



**CITY COUNCIL & EXECUTIVE LEADERSHIP TEAM
STRATEGIC PLANNING SESSION
US NATIONAL WHITEWATER CENTER
5000 WHITEWATER CENTER PARKWAY, CONF. ROOM B
CHARLOTTE, NC 28214
Friday, March 3, 2023 – 2:00 p.m.
Saturday, March 4, 2023 - 8:30 a.m.**

Invocation

Friday, March 3, 2023

2:00 – 2:20 **Welcome and Introduction:**
Collectively, Can we become “S.M.A.R.T.E.R?”

2:20 – 3:00 **Traditions of Strategic Planning**
The Building Blocks

- Vision
- Mission
- Core Values
- Strategic Priorities & Objectives

Prioritized Areas of Focus

- Organizational Culture and Structure
- Incrementalism & Reaction vs. Policy-based Model
- Financial Transparency

3:00 – 3:45 **A Proposal for Reorganization**

- Span of Control
- Cultivating Leadership
- Meeting the Demands of Growth
- Flexibility and Adaptation
- Creating the TEAM

3:45 – 4:00 **Break**

4:00 – 5:15 **Financial Stewardship**

- Capital Reinvestment & Debt Service
- The Generation of Revenues
- Revenue Equity: “Pay for what you use”
- Electric Rate Structure and Transfers

- Gas Rate Structure and Transfers
- User Fees
 - Solid Waste
 - Stormwater
 - Building & Permitting
 - Water & Wastewater
- Events
 - Who is our customer?
 - Why do we hold events?
 - Party for region vs. ROI for Downtown Businesses?
 - What level of subsidy?

5:15 – 5:45 Self-serve dinner available for return to seat and presentation

5:45 – 6:45

System Development Fees

- Overview
- Legal Basis
- Statutory Tie to Long-Term Capital Improvement Plan (CIP)
- Water C.I.P.
- Sanitary Sewer C.I.P.
- Proposal for Enactment & Implementation

6:45 – 7:00

Wrap Up and Adjourn

Invocation

Saturday, March 4, 2023

8:30 – 9:00

Self-serve Coffee, Juice and Light Breakfast

9:00 – 10:15

Natural Gas Utility

- Historical Overview and Context
- Capacity:
 - What is it?
 - Why is it important?
 - How does it affect our future?
- Approach for the Future

10:15 – 11:00

Our Place In the County

- County Functions vs. City
- Who Pays and Why
- Context for Understanding Service Cost and Delivery
 - Library
 - Senior Services
 - Sales Tax Distribution
 - P.I.L.O.T. with Catawba

- Future Opportunities and Approach
 - Central Dispatch
 - P.I.L.O.T. with Catawba
 - Contributions and/or Cost Sharing

11:00 – 11:15 Break

11:15 – 11:45 **Economic Development**

- Warehousing, Logistics
- Manufacturing
- Entertainment, Sports and Recreation
- City lakes: Ownership, Divestiture, or Equity Stake?
- Overall Approach – “But For”
 - Identify “gap” & work to close

11:45 – 12:15 **Support for Central Business District**

- Streetscape
 - Build It and They Will Come?
 - Build It Because They Are Here?
 - Project Based Financing
 - Budget and Financing
- Organization, Structure and Level of Support
 - City Run vs. 501c3 Non-Profit
 - Contract for Services with Deliverables
 - M.S.D.?
 - Yearly Budgeted Contract
 - Social Districts

12:15 – 12:45 Self-serve lunch available for return to seat and presentation

12:45 – 1:45 **Development and Land Use Planning Issues**

- Unified Development Ordinance
 - Special or Conditional Uses
 - Apartments
 - Accessory Dwellings
 - Planned Unit Developments
 - Communication Towers
- Central Business District
 - First Floor Uses
 - Height Restrictions
 - Parking
- Developer Roundtable to Prioritize Areas for Amendment

1:45 – 2:00 **Epilogue and Adjourn**