISCUSSION

DeAlva Wilson, Facilitator said good afternoon. I hope everyone has enjoyed their lunch. Thank you for the Council members for working through lunch. We have had a change in the agenda. We're going to move to the budget discussion and the priorities discussion and then we'll come back to the teamwork activity to end the day. Okay? Thank you.

Marcus Jones, City Manager said so, Mayor and members of Council, we'll begin with the budget outlook which Ryan will give you and hopefully we have paid attention to you in terms of how you would like to have these next couple of days. So, we don't have presentations. What we have are just a couple of slides that sometimes we just put up there if it's too small in the book and many times what you'll see is just questions that'll be asked to prompt you to give us advice about where we are and maybe where we should head. So, with that said, I'll turn it over to Ryan.

Ryan Bergman, Strategy and Budget Director said thank you Mr. Manager. Ryan Bergman, I'm the Strategy and Budget Director for the last five years. As the Manager said, I'll just show two slides today, a little bit about the General Fund operating and then a little bit about the Capital Plan. As we know this is a bond year. So, when we talk about the General Fund, we are led primarily by property tax and sales tax. Property tax is our biggest revenue by far. We've seen really strong consistent growth over the last five years averaging close to three percent. Everything that we've seen leads us to believe that that is going to continue for at least another year when you talk about building permits and growth of the City. So, that's primarily growth based.

When you get into sales tax, there's quite a bit more volatility. So, when you talk about sales tax, it's really based on what people in Mecklenburg County are spending. Over the last two years we've had really good growth there. The first four months of data that we have for this year shows that it's a little bit stagnant compared to what it was. If we had our economist here, he would talk about people spending down their savings and the fact that over the last couple of years, spending has really outpaced income growth nationally. So, that leads to some revenue issues.

So, last year we also had our economist come up and talk a little bit about a recession and he used Wells Fargo who had a projection last year that the likelihood of a recession was about 50 percent in the coming year. Fortunate news on that, that is down. So, the same data set that they used last year shows now that's down closer to about 40 percent. As a reminder, we do not project recessions in our revenue forecast. We plan for recessions, we react to recessions. We are traditionally built on revenue principles as a City that are fairly conservative by nature, which allow us to put together small one to two percent surpluses per year as you see in the budget outlook. On the expenditure side, you'll see that we're at about 3.9 percent expenditure growth before we talk about any kind of service enhancements or any new compensation. So, that doesn't mean a typical compensation, that means we are about even before we talk about any compensation.

So, a couple of the expenditure things that I'd like to point out here. Retirement and health care, not something we talk about a lot, but they are significant drivers' kind of hidden unavoidable costs that we have. So, just a couple of numbers. Over the last five years, our property tax revenue in the General Fund is up about \$60 million. So, that's good but just our retirement over that same time period is up about \$33 million. So, you talk about the property tax growth from the growth that we have in the City going up a certain amount, more than half of it essentially goes to the retirement system to pay for the services that we already have. So, primarily other than firefighters, that's controlled by the State and we're essentially along for the ride. It is a good system with a good, funded status though.

On the healthcare side, this is really been our labor strategy for the last four or five years where we have tried to make sure, someone earlier mentioned employer of choice, we have had a strategy to really take care of some of those explosive healthcare increases we've had through COVID, past COVID as we talk about inflation. So, what that has meant is that employees for the most part, are paying a similar amount or even less in some cases than they paid five years ago in our plans. Us meanwhile, we are paying about 40 percent more. So, what does that mean in easy numbers? It means that four or five years ago, we paid about 70 percent of costs on average and now we're paying about 80 percent of costs on average. So, that's really been part of our labor strategy which gets us to talk about compensation. So, it's not on the screen but that next step would be what we want next year's compensation to look like. A typical plan which is like a three percent for everybody type plan, is about \$15 million. Doing something similar to what we did last year, is about \$25 million. I do want to point out that some of the things that we've done over the last couple of years primarily has led to some successes.

I should've referenced this. The budget outlook, so if you've noticed, if you try to open this to any page other than the budget outlook, the binding will not let you. So, you need to read the entire budget outlook before you can talk about SEAP (Strategic Energy Action Plan) or anything else. If you look at that second page there, you can look at our vacancies by employee type and some of the success is that some of the decisions that Council has made over the last couple of years on what you prioritized has really led to some good results. So, happy to say that this is just a point in time comparison every year, but right now our hourly vacancy rate is at the same level as it was pre-pandemic, whereas a couple of years ago it was starting to be a significant problem for us. So, that's a big deal when we talk about maintaining our service levels and it's really primarily about some of those adjustments that City Council has made at the bottom of the pay scale with some of our lowest paid hourly employees, which we're in January 2024 now, our lowest paid full-time employee now is about \$46,000 which is significantly more than it was a couple of years ago. You talk about mechanics and solid waste drivers and 911 communicators; these are jobs that have had significant successes over the last year as far as trying to maintain staffing. Then something that we've talked about for quite a bit longer is our police staffing. So, traditionally we've struggled to have enough new recruits to account for retirements and resignations. So, we've traditionally averaged about 90 graduates each year for the recruit academy. Happy to say that right now we have one recruit academy with 83 people in it. Now they may not all graduate, but this is just one of the three that they're trying to do. So, the

Chief may talk about it later but, we're hopeful that some of the work that Council has done the last couple of years for instance, the starting pay has gone up about 23 percent for a starting police officer. That's really starting to yield results and pay off.

So, then switching to our Capital Plan. The steady state was created about five or six years ago now which was designed to allow the revenue to maintain some level of capital affordability into the future. So, a couple of years ago the last time we had a bond, we had a \$226 million bond, what the numbers are telling finance now is that we can support over the next three bonds of it's current revenue levels about \$212 million. So, that's gone down. It hasn't gone down because we've missed revenue targets or anything else. It's primarily gone down because the cost of borrowing has just gone up. So, any debt we take on is a little bit more expensive, one to 1½ percent more expensive than it was a couple of years ago. So, the story of this as we're talking about a budget year with a bond is as some of those named projects come online that we did a couple of years ago, we've been planning two roads, two intersections. You can kind of see the named projects up there. I think it's blue. You can see that compared to 2022 that gets bigger and bigger each year as we pull those online. The unprogrammed capacity that you see at the very top, that was intentionally left in one to two years ago. The reason that was left in was because we knew that we were dealing with back to back 20 percent increases in construction bid prices. So, we knew that those named projects and even some of the projects that we may have approved a couple of years ago that we're now ready to build are going to be a little bit more expensive. So, we're comfortable that we'll be able to get through a bond cycle utilizing that, but that's not going to be funds that are available to go to other bond types if we're going to maintain the commitments that we've already made. So, when you look at this, we're planning and there's going to be multiple budget workshops, budget committees. So, I know we're not going to plan today, but at these levels it's really a zero-sum game where anything we do has to come from somewhere else when you talk about how the bond works.

So, I don't have a slide on it, but if you look at that same budget outlook, I'll just reference a couple of other things, we did have when we're talking about FY (Fiscal Year) 2023 performance, we did have a solid year again financially. The last five years we've been lucky enough because of conservative revenue principles from finance, from our economist, we've typically averaged like one to two percent surplus. What those funds are able to do is they go into the next budget year which we've used to invest in City Council priorities. That's the main way that over the last few years we've had \$25 million of Corridors funding, cash that that's not even the bond funding, that we've been able to do. Then we also in that budget outlook provide you with some benchmarking at a value of government services where we compare every city over 75,000 in North Carolina and what you'll see from that is fairly striking. We have really good value to local government taxpayers in Charlotte. So, we have the lowest City tax rate by a fairly significant margin and then we also have, if you bring in City taxes, County taxes, water, sales tax, anything you'd pay on local government services, we're still the lowest of that peer group which is every city in North Carolina over 75,000.

So, just a quick look. I think it's in two weeks, I will present to the Budget Committee, Chairperson Ajmera on suggestions for Committee and workshop topics that I'm sure they'll adjust and then from that, the next we do have our first Budget Workshop where presumably we'll dig deeper into either bonds or operating and we'll have a lot more information than two slides, but we'll try to keep it down to a minimum. So, with that, I will open it up for questions.

Councilmember Graham said just to make sure. So, on the steady state affordability, if we were to increase any line item, we would have to take it away from something else for the bond?

Mr. Bergman said absent new revenue, correct.

Mr. Graham said or raise taxes. So, if we wanted to increase housing for an example, we would have to identify new funding or take it from another category?

Mr. Bergman said correct.

Mr. Graham said at the same time, other categories like sidewalks probably needs to be increased from my perspective as well. Okay. Just making sure I'm right.

Mr. Jones said so, great job Ryan. Just a few things I'd like to put this in the right context. So, Ryan is doing to you what he does to me. He's holding back some of the money and he's going to be conservative in the way that he speaks, but I do want to give you kudos. If you go back to the budget outlook, that's \$15 million almost \$16 million surplus for the previous fiscal year. So, great job team. That's after you have to put money in to make sure you have your 16 percent reserve. As Ryan was saying earlier, typically some of the things that have been very important to you like Corridors of Opportunity where we deal with small and minority owned businesses, things like that, we put in this account called PAYGO and we're able to do some of the things that are important. So, by no means is someone saying there's \$15 million to go ahead and spend, but there is a positive result from the previous fiscal year and we're on track in the current fiscal year. As Ryan was saying, that typically we give you a two-year budget even though you're only approving one in the out year, we try to make sure outside of a policy decision for compensation, that both years are structurally balanced. So, I would just start off with the framework that mission accomplished on all of those and we're tracking towards that.

The other thing that Ryan said but I want to do a little deeper dive into this property tax. It hadn't been raised in five years, but as the comparison with the cities that have more than 75,000 people, I think we're eight cents less and then for those cities that are turning 50,000 people or more we're 17 cents less. That's a big difference. Then lastly, Ryan I don't know what the actual numbers are. I'm going to say that when you do this total cost of government, it looks like we're \$1,000 less than the closest city if I have that right.

Mr. Bergman said about \$500 than the closest city, but over \$1,000 for the closest large city.

Mr. Jones said so again, there's great value in the services that the City is providing. No one's starting off by saying let's raise taxes.

Mr. Jones said so at the last budget presentation and it was something that Mr. Driggs alluded to earlier today. That is, we're doing okay, but there's this trajectory and either we're going to continue to do enough or maybe we have some bit of a decline because we're not doing enough, but if we're trying to do something more than what we've been doing, it's going to take an additional revenue source. They're not drastic cuts that could get us to a place where we could have some of the conversations that you had this morning and that we're going to have over the course of the next day and a half. So, it's good value, we're in good shape, we're steady, but there are many bold things that you want, that the revenue and the expenditures don't match.

Councilmember Mitchell said thank you City Manager, thank you Ryan. So, we got an email from the NEST (Nuisance Enforcement Strategy) Commission really supporting a \$100 million affordable housing bond and I know me in particular am interested in how would that look if we could do a \$100 million affordable housing bond? So, can you give us the high-level picture or should I wait until you make the presentation to the BGIR?

Mr. Bergman said yes. So, I think any scenarios that we would answer through workshops will come, but the base answer is anything you increase here will come from something else or additional revenue. Those are the two options.

Mr. Mitchell said so, when you talk about additional revenues, what are our options? If we had a menu, what would be the options we could select or entertain? So, let me just stay at the high level.

Mr. Jones said in all fairness to Ryan, let me take that one okay. So, today you talked a lot about mobility, and you've talked about it across the entire spectrum. Roads, greenways, bike paths, sidewalks, lighting even painting as well as trains and buses and they'll be some other cook stuff that you talk about also, mobility hubs. So, over the course of the last few years it seems like decades, there's been a lot of discussion about the revenue side sales tax or property tax and on the sales tax side, the concept has been you will get a percentage of individuals who don't live in Charlotte Mecklenburg. They pay into that pot that provides for those roads and sidewalks and things of that nature. Property taxes are all your residents, and also you don't collect as much from what you could get from let's say one cent. So, in answering your question Mr. Mitchell, there's been two things that we've really talked about and that's been the sales tax as well as the property tax.

Councilmember Ajmera said I know in the past we had talked about a one cent sales tax could relieve some of the capacity here to address James' point, housing, or it can provide additional relief for Corridors of Opportunities. I mean anything that's not infrastructure related, we could advance further if we have that authority from the state.

Mr. Jones said yes. I'm going to say it a little differently. So, yes. The way it's been discussed has been the sales tax would be used for both transits, and when you think about transit, think about buses and rail, or transportation and when you think about transportation, it's everything else, road, sidewalk and bike paths greenways. So, everything that has been contemplated up to this point has some percentage of it going to the transit piece and some percentage of it going for the transportation piece. So, let's just assume that the transportation piece, if it goes into your CIP (Capital Investment Plan) and it's for the City of Charlotte. You would have those transportation related items like the sidewalks and things like vision zero intersections, but that would also free up capacity for you to do some other things that are not transportation related like affordable housing or your public-private partnerships. So, up to this point that one cent sales tax has been discussed for transportation and transit and not affordable housing or private-public partnerships, but it does free up capacity to do some other things within the CIP.

Ms. Ajmera said yes. I remember the number that was in our budget book that was going to relieve capacity of almost \$100 million. I don't remember exactly what the number was but it was a pretty high number. It was just from our last budget discussion. I think that was a question the Mayor had asked.

Mayor Lyles said I don't remember what the number was either.

Councilmember Anderson said yes. Thank you. Just a quick question about Corridors here. I see that programmatically it appears like it's falling off of the budget after this year and I know that we were able to take advantage of a lot of federal funding. We had a lot of federal funding success as it says in this lovely glossy to subsidize what we were putting in, but programmatically, what's happening to Corridors after 2024?

Mr. Bergman said yes. So, this upcoming budget in the CIP plan still includes one more round of Corridors at that same level as prior, but in the five-year outlook, that's one of those programs that kind of gets squeezed out by all the resources needed for those named projects and their construction schedules. So, an actual decision on that isn't for three years, but to make it all work in the five-year CIP right now, that's the way it looks.

Councilmember Bokhari said the one thing we've been missing for every year that I've been in this budget process, I've asked for it a bunch, we haven't gotten there, is the context by which we can understand what the problem is that we're trying to solve, particularly for those things that are considered blocking and tackling infrastructure. So, what I think what we all really need and what I really, really want is an understanding of what is the backlog of sidewalk resurfacing, congestion mitigation, the basics. So, that as we come into this, it's like setting a budget for your family without knowing what you need. Understanding what that holistically looks like as well what comes due when things need to be resurfaced is the real thing where we decide if these buckets are

proper or if we're ignoring things purposely. What we shouldn't do is ignore them accidentally.

Councilmember Driggs said so, a couple of comments. We did see during COVID that the General Fund is pretty resilient and that's because property tax is not immediately affected by a downturn like that. We did see a decline in sales taxes. So, I just want to point out I feel pretty good about that. The enterprise funds then have different issues to contend with. They got a lot of help from the feds under those circumstances. I think what concerns me is I'm trying to make all the pieces fit. So, I see a conversation about this and a conversation about that and I don't see a basis somewhat along the lines of what Mr. Bokhari alluded to. If we don't get the sales tax, we have a bigger problem [inaudible] heavily on the sales tax. So, trying to make the pieces fit. What I'm missing in addition to what Mr. Bokhari already said is what are the pieces? So, let's say we get this sales tax thing. Some of that we've just been told spills over and provides relief on some of these items, but right now we have a percentage of our total receipts that we put into the Debt Service Fund and that is what defines our capacity. So, is that percentage negotiable? Do we have any mobility between operating and debt? We have requirements in the debt arena that are not being met and then when the time comes, if we have a sales tax, what would be the process for putting that across? What I see and what we were told last year is we have a situation taking shape or we're going to have a really hard time doing what we want to do at the current tax rate. I'm the last guy to advocate, but I don't think we should hide from the topic. The difficulty about the topic is that tax hits the people that we're trying to take care of the hardest. That's our dilemma. Whether you're a small government guy or whether you're concerned about the people in the community who are the hardest hit, that tax impacts them which is why we need to be very restrained and responsible about doing things that imply more revenue. Let's not have one conversation that can't come true unless we have a lot more revenue and then a different conversation about the revenue.

So, we need to connect the pain with the gain and be realistic. I don't see it yet. The housing, \$100 million, Mr. Mitchell right now, look up that list. You can soak up the capacity at the top and then you're going to have to knock out several of those other things in the current situation. We could get a benefit, but how much benefit from the sales tax? So, I think these are our policy questions, but I think we need more data. Like a better-defined framework to say, "If you do this, then you're going to get this much money that you can apply there," and so on. I'm a little bit of a numbers' geek, I know Ms. Ajmera is too and a number of us, but we don't have to get down in the weeds in order to be talking seriously about what our revenue sources are and what they buy us, what we could accomplish with them.

Councilmember Molina said so, this is something that I've always wondered. I know that we have this generalized overall breakdown of the intended purposes and budgets, but I wonder how this breaks down across the City? So, in other words, I don't know if this is a possibility but it seems like this would work in tandem with maybe another department, but how much do we spend per person, per district allocated? Do you understand what I'm saying? So, let's say for an example we have sidewalks. I'm just going to use that as an example, \$50 million and we're allocating that based on what? I know we have needs across the City. How do we prioritize that? So, we have seven districts. So, are we spending the same amount of money per person per district across the board? So, I have some assumptions. Again, I just want to spit out the assumptions. You guys can tell me where we are because this is how my mind worked when I look at this and it's since I walked in the door. I have a few assumptions about what I think an outcome could be based on this information. The assumption that I have, we're going to find out in my opinion, one thing or another that we're spending more on our higher needs and still not getting outcomes or we're spending more possibly in our more affluent areas and not our highest needs. I think then we can actually start to isolate in my opinion, how much we're spending per area, on what and kind of monitor and control that, if that makes any type of sense.

Mr. Bergman said yes. So, to answer your question about some of the programs like sidewalks for instance, transportation will have a prioritized list based on a number of

factors. I can tell you that two years ago before we did the bond at the workshop, we did provide extensive maps on what would be coming up in sidewalks throughout the City so you could get a feel for each of these programs and where some of the investments will be made, and we'll be sure to do that again.

Ms. Molina said okay, yes. I'd be interested in that because that's also something that I think helps us better inform, especially from a district perspective, our public. So, if we're spending \$50 million on sidewalks and that's being allocated evenly across all seven districts, prioritizing the highest needs for an example in each district. So, is that how we're doing it? What is the rationale?

Mr. Bergman said no. It's prioritized throughout the City.

Ms. Molina said okay.

Mr. Bergman said at least, last \$50 million was fairly well spread out throughout the City, just the way it happened to be, but it's not to the district level then prioritized. It's prioritized off the top.

Ms. Molina said okay.

Mr. Driggs said the Corridors, however, do represent a higher allocation and frankly, as a district seven person, I see that as a designation of money that's not going to be spent in district seven. So, there is some geographical sensitivity, but if anything, it goes towards given precedence to Corridor projects.

Ms. Molina said yes, I don't even disagree with a precedent because I think we realize that our highest need community members are going to need more emphasis, but making that quantitative. Painting the picture and I think Corridors is a specific example of being intentional about that. So, that's what I'm saying. So, being able to take these numbers and then isolate it so that we can properly paint a picture to the public as to why we've made these decisions based on it. Corridors is a great example. These are traditionally underserved communities, and we have quantitative information that supports this decision. So, that's what I mean and that's what I'm really getting at. So, we can go deeper offline to kind of an idea or two that I've been circulating in my mind about possibility and how we are really demonstrative in our spending in relationship to how we are designated as a governing body.

Mr. Jones said so, if I could. Ed McKinney where are you? So, you're going to see his handsome face tomorrow at the end of the day to try to wrap up some of the questions that happened at the table. So, the Corridors of Opportunity have been talked about a lot as a success story and I really believe it is. One of the reasons why there's not funding in the CIP for the Corridors of Opportunity after the next bond was because it was really an experiment if you will, and that experiment has really gone well in terms of the private sector, the philanthropic community coming in as well as pulling down a bunch of federal funds. I don't see any scenario where in the out years the City is going to abandon the Corridors of Opportunity. What I will say is as we start to talk about the transportation and mobility pieces, one of the things that Ed will discuss with you tomorrow is over 2,000 projects that are sidewalks, greenways, bike paths, roads that we've been working on over the past year much like building the Corridors of Opportunity. There will be 16 strategic investment areas. So, think about the six Corridors that we've had heavily invested in. Tomorrow, there are going to be 16 additional strategic investment areas throughout the City that would have the roads and the bike paths and the sidewalks and it's a very different way of approaching investments. I think it's the first time in the history of Charlotte where we have this approach that we're able to I guess cut the switch on and start making investments. So, we won't have to wait 10, 15 years to plan something. It's a very different approach to getting projects done throughout the City. So, I think it'll be a great discussion and it'll answer some of the questions about what are the projects and where are the projects.

Ms. Ajmera said even in the past we [inaudible] of all the sidewalks projects. [inaudible] other projects and programs with [inaudible]. So, there is a list, but I believe Ed, that list continues to get updated if there is a high traffic injury network based on that. So, I expect that list to be updated and we'll probably get a new list.

Mayor Lyles said so, I want to apologize to those of you who are on the Budget Committee this year because it's going to be a little bit harder. As I look through this and I've heard a lot of information around what we want to achieve. I guess the question that I would have as we review this, Marcus, you talked about the districts or the strategic investment areas. I would hope that we're also doing something on innovation as well. There's got to be some way to look at what we have, what we're doing and pull out some ways that we can do some things differently. So, I don't know if innovation has been a test that we would take. It would be like, this is where we're spending money, this is where we can see some change in what we're doing and how we're doing it.

The other things is, I think at some point we're going to have to have some forced choices. It's almost impossible to think about the idea that we can do it all. The Manager and the team have done a great job on advanced planning. So, that in itself saved us a lot of money and helped us create more opportunities for other places. That's not going to be there forever, and if we are really going to go to mobility and if we're going to get that one cent sales tax, freeing up that one cent to serve specifically to what we go to the legislature and say that we're going to do, is going to be more important for the commitment of what we're asking for than how we can use or move money around for it. Now that's great that we can, but at the same time, I think that this is a much deeper conversation because in some respects we have to own the idea that if we go to the state, what are we asking for and what would they help us do in terms of making it possible. That's really almost a year out when you think about it. If we don't make the short session this time, we won't get there for another year. So, as I said, all of you that are on the Budget Committee, I think we have to really pay attention to how we strategize over the next opportunities of what do we bond and do debt with for major projects. At our table here, we talked about the idea that our City residents are looking for a way to have better streets and sidewalks now, not when we decide that we need a penny from the legislature to get it done. If we don't start taking some actionable items around the things that are most important to our residents, we may not even be able to get the bond passed. So, let's really be thoughtful about this and think about it in the way that this is the long run. This is really truly the generational change that we want, but that generational change comes with some tradeoffs perhaps that we have today, right now.

Ms. Ajmera said so, Mayor you brought up a topic on innovation. So, are you talking about more public-private partnership? If you could just elaborate on that exactly as to what type of innovation are you thinking? Is it more intergovernmental?

Mayor Lyles said I would say that the thing that I'm looking at is what is the innovation that we can do and I'll use the example I used this morning. Should we invest in new construction for affordable housing or preservation? Which one is the higher need? Which one produces the best outcome? So, those are the kinds of things that I think we have to ask ourselves before we start talking about the budget comparison. I'll have to say I don't remember all the named projects, but we ought to go back and test it. Is it really delivering what we decided that was necessary? So, that's the best examples that I can give you now.

Councilmember Mayfield said Mayor, a follow up but it's actually for the Manager and it's something that we talked about previously along the line of the comment you just made regarding rehab versus supporting new. One of the challenges where we've identified goals in here and our top priority of great neighborhoods and other things, how do we support local community? Unfortunately, what we have seen more often than not when we made these investments, a number of the individuals that get access to these new investments are not Charlotte natives. We have these multiple organizations that have their own waitlist. So, we could easily get the numbers. The numbers are already out there through our partners to see who are the residents,

because it's great for us to say we've identified 4,000 new units, but if our residents are not getting access to it, but we're telling them we're looking at an additional sales tax or additional property tax and they don't see the benefits, that's where we're going to have a challenge when we're selling this to the community. So, when we get that breakdown, Manager Jones, it would be helpful to get an idea so that we can tell the community this is how we are directly impacting you positively. Your neighbors, your relatives. This is how you're benefitting from the contributions that you're making to your City.

Mr. Mitchell said so, I think conversation is always tough for this Council, but Council I think none of us want to pick winners or loses and we're trying to look from a holistic how can we make a better Charlotte. What are really our priorities? How can we manage expectations and what can we really deliver on? So, Ryan, I think what can be helpful for all of us though as the Mayor touched on, I can't even remember one project in the named projects, that \$28.3 million. So, I do think it would be helpful for us to really get as much detail. Councilmember Graham's favorite phrase is, "The devil is in the details." I do think in this particular case, he's exactly right. The more details we can have, the more to Councilmember Driggs' point, what City are we trying to create. They can help us make some decisions. City Manager, you're right. We have two different options for revenue, but I just want the Council to keep in mind as we think about the 2034 or 2050 or 2060, it has to start this time. I'm going to say it, I know we have media here. We don't like the word increase in property taxes, right? City Manager warned us though, "If you don't increase property tax the last cycle, you're going to have tough decisions to make in the future." Council, this is the future now in 2024 and we're going to have to make some tough decisions, but we can do it from a standpoint of what vision we're trying to create. I think we all can get there.

Mr. Jones said so, Mr. Mitchell, I'll add to what you just said. So, Ed I'm sorry for doing a little bit of your presentation from tomorrow. So, there are some things that this Council can do and there's some things this Council cannot do without the help of the County and the towns and the legislature, i.e., the sales tax. It can't happen without that type of collaboration. A lot of that has to do with connect beyond, advancing the plans, some of the things that are happening around CATS and this 2030 plan. In terms of this CIP, that's something that you can do on your own with property tax. I'm going to be wrong, so I'll ask you Ryan. A penny is worth about how much on the property tax?

Mr. Bergman said for the typical homeowner?

Mr. Jones said no, I mean total.

Mr. Bergman said one penny is worth about \$21 million a year.

Mr. Jones said you can bond about how much off of one penny?

Mr. Bergman said so, if you look at the bottom of page 24, we actually put in there what one penny would do to the CIP. If you took it out forever, it would add about \$40 million per bond and if you use all of the value just in the five-year CIP, it'd be between \$200 and \$400 million which would depend on bond type and timing and things like that.

Unknown said [inaudible]?

Mr. Bergman said \$21.5 million is the actual revenue we would get from one cent which then could be bonded in many different ways.

Mr. Graham said Ryan, as you prepare for the upcoming budget, have the departments been asked to do anything different as they kind of report out what their needs are in reference to programs that are working and are effective and efficient or programs that they're carrying on the books that we can cut or not fund? Now, obviously that's not going to round up to a whole lot of money, but I just want to make sure that as we go through this budget cycle, that we're being effective and efficient in managing every penny so that when we get to May 2024 or June 2024 and we make a decision that we

really went through line item by line item, program by program, project by project to ensure that we're getting the best value.

Mr. Bergman said yes. So, I think the way I'd answer that is I've been here five years. We've been fortunate for a lot of different reasons that have nothing to do with me that we haven't had to raise property taxes and one of the reasons for that is I think if you saw some of the conversations that department heads have with the Manager, with ACMs (Assistant City Managers), I think you'd be blown away at some of the things they've done over the last four or five years to do the same service with a little bit less of an investment. Sometimes you don't see it in the budget because it's avoided cost rather than reductions, but we've also had quite a bit of reductions over the last four years to try to get to that efficient level, but talking specifically about the general fund, we are very heavy in public safety, 24-hour operations. Almost all that money is personal staffing. We're such a salary and benefit heavy organization that it does become a little bit of diminishing returns on where you can find some of the money, but we do that every budget process. I've got a whole team that that's their job to do it and this year will be no different. I can tell you at least since I've been here, each year has gotten much tougher.

Mr. Driggs said typically what we have done is we have taken our General Fund proceeds and allocated a portion to the Debt Service Fund.

Mr. Bergman said correct.

Mr. Driggs said so, we need to be clear. If we stuck with that ratio, then what would be the impact? What is the percentage right now that goes into Debt Service?

Mr. Bergman said so, about 20 percent of our property tax goes to Debt Service and PAYGO. Almost all that's Debt Service. Then there's also a smaller sales tax article that goes to Debt Service as well.

Mr. Driggs said so, that means that in order to achieve these numbers you would have to change that ratio, or you would have to dedicate the increment 100 percent which would effectively change that ratio?

Mr. Bergman said yes. So, the way that we do it is we do our outlook based on the currently approved split between operating and capital. So, everything assumes the same split. If you were to take an extra five percent of that and say, "This isn't going to the General Fund. This is now going to capital." Those numbers would go up but we would have a significant issue on our hands on the General Fund side.

Mr. Driggs said I think that's my point though. Under normal circumstances, if we had an increase as a result of a tax increase, about a fifth of that would actually go to CIP.

Mr. Bergman said yes, if you did it the same way.

Mr. Driggs said if we did, right? I'm just saying there's a big assumption in your numbers here because that would be unusual for us to take that portion of revenue and to allocate all of it to CIP. We have operating needs as well. So, just want to be a little careful about that. If we need more revenue for operations, then that would be addition to this penny for CIP, or it would imply that we had to increase tax rates by five cents in order to realize a one cent increment in the CIP.

Mr. Bergman said yes, correct. So, the number you see at the bottom of page 24 says, "If dedicated entirely to the CIP," yes.

Ms. Ajmera said so, a couple of years ago, when we did this future bond affordability and that's something new. We didn't have that before. I think that was Ed, when I was on your committee back then we had worked on this. Remind me if we had a policy on the percentage that would go to Debt Service, or we never had that?

Mr. Driggs said we have discretion. So, the City Government does have latitude to make a decision, but that was a thing that was a tough choice. So, you make the decision very carefully because you need to maintain your operations. I don't know how many times we've changed it. At one point I think there was a discussion about a half cent change and what that meant on this side and on that side, but we need to keep advancing on all fronts was my point.

Ms. Ajmera said what I hear from the Council, there are certainly a lot of capital needs. So, obviously I think what we had done previously, that 20 percent may not work to address all the needs on the infrastructure especially sidewalks, Corridors, affordable housing and I'm sure the list goes on. It'll probably be more. So, certainly I think what we have done previously, I think that ratio would have to change this year and I think that could be a discussion further at the Committee level, but you and I can talk more in depth about that.

Mr. Bergman said Ms. Ajmera, I'll provide a little context. You are correct. In the last five years we have slightly shifted from PAYGO to the General Fund to help some things. We've fortunately not taken any property tax from the Debt Service Fund, but yes, we've made a couple of minor adjustments in the last few years.

Ms. Ajmera said so, what was the range? Between 20-25 percent?

Mr. Bergman said no. It was less than that. Cumulatively, it's probably about \$6 million in revenue per year, that move from PAYGO to operating over the last four to five years.

Ms. Mayfield said on the first slide that we started on when we break down the 3.9 percent growth and Ed might go into this more tomorrow. If he does, Manager, let me know, because what I'm looking at is where you noted earlier, we've increased the pay for our lowest paid workers and we've identified \$2.3 million additional weekday. Now what historically has happened is around May or so is when the individual departments receive their notification that we need to do some cuts. Manager, you and I have had a conversation for the last six plus months regarding specifically fire and some of what we don't talk about. What I'm hoping that's going to be presented is a truer understanding. When we approve a budget, a large percentage of that budget is allocated right off the bat that cannot be touched. How that translates on the ground is again, looking at our hourly workers. They may have a training that they're going to, they're attending these trainings unpaid. That's out of pocket for them. There's costs that they need at the different fire houses that aren't coming for the City. Some basic needs that they're coming out of pocket. Our insurance healthcare costs have increased, for some employees, that's resulted in a reduction. For other employees, that out of pocket has increased and is causing some challenges.

So, my question really is when we get this breakdown, can we get a true picture so that Council knows that what we're approving is actually addressing the needs and if there is a shortfall, since we've already identified the increases in additional weekday pay, other benefits, things like that, the daily operating costs of the different departments. So, when we approve an overall budget, how much of that budget is already identified as hard costs where there's no negotiation? So, say we approve \$170 million budget but \$75 million of that is actually hard costs. Out of that \$100 million, is that covering what's needed? That would be helpful.

Mr. Bergman said so, we approve budgets at the fund level and we try to give you as much information as possible in the budget book where we'll show the departments and then any changes. Everything is kind of line item set up for you. When you get into the departments, the question you're asking, we can certainly get you additional information, reports on that spend for instance. I do want to clarify one thing though. That \$2.3 million additional weekday, that's just a year to year change in how many weekdays are in the fiscal year and the next fiscal year has an extra day so we have to plan for it. That's not like giving them an extra vacation day or anything, it's just a timing thing.

Ms. Mayfield said [inaudible] I didn't consider it as an additional when we are in a leap year. So, that throws everything off a little bit. I was just using that line item as an example just to make sure that we get a better understanding because for me personally, now I think about, for the beginning, what I learned was that Council approves a budget but that isn't necessarily how it plays out in departments as far as what those daily operational costs are. It's different in each department, making sure that we are getting the all information so that when we raise our hand to say yes, we can then speak to what we thought we were saying yes to and what we thought we were saying yes to is in actuality what that anticipation and the expectation was. Thank you.

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ITEM NO. 6: PRIORITY SETTING 2024-2026: CASTING THE COLLECTIVE VISION FOR THE TERM

Marie Harris, Strategy and Budget said good afternoon. As you know, I'm Marie Harris and I'm here today to talk more about priority setting and defining success before you delve into your afternoon session.

Marcus Jones, City Manager said so, for at least a year or two, there's been a number of discussions amongst the Council about how do we make sure the investments that you're making are giving you the outcomes that you desire. We've heard terms like goals, objectives, performance measures, things of that nature. Marie, I promise I won't go into much detail, but I do need to set this up. It's also best practices. So, while we measure performance, while we do have goals, while we do have objectives and priorities, there are other cities that have zeroed in on a couple of dozen goals, objectives, priorities that they measure and that they show the world in terms of how they are making progress towards the goals, objectives of the municipality. So, this conversation is borne out of a lot of discussions between me and the Council about, as Mr. Graham says, "What gets measured gets done," and how do we go about making sure that we have the right measures to get the right outcomes to some of the priorities that you have.

Ms. Harris said thank you. Before we move into the future again, we'd just like to review with you briefly part of the deliverable from your last year's Strategy Retreat and as the Manager mentioned, you have pre-reads on this and you'll delve into some of your initiatives tomorrow, but before we get started, we'd like to really make sure and calibrate that we really still have the main focus areas that are important to you and they really encapsulate everything that you would like as we move forward in the future fiscal years. So, again, we'd be focusing on the strategic priority section. First, we'll just go briefly over each one. I'm not going to read them to you, but we'll touch on Well Managed. As y'all will recall, this one's the one you most recently updated in 2022 at the Triple E Committee. You felt like we, as a City, were working towards equity, engagement and environment, but we didn't really have verbatim and specific focus for our community and the staff to let them know that was a priority. So, we added that to the Well-Managed Government. The Well-Managed Government portion as you'll recall is the basis for everything we do. Previously we focused on accountability and transparency and efficiency, but we thought it was even more important in 2022 to focus on those plus equity, plus reaching out and engaging our community in different ways and plus being an environmental steward.

Then the next ones, we have Great Neighborhoods, Safe Communities and Transportation and Planning and then within the Great Neighborhoods, that's where your affordable housing initiatives fall under. Safe Communities, a lot of the Corridors and plans you've been working on are within that and your Safe Charlotte plan. Transportation, addressing growth is a lot of what you've been talking about. That one's captured in there as well as mobility and connection. Then the last one we'd like to talk to you a little bit more about is Workforce and Business Development. This is where Hire Charlotte, small and minority women business development job growth, things like the job hub you mentioned today would be under this umbrella, but if you look at the

part in blue, digital inclusion. We as staff are proposing based on your feedback from last year's retreat and your ongoing feedback, if you would like to add that blue language text to encapsulate that that's an ongoing priority as well. Any feedback around that or any other things with this one or any of the other ones?

Councilmember Mitchell said can you go back to the well-managed government focus? So, a question for all of us. How do we measure equity?

Ms. Harris said so, that's a good point and that's going to be your afternoon, but I'll touch on it a little bit. You've approved different plan like the CBI (Charlotte Business INClusion), you've approved equity framework, but that's what DeAlva is going to get you up and running and doing. We want to make sure the overall priorities are right and then to your point, we're going to get how are we showing you we're advancing it? How are we showing the community we're advancing that?

Mr. Mitchell said thank you.

Ms. Harris said yes, thank you. Any other feedback?

Councilmember Mayfield said similarly, a clarifying question on the strategic priorities. When we go to the next slide, when we look at Great Neighborhoods it will be great if we can find some time to have a real conversation of defining affordable housing. So, I've asked that question of multiple developers in conversation for them to just define affordable housing to me and there's a range of what is considered. Now, we know we say federal numbers, yet the reality of our Charlotte today and what the market has created for access. Charlotte is affordable for some people. So, the level of affordability is different. So, I think we have an opportunity to define for Charlotte what does initiatives designed to create affordable housing look like because we've allowed those two words to be hijacked into something other than. Manager, I don't know if it's built into this or that's going to be a parking lot discussion, but we really need to figure out a way for us at least to be in alignment or even in the same book if not the same sentence of what is affordable housing because that's a very subjective title when we're trying to address certain issues when we have down payment assistance and other programs. We've set a cap and that cap isn't correlating with what's happening in the market today. So, again, I'm not sure if that's a parking lot or if that's something that when we get the presentation over the next day and a half where it can be addressed, but I think that would be helpful. It would be helpful for me. I'm not going to speak for all my colleagues.

Mr. Jones said I agree with you. So, I think to your point Ms. Mayfield, let's wait until tomorrow to see whether or not it's in the parking lot because today what you're doing is you're working on those Council strategic priorities, Great Neighborhoods, Safe Communities, Workforce. Now what's in the gray, and that's in your budget book and we have performance measures related to departments that are in the budget book and let's call that, DeAlva help me, that is the what?

DeAlva Wilson, Facilitator said okay. So, those are strategic imperatives so that really maps more [inaudible]. So, we're not talking about program initiatives, we're talking [inaudible] what are the strategic imperatives for the Council. So, if we're going to do anything else, here are the things that we do. So, the question on the table is, are these five still current and relevant to be all encompassing. Not project, not programmed, not initiative, not what the staff is working on but collectively as a Council, is this what we can commit to for the next year.

Mr. Jones said so, I'll add to that. So, tomorrow affordable housing will be one of the strategic initiatives that we discuss in the morning. I will say that with these best practices, and it's something to what Councilmember Mitchell said today, normally when you have these strategic priorities, they're five years, 10 years and to do it from year to year is just not a best practice. So, as we start to think about this at a minimum, these strategic priorities, we shouldn't even talk about them next year and in a perfect world they're five years. The key initiatives that we're talking about tomorrow, some of them

you may say it's been accomplished and let's move on or you may add some, but that would be the how to get to some of the things that you have in your strategic priorities.

Ms. Wilson said I was just going offer that point of clarification. In this moment, we're talking about what we're going to do, not how you're going to do it, but what the Council is committed to.

Councilmember Ajmera said oh okay. So, Mr. Jones, so I do see Safe Communities as one of our strategic priorities at the top, but under key initiatives, I don't see this public safety up here.

Ms. Harris said so, Ms. Ajmera that's a good point. We'll focus on that. So, first of all we want to make sure you all have consensus on the gray boxes. Are these ones and these definitions, so there's Safe Communities, does that encapsulate and then from that you're going to work on it this afternoon to say, "Okay, we're saying our strategic priority is Safe Communities. How is staff showing us this is being advanced?" to your point.

Ms. Ajmera said so, I think if you go back to that slide, I think that is misleading. I think you should have just had four things on there. Great Neighborhoods, Safe Communities, Workforce and Business Development and Transportation and Planning because the housing will fall under Great Neighborhoods.

Ms. Harris said yes ma'am, and we were just wanting to show you from last year's retreat before you built on this one, but that's a good point, yes. Thank you. Anybody else? Any clarifications before we move forward or any angst on keeping these and also that additional of a digital inclusion?

Ms. Ajmera said so, I believe the digital inclusion effort that we led because of the federal funding that received, we have certainly moved the needle in the right direction. I believe we have certainly checked the box. I don't see us doing any more policy work on that in terms of the digital inclusion. Is that correct Mr. Jones?

Mr. Jones said so, I believe I am tracking what you're saying. In the second part of the slides that are behind her which is on the presentation, she's going to bring up that you have a number of policies of goals, objectives around a bunch of these areas. Because three were elevated last year in strategic initiatives, not priorities, digital inclusion, small minority and women owned business and workforce development. We don't have Council approved plans around those because they're brand new. So, they're strategies around those as we speak. So, we want to make sure that at least as we are going into those new strategic initiatives, that we understand what success looks like to the Council in terms of some of the goals and objectives. So, we've pulled some out from other jurisdictions that have best practices as well as what we've identified in some of our other programs. Those are basically new initiatives.

Ms. Ajmera said so, what I anticipate is that once we work on the key initiatives and once we meet our goals and our objectives, we would see those key initiatives pretty much not there anymore.

Mr. Jones said I would say the first step would be to measure progress. So, once you have the goals and objectives and we have the performance measures, it's almost like having a red, yellow and green report and when we're green we're good. We don't want to be red.

Ms. Ajmera said so, you'll continue to track them? Okay. So, we would continue to get progress on all of this?

Ms. Harris said that's right. Thank you. Any other feedback?

Mayor Lyles said I think the question for the Council is, do we have too many or do we have the right amount? Everything up here has value, we know that, but if you were at

the end of your day and you were doing your self-report card, which ones would you want to make certain that you had the best foot forward, the A in the category, and how do we do that? I think it's really up to the Council to say, "Well all of this works," and that means that we would have five initiatives that are big at the end, but they would be five-year plans and you wouldn't have the question about, "Well this is what we're going to continue to do," until it got to be a green light, it's all done. So, it could drop things off but for example when you look at workforce talent and business climate, we've still got to define some of that now. We don't have that defined. Digital inclusion might be a little bit easier because we've got initiatives around that, but I think every one of these is an aspirational goal and I think every one of them makes the City better, but I think the Council has to decide which ones are going to be there because the metrics will be by the initiatives that follow the headlines.

Mr. Mitchell said so Council, the one that I get a lot of feedback from the community, and I fail to deliver is on the Corridors of Opportunity we have Safe Charlotte. So, the question people will say, "Don't you want the entire City to be safe instead of the Corridors of Opportunity?" So, me personally, then we've got the big heading of Safe Communities at the top, so there is a disconnect on my part. Safe Communities, but then we say Safe Charlotte under opportunities of Corridors. Help me.

Mr. Jones said sure.

Ms. Harris said so, that was the focus because the original focus on Corridors and that's part of the Alternatives To Violence and a big piece of that, but moving forward to your point, that might roll out and be more under Workforce and Business Development, depending on what you decide is the success measures.

Mayor Lyles said some of [inaudible] is where we can get some federal money to do some initiatives [inaudible] probably couldn't have if it were just all of the City.

Mr. Jones said I'll add to that. Tomorrow when there's a discussion about initiatives, you may have a very different key initiative tomorrow and it may be something that's specific about juveniles and crime. So, again, the how we make sure we have safe communities.

Councilmember Driggs said I just wanted to say one of the difficulties with this is as we prioritize the things we put at the top, we look like we're demoting the rest. I don't know if we have to do that in the sense that we can pursue all of these. I wouldn't want to give the impression that we have decided that two or three are the number one and therefore what are we doing about everybody else? So, this list is the list of the things that we think are critical, all of them, and whether or not we want to choose among our children is something I'm not sure of whether we have to.

Mayor Lyles said I think you're right Ed.

Ms. Harris said so, thank you. I'll go ahead and fast forward through but real quick, I did want to mention this. I don't know if any of you were around when we had management by objectives. The City had over 900 objectives and it was great because we were measuring and we were showing that we were accountable and giving out data, but we were just giving out data, too much data and it didn't really link to Council's priorities specifically. Then we were the first known adopter of the balance scorecard and that was great because it had strategic focus areas from Council and it had perspectives and it had initiatives, objectives, measures, but if you listened to what I just said, it was kind of confusing to the public because it was so many steps. It was great because it showed linkage, but it was just so many steps and even some staff. You know, it's hard to say, "What's the difference in a perspective and an objective versus initiative?" So, over the past few years, we've been taking your strategic priorities and coming up with objectives specific to those that link directly and then measures and targets. Then, that's what you get encapsulated on your budget book, but going forward for the new framework, and you've touched on a lot of it. So, here's our strategic priorities that you've come up with. Here's a list of plans that you've developed and done a lot of hard

work on over the past five years and each one of these plans has goals, and they have goals and objectives.

So, there's lots of staff and there's lots of energy and a lot of partners working on each of those plans but we're proposing to more streamline the connection and not just streamline, just make it so you see how moving forward the Strategic Mobility Plan or Safe Charlotte, how it links to advancing your priorities. So, we're accountable to you to show our progress but also to the community. Like you've mentioned, sometimes the community is wondering, "Okay, what are you doing for this, or why are you doing this?" We're wanting to more directly link the plans that you're approving and the policies you're moving forward and the framework for how it's advancing the strategic priorities. Any questions around that?

Mr. Jones said DeAlva, I'm sorry. I'm way out of line, but I think I'm right with this. I'm looking at the strategic priorities and they actually look like the pictures that you drew in terms of the environment, equity, transportation. So, I don't think the Council's really off in its priorities right now.

Ms. Wilson said I will say that during my interviews, also preparing for the retreat, one of the questions was, "What are your top two priorities?" They're also reflected here.

Ms. Ajmera said okay. So, I think we're good.

Ms. Wilson said great.

Ms. Harris said so, now even more of the hard work that the Mayor mentioned. We're moving these all forward. We don't adopt a plan and we say, "Oh, thanks." We're actively trying to implement it, move it forward, but then we sometimes inundate you as well as the public with data that isn't necessarily packaged correctly in a meaningful way. So, what we're proposing today is your work right there. So, we have the strategic priorities and y'all came to an agreement on that again to verify those. We have Council goals that you've already adopted and there's the listing in your pre-read and also in the previous slide and then within those, DeAlva is going to work with you on. Now we're going to look at the objectives under each of these policies that you've already previously approved and get you to say, "Okay, yes I know staff's working on all these, but what to me is the most important to show my constituents, the community at large or me personally that we're making track and progress." So, we're proposing to pull out some of those highlights. So, within the Council Committees on those areas you can say, "Okay, I'm keeping up with specifically what's going on in these objectives and I'm able to be an advocate and a champion for it and ask the right questions if I'm thinking we're not doing investments." I believe you were mentioning earlier, let's look at the investments to make sure they're really making an impact. So, you can feel comfortable gauging that as well. I'll let DeAlva come up and talk about the exercise and the next steps. Thank you.

Ms. Wilson said okay, so we're going to get some exercise in. Let's take a break. We're going to give you five minutes first just to digest. Thank you. Give yourselves a round of applause for approving or agreeing on your priorities for the next year. It's a big deal. So, great work. We'll take a quick minute, a quick break. Thank you.

The meeting went was recessed at 2:16 p.m. and reconvened at 2:34 p.m.

ITEM NO. 7: DEFINING SUCCESS: DESIRED OUTCOMES, GOALS, & OBJECTIVES:

DeAlva Wilson, Facilitator said hey guys. Hello, let's get going, thank you. So, first important note is that the mics are fixed. Round of applause please. So, you only need to click the button, you don't need to hold the button anymore to speak. So, thank you team for doing that.

So, again congratulations on selecting your priorities, your strategic imperatives for 2024, the next year, and we'll get to the next five years. How about that? Five-year term, five-year goals, long-term strategic plan. That was the what. Now we're going to talk a little bit about not necessarily the how, but if you look here, kind of a standard approach to strategic planning. So, you might have a strategic priority, things that if we do nothing else, we're going to do these five things and that's what you just selected. Then obviously as a governing body, you have to evaluate what is the policy that's necessary to make these things happen. So, you have policy goals and then you have policy objectives. They're yours. What are the objectives that we want to accomplish. So, today what we're going to do is we're going to select objectives to support the priorities that we've agreed on today. You did receive this in your pre-work. It was a lot of information and a lot of detail. It is here on the walls for you as well. In order to move through this quickly and not require you to read everything on the walls, we're going to do a little group work quickly.

So, just to give you a heads up. What we're going to do is pair you up and assign a priority for you to review with your partner. So, you are going to see a color sticker in between you and your partner and then we have one table with three. So, what you're going to do is we're going to assign you a priority. You're going to go to your priority on the wall with your partner or partners in the case of this table, and review the objectives. So, on the wall, you're going to see your goals and objectives here that support your priority. Does that make sense? So, your five priorities that we've agreed on, the supportive goals and objectives are here. So, you'll see at the top here, that you have your priorities in the black. Your current goals to support each of these priorities are in the gray. So, meaning Great Neighborhoods, one goal of Great Neighborhoods is 10-minute neighborhoods. Another goal for Great Neighborhoods is neighborhood diversity. So, then when you have these goals, the question becomes, "Okay, how do we get this done? What are we doing to accomplish these goals?" One objective of a 10-minute neighborhood is fresh, healthy food opportunity. These are in your book. We've agreed on these. So, hopefully they're not foreign. Of course, Councilmember Brown, these are new to you. These are your objectives.

So, what we're asking your partner to do with your assigned priority is to review, not these, but review the objectives. Are these on target? Are they on point? Are they still accurate, applicable, relevant? Are there missing gaps? So, what you're going to do is we want to select five here. Let me tell you why this is important. The next step is that the staff is going to take these and now get to measurable outcomes because these aren't measurements. So, when we say we want fresh, healthy food opportunities, let's say we select that one, then they're going to walk away and say, "Okay, what's the best way to measure that? How can we ensure that we've been successful with that?"

So, obviously you take everything seriously. So, I want to say this. Please take it seriously because this is going to live and breathe for a while and they're a lot of people who are going to be actively working on these things. So, this is not something you come back to and change next week. So, if you don't like what's here, you should say that now. If they're gaps that are here, you should say that now. If they're things you'd say, "This is spot on, this is what we want to keep," then you put your color star by that. Makes sense?

Councilmember Mayfield said colors start [inaudible].

Ms. Wilson said yes. So, each of you have a dot. So, that's for you and Dimple. You guys, what color are you?

Ms. Mayfield said green.

Ms. Wilson said the green team. Okay. So, you're going to only vote on here. If you see something you like, put a dot. If you don't see something you like, don't put a dot because if there's no dot, it won't live anyway. Does that make sense? We're asking you to choose your top five. If you need to push and say, "We can't live without this one either," do that, but please be judicious and try to select your top five of these.

Unknown said top five.

Ms. Wilson said five for your group. I'm going to assign your groups in a minute. Let me also say one thing. So, when you do that, we want you to present it to your group because it needs to be a Council selection. So, you're going to do some editing first and make a recommendation to the Council about what it is but there should be some discussion. So, this is collective Council decision not a two-person group decision about the objectives. Does that make sense? Just a way to get through the work a little bit more quickly.

Ms. Mayfield said [inaudible]?

Ms. Wilson said yes, you just need five because you're going to get two priorities, yes. Some of you may get two priorities and some groups will get one.

Ms. Mayfield said okay.

Mayor Lyles said I was hoping that this will also be generated for the Committee work. So, we'll be doing this today, but at the same time it should be on the next Monday's agenda for the Committee. So, I think it will be good instead of doing random, that the Committee Chair picks a partner and works with the Well Managed Government or each Committee Chair that's in charge of these things ought to probably really be focused on it so that you're prepared for the discussion.

Ms. Wilson said that's a good idea. Very good.

Councilmember Mitchell said just one question. We have a Workforce Development sample. Should that be tied to Workforce Development? Why do we have sample over here and it's not under Workforce Development?

Marcus Jones, City Manager said sure. Julia just came up to remind me. So, the reason that we're saying five or so is because that is the best practice and in your packet I think you had Dallas and Ft. Lauderdale with dashboards and things of that nature. Every one of these goals and objectives, you have already approved with three exceptions. So, these are planned. So, you shouldn't undo something you've already approved unless you send it back to a Committee and have a discussion about it. Now, Digital Divide, there is no Council approved policy goals or objectives around that. Workforce Development, there are no Council approved. So, you'll see other cities in there and you'll say, "I didn't approve Austin example or San Diego," and the same thing is true for small and minority business because you have not as a body approved a policy around that, much like all the other ones you have. So, that's the little bit of the nuance with why that's rolled up that way.

Ms. Wilson said so, just a quick clarifying question. These aren't necessarily recommendations either, they're good examples.

Mr. Jones said examples.

Ms. Wilson said these are good examples?

Mr. Jones said that's right, and it's interesting because tomorrow you will hear Danielle Frazier talk about having a strategic plan around Workforce Development. So, we're in a strange place because we need to do something, understanding that over the course of the next six months, there will be a strategic plan around Workforce Development coming back to the Council.

Mayor Lyles said Danielle, do you mind coming up and being able to answer questions for those that are working on that topic because I think we will need you? You're pretty far along I think. Okay.

Ms. Wilson said very good, thank you. So, now we want the Committee Chairs.

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Mayor Lyles said Committee Chairs choose your partner and let's go.

Ms. Mayfield said Mayor it was just a little confusing when you added that piece. The Committee Chairs are choosing a partner based on what?

Unknown said Vice Chair?

Mayor Lyles said no, just a person. I was just saying the Committee Chair is more important because you're going to have a conversation and lead that conversation, but you can choose anybody on the Council to participate.

Ms. Wilson said also for diversity of thought, you might want to consider choosing someone who's not on your Committee.

Mayor Lyles said right.

Councilmember Ajmera said if you choose someone on your Committee, you already are building consensus.

Mayor Lyles said so, yes, that's not a bad idea.

Ms. Wilson said not the only conversation either. So, your call, but this is the first conversation of many. Just to confirm, we're going to go with the recommendation of five here. Very good.

Ms. Mayfield said you said you're going to tell us our priorities? This has gotten real confusing.

Ms. Wilson said so, the Mayor's recommendation is that there's a Chair that aligns with each of these priorities, the Committee Chair. That the Committee Chair selects a person to work with.

Ms. Mayfield said you should be working on your Committee alignment?

Ms. Wilson said the Committee Chair. The person that they choose does not have to be a Committee person, it could be any person.

Mayor Lyles said just get two people up there.

Ms. Wilson said may I have the Committee Chairs please? Thank you. We have one question.

Councilmember Molina said just one for every single one of these though, right? So, you need one for Digital Divide and small and minority business or [inaudible]?

Ms. Wilson said so, we're going to have two people. There's one group that will need three people. I'm lost on the numbers now. So, let me do this. Can I just have the Committee Chairs come up? I can fix this really quickly.

The Meeting went into individual work at 2:47 p.m. and continued collectively at 3:17 p.m.

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ITEM NO. 8: WRAP UP/RECAP

DeAlva Wilson, Facilitator said okay team. First of all, let me say thank you so much for going through that exercise. That was a lot of work, right? Do you feel more informed though? So, you had the pre-work, you had an opportunity to revisit the goals and objectives and you can see all of the great work that the staff has been working on because they had been working on program initiatives, tasks, etc., to align with these

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objectives. So, now as we go forward, turning the page, new chapter moving forward, we have your priorities established, high level. Now we're going to talk about objectives that the team will take back and create some metrics against. So, these are the things that you're recommending would be the objectives that we work on as it relates to this goal going forward. So, what the ask has been is that each group makes a recommendation for their priority and open the floor for discussion and that they be adopted if they are ready, if there's agreement. Okay. So, now we're starting with Workforce and Business Development. Thank you.

Councilmember Graham said Malcolm Graham and James Mitchell, Chairman and Vice Chairman of Economic Development. This falls under our portfolio of work of Workforce and Business Development [inaudible] goals. [inaudible] opportunities [inaudible] inclusion. Strategic mobility, which is probably really not us, but we went ahead and did the work. Housing, Charlotte framework and arts and culture. So, we're going to tag team and run through what we identified as our top fives in each category and then we'll narrow it down to the top five.

Councilmember Mitchell said so, let's start with our first one here. We have grow the number of minority women, small business enterprise and corporately owned businesses operating in the City. Our second one was increasing job training opportunities that allow residents to obtain hard and soft skills needed to qualify for jobs within the City's target industries. Our third one in this group is maintain or increase the number of middle skilled jobs. "Jobs that require education beyond high school but not for a four-year degree." Next, inclusion. Charlotte Business INCLUSION Policy.

Mr. Graham said what we identify is to increasing the utilization of minority owned enterprise, women owned enterprise and small business enterprise in City contracts. Promoting small business start-up and growth and monitoring, evaluating and reporting on participation of any minority owned business enterprise, women business enterprise and small business enterprise. Really important as we begin to collect data for the disparity study moving forward. Then lastly, monitoring, evaluating, and reporting on compliance with the provisions of the Charlotte Business INCLUSION program, which is under the Charlotte Business INCLUSION Policy.

Mr. Mitchell said our next group was our Mobility plan. So, our five points, top ones were planning design for people, manage the right of way, expand collaborative partnerships, invest in our mobile future and prioritize mobility investment.

Mr. Graham said again, outside our scope of work, but we went ahead and did the work. We offered tax relief to long time property owners under the Charlotte housing framework.

Mr. Mitchell said here's the tough one. We had to narrow it down to our five. We have arts and culture, and a greater access to exposure to arts and culture, enhance quality of life, robust workforce development and the retention and cultivation of future artists and supporters. Mr. Chair, you want to go over the five?

Mr. Graham said yes. I just want to add to this one right here. We've been kicking this down the road for a while, which is the arts and culture. We just need to get it done. Then we narrowed it down to five which is really hard. I'll do the first two and then James you can wrap it up with the last three. One is again, we believe it's really important to grow the number of minority, women, and small business enterprise and [inaudible] owned businesses operated within the City. We want to buy local as much as we can, understanding that the geography is really statewide, 100 counties for the program, but there needs to be a special emphasis on those businesses that are operating within the City limits. Maintain or increase the number of middle skilled jobs that require education beyond high school, but not a four-year degree. A lot of certificate programs as we begin to think about The Pearl and the number of jobs that's going to be available to individuals who don't need a four-year degree but need some type of certificate program. I think that needs to really be a great focus and with Danielle I think we can accomplish that.

Mr. Mitchell said our last three Council and staff is invest in our mobility future and hopefully tomorrow we can talk about how do we accomplish that. Then under the housing framework we said offer tax relief to long term property owners, which we hear loud and clear from our citizens. So, one of our bullet points was monitoring, evaluating, reporting on the compliance with the provision of the Charlotte Business INClusion Program. Those are our five. Questions?

Ms. Wilson said thank you. Again, these are recommendations for Council alignment. So, therefore there are things here that you feel strongly should be included that they did not mention in their five, this is a time to discuss it. Does that make sense? Thank you.

Councilmember Ajmera said [inaudible].

Mr. Mitchell said okay.

Ms. Ajmera said if you could [inaudible] you don't have to read it out loud.

Ms. Wilson said tenth bullet point on the first page.

Mr. Mitchell said grow the number of minority and women. That one?

Ms. Ajmera said [inaudible].

Ms. Wilson said last bullet point on the first page.

Mr. Mitchell said maintain or increase the number of middle skilled jobs.

Ms. Wilson said third bullet point on the second page.

Mr. Mitchell said monitor, evaluate and reporting.

Ms. Wilson said eight. Eighth bullet point down, invest.

Mr. Mitchell said invest in our mobility future. The last one, offer tax relief to long term property owners. Those are our five.

Ms. Wilson said so, the question is as you think about workforce business development, that priority, are these the objectives that you want to follow closely to ensure success for the Workforce and Business Development?

Ms. Ajmera said good job.

Ms. Wilson said any feedback from the floor? Anything that you wish was recommended that was not?

Unknown said [inaudible].

Unknown said [inaudible].

Mayor Lyles said I think that arts and culture is an initiative that we undertook in one of our public private partnerships. So, I think that we can do that through that initiative review process because we're going to have to do it with the collaboration of County as well as private sector.

Ms. Ajmera said I mean we already have an obligation when it comes to public art institutions. So, our responsibility is still going to be there, especially the public funding piece of it for our facilities.

Mayor Lyles said right.

Ms. Ajmera said so that's not going away. So, we do need to measure our funding for those.

Mayor Lyles said yes. Agreed. I mean we'll know how much we're spending, and it'll come through the budget process wouldn't it?

Marcus Jones, City Manager said yes.

Ms. Ajmera said how do we measure the success? I guess that's what the ultimate goal is of this exercise?

Mayor Lyles said I thought that you were talking about the maintenance of our facilities that we still owe the debt on.

Ms. Ajmera said right.

Mr. Jones said I'll give it a shot. So, if you roll back up to the goal. So, the goal forever and forever is going to be diverse and resilient economic opportunity. It talks about Charlotteans will have the opportunity for upward mobility, given access to diversity of jobs [inaudible]. So, that is always going to be the goal and then there are objectives that are under that goal. To the Mayor's point, tomorrow we'll talk about a number of strategic initiatives. To Mr. Graham's point, hopefully we'll get to a point with arts and culture that Council can give staff the direction to go forward, but even after that because there's an arts and culture plan, they'll always be measures to go along with that, they just won't roll up to the 30 that you are monitoring and sharing with the public. They will always exist and be measured, but not the 30 or so.

Ms. Ajmera said so, here is what I struggle with because what we select today from this ED Committee Chair and Vice Chair has selected five bullet points. That will be used as part of the dashboard that will go out to the public. So, the public can see here is the progress on each one of these five bullet points. Because arts and culture is very public facing, we have invested a significant amount of money, I think we do need to report progress. If it's not through the dashboard somehow, but we do need to report that progress out to the public.

Mr. Jones said yes. I'll use one example, Safe Charlotte. You've had that since 2020, maybe 2021 and there are annual reports about the progress with Safe Charlotte. So, if Safe Charlotte doesn't make it to one of these, it doesn't mean that it's not getting reported.

Ms. Ajmera said okay.

Councilmember Anderson said I have just a quick question for you guys. You guys did a great job, but it's to the point that Marie brought up earlier which is having a language around digital inclusion and as a part of Workforce Development. Now I don't know if it goes here in your Workforce Development objectives, or if it lives in the Digital Divide, digital inclusion objectives. We had something similar in our group and we decided that it should live in the Digital Divide. Maybe as we go through this, because we don't actually have a plan for Digital Divide or small and minority business or maybe we kind of call out some of these other objectives that we believe belong in this plan. I think you have to have some presence of digital inclusion because many of these certificate programs you're talking about require high-speed internet and technology devices.

Ms. Wilson said could that then be a tactic or a program that supports one of these objectives so you can still accomplish the objective? Thank you.

Reenie Askew, Assistant City Manager said I want to comment on that and I agree that Digital Divide needs to be incorporated. If I had a preference, it would be to include it as part of the initiative where it can be grounded. So, digital inclusion, grounding it in Workforce Development if that's a component because you think about the skills

necessary to do almost every job today requires digital skills. So, as a standalone I think that this body might struggle with what does that actually mean, but if you put it in the initiative where it's appropriate where you can see the fruit of digital inclusion, I think it will have a greater presence. So, to your point Mayor Pro Tem, if you included a component of digital inclusion and Workforce Development, that would be really good. If it's a requirement of as we build new housing developments to include connectivity in those facilities, I think that's another component where you can imbed Workforce Development. I just think that as a standalone, I don't want it to get lost because it needs to be tied to what we're really trying to do.

Ms. Anderson said okay.

Ms. Wilson said very good, thank you. So, I think we have our five there. Thank you. Who's next, Safe Communities.

Councilmember Watlington said okay. One thing about it, this community cares about Safe Communities and Great Neighborhoods. Many of our strategic priorities flow into work, into plans that show up here. We've got a robust list. We did our best to highlight the particular priorities in each item. Not priorities in terms of this is what we care about necessarily, but priority in terms of this is what we think is a meaningful place that we play, that we can actually measure. So, we do not have a top five overall, I should tell you that because we went through and did the five in each piece.

Unknown said [inaudible] to phase two.

Ms. Watlington said yes, we did not, but frankly if you look at the level of attention played to some of these, we might be able to suss it out, but essentially when we look at 10-minute neighborhoods, when we look at mobility, it's really about how do we enable fresh healthy foods, how do we enable connectivity and amenities in our neighborhoods and really truly to some degree this connects with the economic development side of things. How do we invest in this housing access such that we are promoting affordable housing not only for rental but also for ownership because we know that with that ownership comes mobility. So, that is really the lens that we took a look at a lot of these and discussed whether it was increasing the number of ADUs (Affordable Dwelling Units) which then becomes a means of helping homeowners stay in their homes and offer also affordable housing to others, or it was in regards to increasing the number of workforce units targeted at 80 percent AMI (Area Median Income) or less within mixed-use development. So, I won't go through each one unless you'd like for me to.

Ms. Wilson said I'm going to point to staff and say do you need your five in this very moment?

Councilmember Mayfield said yes. I think the ones that we added additional language would probably be the ones that need to be highlighted.

Ms. Wilson said okay.

Ms. Watlington said fabulous. I think that's a great idea LaWana.

Ms. Mayfield said thank you.

Ms. Watlington said alright. So, a couple of the ones that we wanted to add a little bit of context for, I'll just highlight those really quickly. When it came to improved perceptions of public safety and measure perception, there were two items there.

Unknown said which goal is that Victoria?

Ms. Watlington said this is under comprehensive plan goal number six, healthy safe and active communities.

Unknown said okay.

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Ms. Watlington said we've got two bullet points towards the end that was really focused on improving perceptions of public safety and measuring perception through community surveys. What's really important to us is let's improve public safety and thereby improve perception. Yes, there's opportunity to improve awareness around the community and what's going on, but people know what's going on on their own street. So, we just want to make sure that we're focused on the outcome metric just as much as we are the end process. When it comes to preserve the affordability and preserve or improve the quality of existing rental housing stock, again, not just rental housing stock, we want to include single family and small and individual owners as well when we talk about existing rental stock here. We don't mean just large big box rentals. We're also talking about the onesie twosie small local landlords as well.

Ms. Wilson said which one was that, Victoria?

Ms. Watlington said this is under housing Charlotte framework, preserve the affordability and approve the quality of existing housing rental stock.

Ms. Wilson said okay. Very good.

Ms. Watlington said here where we talk about violence reduction framework and violence interruption, there is a connection here we believe that needs to be highlighted when we talk about interrupting violence before it begins is really bringing in parks and rec. As we talk about the connection between violent crime and youth violence and what used to be at parks and rec which we know is through the County, we just wanted to make sure that that connection there is highlighted. When it comes to Safe Charlotte, we've got provide an independent analysis of police civil interactions. There were a few in this bucket that really felt like go do's. We're going to evaluate. So, did we complete the evaluation or not, but then what were the outcomes of the evaluation? So, there's really two sets of metrics there. Does that make sense? Not only are we executing the evaluation, but what are we finding in the evaluations and how are we responding to that to improve the quality of the programming?

When it comes to neighborhood diversity, this one was interesting because it was pulled right from our comprehensive plan goal number two. One of the things that we felt really needed to be highlighted here was that it is not just about increasing the number. I liked what was written here as it related to being specific to we're increasing its directional and it's specific about what we're trying to change, but one thing that LaWana pointed out that I absolutely agree with is it's not just about increasing this all across the board because we're trying to balance this between some of our other priorities including retaining our identity and charm, but it's also about identifying the right location for the right project versus an overall increase. So, there's got to be some intentionality there when we talk about growth. Make sense?

Okay. When it comes to transit and trail-oriented development as it relates to Great Neighborhoods, it's really about increasing the share of households that are near to connectivity to enable job growth and access to amenities. So, we chose several of these. One thing that I want to call out here and LaWana can speak to it a little bit, we've got approach maximum allowable density under the TOD (Transit-oriented Development) zoning for development within 10-minute walk or bike trail access points and high-performance transit stations. This one creates some concern for the simple fact that where we are planning these lines are also directly in the middle of these areas that are vulnerable to displacement, our Corridors of Opportunity. What that means then is quite possibly displacement if you're talking about taking what is smaller more naturally occurring affordable housing stock, usually smaller lots, smaller homes, lower price points in terms of entry and replacing it with very, very densely packed TOD, when we've seen this before. So, when we talk about that, is the goal really to put as much as we can in these places and if so, we've got to be honest about what that means for the existing neighborhoods along places like Wilkinson Boulevard.

When it comes to safe and equitable mobility, we are talking about integrate and implement emerging transportation services, technologies and programs that align with

community goals, only if the rider communities are engaged on the front end and that's a theme throughout this. We've got a few plans in different places that have spoken to community engagement. It's very important that when we talk about community engagement, number one it's not just specific to whatever that topic is at that time. It really needs to be an overall community engagement strategy so people know where to go even if they don't specifically know what they're looking for, they know that if they show up here, or if they subscribe to this channel, they're going to get ongoing community engagement so that they can give input before plans are made.

Strategic mobility plan. One of the things we had here just overall. Expanding our data driven decision making culture and obviously this exercise speaks to that. I'm trying to see if there's anything else that is worth calling out. I think for the most part, the rest of these comments, we've circled the ones that jumped out at us. I think we've just got to take that next step and really understand what it is we're trying to drive. For some of these that say increase x number of so and so, yes, we can figure out how to put a metric to that. Some of these others that are a little bit softer, support mixed income development or collaborate across governmental agencies. Those are going to take a little bit more needling if you will figure out exactly what that means and what we're trying to get at.

Ms. Wilson said okay. So, lots of discussion. Thank you for doing the work because you guys had a lot of objectives to work through. So, thank you for doing that. My question is what are reactions to the ones that Victoria highlighted?

Ms. Ajmera said it's a lot.

Mayor Lyles said it's a lot.

Ms. Watlington said yes. Lots of energy around 10-minute neighborhoods, lots of energy around Vision Zero, lots of energy around housing access for all, transit and trail-oriented development, housing Charlotte framework.

Ms. Ajmera said what was under transit-oriented development?

Ms. Watlington said well we've got a number of ones that are captured here under transit-oriented development. The point that I was hitting on here was how do we balance this goal with some of these goals in terms of housing access, neighborhood diversity and retaining our charm. So, we've just got to make sure that there is synergy across those metrics.

Ms. Ajmera said so, the goal of allowing maximum density with the diversity of the neighborhood.

Ms. Watlington said yes.

Ms. Ajmera said okay.

Ms. Watlington said to be clear, this was comment no. We selected others above that one. So, I don't want to create any confusion.

Ms. Wilson said so, approach maximal allowable density was not one that you recommended?

Ms. Watlington said correct.

Ms. Wilson said oh okay.

Ms. Ajmera said oh, you don't recommend it.

Ms. Watlington said correct. The reason I called it out is because it really speaks to how do we make sure that these linkages make sense.

Ms. Wilson said okay.

Ms. Ajmera said so, that was the only one you didn't allow?

Ms. Mayfield said it's not the only one, but the main reason was because what this specifically says is approach maximum allowable density under the TOD zoning, we still have a lot of work that we need to do around TOD. We just saw that last Tuesday when there was a proposal for something that's not even funded yet and the purchasing of land, that's how we got to that no. Also, you see so many dots from us because our last conversation was what doesn't get highlighted is what falls off. So, you see these dots because these are things that are directly connected that we didn't want falling off in this conversation because that's the conversation when we were going through that we heard. What you don't say is a priority or important, this is getting ready to be condensed so some of these things are going to be falling off. So, we wanted to make sure that these connectors didn't fall off in the conversation. We added extra language like, we have question marks like what does this actually mean? It's a great sentence, but exactly how are we going to track it? What does that mean? So, for transit and trail-oriented development, we have the second bullet. So, what's on here is increase the share of households and jobs with safe access to high performance transit stations. What I did was add a line to increase the share of workforce households because you can say you can increase the household, but if we're not being targeted that's how we got there.

Ms. Wilson said very good. Let me offer this. Any questions about what was just stated? Any of those two before you move?

Councilmember Molina said colleagues, I'd just like to clarify. I see red and I see yellow.

Ms. Watlington said we just ran out of dots.

Ms. Molina said okay. So, just to make sure I understand, the red is what you would like to prioritize?

Ms. Mayfield said everything. Consider the red as yellow, we just ran out of yellow dots.

Ms. Molina said okay.

Ms. Mayfield said we grabbed a red Sharpie to make sure that we [inaudible]. So, all of these. When this gets condensed down, everything that we have a circle or a dot on, we're saying don't let this fall off the radar.

Ms. Molina said okay.

Ms. Wilson said let me offer this really quickly because this is a lot of information with a lot of work. The great thing is that you had it in your pre-read. So, it shouldn't be new information, right?

Ms. Molina said right.

Ms. Wilson said so, there should be some familiarity with what's already here. So, my question for the floor is, they're making a recommendation but it's ultimately a Council decision.

Ms. Molina said well the question is around what exactly they're recommending and how they're prioritizing it is what I'm trying to understand.

Ms. Wilson said I get it. We're in agreement. They had a lot. They did these two by themselves. So, they didn't get to the second phase of editing down to the five.

Ms. Molina said okay.

Ms. Wilson said so, that's what we're trying to just work through now. I guess my question for both of you for both of these, are there five for Safe Communities and Great Neighborhoods that you feel strongly about to elevate as your recommendation, understanding that there's some that you don't want to get lost and we can handle that in another setting to say that, but are there five that you want to say, "Here are the five that we recommend?"

Ms. Watlington said so, what I'd like to do is we'll finish this piece and y'all can move on to the next.

Ms. Wilson said thank you. That's great. Sounds good.

Ms. Mayfield said for clarification, let's understand. We've got three sets in Great Neighborhoods alone.

Ms. Wilson said [inaudible] a lot of work.

Ms. Mayfield said you're not going to get just five out of here. So, let's just go ahead and be honest about that. It's going to be more than five.

Unknown said [inaudible].

Ms. Molina said just to make sure, actually I like the rationale behind what you've done because we kind of noticed that in our group as well. There was a lot to really try to isolate in such a small amount of time. So, the rationale behind isolating and making sure that some pieces of it don't fall through the cracks, I actually think that's good.

Ms. Wilson said absolutely, and it goes without saying that there will be more discussion about all of these, right? So, we're just truncating now just to move the process along, but this is a process. So, this is not a one and done, but there is importance to have an agreement here among Council about which objectives to move forward with and that's it. You will definitely see this again and have the opportunity to add a language or whatever you want to do in other settings.

Councilmember Driggs said actually what I was going to say was we were kind of overwhelmed by this. So, one thing I'll point is I think the process. I'm not confident about the reliability of what we were able to come up with in that short span of time looking at these huge lists. I mean I read it ahead of time, wasn't able to absorb it all but now we come back. We have 60 points here. I know they're more over there. So, what we did, we went through, we identified five for most of them and we did come up with five. Now when we did that, some of them we thought clearly belonged in other Committees. So, they were important, but they weren't ours. We were trying to think in terms of transportation and planning and the other things was, are they measurable. So, again the point was made before. Some of these are softer and therefore elevating them and then not knowing how to quantify whether or not we've achieved that. Having said that, we did have five.

The first was fresh, healthy food opportunities. So, we thought that the planning process could include an emphasis and probably more on the basis of incentives rather than obligations, but an emphasis on avoiding food deserts and making sure that there is availability. That's in the context of 10-minute neighborhoods. We also emphasized a high-performance transit corridor. Certainly, that's right in the heart of the Committee's mission and it's a big piece of our overall plan for mobility.

From safe and equitable mobility, we chose prioritize transportation investments that promote economic vibrancy by managing congestion, connecting our workforce with opportunities and advancing. So, this is something within the Committee that is big, that actually extends across many of our priorities in the other areas. It's something that this Committee can do. The fourth one is supporting regional connectivity and investment. So, once again that's huge because that's the entire mobility plan, that's our connect beyond and our cooperation with other communities, but we had to highlight that one.

Now interestingly, our fifth one wasn't on here. So, we got finished looking through and there's nothing in here that actually acknowledges the ongoing UDO process where we're doing the area planning and area planning is critical because we're sort of midway through the implementation of the UDO and we need to be focused on, for example, the timeline. You know, when are we going to achieve the area planning. What are going to be the outcomes of area planning? So, we thought that even though it was hard to find a place in there, that was something that we needed to point to in particular.

Ms. Molina said so, it's written on the paper.

Mr. Driggs said so, I wrote it down.

Mayor Lyles said very good. Got it.

Ms. Wilson said awesome thank you. I think we have one more. Any questions or comments though on that one? Any follow up there? Okay, very good.

Mr. Jones said [inaudible] for follow up, but maybe something to think about. The area planning process could be a strategic initiative tomorrow that can have a laser focus on it, but just food for thought.

Ms. Wilson said connect the dots. Very good, thank you.

Ms. Ajmera said well we almost got close to five. We have eight because Tia gets an extra three because she's new. So, budget as you can expect, first number one is having a balanced budget. If you don't have a balanced budget we can't do anything else. So, we highlighted the City will have a structurally balanced budget. Ongoing costs will be funded with recurring revenues. One time money such as federal grants will be used for one-time expenses. New and significant expenses brought forward outside the budget process should be avoided when feasible.

So, the second item on our budget is just making sure the City will engage in a continual evaluation of the most cost-effective means for providing City services. Just making the best use of public investment and ensuring that we are doing our fiduciary duty. Under the budget, the last item we had is to evaluate the total tax and fee burden because when we look at our City services, we not only look at property tax, we are calculating the overall tax burden it has and the impact it has on its residents. So, this measure will help us evaluate the total burden on our residents, not just the property tax rate that residents pay in exchange for government services. So, those are the three items, but I think these other items, we do that regardless, but I think these three, as we put that on our dashboard, it will give us an overall picture for the public to see.

Okay, then Strategic Energy Action Plan, obviously that's near and dear to my heart. It wasn't really part of our Budget Governance Committee, but it wasn't covered anywhere else so we did. We just want to make sure we continue to make progress on our SEAP that we adopted unanimously back in 2018. So, we highlighted that and just being fiscally responsible. So, I know we often get questions about what are we doing to make infrastructure investments, especially when we approve zonings. So, we highlighted the fact that we would like to see increased infrastructure investments in existing urbanized areas, plan for significant new development that are constrained by infrastructure capacity. I know that Councilmember Brown, her district gets a lot of new rezoning petitions. So, this was very important to her.

Councilmember Brown said very.

Ms. Ajmera said then, do you want to talk about those two?

Ms. Brown said yes, I'd be more than happy to talk about them. So, we went to the Charlotte Business INclusion Policy and increasing the utilization of minority owned businesses enterprises, women owned businesses enterprises and small business enterprises in the City without contracts. So, making sure that we do that inclusive of

that. Going back up here to equity in our government, Councilwoman Ajmera did share with me that a lot of this was covered under housing, but meaningful engagement to our residents and making sure that we include them on what's going on with that. We pretty much got everything covered, I think. Under Strategic Energy Action Plan, City fleet and facilities will be fueled by 100 percent zero carbon sources by 2030 and I think that came along before I got here, but that's something that we discussed as well. So, we have eight. We've got to work through all of them anyway. It takes five plus one regardless. So, we can elaborate all day, but we've got to come to a conclusion and work together to make this happen.

Ms. Wilson said very good.

Ms. Ajmera said so, out of eight, actually one James and Malcolm had already covered. So, we can take that out too and it'll still be seven.

Unknown said take out one of them [inaudible].

Ms. Ajmera said yes because we've already got this minority.

Unknown said and then we heard engagements a couple of times.

Ms. Ajmera said yes, they had already checked that. So, you can take that.

Ms. Brown said so, we've got seven.

Ms. Ajmera said yes.

Ms. Wilson said very good, thank you. Any questions or recommendations or follow up on their recommendation? Manager Jones can you give us a set of expectations in terms of next steps? There's still some reconciling to do here I think for all of them. Is that in Committee or what do you think?

Mr. Jones said yes, I think that maybe it's an opportunity for a first Monday night discussion also, but for us, our commitment to the Council is the team will come up with what we think are the best performance measures, bring those back to you so that you can see those before we establish the dashboard. Ultimately the concept is being able to make sure the investments that we're making provide the outcomes that the Council has been asking for and many of you have been talking about this for a while. I'm just appreciative that you didn't run out of the room. This is tough and it's a start. So, we're good.

Ms. Wilson said very good.

Ms. Watlington said I look forward to the overall list. I do want to make sure that I'm clear about what to expect as far as the dashboard goes. Certainly, this work is going to happen regardless of which ones we choose to prioritize in terms of ongoing management at the Council level. I'm curious as to how we're thinking about this as it relates to things that are ongoing like crime for instance. We're going to track those metrics regardless. Does that mean they show up on this dashboard in particular or is this dashboard specific to Council policy items versus ongoing, what I would call operations of the City, trash pick-ups?

Mr. Jones said great. Let's address it two ways. One, is that we have annual reports all the time and maybe we don't do a good enough job making sure that the annual reports come back to you. So, in your budget book, there are a number of performance measures that are generated by the department. So, Rodney Jamison has a metric that deals with how efficient he is with collecting solid waste services. So, we'll always have that. Our goal today with lifting these up and whether they're 25 or 30, we just didn't want 200. We've been there before. So, I don't want anybody to think that just because it doesn't make it to the dashboard that it's not going to be reported back to you. It will be, but the dashboard really becomes a north star and we're trying to make sure that

those things are the things that if we make the investments in, we should have better outcomes.

Ms. Watlington said okay, that makes sense. In my mind I'm thinking the things that end up in the budget book are just really your daily run the target operations piece, that's internal to the functioning of the operation of the City and this dashboard. We should think about what is this specific to what the community would see.

Ms. Watlington said yes. Okay, thanks.

Ms. Wilson said very good, thank you.

Ms. Mayfield said so, Mr. Manager, just for me for clarification. When we look at Great Neighborhoods, that's 25 breakouts just under that. A number of these will be addressed in the other Committees, which we've done previous years. Are they going to help with seeing how it's been identified, and Workforce has already been identified, and Safe Communities, some of the same things that are over here or do Dr. Watlington and myself need to still go in and get this down to five or eight just for those 25, not even including Safe Communities?

Mr. Jones said we would adore if you could get it down to your five.

Ms. Mayfield said or eight?

Mr. Jones said or eight.

Ms. Mayfield said okay. Alright.

Ms. Wilson said thank you.

Mr. Mitchell said thank you. I guess when we look at this, there's a dose of reality I think we should really pause and think about. Great Neighborhoods has one, two, three sheets themselves.

Ms. Mayfield said twenty-five.

Mr. Mitchell said then we have Safe Communities that we all know now is becoming a tremendous priority for the City. So, how do we Mayor and City Manager, in our current schedule, how do we incorporate having conversations about Safe Communities almost on a monthly basis? If we don't create a Safe Community and a Safe Charlotte, we won't do Transportation, we won't do Great Neighborhoods and I think what has transpired has made all of us be more aware. I'm not going to say we didn't think it was important, but it has really now become an item that the community is talking about more and more and I think this Council needs to make sure we engage more and more about Safe Communities because I think the world of Dr. Watlington and LaWana, but to think that they can take just Great Neighborhoods from 25 to eight and then you still have Safe Communities right there, how can we continue to have that discussion on those bullets on Safe Community on an ongoing basis? I don't think correlating will do the trick, definitely not every six months but we've got to incorporate moving the needle on Safe Communities more.

Mr. Jones said so, I would say that safety has been at the forefront for a while, and just being candid, a few years ago it was more about police, and you came up with the Safe Charlotte strategy and it went through every Committee. It talked about from a built in power and perspective and workforce, all of that. So, you have something that lives and breathes and a lot of good things have come from that. I would say that everything on the board with the exception of the examples from other Cities are policies you've already approved and sometimes they get lost because there's so many of them. They'll continue to be tracked, these will be elevated but specific to your question about safety, think about three years ago, we knew that there was a bunch of things going on with corporate giving as it relates to arts and culture. So, what you did is you elevated

something. You said, "We're going to be targeted on this thing for three years and at the end of this, we're going to have some stability in the arts and culture environment." That's why I believe initiatives are so important. You have Safe Communities. It's very clear that that's a priority for the City. It's been a priority since I've been here.

Tomorrow when you start to talk about strategic initiatives that are the how, clearly, we're going to walk out with something different about safety than we walked in with because it's so important. So, that's what I mean. So, it's built in your priorities but it's also going to be built in what comes out of this Annual Strategy Meeting this week.

Mr. Mitchell said just one more follow up if I may. So, on the workforce development samples, small business, minority business sample, what's next for those initiatives?

Mr. Jones said so, I'll talk to Reenie and make sure I'm telling the truth. I know that we're going to have a strategic plan related to workforce development. I believe we're working on the strategic plan that's related to small business and we're going to figure out what we're doing with Digital Divide. Again, it's still in its infancy, got raised up to a strategic initiative. We just want to do it the right way much like you did the housing framework.

Mr. Mitchell said thank you sir.

Ms. Wilson said very good, thank you.

Mr. Driggs said one thing is as we go and progress towards metrics, the numbers are just numbers. The question is what is the story around the numbers. So, for one, we need to have goals that we establish against which we measure our progress and that's difficult because we need to be responsible about that. If we keep talking about 50 percent by 50 in this growing environment, I think we're not being completely fair. The other thing is if these numbers, as happens from time to time just come to us like in our packet or whatever, I think as we move forward with these things, there should be occasions as Mr. Mitchell suggested, but even more broad where the update on our progress with the metrics is brought to us along with a narrative. So, I used to do financial analysis. You could put spreadsheets out there and tons and numbers and you can say the EPS (Earnings Per Share) did this, but then the narrative says, "It was a bad quarter for the company because this happened in that market and this happened and so on." So, for example CMPD (Charlotte Mecklenburg Police Department) has focused on violent crime and property crime has shot up. So, then we can think about whether that shift in emphasis was appropriate, was it the right shift? So, I would just like to be able to talk about these things informed by the numbers, but in a structured way supported by a narrative. Thank you.

Ms. Wilson said thank you. Any other comments? Questions? Okay, very good.

Ms. Watlington said I did have something.


Ms. Wilson said okay, yes?

Ms. Watlington said just real quick. As I'm listening, I'm thinking about this conversation around what does a community really want to see? Ultimately, that's who we're accountable to. Whatever we do on the inside of the organization to deliver that, sits with you. I'm talking to the Manager, sits with the City Manager. I think it's okay as I'm looking at our strategic priorities and then a lot of these policies and frameworks and plans that we've already approved, just because we approved it however many years ago, doesn't mean that it's too late to say, "You know what, we can pare this back." I see some things that are duplicative or all of those kinds of things. So, I just want us to fundamentally remember that this isn't necessarily about finding metrics to match the plans that we have, but really getting back to what is it that the community cares about and how do we take the meat and leave the bones. So, I'm just saying that subtraction is also addition.

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Ms. Wilson said very good. Thank you. Any final words? Okay, very good.

The meeting was recessed at 4:09 p.m.


Stephanie Kelly, City Clerk MMC, NCCMC

Length of Meeting: 5 Hours, 59 Minutes
Minutes completed: January 30, 2024