

2012 BOARD RETREAT

HISTORIC WEST END PARTNERS



Hosted by the City of Charlotte at
Foundation For The Carolinas
7/14/2012

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Background

On Saturday, July 14, 2012, the board members of the Historic West End Partners participated in a board retreat facilitated by the City of Charlotte, hosted at Foundation For The Carolinas. The following board members participated in the retreat:

- Michael Doney
- Jim Lockman
- Marjorie Jamison
- Charles Assenco
- J'Tanya R. Adams
- Justin Mueller



The City of Charlotte values citizen leadership and its ability to make an impact in the communities in which we all live, work, play and shop. With this in mind, the board retreat process was initiated to help neighborhood based organizations develop strategic plans to improve quality of life in their communities.

Purpose

The purpose of the board retreat was to:

- Generate meaningful conversations around improving quality of life in our community
- Set clear goals and priorities for the upcoming year(s)
- Develop a vision and strategic priorities for our community

Our board identified the following outcomes for the retreat:

- Clear plan for heritage tourism
- Ideas for future events
- Recruiting amenities
- Communication plan
- Development to improve housing stock & commercial businesses
- Collaboration with other communities/organizations
- Awareness/marketing

By participating in the retreat, our board earned a \$1,500 Neighborhood Matching Grant credit to help execute one of the projects we identified.

Process

Our board retreat was conducted by an external facilitator, tasked to keep our conversations on-task, productive, and focused on achievable objectives. The process was designed to help us capture what was the best of the past, what is the best of the present, and how we can add to our strengths to build a better future. The focus was:

- Developing a vision to guide our decision making and activities
- Developing strategic priorities that aligned with our vision
- Developing project ideas

The agenda for the day was as follows:

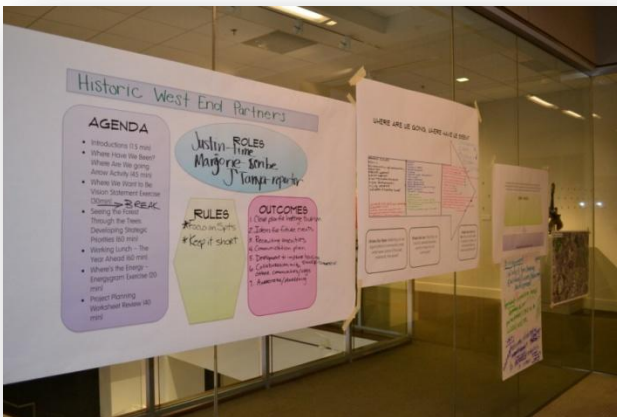
- Introductions
- Where Have We Been? Where Are We Going?: Arrow Activity
- Where We Want to Be: Vision Statement Exercise
- Seeing the Forest through the Trees: Developing Strategic Priorities
- Working Lunch – The Year Ahead
- Where's the Energy – Energygram Exercise
- Project Planning Worksheet Review

Where Are We Going, Where Have We Been?

We began our day with paired interviews, using the “Where Are We Going, Where Have We Been?” activity. The activity was intended to help us reflect on:

- What we value
- What are the best things about our community and the people who live here
- What are our past successes
- Where are the potentials and possibilities

After interviewing out partners we shared our discussion with the group, finding commonalities in our conversations.



Where We Were: Reflecting on our past, what were some of the best/worst moments?	Where We Are: Why/why not would a person/business want to move into our community?	Where We Want to Be: If you could make 3 wishes to make our community flourish, what would they be?
<p style="text-align: center;">Positive</p> <ul style="list-style-type: none"> - Market Kickoff - 501c3 - Collaboration w/ communities - Activism -BDOP approval -Crime reduction improved -Incoming diverse residents -JCSU developments -City interest -Diverse & talented board <p style="text-align: center;">Negative</p> <ul style="list-style-type: none"> - Distrust & doubt of other corridor organizations -Dilapidated homes -Crime/criminal image still exists -Downfall of HWEM & no replacement -Collaboration w/ business district 	<p style="text-align: center;">Why</p> <ul style="list-style-type: none"> - Location -Access -Historical appeal -Friendly neighbors -Diversity -Gold rush/public transportation -Tree Canopy -Parks & greenways -Great skyline view -Dense neighborhoods -Affordable & quality housing -Sports complexes - Fed grants/state and local grants <p style="text-align: center;">Why Not</p> <ul style="list-style-type: none"> - Seedy people - Safety perception -Lack of walkability & lighting -Blight conditions, litter, and Deterioration of homes -Lack of amenities -Demographics -Absentee property owners & slum landlords 	<ul style="list-style-type: none"> - Strong police presence & enforcement -Continued development of neighborhood services -Connectivity to center City -Remove racial divide and eliminate fear of gentrification -Pedestrian friendly neighborhood -More mixed use development -Walkable retail/restaurants -Reduce crime -Clean up 5 points -restore theatre -True destination place -Continued evolution of all educational institutions -Attract large headquarters -Mix heritage/cultural outlets -Mid to upper home ownership and luxury apartments -Improve relations/collaborations

Based on this activity, our group identified shared values that would help us craft the vision for our community:

- Cultural development
- Brand
- Safety
- Relations

Our Vision

Our vision is the unifying statement for our community that will guide our decision making and reminds us of what we are trying to reach. It is based on our shared values and preferences for our community's future. It combines the best of what was, what is, and what could be.

OUR VISION:

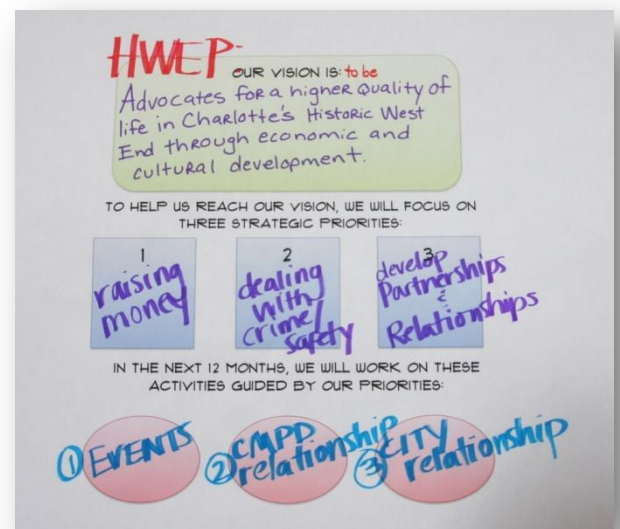
HWEF- OUR VISION IS TO BE ADVOCATES FOR A HIGHER QUALITY OF LIFE IN CHARLOTTE'S HISTORIC WEST END THROUGH ECONOMIC AND CULTURAL DEVELOPMENT.

Strategic Priorities

After committing to a shared vision, the board began to brainstorm on strategic priorities. This is where we began to define what is most important to us in order to achieve our vision. Strategic priorities are initiatives that will help us move closer to our vision for our community. The idea is to focus on a few things and do them very well as opposed to many things and missing the mark.

We started out thinking big and then narrowed down our focus. We utilized the Affinity Mapping Process, detailed below:

- Grab some sticky notes from the table. Keeping the vision statement in mind, write down as many of the following as you can think of, one per sticky note:
 - Current action items getting you closer to our vision.
 - Current realities keeping you from our vision.
 - Possible priorities/actions items to get us closer to our vision.
- Place the sticky notes on the chart paper.
- Organize the ideas by natural categories. Which ideas go together? Feel free to move any post-it note to another place. Move yours, move those of others, and feel free to do this. Do not be offended if someone moves yours to a place where you feel it does not belong, just move it where you believe it goes.
- Once everyone agrees on the groups, give each one a name.



This activity led us to the following categories:

Marketing

- Better marketing from realtors
- Change perception of area
- Market corridor
- HWEF image building
- HWEF logo & branding

Safety

- Organize crime prevention initiatives to help neighborhood take ownership
- Police presence and enforcement
- Better plans/communication with police
- Remove blight
- Get across I-77
- Traffic flow on West Trade
- Place CMPD on 5 points corner to help alleviate loitering, drinking, loud music, etc.
- Use city code to help enforce things like tall grass, planting strip limbs hanging over sidewalks and garbage cans left on street

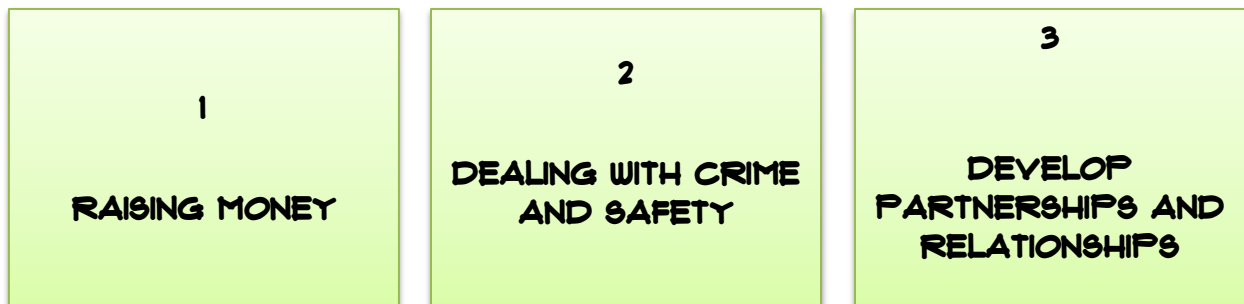
Community involvement/Collaboration

- Organize a clean-up and welcoming committee
- More business involvement/collaboration
- Good board composition recruitment
- Educate where knowledge is lacking
- Plan and host bonding events
- Support corridor organizations and encourage to build relationships
- Complete small projects
- Ties with JCSU
- Plan events that bring businesses and residents together

Amenities/Resources

- Encourage specialty stores to locate in new commercial areas (ethnic, organic, etc.)
- Sidewalks and bike lane
- Street lighting
- Get Charlotte Trolley back on track
- Reinstitute community events such as markets
- Development of mill and nearby property
- Development of corridor
- Private investment
- Fundraisers
- BDOP approval
- 501c3 approval
- Economic development of JCSU
- Partnerships
- Housing and commercial development

The board then identified the three priorities that were most important for us to begin working on to achieve our vision:



Potential Projects

The board then began to brainstorm on possible projects or activities that aligned with their strategic priorities:

Partner Relationships

- Community
- Churches (Dr. Carter meeting)
- Business Advisory
- Government
- Symposium

Crime and Safety

- CMPD project (change perception of snitching; express concerns)
- Energy Education (residents)
- City Code enforcement

Money

- Events (silent auction, dance, university event, grant writing, energy grant, marathon/5k)
- Solicitation from corporate donors
- Brochure/presentation

Action Items for 2012-2014

After identifying potential projects, the board voted on one project to pursue for each strategic priority in 2012-2014:



OUR VISION:

HWEP WILL BE ADVOCATES FOR A HIGHER QUALITY OF LIFE IN CHARLOTTE'S HISTORIC WEST END THROUGH ECONOMIC

TO HELP REACH OUR VISION; WE WILL FOCUS ON THREE STRATEGIC PRIORITIES:

1
RAISING MONEY

2
DEALING WITH CRIME AND SAFETY

3
DEVELOP PARTNERSHIPS & RELATIONSHIPS

IN 2012-2014, WE WILL WORK ON THESE ACTIVITIES GUIDED BY OUR PRIORITIES:

1
EVENTS
J' TANYA, MARJORIE

2
CMPD RELATIONSHIP
CHUCK, MIKE

3
DEVELOP PARTNERSHIPS & RELATIONSHIPS
MIKE, J' TANYA