AGENDA

Meeting Type:	SPECIAL
Date:	02/16/1999
JOINT MEETING:	CITY/COUNTY/SCHOOLS

City of Charlotte, City Clerk's Office

MECKLENBURG COUNTY

Board of County Commissioners

Agenda
Joint Luncheon
February 16, 1999
12·00 p.m.
CMGC - Room 267

I Receive communication from Town and City officials on proposed Transit Governance Interlocal Agreement

II Report on December 11, 1998 Elected Officials/Planning Commission Workshop (Martin Cramton)

III Report on the Board of County Commissioner's Strategic Planning Conference (Martin Cramton)
Report on the City Council's Annual Retreat (Del Borgsdorf)

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Priority 2000

PRIORITY THEMES FOR MECKLENBURG COUNTY GOVERNMENT

Overview

Priority 2000 begins its fourth year with the Board of County Commissioners' 1999 Strategic Planning Conference.

The six continuing themes of *Priority 2000* are intended to convey our vision of County government working toward a community that is *Safe, Healthy, Livable, Prosperous, Well-Governed, and Unified* Each of these themes has an overall goal describing our mission:

- **Safe:** Make our citizens and community safer. Take a leadership role in reducing the crime rate and helping the criminal justice system work more effectively.

- **Healthy:** Help our younger, older, and disabled citizens enjoy healthy, successful, and productive lives:
  - Invest in our children and youth so that they may become productive, responsible members of our community; encourage parental involvement and responsibility
  - Provide high quality, cost-effective services to our growing population of aging and disabled citizens so they can remain as independent and productive as possible.

- **Livable:** Keep Mecklenburg County a good placer to live by involving citizens in our community life and by protecting our physical environment.

- **Prosperous:** Keep our local economy strong and viable, and strive to assure that all share in this economic prosperity.

- **Well-Governed:** Maintain our commitment to the pursuit of excellence, and make certain that County government always serves our citizens efficiently and effectively

- **Unified:** Build community unity, addressing issues of race, ethnicity, and diversity

These themes provide the framework for setting our annual agenda of priorities and for focusing staff action and Board consideration in the year ahead

Mecklenburg Board of County Commissioners
1999 Strategic Planning Conference

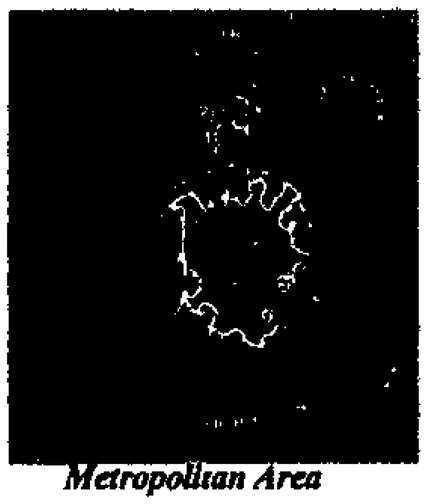
SUMMARY LIST OF INITIATIVES AND ISSUES DISCUSSED

Theme	Safe	Healthy	Livable	Prosperous	Well-Governed	Unified
Issue Paper Initiatives *(Friday Session)*			• Smart Growth • Transit Tax/Organization • Transit / Land Use • Economic Strategy • Center City Plan • Regional Context	• Convene Meeting on Children Without Skills to Earn A Living	• Employee Compensation *pages 8-10* • Budget Process *page 11* • Board Policy Sessions *pages 12 13*	• Community-Building Initiative
Other Board Issues *(Saturday Session)*		• Foster Care and Adoption • Senior Issues • Medic	• Appointments to Boards/Commissions • Inner City Economic Development • Property Inventory • CMDC Support • Moderate-Income Housing • Land Bank Policy • Tree Ordinance • Residential Stormwater Retention	• Establish Education Liaison Committee • Joint Use of School Facilities • Neighborhood Use of School Facilities • UNCC/CPCC	• Budget Adoption • Meetings with Outside Agencies • Public Awareness • Technology Integration • Property Revaluation • Extended Service Hours • Commissioner Reporting • Board Committees • Staff Support for Commissioners • Commissioner Salaries and Facilities	• Board Meetings in the Community • Human Rights

December Elected Officials' Planning Workshop

Challenges - Growth and Change: ***Economic Strategic Planning and Growth Dimensions were highlighted.***

Background Information: ***Significant issue areas were identified. A discussion of current planning initiatives and implementation actions were outlined. Topics included the following:***



Metropolitan Area

- ***Land Use***
- ***Transportation***
- ***Economy***
- ***Environment***
- ***Education***

Discussion Groups: ***Six Groups prioritized Topics and additions were outlined. Growth, land use and transportation receive considerable attention and were strongly linked during discussions. The economy and education were also tied together. Quality of life, regional context and environment permeated all discussions.***

1999 Strategic Planning Retreat

Mecklenburg Board of County Commissioners

Priority 2000 Themes: ***A community that is Safe, Healthy, Livable, Prosperous, Well-Governed and Unified.***

Conference Opening: ***Budget Process and Priority 2000 Accomplishments.***

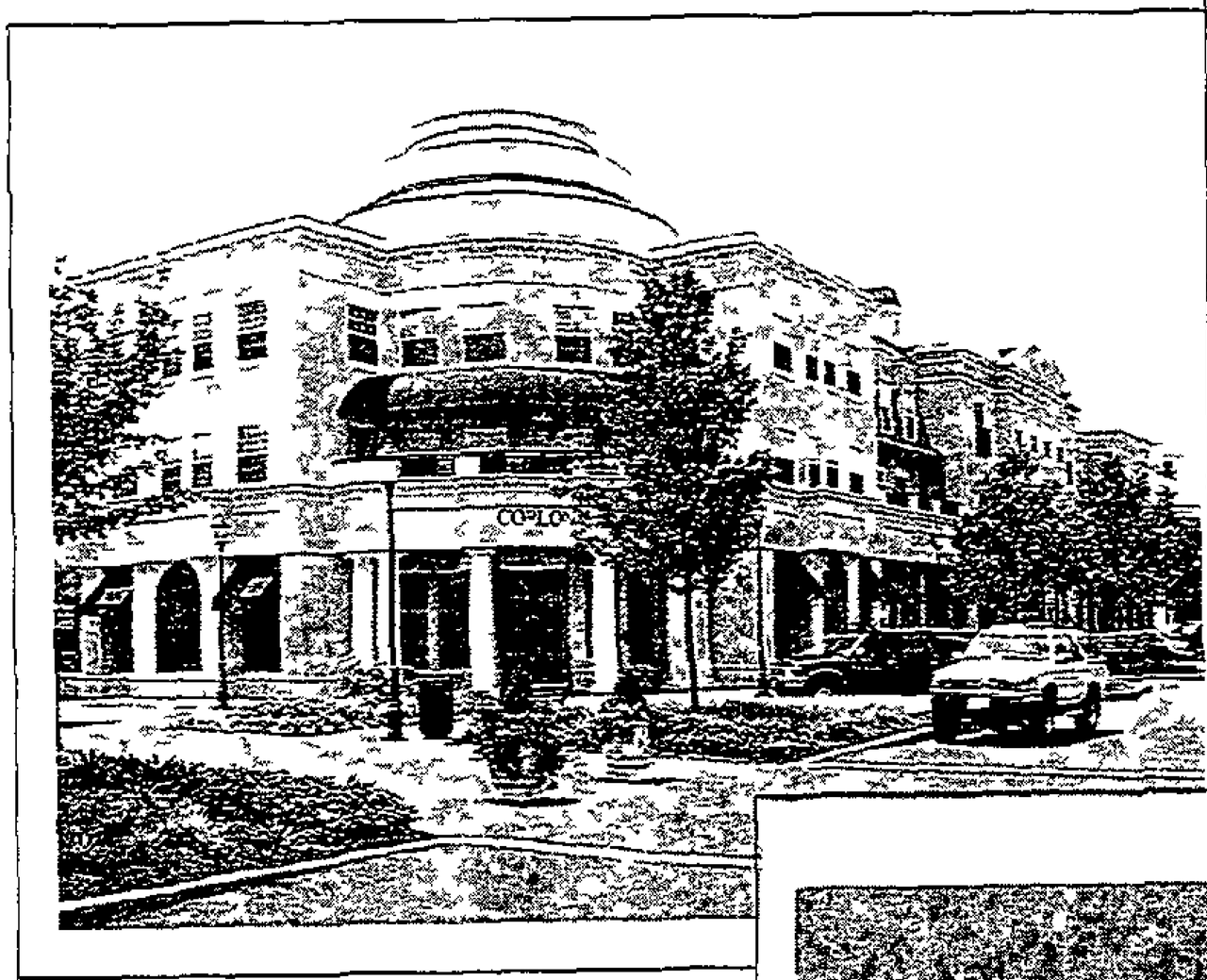
Policy Issue Papers:

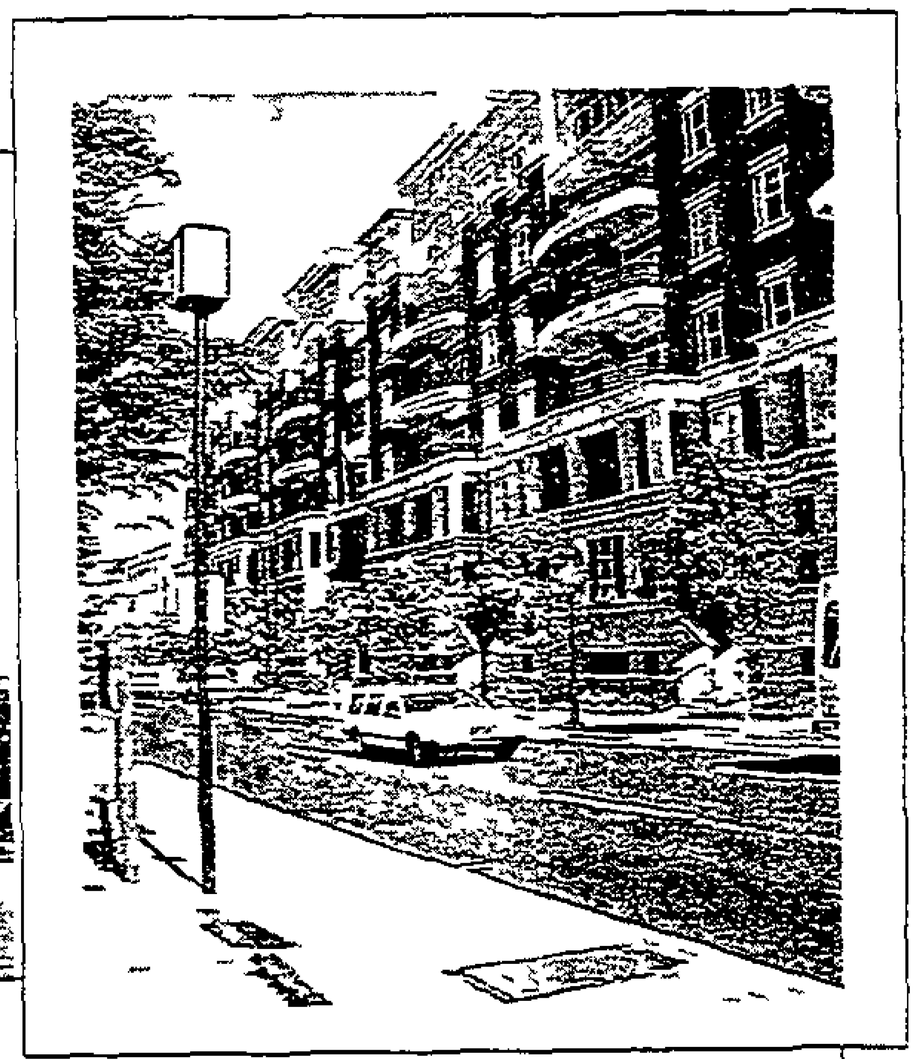
- ***Unified Community*** ***- Community Building Initiative.***
- ***Prosperous Community*** ***- Targeting education for employment skills (Children at Risk)***
- ***Livable Community*** ***- Transit Tax / Org., Smart Growth, Economic Strategy, Center City Plan and Regional Context.***
- ***Well - Governed Community*** ***- Employee compensation / benefits, Budget process and Policy sessions.***

Board Discussion and Other Issues: ***Action on Issue Papers and listing of other policy issues for 1999.***

Challenges

Growth and Change





Elected Officials' Planning Workshop

Hosted by the Charlotte-Mecklenburg Planning Commission for the
Mecklenburg Board of County Commissioners
Charlotte City Council
Charlotte-Mecklenburg Schools
Mayors of Cornelius, Davidson, Huntersville, Matthews, Mint Hill, and Pineville

December 11, 1998

7:30 -10:30 a.m.
Charlotte-Mecklenburg Government Center
Innovation Station (Eighth Floor)

Objectives of Today's Workshop

Welcome! This morning's workshop is to be a dialogue among local elected officials and members of the Charlotte-Mecklenburg Planning Commission. We encourage you to

- Share your ideas on key issues and priorities,
- Suggest topics for the Planning Commission's attention over the next few years, in general, and
- Specifically, for 1999, to give guidance on the key actions you feel the Planning Commission should build into its work program

Charlotte-Mecklenburg Planning Commission

John Tabor, Chair
David Anderson, Vice-Chair

Darryl A Broome	Mary C Hopper
Michael Bruno	J Bernard Johnson
Dean Gates	Wayne Johnson
Chet Helt	Karen Jones
David Hughes	Jim Plyler
Michael W Hinshaw	Nancy B Wiggins

Martin R Cramton, Jr
Planning Director

Agenda

7:30 AM **Continental Breakfast**

7:45 AM **OPENING AND INTRODUCTIONS . . . . . John Tabor, Chair**
Planning Commission

8:00 AM **CHALLENGES -- GROWTH AND CHANGE. . . . . Carroll Gray, President**
Charlotte Chamber

Questions & Answers about our local economy and the Chamber's Economic Development Strategic Plan

8:45 AM **OVERVIEW OF DISCUSSION TOPICS . . . . . Martin Cramton, Planning Director**

Overview (15 minutes) of Background Paper addressing Session Topics

TOPICS

1. **Growth**
2. **Land Use**
3. **Transportation**
4. **Economy**
5. **Environment**
6. **Education**
7. **Other Challenges**

9:00 AM **ROUNDTABLE DISCUSSIONS . . . . . Planning Commission Facilitators**

- **Rank order topics (5 minutes)**
- **For the top two or three topics, share reaction to background information. Clarify understanding of information, identify issues and concerns, and suggest actions needed over the next 2-3 years (45 minutes)**

(There will be five tables of 5-8 people Planning Commissioners will be facilitators at each table A staff recorder is assigned to each table)

9:50 AM **HIGHLIGHT TABLE DISCUSSIONS . . . . . Planning Commission Facilitators**

10:15 AM **WRAP-UP**

- **Reaction to Discussions . . . . . Carroll Gray**
- **Next Steps . . . . . John Tabor**

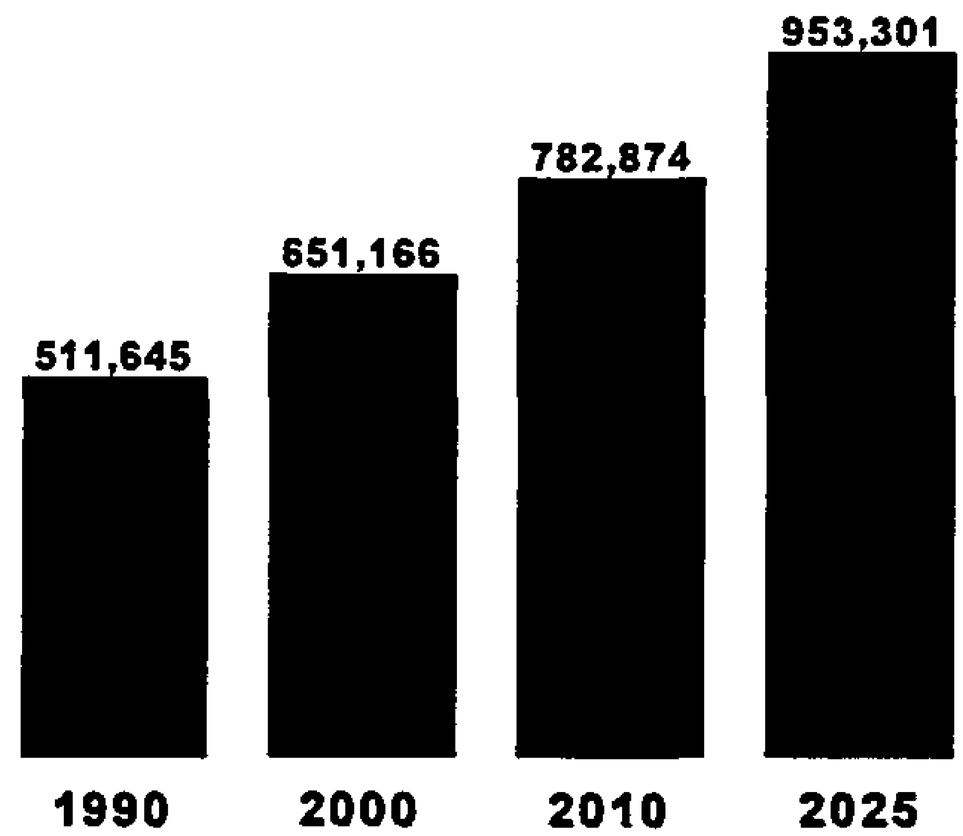
10:30 AM **Adjournment**

Total Population Growth

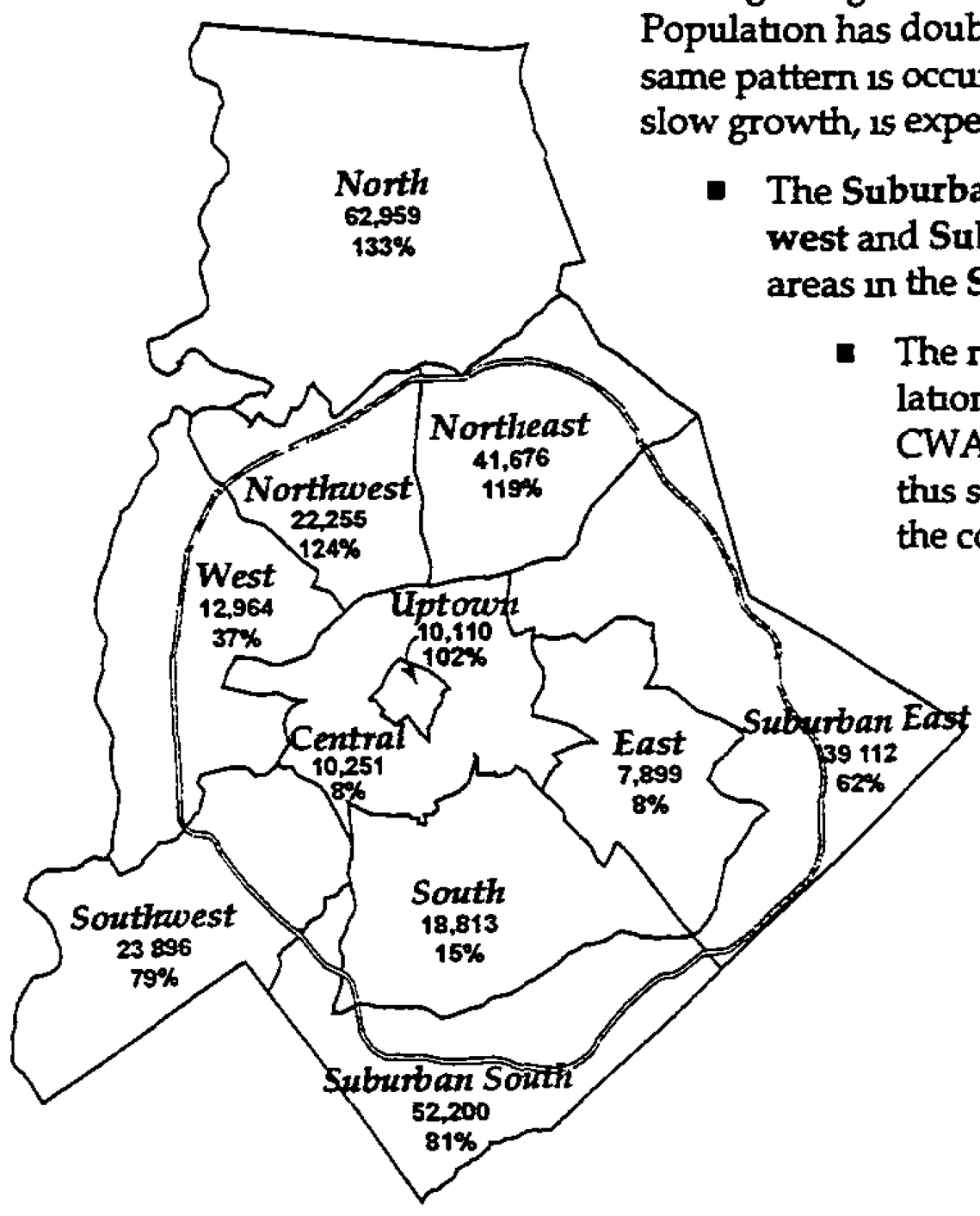
During the 1990s, Mecklenburg County has grown by nearly 140,000 persons – an increase almost as large as the entire cities of Winston-Salem or Durham

In the next 10 years, growth will remain strong – although at a slightly lower growth rate We expect to add another 130,000 persons between 2000 and 2010

Overall, in the next 25 years – between 2000 and 2025 – Mecklenburg County's population may increase by just over 300,000 persons That's equivalent to adding a city larger than Raleigh (244,000 today)



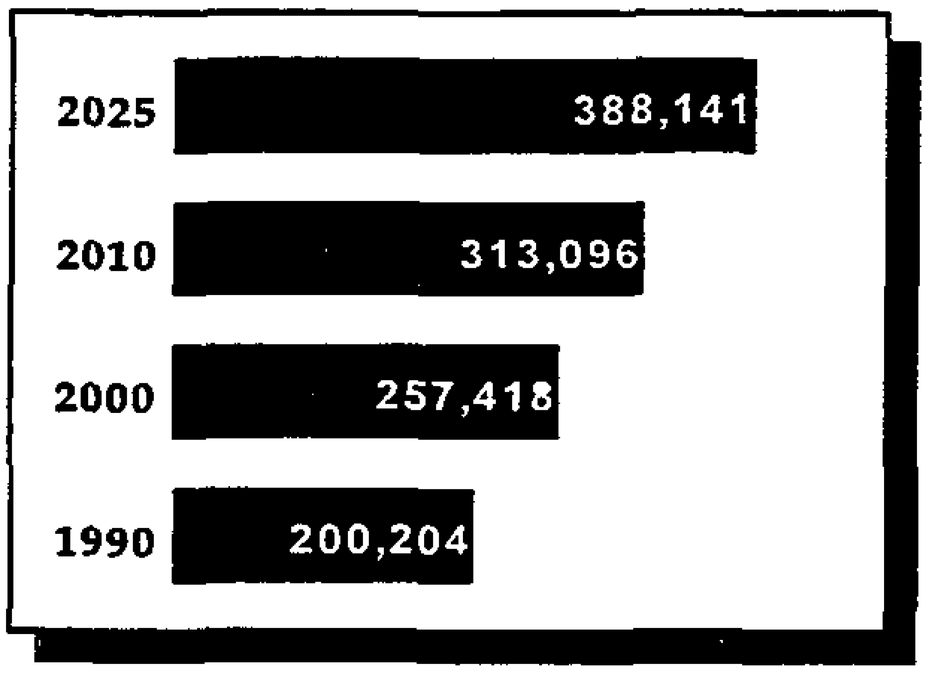
The Next 25 Years: Area Trends 2000-2025



- The highest growth area in the next 25 years is expected to be in the **North.** Population has doubled here since 1990, and will double again by 2025 The same pattern is occurring in the **Northeast.** The **Northwest,** after years of slow growth, is expected to grow rapidly in the next 25 years, as well
  - The **Suburban South** should add over 50,000 persons, and the **Southwest** and **Suburban East** will also have high growth rates Closer-in areas in the **South** and **East** will be relatively stable
    - The residential surge in **Uptown** will boost that area's population to 20,000 by 2025 The older **Central** core (roughly the CWAC area) will grow only slightly in the next 25 years, but this stands in contrast to many urban inner city areas around the country that experience steady population decline

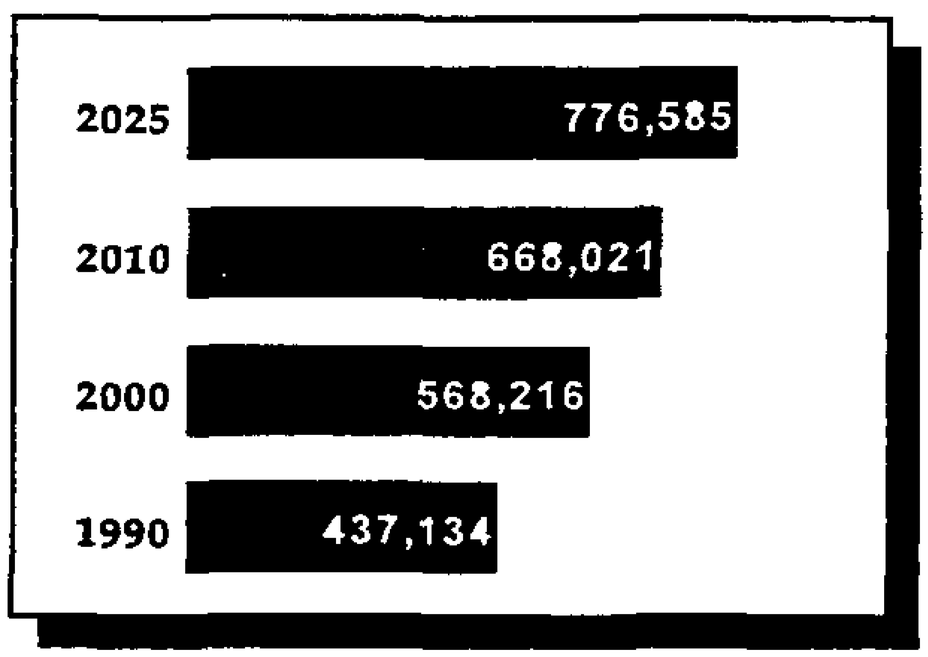
Total Population	1990	2000	2010	2025
North	22,206	47,339	68,946	110,298
Northwest	13,719	17,905	26,441	40,160
Northeast	15,612	35,145	53,485	76,821
Uptown	6,372	9,888	13,181	19,998
Central	124,310	129,193	129,827	139,444
West	31,325	34,813	40,765	47,777
Southwest	22,008	30,379	42,916	54,275
South	104,973	123,398	132,034	142,211
Suburban South	36,820	64,762	91,836	116,962
East	83,103	95,603	100,946	103,502
Suburban East	51,197	62,741	82,497	101,853
Mecklenburg	511,645	651,166	782,874	953,301

Dimensions of Growth



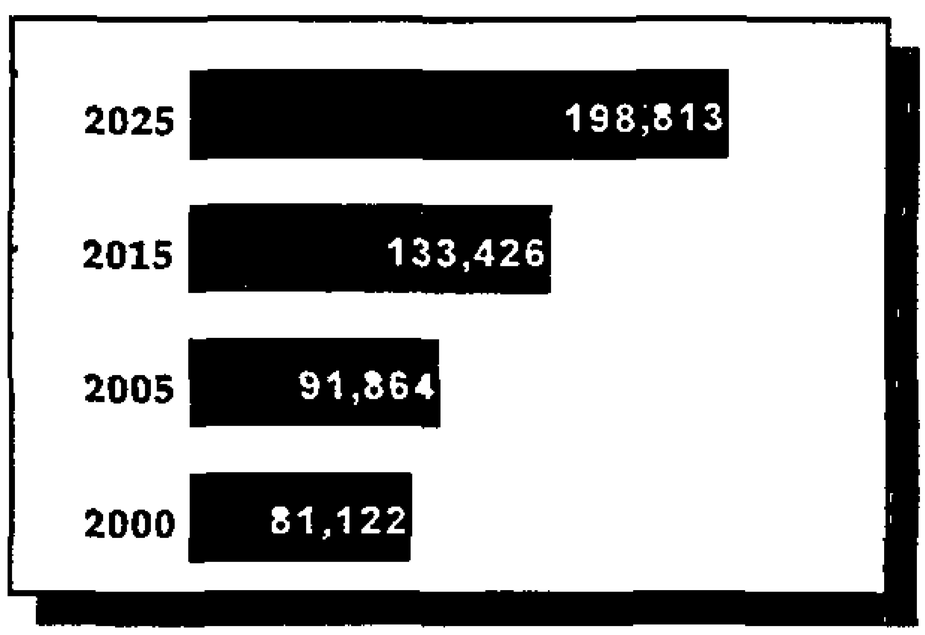
Households

- The forecast for 2025 anticipates about 130,000 additional households (chart on left) This would mean an average of 14 new households *each day* for the next 25 years
- About 157,000 new housing units will be built during this time, increasing the total stock from 265,080 to 421,874
- Of these new housing units, about 97,000 will be single family and 60,000 will be multi-family The split between single family and multi-family housing will remain about the same -- 65% single family in 2000 and 64% in 2025



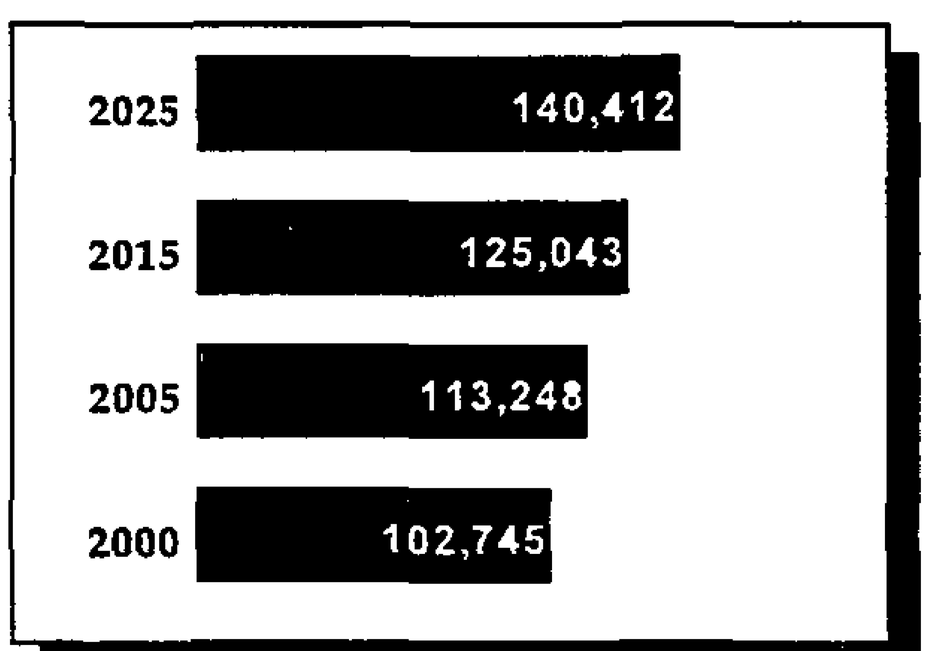
Jobs

- Mecklenburg remains a jobs center for the region, with job growth exceeding household growth.
- The county 's job base will grow by about 208,000 jobs in the next 25 years, increasing from 568,316 to 776,585 by 2025



Older Persons

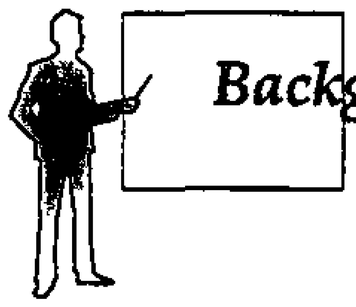
- By 2025, *1 of every 5* Mecklenburg residents could be 65 years or older
- The elderly are 12% of the county's population today Over the next 25 years their number will increase two-and-a-half times, and in 2025 it is anticipated that nearly 21% of the total population will be 65 years and older



School Children

- We can expect 37,000 more school-age youth (K-12) between 2000 and 2025
- After 2005, the *rate* of growth will be much lower -- but the *numbers* still increase

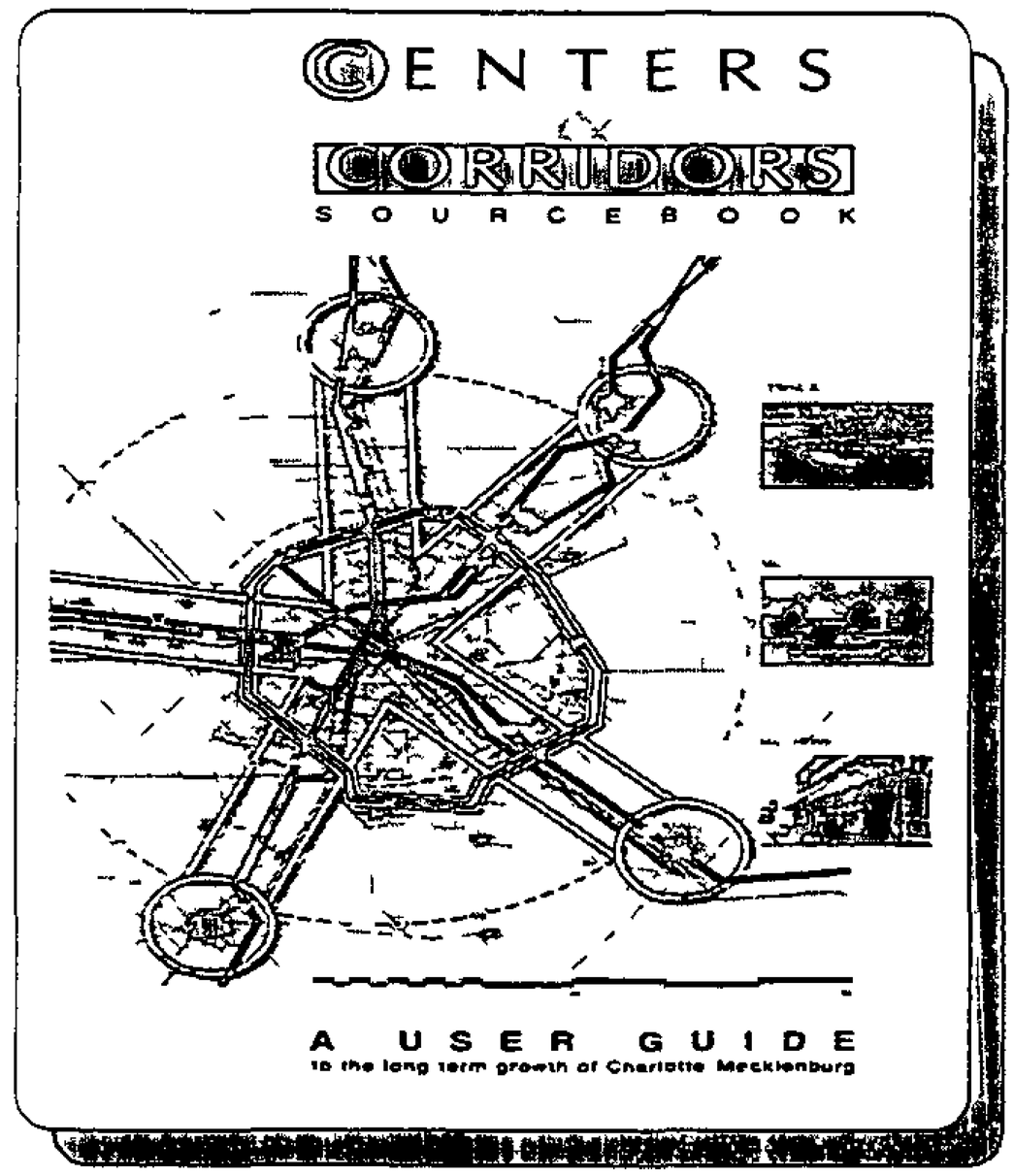
Source for all forecasts on pages 2-3 WEFA, Inc (1998)



Background

In 1994, the "Centers & Corridors" concept was established as Charlotte-Mecklenburg's preferred future land use vision -- the way we can maintain the vitality of Charlotte' s core areas while accommodating growth throughout the region. The plan identified five major transportation and development corridors extending from the center city to the county's borders and beyond The vision calls for concentrating development along these corridors, served by transit.

In 1998, the *2025 Integrated Transit and Land Use Plan* proposed a rapid transit system and land uses needed to support transit. The primary goal of the land use piece is to transform current, unfocused development patterns in the corridors to more compact, mixed-use development along the transit lines, especially at station locations (and thereby also increase potential ridership) Strategies to create a more transit-friendly land use pattern are discussed below



Topics	Actions
o **General Development Guidelines** The City and County adopted this document in 1990 The GDP sets policy on land use. The current GDP scatters office and higher density housing throughout the county, weakening the Centers & Corridors vision.	⇨ **Staff:** An intergovernmental work group (along with citizen input) is updating the GDP over the next 4-6 months to revise and develop policies that encourage more compact transit-oriented development. **Elected Officials:** Adopt GDP policies
o **Corridor Land Use Planning** These will provide a more detailed analysis of transit corridors by confirming transit station locations, determining land use patterns within a half-mile of each station, and addressing connectivity in and around the stations District and area plans will be amended to reflect land use changes	⇨ **Staff:** Preliminary recommendations will be made for the Independence Busway in March and for South Boulevard in June Plans for the Airport, University and North corridors will begin in FY 2000/01 The plans will be developed with broad-based input. **Elected Officials:** Adopt proposed corridor plans
o **Transit Station Urban Design Plans** These plans will provide more detailed architectural and site design for each of the recommended station locations Issues related to connectivity, design, and development intensity will be addressed in the plans	⇨ **Staff:** Assist in plans for each of the station locations, when locations have been confirmed Independence and South Boulevard begin in FY 99/2000, the Airport, University and North begin in FY 2000/01 **Elected Officials:** No action required
o **Zoning for Transit-Oriented Development** This new zoning district(s) would encourage transit-supporting multi-family and employment development on sites close to transit stations Transit-oriented zoning would be applied within a half-mile of station locations Some variation could also be applied to other important growth areas along the corridors	⇨ **Staff:** Develop transit-oriented zoning district(s) to provide by-right uses and intensities in and around the station location. Specific properties for this type of zoning would be identified through the corridor planning process and then be re-zoned to the district(s) Staff would initiate these rezonings **Elected Officials:** Adopt zoning and rezone appropriate properties

Transportation

Background

The 2025 Integrated Transit and Land Use Plan lays out a road map for long-term development of a county-wide rapid transit system. The voters' passage of the November referendum on a half-cent

sales tax assures a dedicated revenue source Now, in the coming year, the next steps are for the Board of County Commissioners to actually levy the tax and for all eight governing bodies to adopt an interlocal agreement. Then, work begins on organizing the Metropolitan Transit Commission, developing more detailed plans, and preparing the first budget.

Other significant transportation initiatives are on the planning agenda Among them is a question about re-examining the proposed I-485 outer belt interchanges Also, as this area looks at the need for effective, collaborative long-term planning and even the possibility of a regional transportation plan, the fundamental questions of process (the MPOs or Metropolitan Planning Organizations) and "modeling" (the underlying technical assumptions of such a plan) are critical steps

Topics	Actions
Transit Plan Among the initial actions are establishing the Metropolitan Transit Commission. Work is also underway on the South Boulevard EIS and the Independence Busway	**Staff Actions:** Complete first phase of South Boulevard analysis in June 1999 **Elected Officials** Adopt Interlocal Agreement and make appointments to the MTC Board of County Commissioners vote to levy tax
I-485 Study This study would be a detailed analysis of the 35 interchanges along Interstate 485 It would assess traffic and design issues and also re-examine proposed land uses around the interchanges to prevent further siphoning of development (especially office and multi-family) from the corridors until they are adequately intensified for transit.	**Staff Actions:** Identify land use and transportation issues at interchanges The 6-9 month process will be a broad-based effort including the Mecklenburg Union Technical Coordinating Committee Current district and area plans will need to be amended to reflect proposed land use changes **Elected Officials:** Amend current district and area land use plans to reflect proposed changes
Regional Planning **MPOs** there are four in our region – unusual for an urban area Coordination is critical for good planning and federal funding How can we collaborate and operate more effectively?	**Staff Actions:** Determine staffing needs for MPO Investigate feasibility of consolidating or merging the MPOs **Elected Officials:** Approve staffing structure, determine ways to enhance communication.
Modeling: the State uses one model for forecasting, the City uses another The better model will help make better choices How can we develop a uniform regional transportation model?	**Staff Actions:** Continue efforts to develop regional model **Elected Officials:** No action needed

Economy

Background

Charlotte: The Sky's The Limit, read *The Wall Street Journal* headline in October And last month the *New York Times* called Charlotte "a star performer in the economic expansion of the 1990s " All indicators point toward continuing strong growth in the local economy Our challenge is to sustain this prosperity and assure all residents share in it.

The future looks very good Center City will increase office space 40% in the next five years With a surge in housing and restaurants – not to mention potential plans for major retail (and possibly an arena) – the outlook for uptown has never been stronger

The Chamber's new strategic plan re-defines this community's position in "the new global knowledge economy" – and underscores the public sector's role as a key "foundation" for continued economic vitality

Topics

- **Charlotte Chamber Ten-Year Strategic Plan**
  The plan is at mid-point in development. Analysis shows three major industry clusters – finance, high-growth manufacturing, transportation – and three emerging clusters software, information-related; and arts, entertainment and travel. Strategies will target these areas.

- **Center City 2010 Plan**
  This growth plan will generate an overall vision and specific recommendations on physical features (design concepts, circulation, open space) and development opportunities, especially in housing and retail. The process emphasizes involvement by residents and businesses Elected officials took part in a 1997 process to identify preliminary issues

- **Business Support**
  The City is developing a business retention strategy as a hedge for long-term economic vitality of Charlotte

- **Urban Initiatives and Strategic Public Investments**
  The Charlotte-Mecklenburg Development Corporation is a public-private venture to promote business growth on the west side

Actions

➡ Draft expected in March. Look for possible recommendations on.
Regional Land Use and Transportation Plan – a major theme of the Chamber's November retreat
Workforce Development – a major concern is more effectively relating local education (all levels) to business needs

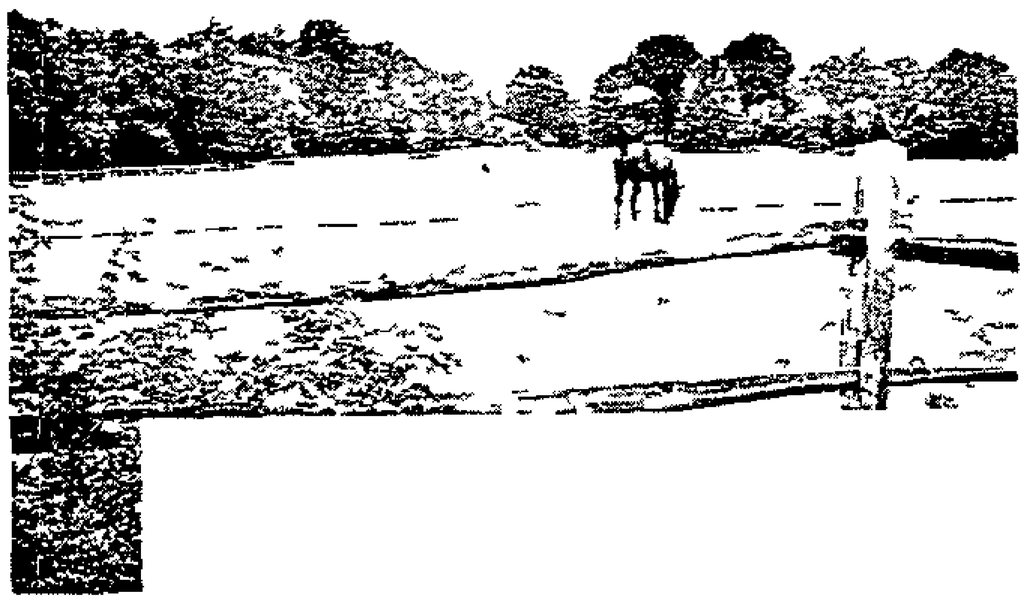
➡ Process is getting underway (Charlotte Center City Partners has issued an RFP) Draft plan due by September 1, 1999 Action by City Council expected in late November, 1999 Some issues
New Arena Committee recommendation
Retail plans (Taubman, others) and related policies
First Ward, Third Ward ongoing redevelopment

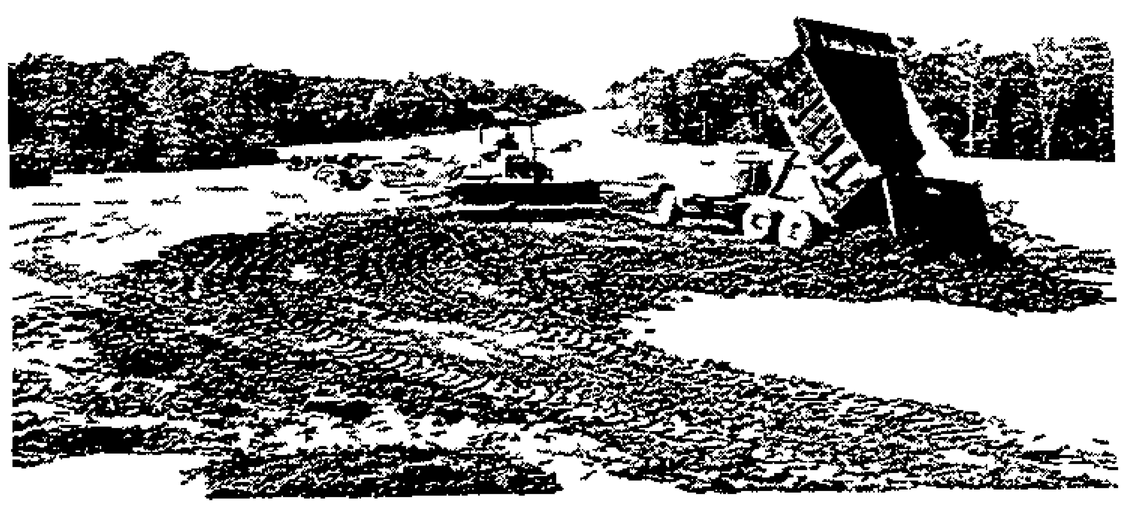
➡ City Council will review a draft business retention plan in October 1999

➡ CMDC is about to identify a business park site Charlotte-Mecklenburg Schools will soon name a technical school site in the area Are there linkages here? What incentives can the City and County offer business park prospects?

Environment

Background





An estimated 500 people participated in the 1998 Regional Environmental Summit on November 13 The event was the third step of a process which includes scenario-building, four regional meetings, the one-day summit and, now, continued citizen engagement and follow-through initiatives

The summit participants validated the priorities that came out of the four regional meetings Roundtable discussions addressed the "current realities" and "preferred future" of each priority Work groups will be formed to make recommendations, which will then be presented to local planning boards and governing bodies in the 13-county region The overall process seeks "to provide a framework for change, leaving in place a new model for decision-making in the central Carolinas "

Topics

The following priorities were confirmed at the November 13 Regional Environmental Summit:

- **Regional Cooperation**
  Multi-county coalition, local cooperation, regional electronic networking and computer line
- **Mass Transit**
  Regional well-planned mass transportation
- **Open Space**
  Green and open space protection, greenbelts, farmland and rural preservation
- **Education**
  Improved quality of education
- **Air/Water Quality**
  Protection of buffer zones, greenways, sewage systems
- **Land Use**
  Land use with infrastructure-wise zoning and planning
- **Economy**
  Economic growth and viability

Actions

➡ **Next Steps:** Staff will participate in the regional work groups that will develop recommendations for the seven priority areas

➡ The intergovernmental Planning Liaison Committee was expanded in August 1998 to include the six Mecklenburg towns

➡ *See Page 5 (2025 Transit and Land Use Plan)*

➡ *See Page 9 (proposed Parks and Open Space Plan)*

➡ *See Page 8 (School Facilities Master Plan)*

➡ Staff to continue to administer Watershed Regulations through the Subdivision and Zoning Ordinances, and to seve on the Surface Water Improvement Mangement Team (SWIM) Staff would draft any appropriate text amendments

➡ *See Page 4 (Transit-Oriented Development)*

➡ *See Page 6 (Economic Development Strategic Plan)*

Education

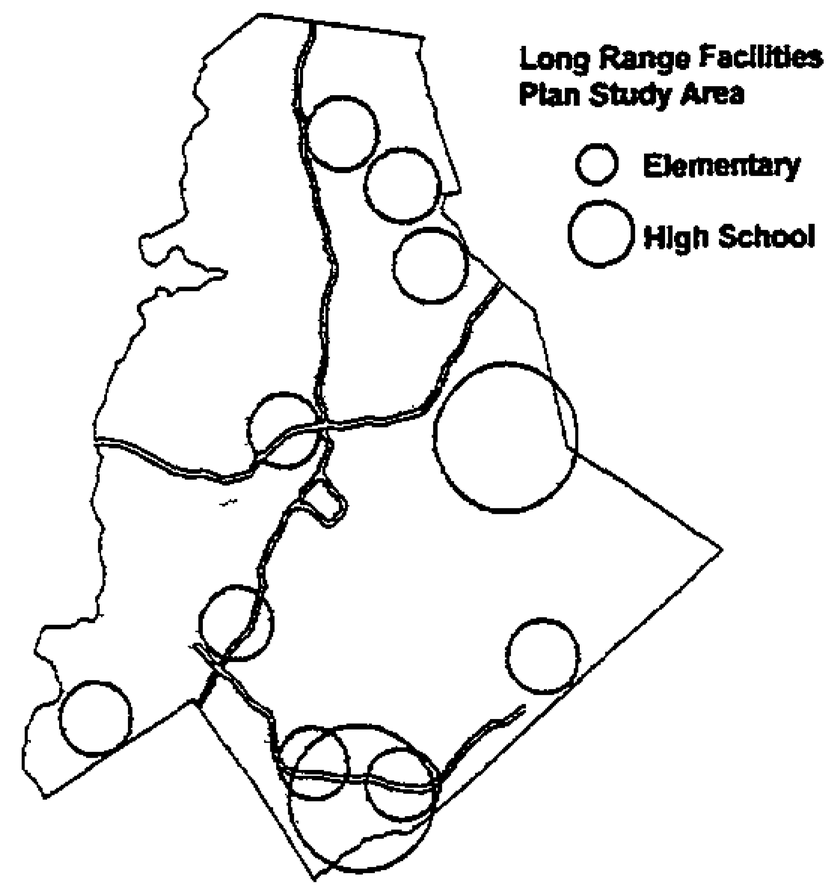
Background

Charlotte-Mecklenburg Schools' facilities face a huge test in the next decade Enrollment has been growing by an average of about 3,100 students each year By 2000, CMS will be educating more than 100,000 K-12 students, by 2008-09, enrollment is projected to be 123,164 This growth puts additional pressure on a district whose physical plant is already under stress

Last year, the County Commission, City Council and School Board jointly endorsed development of a Long-Range School Facilities Master Plan. This plan will be the base document for preparing the school district's capital budget requests

In addition, voters in 1997 approved $38 million in bonds (as part of an overall $415 million bond package) for a new technical high school This summer CMS proposed "facility concepts and site characteristics" for the school.

Future Charlotte-Mecklenburg School Facilities



Topics

Charlotte-Mecklenburg Schools Facilities Plan

- To meet standards, the plan recommends an additional 13,846 seats by 2008-09
- To provide these seats, the district should build nine (9) new elementary schools and two (2) new high schools, and build about 2,350 in elementary additions and 850 seats in middle-school additions
- A "land banking" program should be undertaken in high-growth areas, and mobile classrooms will continue to be used on a judicious bassis
- School facilities planning is to be linked to other community planning initiatives, and business and agency partnerships are to be expanded

Technical High School

- A 1996 blue-ribbon task force, chaired by former Governor Jim Martin, made curriculum recommendations
- CMS location criteria call for a close-in location in a business corridor "west or northwest of the city's center "

Actions

Review and Adoption

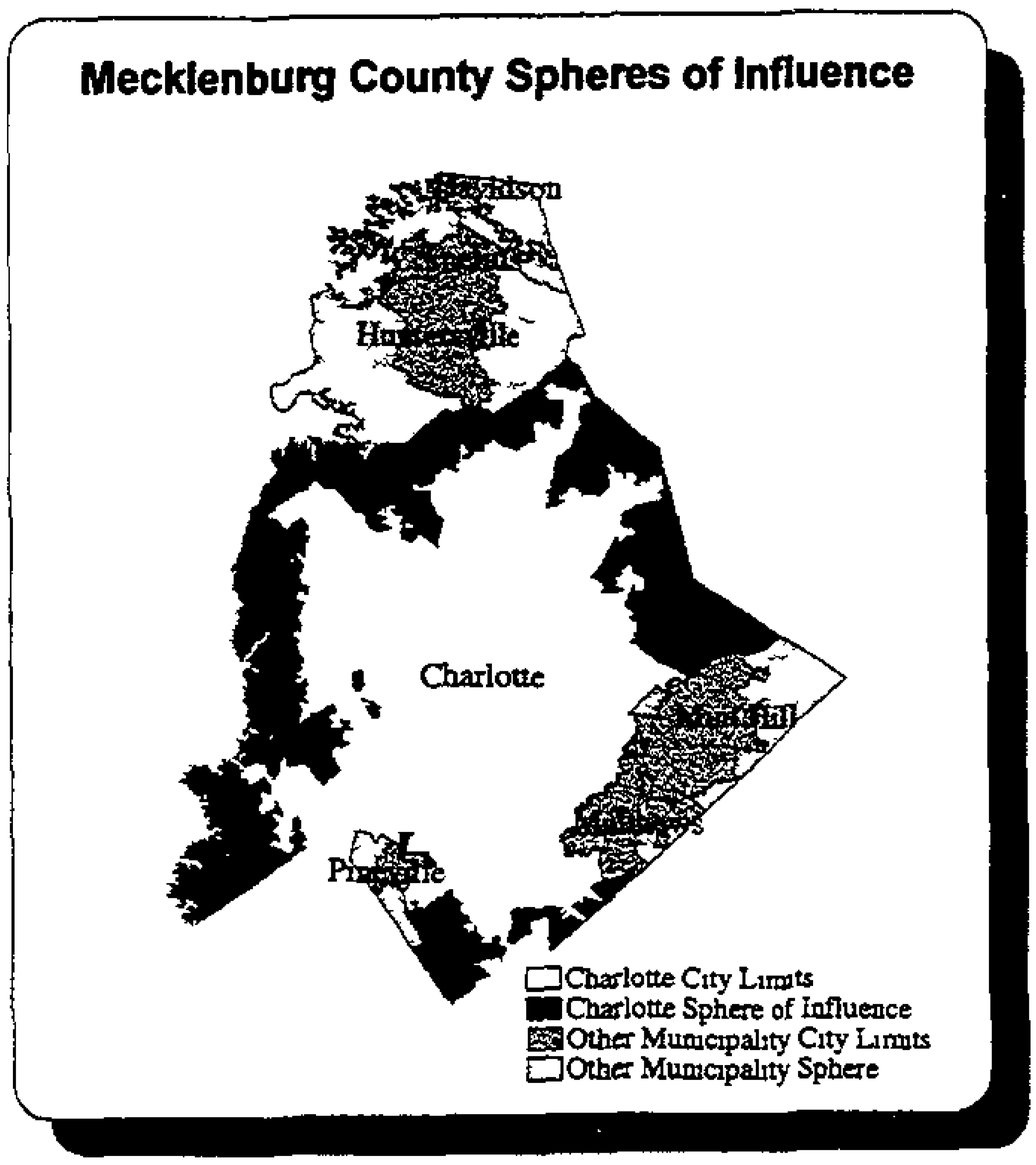
Review and comment meetings to date
- Public comment (November 5)
- Planning Liaison Committee (November 20)
- Board of Education (November 24)
- Charlotte City Council (December 11)

Next steps
- Presentation to County Citizens Capital Budget Advisory Committee (December 14)
- Discussion of draft plan at the City/County/Schools Joint Luncheon (December 15)
- Presentation to Board of County Commisisoners (December 15)
- Adoption by the Board of Education (January 1999)

Technical High School Site Selection

The school system will disclose a site in December that is in CWAC and meets this geographic criterion.

Other Challenges

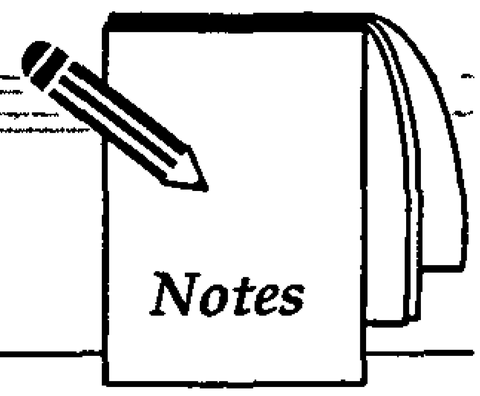


Background

Growth and change present an array of challenges As land development occurs, for example, are we paying adequate attention to open space and public parklands? Our population is not only growing larger but also more diverse as people move here from across the country and around the world; are we "building community" successfully?

The political landscape is changing, too Mecklenburg's six towns that were once referred to as "the small towns" are no longer small. We have an agenda that calls for building *regional* partnerships on several fronts – transportation and the environment, for example – but the increasing complexity of intergovernmental relations *within* the county also heightens the need to make the Planning Liaison Committee an effective means of working together What other topics need to be on our work program in 1999 and the coming years?

Topics	Actions
• **Parks and Open Space** A greenway plan is being drafted, but the last parks master plan was adopted in 1989	➡ Through an intergovernmental process, prepare and adopt a county-wide parks and open space plan.
• **Community Building** The Community Building Task Force followed up its December 1997 conference with six "issue-based, results-oriented" Issue Action Teams dealing primarily with the impact of race on matters of education, economics, and public safety	➡ The Issue Action Teams are now completing work on specific strategies Overall recommendations are scheduled to be presented to the public in January, 1999 Elected officials should set dates for actions on recommendations made to them
• **Intergovernmental Cooperation** · **Planning Liaison Committee** · **Joint Elected Officials Luncheon** · **Joint Use Task Force (Staff)**	➡ **Planning Liaison:** In late 1999, verify that the expanded PLC is (or is not) working ➡ **Joint Elected Officials:** Give greater importance to the meetings by scheduling major topics (one per meeting) for the year's sessions ➡ **Staff:** Convene a meeting of key City and County agencies to discuss joint easement along creek channels for greenways, sewer mains, storm water channel maintenance, and bikeways
• **Growth Management**	➡ Initiate "Livable Community Study" and appoint task force to prepare recommendations
Other Topics (bring additional ideas)	



Opening Presentations

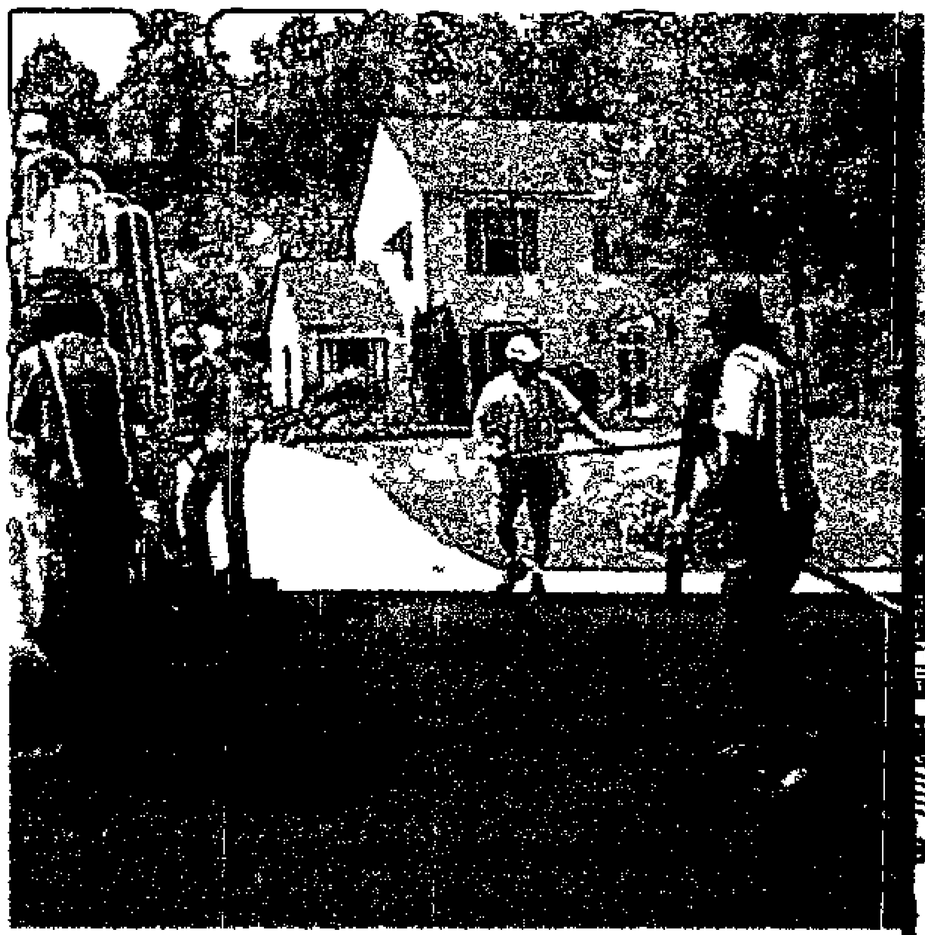
Round Table Discussions

Priority Topics and Key Actions

CHARLOTTE

1999

CITY COUNCIL RETREAT



1999 CITY COUNCIL RETREAT

Retreat Summary and Assignments

- *The following is a brief account of Council discussion, speaker comments and assignments For a complete transcript please contact the Charlotte City Clerk's office*

Framework for a Livable City

- Each Councilmember was given five minutes to address the following question:

  "What kind of City do we want to be in 2015?"

*(*Complete version of comments available through the Charlotte City Clerk's Office)*

- Mike Jackson
  - low crime
  - low taxes

- Mayor
  - prioritize community requests for future needs (aquariums, museums, etc)
  - look at current revenue for other revenue options (i e consumption revenues)
  - utilize teamwork concept (NCDOT, school board, county, federal level)
  - transit - plan vacant land
  - economic development - recruit new companies, retain existing businesses

- Lynn Wheeler
  - make Charlotte regional - not isolated city - growth through regionalism is priority
  - healthy climate for public/private partnerships
  - pedestrian friendly
  - thriving rapid transit
  - great parks and recreation (add to tree canopy)
  - reduced crime (code enforcement, community policing)
  - great education system with strong neighborhoods
  - strong commerce (financial center)
  - high quality of life

1999 CITY COUNCIL RETREAT

Framework for a Livable City

- Charlie Baker
  - focus on economic development, transportation, neighborhoods and parks and recreation system - keep these good as we grow

- Malachi Greene
  - need proper balance between livability and affordability
  - economic equity in Charlotte communities (and in global marketplace)
  - regional cooperation
  - racial equity - all feel part of "Charlotte"
    - through education and economic opportunity

- Nasif Majeed
  - more equitable distribution of services
  - roads, density, traffic (not addressing people's problems)
  - less police, more educated citizenry
  - all districts (no at-large, leads to inequity)

- Tim Sellers
  - security - crime, traffic safety
  - don't impede opportunity of citizens
    - Eastside
    - traffic planning to keep neighborhoods viable with strong businesses and pedestrian friendly
    - don't just concentrate on Uptown
    - be sensitive to CWAC needs - community problem solving
  - education - expand/supplement county efforts

Framework for a Livable City

- Don Reid
  - education - schools, community, etc
  - public safety - make Charlotte "Top City in South for Safety"
  - taxes
  - make government smaller, privatized

- Rod Autrey
  - safest community in America
  - prosperity without disparity
  - all students perform above grade level
  - pedestrian friendly
  - great, stable neighborhoods
  - affordable - for young and old
  - vibrant center city (retail, restaurants, cultural opportunities)
  - transit works
  - fully funded NCDOT roads in Charlotte
  - consolidated City/County government
  - international city

- Sara Spencer
  - opportunities should be available for all
  - need safe neighborhoods for kids to grow up and play
  - healthy environment

Economic Development

Ted Lyman - Guest Speaker

(Senior Vice President for ICF Kaiser's Economic Strategy Group He is currently working on the Charlotte Chamber's Economic Development Strategic Plan)

- Discussion focus.
  - Charlotte needs to think strategically about its economic future and plan to ensure economic prosperity
  - Attention to economic, environmental and social goals will ensure Charlotte's overall quality of life
  - Charlotte needs to have impact on education through the development of a public research university
  - Ensure that high school graduates skills and abilities meet the needs of employers
  - Need major physical infrastructure project (intermodal) - major inland distribution area
  - Need to develop a strategy for upcoming projects (arena, aquarium, mall, etc.)
  - Need to put together a regional growth plan
  - Ensure adequate supply of moderate-income housing

Economic Development

Economic Development Focus Area Plan

- *Plan approved (8-0) with the following recommendations*
  - Referred the Advantage Charlotte Initiatives to the Economic Development Committee.
  - The Economic Development Committee will also consider the following issues:
    - education
    - minority business development

ACTION STEPS

- *Economic Development Cabinet Assignments*
  - Consider Advantage Charlotte initiatives
  - Develop a framework to place Focus Area Plan initiatives in priority order (also list resource allocation)

- *Staff Assignment.*
  - Provide report on status of minority businesses in Charlotte since 1950's

Transportation

Transportation Focus Area Plan

- *Plan approved (10-0) with discussion on*
  - Road Network Framework
  - Inter-modal Project
  - EPA Issues
  - Toll Roads

ACTION STEPS:

- *Transportation Cabinet Assignments*:
  - Road Network Framework
    - develop a process to address connectivity
    - distinguish between connectivity and cut-through
    - develop a collector paradigm - for use on zoning issues
    - look at Council policy on traffic calming devices
    - determine if a grid system would work on undeveloped property

- *Economic Development Cabinet Assignments*
  - Inter-modal Project - Facilitate Council discussion of this issue

- *Staff Assignments*
  - EPA Issues - Update Council on pollution/ EPA Conformity
  - Toll Roads - Consider making I-485 a toll road
  - Legislative Package - Consider opposing the Governor's proposal to give power plants more leeway on pollution controls

Transportation

Transit Governance

- *Council will vote on the proposed structure on February 8*
  - Council discussion highlights:
    - Review of structure - begin review early
    - Important to give each town in region a voice, to maintain participation and agreement

City Within A City

David Rusk - Guest Speaker

(Independent consultant on urban and suburban policy He is the author of *Baltimore Unbound, Cities Without Suburbs* and *Inside Game/Outside Game*)

- If Charlotte is able to carry out its current plans, it will not only be a dominant financial center, but also the wealthiest and most equitable urban society in the Western Hemisphere
- To accomplish that - Charlotte needs to balance a strong outside game with a strong inside game
  - Inside game:
    - decrease poverty rates
    - increase local household income as percentage of metro household income
    - increase total neighborhood buying power
  - Outside game:
    - develop regional growth management
    - develop regional fair share affordable housing
- Recommended the following:
  - adopt MPDU-type "inclusionary zoning" policy
  - urge adoption of similar policies by County and region
  - provide CHA with broadest possible jurisdiction
  - fund CHA to acquire 150 scattered site units per year
  - expand Section 8 rent vouchers from HUD
  - target poverty reduction I 9 high poverty neighborhoods by phasing-out all larger, family-oriented public housing projects
  - seek to interest private developers in redeveloping large project as mixed-income developments
  - strengthen city programs for anchoring and reattracting middle-class households to CWAC areas

City Within A City

CWAC Focus Area Plan

- *Plan approved (10-0) with discussion on*
  - Educational attainment
    - Need to explore every alternative available to the City to improve education of Charlotte students (Charter Schools, voucher system, etc)
  - Economic Development
    - Determine what kind of economic development is needed in CWAC areas and what assistance is available from the private sector (identify what will succeed, what is needed, etc.)

ACTIONS STEPS:

- *CWAC Committee Assignment.*
  - Facilitate "expert" discussion of Charter schools

- *Neighborhood Cabinet Assignment*:
  - Develop education strategy in partnership with County and School System with a special focus on student needs in CWAC communities

Budget and Finance

FY2000-FY2001 Operating Budget and FY2000-FY2004 Capital Investment Plan

- *Approved Goal Statements (10-0)*
  - Council/Mayor Comments:
    - Need to prioritize internal and external requests
    - Consider tax cuts - other revenue options
    - Evaluate Police Department needs to determine if more officers are needed
    - Discuss Parks and Recreation needs with County and School Board

ACTION STEPS.

- *Budget Committee Assignment*:
  - Review budget that reflects what revenues would look like when Charlotte is annexed-out
- *Staff Assignments* (provide as part of Budget Process):
  - Report capital needs/costs (for financial partners)
  - Report on compensation and benefits
  - Report debt-service as compared to available funds (projected out)

Public Safety

George Kelling - Guest Speaker

(Professor in the School of Criminal Justice at Rutgers University Co-authored *Broken Windows* and *Fixing Broken Windows*)

- Community policing has been misunderstood as soft policing - shift from reactive to preventative
- Shift is not just programmatic - it's strategic
- Difficult to define community policing
- Minor offenses as an aggregate are worse than major crimes
- *In Charlotte Police Department.*
  - Officers have a sense of accountability and understand authority
  - Direction is known - create partnerships to prevent crimes (order maintenance, presence, problem solving)
  - Management accountability is still being developed
  - Culture is a warm, open department
  - Need to move from remote relationships to tactics that relate to other organizations
  - Probation and parole need to be included in team
  - Communicate to public that we're taking bad people off streets
  - Tailor tactics to community needs (not just arrests, ex domestic violence)
  - Ultimately, need to get all officers as community officers
  - Outcomes should include crime measures, do annual report by neighborhood level
  - Need to understand problem in order to make an impact
  - Need to look at increasing pay of senior patrol officers (perhaps more than a sergeant)

Public Safety

Public Safety Focus Area Plan

- *Plan approved (10-0)*

ACTION STEPS:

- *Public Safety Committee Assignment*:
  - Discuss outlawing the sale of drug paraphernalia

- *Public Safety Cabinet Assignments*:
  - Involve churches in neighborhood approach
  - Develop tactic to educate neighborhoods on how they can be of assistance to the police

- *Staff Assignments*:
  - Distribute crime statistics with explanations from quality of life index
  - Address officer relations with victims - incorporate sensitivity training into training curriculum

Restructuring Government

Restructuring Government Focus Area Plan

- *Plan approved (10-0) with the suggested modifications*

ACTION STEPS

- *Restructuring Government Cabinet Assignment*:
  - When evaluating City customer services, include random checks at odd intervals by staff

- *Staff Assignments*:
  - Develop process to improve communications between City Council and Charlotte Housing Authority

1999 Council Priorities

Priorities approved (10-0) as modified·

- **High Priorities**
  1. Transportation Plan
  2. Policing Evaluation and Direction
  3 State Roads Action. Increased Funding
  4. Transit Plan and 1/2 Cent Sales Tax: Implementation
  5. West Side Strategy Plan Implementation

- **Top Priorities**
  6. Corridor Plan
  7. Planning for City
     A. Economic Development Strategic Plan
     B Center City Plan 2010
  8. Court System: Expansion
  9 Business Retention Strategy and Action Plan
  10. Community Strategic Plan for Housing
  11 Neighborhood/Business Revitalization Strategy
  12 Eastside Strategy Plan

Other Topics

- Children's Services Network
  - Board would like to dissolve itself
  - Work with Council on this issue through the Financial Partners Process

- Minority Business Expansion
  - Staff will explore possibility of using Section 108 funds to develop vehicle to assist minority businesses (to establish venture capital)
  - This item will be discussed further by the Economic Development Committee (invite "experts" to Committee)

- North Tryon Corridor
  - Need to remember needs of this area and work to develop solutions
  - Bring North Tryon Corridor Plan to Economic Development Committee

- Council Workload/Schedule
  - Review Council workload and schedule

Elected Officials' Planning Workshop
December 11, 1998

Summary of Breakout Group Discussions

Group Priorities

Group 1	*Group 2*	*Group 3*	*Group 4*	*Group 5*
1 Education	• Land Use	1 Education	1. Transportation	1 Land Use
2 Transportation	• Transportation	2 Economy	1 Economy	2 Transportation
3 Quality Growth in Center City	• Economy	3 Transportation	1 Education (top three tie)	3 Education
• Social Equity	• Environment	4 Land Use/Growth	4 Growth	
• Land Use	• Education	5 Regionalism	5. Land Use	
• Economy	• Culture	6 Environment		
• Environment	(all topics inter-related and high priority)			

Education Initiatives -- Suggested Additions

- More local control initiative (home rule) -- ability to set higher expectations; treat whole district as charter school
- New programs specific to charlotte-Mecklenburg needs (demographics) and realities
- Apply resources as needed (fifth grade and under)

- School renovation/replacement plan
- Increase joint use/partnerships
- Integrate school transportation plan with transit plan
- Appropriate allocation of resources to meet the needs of all students
- Respond more quickly in high growth areas to build schools
- Land banking
- Need to get more support from all aspects of the community
- All people should be involved in the planning

- Educational standards
- Funding of community colleges
- Graduate level/MBA programs need to be expanded
- Medical university needed -- ties into technological issues

- Skills for marketplace
- Need skilled labor force to support growing economy
- Salaries of teachers too low to attract quality candidates -- best teachers need to be in targeted schools, environment in schools may be factor in teacher loss
- Classroom sizes too large -- inner-city classrooms may need different size than others
- Pre-K program

Transportation Initiatives – Sugggested Additions

- Significant densification and connectivity -- build more and be able to get there (i.e. no cul-de-sac streets), review ordinances
- Transportation infrastructure that supports the central city hub
- Need to have incentives to get development before transit
- Intergovernmental planning needed
- Regional cooperation/planning – must include other counties in the region
- Need single philosophy for the eight planning jurisdictions, so we can get complementary regulations and policies

- Governance issue for transit
- Metropolitan Transit Commission -- will it be staff dominated, will there be continuity among elected officials
- Who sets transit priorities MTC, staff, or City and County
- Increase funding for transportation -- state formula needs to be revised; need to use political muscle to get our fair share of resources, need to lobby for and get our fair share of federal resources
- Revisit light rail transit for northern part of the county; needs are increasing quickly, due to growth
- Transit tax

- Roads vs Transit
- Roads higher priority than transit
- Transportation/land use linkages
- I-485 study
- Transit planning for corridors

Growth and Land Use Initiatives -- Sugggested Additions

- Quality housing initiatives that support the central area -- substantial increases in density in central area (30,000 additional residents in next 20-25 years); private and public investment that sustains livability (grocery stores, schools, libraries, etc)
- Transit corridors need to have more density and offer some opportunities for affordable housing and mixture of uses
- Preserve open space/low density in the wedges (farms, open space)
- Transfer of development rights to use for keeping development out of floodway areas

Mixed housing densities

- Incentives to get moderate income housing in areas where there are concentrations of low-income rental housing
- Continue to address "middle ring" -- don't forget areas like the Eastland Mall vicinity
- Incentives to get development where you want it

Inventory of "critical" redevelopable sites for community development

- Incentives to get development in these critical areas (i e types of loans without regard to the income of person borrowing)
- what can government agencies do to provide a catalyst in these areas (i.e. locate facilities like DSS on Freedom Drive)
- If County moves from Hal Marshall, where can it relocate to help revitalize surrounding community
- Similar initiative to CMDC but faster; move money

- North Meck "micro plan" -- detailed planning for the upper three towns (down to future street network, uses, densities), integrated comprehensive planning (now "clean slate")\
- North Meck planning three-town consortium and County Commissioners and Planning Commission with coordination with City plans

- Joint use of public facilities and investments
- Consistent zoning/land use between outer belt interchanges and the five corridors (lower I-485)
- Preservation of affordable housing and close-in neighborhoods
- Clustering development to preserve open space, greenways, park land
- Sustainable communities within transit station area (communities within the community)
- Business clustering for transit

Economy Initiatives -- Sugggested Additions

- Need for dispersion of small businesses/employment centers
- Recognize that center city and airport are the engines that pull the regional train
- Work on minority economic development within the community

- Over-development of one sector -- need balance
- Adequate infrastructure
- Education/skilled labor/job training
- Lower cost of living
- Community safety
- Keep city livable

Mecklenburg
Board of County Commissioners

Strategic Planning Conference
1999

Conference Summary Notes

Budget Process Discussion is summarized on page 11

Issue Paper Discussion

- **Unified Community** is summarized on pages 1-2
- **Prosperous Community** is summarized on page 3-4
- **Livable Community** is summarized on page 5-7
- **Well-Governed Community** is summarized on page 8-10

Board Policy Session Discussion is summarized on pages 12-13

Other Board Issues that were discussed on Saturday morning are listed under the appropriate Priority 2000 Theme shown in the chart on the following page

See the Overview Chart on the Next Page

Unified Community

Issue Paper: Proposed Role of the Board
Friday Session

- Continued support of the Community-Building Initiative
- Reaffirm commitment to support the collaborative partners
- Active involvement in seeking solutions

Other Board Issues
Saturday Session

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1 Hold some of the County Commission meetings in the community (Richardson)

2. Human Rights issues (Scher)

Discussion Points
Friday Session

- We should give the CBTF a clear message to come back with specific recommendations for positive action, more than a year has passed and we have not had the opportunity for policy decisions (Williams)

- I want us to take affirmative action on this before the year is out The Board can make policy decisions related to this, such as how affordable housing is dispersed throughout the community and how we can sustain economic prosperity (Helms)

- Can the CBTF address problems in fair treatment for women? (Scher) CBTF has a defined mission and scope, if you believe the mission should be broadened, approach the CBTF leadership, engage them in discussion, and persuade them to change (Miller)

- This community is ' a more different place" and while we need to recognize the differences we should also resist the temptation to ' "segmentize"" this community because we are still one people I hope the CBTF does not dwell on the differences, but work instead toward inclusion (Cox)

- The influx of new residents in outlying parts of the county contributes to the change, therefore, this initiative should focus on the county as a whole, not just the central city (Markey)

- Charlotte has always been an inclusive town, encouraging the involvement of new residents -- but some newcomers don't appreciate that tradition and want to change the system (Richardson) I have a problem with disruptive outsiders with special agendas, I agree with Jim (Mitchell)

- We need to recognize the potential contributions of new ideas from new residents The fundamental dilemma is that newcomers want to do it their way and current residents do not want to change We can begin by understanding our different backgrounds and our experiences with different styles of commun-ity leadership (Markey) A basic fact is that our growing population will, by definition, have more and more newcomers All we re looking for is a place at the table and a chance to talk about a solution we can all live with (James)

- There are some forgotten, frustrated folk, we can t let prosperity overshadow them (Williams)

- Have you seen any improvement, Leon, in your tenure? (Richardson)

- Some problems are trenchant, but there are encouraging signs as well I do see some competitiveness among groups for resources and attention, we need to set up a framework to address those issues As the multi-racial minority population grows, government needs to reflect that changing composition, both in political representation and in staff composition (Miller)

- How do you reach out to groups that have been disenfranchised? We need diversity, but how do we get that? How do we reach people who aren t inclined to think about diversity? (James)

- We need to make decisions in the best interests of the whole community We need to trust each other around this table, and share open dialogue It starts with the individual -- we need to talk with and listen to each other The word "busing" should go away, we should talk about educating children We need to recognize the challenge of change, we can't do things as we have always done them (Carney)

- All people, regardless of neighborhoods, want the same things -- clean environment, better services, safe neighborhoods, low taxes, access to government, etc As leaders it is our obligation to make certain there are job and education opportunities, and to deal with problems from facilities to aging And as politicians we should also oppose divisive exchanges among ourselves (Scher)

- We're talking about divisive issues that confront our community, and I will do my best to give us the opportunity to take affirmative and real action Let's not be intimidated Let's deal with it (Helms)

Prosperous Community

Issue Paper: Proposed Role of the Board

Friday Session

- Convene a meeting of the appropriate parties to discuss ways to help those children most at risk of leaving school without the skills to earn a living These are the children who typically end up at Social Services, Substance Abuse Services, and/or the jails

Other Board Issues

Saturday Session

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1. Make this a joint, cohesive effort and collaborate with the School Board Staff should structure an on-going planning **liaison group** between the Schools and the County Commission to talk about educating at-risk children, and also involve DSS, the Sheriff, the Police, and other appropriate agencies (Carney)

2. Emphasize the **joint use of school facilities with other public programs** such as parks and libraries (Williams, James)

3. Utilize **school buildings for broader community use.** Send the school system a strong message that we cannot continue to construct school buildings for exclusive Schools use (Williams)

4. Coordinate more closely with **public higher education** institutions (UNCC and CPCC)

Discussion Points

Friday Session

- We're talking about education -- and the school people are not here (Richardson)

- We are not in the business of setting policy for the School Board They need to be here to hear the data as we hear it, we need to dialogue with them They should be listening and participating (Carney)

- This is not our role The school system should be bringing us educational initiatives (Williams, Scher)

- Are we going to be in the business of implementing programs in the schools? (Carney) The issue paper does not suggest this Board deal with education policy, we are pointing out issues we think affect County government and the Board can be a convenor to create a setting for dialogue with the Schools (Jacobsen)

PROSPEROUS *continued*

- I think it is appropriate for us to listen to Jake's problems This deals with mothers who are in poverty, and this affects the work of DSS We do have to be the ones who are advocates for this group and make sure the school system is meeting their needs (Markey)

- Did you sit down with the Schools to talk about this? (Scher) This entire project has been a cooperative effort of Charlotte-Mecklenburg Schools, the UNC-Chapel Hill School of Social Work, and DSS (Jacobsen)

- Will your suggestions go to the Schools or to us? Are you using this data to make recommendations? (Mitchell)

- We aren't trying to tell the Schools what to do, but I am concerned about providing the children with an alternative that is more like applied education (Jacobsen) We are not proposing any programs (Fox)

- It serves no useful purpose to make statistical comparisons between white and African-American students It should not be done (Richardson, Cox)

- When this information is conveyed to the School Board, I'd like to see them give us some feedback on whether these concerns are being addressed in their budget recommendations (Williams) That's exactly why we put this on the agenda This can be translated into budget proposals, and you can look at their budget recommendations (Fox)

- It should be emphasized that we are not making any recommendations to the school system, but that we are going to invite other parties to talk about strategies, to create policy initiatives that can adopted by this Board and other agencies that will be complementary and be for the benefit of the children (Helms)

Livable Community

Issue Paper: Proposed Role of the Board

Friday Session

- Take a leadership role in the Smart Growth initiative
- Act on levying the half-cent sales tax for transit and on the proposed interlocal agreement for transit organization
- Move forward with implementing the integrated transit and land use plan, including updating general development policies and adopting specific corridor plans
- Be involved in the Chamber's economic development strategy
- Be involved in (and act on financial support for) the Center City 2010 Plan
- Take a leadership role in regional collaboration on transit and land use issues

Other Board Issues

Friday and Saturday Sessions

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1. The Planning Department (in consultation with the County Manager's Office) should be the facilitators for the **Smart Growth** initiative, according to the $50,000 budget they have outlined The roundtable should have no more than 25 members, appropriately representative (and with no elected officials) The staff should now put together the necessary resolution to bring these pieces together and take this to City Council as well (Helms)

2. The **transit interlocal agreement** should be discussed in a joint forum with all eight elected bodies who are party to the agreement (Carney)

3 The agreement should provide that the **transit organizational structure** be reviewed earlier than the six-year timeframe now proposed (Carney)

4 In **appointments to boards and commissions,** make sure we have geographic representation and a diversity of viewpoints (Markey)

5. **Inner city economic development** (Mitchell)

6. **Inventory vacant commercial property** to help devise action steps (in concert with the City) for economic development (Williams)

LIVABLE *continued*

7. Work with the Chamber on the **Charlotte-Mecklenburg Development Corporation** (CMDC), so that this model can eventually be used on every corridor (Carney)

8 Availability of **moderate-income housing** (Mitchell)

9. **Land banking** policy for acquisition of park sites and school sites (James)

10. **Tree ordinance** for hardwood and old-growth preservation (James)

11. **Stormwater retention** ponds for major residential development (James)

Discussion Points
Friday Session

- We need to move forward with this "Smart Growth" initiative How does it tie into last year's resolution regarding "sustainable community?" (Carney) Smart Growth begins at the same point with an inventory of policies, but it makes the process more elaborate and includes more involvement -- and with better prospects for success (Cramton)

- What will we ask from the stakeholder process? (Carney) It will help us decide what needs to be done -- what issues to focus on, what choices can be made (Cramton)

- Let's find a way to bring into the process those that have already expressed interest in the sustainable community task force Let's also have this discussion with City Council so we can move forward together, and let's broaden the inventory to include sustainable community interest groups (Williams)

- What about splitting the cost with the City? It would give them a vested interest in the process (Mitchell) I m going to suggest that (Helms)

- Can we make our interest known to City Council so they will have this information at their retreat, and even if we have to pay for this we can move ahead? (Carney) We will design a way for getting these two groups together and take action jointly by mid-February (Cramton)

- Can we use technology for networking folks together and sharing information on this process as it develops? I'm talking more than just a website (Cox) We would have a website, but beyond that we would have to determine what's feasible given the time and resource constraints (Cramton) Some resources are already available through a NACO website (Williams)

- There are certain things we need to do now and not wait until next year, like the Citizens Capital Budget Advisory Committee's proposal for land banking (James) Nothing is being put on hold, things can be moving on several tracks (Cramton) We will moving ahead with transit and land use policy for example (Fox)

Transit

- It is too long to wait six years to re-visit the question of an authority I suggest we look at this in three years, and that we send something to the General Assembly that gives us the flexibility to change to an authority if that is appropriate I support moving forward but I want the wording to reflect we may look at this before the six-year period (Carney)

- In regard to the six-year timeline, the budget and programming logistics are such that the first time this cycle fully takes effect is FY 2001, so we wanted to get through that cycle twice before deciding how to fix it So we would actually begin the evaluation process in July 2003 (Towler)

- If we use the authority model, their province would be limited to transit If you want to be able to integrate transit with other processes (schools, land planning, etc), I don't see how an authority dedicated exclusively to transit will be the best model (Cox)

- Something as critical as a transit plan for the future needs to have the expertise and independence to get the job done right (Carney)

- Even with an authority "one step removed," they would be subject to political pressure (Williams) I don't see how such an important issue as transit could be insulated from political influence I think we should go ahead, yes, we can re-visit it in a few years (Markey)

- While all of these arguments are legitimate, we have to act on faith and not on fear that this will run amuck (Helms)

- Can the towns use the sales tax they generate for their own systems? (Richardson) Yes, they could -- but the reality is that it's not adequate to support an independent operation (Towler)

- It could be disruptive if all pulled out We need to make this a county-wide effort and that's why it's important to get the cooperation of all eight bodies (Helms) A part of 'unified community" is letting people talk about common problems, that s why it's important to involve the towns (Cox)

- Before we vote, I believe we should have a meeting with all eight elected bodies (Carney)

Well-Governed Community

Issue Paper: Proposed Role of the Board

Friday Session

- In regard to employee compensation, the Board should reflect on these four questions

  1 What is the County's ability to fund employee compensation/benefit plans?
  2 What changes and/or additions to the County's compensation and benefit plan would enhance recruitment and retention?
  3 Does the Board want to make fundamental changes in philosophy or systems for classification or compensation?
  4 Does the Board want to consider removing the Sheriff's Department from the County's pay plan? What are the alternatives?

- No fundamental changes are being suggested by the staff If Board members have suggestions, they should advise the Manager as soon as possible so they can be incorporated in budget planning

- Staff will come back with a recommendation on the Sheriff's request The first step will be to consider options for keeping a single pay plan for all employees, including the Sheriff's Department

Other Board Issues

Saturday Session

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1. Adoption of the **FY 2000 Budget** (Helms)
   - Include a ranking table that will allow the Board to make adjustments (Helms)
   - If we have a no-tax increase budget, then set aside some money in the current budget for future debt service ($40 million increase coming in two years) Some growth revenue needs to be allocated as well (James)
   - In addition to no tax increase, we should keep our fees down (Scher)
   - Consider how performance measures can be made more relevant to measuring effective service delivery (Cox)

2 Meet with **outside agencies** -- primarily Charlotte-Mecklenburg Schools, Central Piedmont Community College, WTVI, the hospital authority (on Medic) and the Chamber (on CMDC) -- to get their input (Carney) Hold these meetings on a rotating basis (Scher)

3. Use more resources for **public awareness**, this would enhance unified community initiatives (Cox) Strengthen PS&I to help get the message to the public (Carney) We need to do what we can to sustain public interest even as this Board becomes less controversial (Markey)

4 Consider how **technology** can be integrated in staff work to make our "business practices" more efficient (Cox)

5 Conduct **property revaluation** on a more regular basis, to minimize large increases for individual homeowners (Scher)

6 Review flex-time for employees to enable the County to stay open **longer hours** (until 9 00 p m) For citizens (Scher)

7 Commissioners who represent the Board on other bodies should **report** back to the full Board (Carney)

8. Consider developing some bi-partisan **Board committees,** like City Council's committee structure, to work together with staff (Carney)

9. What is the appropriate mechanism for Board members to interact with staff and to get the **staff support** they need? Should the Manager be notified? If we are dissatisfied with someone, to whom do we go to express that? (Richardson)

10. Review **Commissioner salaries** Set them at the City Council level, including a technology allowance (James, Scher)

11 Update **Commissioner facilities.** This includes moving toward a "paperless environment" -- e-mailing agendas, etc (Scher)

Other Board Issues to be Added to the Healthy Community Theme
Saturday Session

1. What can we do to get the faith community more involved, in collaboration with DSS, in addressing children's problems -- especially in finding families that will participate in **foster care and adoption** for the 700 at-risk children (Williams, James)

2 **Senior issues** (Scher)

3 Resolve the conflict between the two hospitals over **Medic** service, especially whether Medic should be involved in the pick-up of non emergency cases (Scher)

Discussion Points
Saturday Session

- I was pleasantly surprised by the growth discussion and by the conversation, still unfinished, about a unified community and how to bring people into the dialogue (James)

WELL-GOVERNED *continued*

- I like this format, I think I was able to get my ideas out and I hope we continue this in Charlotte It is profitable just to have two days of dialogue The negative beginning to the schools discussion turned out positive with my idea for a liaison committee to talk about educating at-risk children (Carney)

- It has been useful to bring about dialogue and to get to know each other better (Mitchell)

- The important thing is the relationships that are being built, a basis for trust and respect (Markey)

- I sense we are moving from raucous debate, like the House, to more collegial discussion, like the Senate (Cox)

- Divergent views have been heard I hope we will respect each other when we bring issues forward (Scher)

- Our discussion this morning shows we *can* be civil (Richardson)

- I'm excited about the potential we have as a Board We shouldn t have to wait for the next retreat to do this There should be more opportunities for open discussion, where there is nothing on the agenda I am curious, too, about what staff thinks about all the talking we did (Williams)

- We have begun the process of creating a vision for what this community can be in the 21st century We are laying the groundwork for dealing with some of those fundamental issues that will affect our future We need to continue this process of talking with one another (Helms)

- I'll do all I can to translate this agenda into public policy -- and it will be exciting and it will be the kind of decision-making that will generate community interest and when all is said and done this may be one of the most exciting boards that has served in recent memory Let's take advantage of this great potential (Helms)

Facilitator's Summary

- Is the Board ready to confirm these broad policy issues as its agenda for 1999, and is it okay for staff to cull from the special issues those that should be put under the umbrella of these broad categories? *(All Commissioners raise their hands)*

Budget Process

Board Discussion Points
Thursday Session

Will staffing for the 900-bed Jail Central addition be part of the FY 2000 Budget? (Helms)

- It is likely we will incrementally increase over the next couple years rather than propose a single large complement when the new addition opens We already have some positions at the 200-bed temporary facility (and these may increase incrementally as the number of beds increase) -- and these positions will transfer Furthermore, the new addition may not be fully occupied when open, and so staffing will likely increase on a gradual basis (Fox)

Why hasn't the legislative program addressed these issues? (Mitchell)

- The current jail is fairly well-staffed now and we can meet the needs through the regular budget process We need to find ways to speed up the system -- more prosecutors, more courtroom space, more support personnel

In effect, the County taxpayers are paying for more beds (Jail Central is a pre-trial detention facility) because other sources have made process improvements (Cox)

- Staff will arrange a briefing from the District Attorney, Sheriff, Public Defender, etc (Fox)

What is the status of the Gatling Center proposal for female residents? (Carney)

- Huntersville denied the County's rezoning request However, after analyzing the types of young women who would be served, we find that most are detained for "status offenses " Consequently, instead of a secure detention facility, we will now request to use the money for a non-secure facility, supplemented by "wrap-around" services on site and a continuum of care after leaving This would be an 8 12 bed facility, likely to be built on the Billingsley Road campus (Jacobsen)

We need to begin a dialogue, at least among County agencies, to get a better handle on the information-sharing problem among court-related agencies The mix of state and local agencies makes it difficult because the automated systems don t speak to each other It would help us better understand the dimensions of domestic violence, for example, if we could coordinate and share information (Towler)

The County is spending money that others should be providing -- for prosecutors, for supplementary education, for completion of the outer belt (Richardson)

The Charlotte-Mecklenburg Development Corporation will want a match from the County and City for the $1 million federal grant it is receiving for economic development in the Wilkinson Boulevard area (Carney)

Can we consider consolidating Building Standards and Land Planning functions for better customer service? (Williams)

- The County offered space to at least co-locate the functions at the Hal Marshall Center, but the City has not accepted that offer (Towler)

Air quality is a problem coming early in the next century and "it will hit us between the eyes" in terms of increased utility costs, higher gasoline costs limits on economic development (Towler)

Board Policy and Planning Sessions

Outcome

- The staff is to take into consideration the Board s discussion, prepare a revised policy, and present it as a future agenda item

Discussion Points

Saturday Session

- (The proposed policy meeting on the second Tuesday) would enable us to engage in robust, responsible and productive debate in a manner similar to this conference I urge us to adopt this policy It would give each of us informed knowledge of the consequences of policy decisions, but would in no way limit the public's ability to know how we feel about these policy items It will also allow a more orderly formal meeting on the first and third Tuesdays (Helms)

- The idea is not to limit putting things on the agenda, but to calendar them for discussion first in this forum (Fox)

- It makes sense to do this It would allow us to discuss things the author might never have considered But I don't want it perceived that this limits public knowledge If we re going to build consensus, we need to be as open as possible (James)

- You can still put it on the meeting agenda, but it is the Chair who will set the policy session agenda (Fox)

- Such a meeting does not preclude debate and position-staking at the regular meeting (Cox)

- I propose a decision by the majority on what could be put on the agenda (rather than individual commissioners), and thereafter only the Chair could add (Williams)

- I think a threshold needs to be three co-sponsors rather, than a majority That way you can still bring along other members later through persuasion, compromise, consensus, etc (Cox)

- That proposal gives the minority party some protection We should do that (Markey)

- So there are three ways to put things on the agenda -- by staff, by the Chair, and by three co-sponsors (Cox)

- I am concerned the people can no longer et the agenda This is to prevent people we may not agree with from putting an item on the agenda This is nothing more than censorship, and I think it is wrong It puts staff in the position of determining what is discussed, and staff do not answer to the people The Board is elected to set policy, not the other way around I think this is a mistake (Scher)

- If that's the way it was, I would agree But that's not the way we have just discussed it We are not leaving it totally to staff or the Chair I m supporting a change in the process because it wastes unnecessary time when an individual commissioner brings something to the agenda that doesn't have a chance (Williams)

- There needs to be some control, some process, so that we know what we are doing before we get it fully into the open It will eliminate grandstanding and needless argument (Richardson)

- Would district-related matters to go this route (staff, chair, or three co-sponsors)? (James)

- What I am saying is that anything that goes on the agenda needs three co-sponsors (Cox)

- As common courtesy, however, I would hope a commissioner will talk to another commissioner before putting on the agenda something affecting their district (Markey)

- We are asking staff to now take into consideration the concerns raised today and bring it back to us for a vote (Helms)

- Let's at least get some sense how many do want change (Richardson) *A straw vote show of hands indicated 8-1 support for a modified version of the proposed change*

Priority 2000 Issue Papers

Summary of Proposed Action Steps for the Board of County Commissioners

Mecklenburg Board of County Commissioners

1999 Strategic Planning Conference

Mid-Pines Inn and Resort
January 7-9, 1999

Unified Community

Pages 31-40 of the Retreat Notebook
Discussion on Friday, January 8 (8 30-10 00 AM)

- The Board played an integral role in establishing the framework to start the community building initiatives As the community continues to diversify, it is imperative the County intensify, not relax, efforts to strive toward a unified community Action steps toward this end may include

  - continued support of the Community Building Initiative,
  - reaffirmation of the commitment to support our collaborative partners as well strive to reduce divisions within the community, and
  - active exploration of new opportunities to find solutions to problems related to establishing and maintaining a unified community

Strategic Educational Initiatives

Pages 41-48 of the Retreat Notebook
Discussion on Friday, January 8 (10 15-12 00)

- In early 1999, the Board could play a leadership role by convening key players to examine potential strategies for targeting educational services to *those children most at risk of leaving school without the skills to earn a living* These are the children who typically end up at Social Services, Substance Abuse Services, and/or the jails

  While adopting educational curriculum is the responsibility of the Board of Education, decisions of that board impact on funding in other areas of County government and therefore the Board of County Commissioners could appropriately begin a dialogue with the Board of Education and others (possibly convening a one- or two-day session) to examine critical issues such as

  - why lower socioeconomic student populations are failing at much higher rates than the overall student population, and what interventions are possible at every grade level,
  - the potential cost and impact of equity in school resources,
  - potential outcomes of the lawsuit regarding school integration,
  - how to meet the vocational educational needs of students who won't be served by the vocational/technical high school

Growth Management Initiatives

Pages 49-64 of the Retreat Notebook
Discussion on Friday, January 8 (1 30-3 00)

- Planning for Livability
  - In 1999, the Board could take a leadership role in examining issues posed by growth, using the "Planning for a Livable Community Project "

- Transportation and Land Use
  - The Board will act on setting a timetable for levying the half-cent sales tax approved by the voters to fund transit
  - The Board will take action in January, 1999, on a proposed Interlocal Agreement establishing the Metropolitan Transit Commission
  - The Board will take various actions on several key steps necessary to begin implementing the recommendations in the *2025 Transit and Land Use Plan*
    1) adopt the updated General Development Policies and use it as a guide for decisions regarding future growth and development,
    2) adopt land use plans for the transit corridors within its jurisdiction,
    3) receive as information the guidelines for transit station area designs, and
    4) amend the zoning ordinance and rezone specific properties to the new transit-oriented zoning district(s)

- Economic Development
  - The Board should evaluate and respond to the Charlotte Chamber's *Economic Development Strategic Plan*, and participate in its implementation
  - The Board should monitor the *Center City 2010 Development Plan,* and will be asked to participate financially in its development

- Collaboration
  - The Board can take a leadership role in the county-wide development of a land use policy framework for transit
  - The Board can take a leadership role in engaging cities and counties throughout the metropolitan region on issues of mutual concern

Employee Compensation and Benefits

Pages 65-75 of the Retreat Notebook
Discussion on Friday, January 8 (3 15-5 00 PM)

- This issue paper presents options for discussion of recruitment and retention, classification and compensation, and benefits It also considers special issues in the Sheriff's Department

  The Board will consider any changes to the compensation and benefits plans as part of the annual budget process Human Resources is currently reviewing the options outlined and will be submitting recommendations for the County Manager to consider when preparing his budget

Planning to OUR Future

What are we doing, and What else needs to be done?

1998 approval

Inventory Phase

Growth and development features, plans and policies

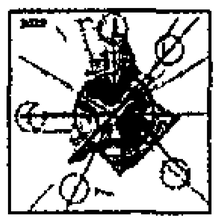
Roundtable Membership Examples:

Neighborhoods	4
Business	3
Environment	3
Development	3
Civic	3
Culture	2
Social Services	1
Professional	2
Minority Organizations	2
Other	2
	25

Organize 25 Member Citizens Roundtable

Assessment Phase

Inventory key issues and policy gaps as well as opportunities



Draft Report

- ***Inventory***
- ***Assessment***
- ***Actions***
- ***Implementation***

Budget Approval

$50,000 - $100,000

Stakeholder Roundtable Meetings

Stakeholder Orientation

Process & Inventory

Implementation

Elected Officials

- ***Review***
- ***Adoption***
- ***Action***

Continuing beyond October

Process Issues

Planning Liaison Oversight, Planning Management and Staff Team, and Budget

Contract Services: Inventory, Assessment, Public Events and Involvement

Kick-off Public Event

Parallel Public Information and Involvement Process

Wrap-up Public Event

Jan.	*April*	*5*	*6*	*7*	*8*	*9*	*October*