



Centralina Council of Governments

2018-2019 Annual Report

Leading Regional Collaboration

Sparking Local Action

Expanding Opportunity

Improving Quality of Life

OUR MISSION

Centralina Council of Governments (Centralina) leads regional collaboration and sparks local action to expand opportunity and improve quality of life. We do this through creative problem solving, innovative service delivery and support to our local governments.

Centralina is the state-designated lead regional organization serving the unique communities in our nine-county footprint: Anson, Cabarrus, Gaston, Iredell, Lincoln, Mecklenburg, Rowan, Stanly and Union counties. We believe that our region thrives when we work together, unified by a common vision for expanding opportunity and improving quality of life. Centralina has a voluntary membership comprised of 60 counties and municipalities from across the Centralina area and is governed by a Board of Delegates. Since 1968, Centralina has served the region and woven a strong fabric of cooperation. We are now starting a new chapter focused on action and positive impact on individuals, local communities and our region.



YEAR IN REVIEW



Proclamations were issued to each of the nine counties' Board of Commissioners, celebrating our 50th Anniversary and years of collaborative work within the region



Centralina organized four meetings between staff members of the Centralina Board and the region's congressional delegation: Representative Ted Budd, Representative Alma Adams (pictured above) and Regional Representatives for Senators Richard Burr and Thom Tillis



Centralina's 50th Anniversary included a proclamation from Governor Roy Cooper, a Region of Excellence Awards celebration and official recognition by Representative Richard Hudson during the 115th Congress

Regional Planning held 29 stakeholder interest group meetings to gather input for the Regional Transit Plan

Summer 2018

Jim Prosser returned to Centralina as we began the nation-wide search for a new Executive Director



CLT Aviation Academy 2018 Class

Fall 2018

All eight regional NCWorks Career Centers closed for volunteer activities with local non-profit organizations during the Third Annual Centralina Day of Giving



Centralina Area Agency on Aging hosted its 19th Annual Conference

OUR FOCUS AREAS

1. Regional Planning
2. Aging Services
3. Community & Economic Development
4. Workforce Development
5. Government Affairs & Member Engagement

OUR APPROACH

1. Facilitate cooperative planning and implementation activities as part of a collective, regional vision
2. Provide critical services to individuals of all ages and businesses in the region
3. Support local governments with information, technical assistance and intergovernmental relations
4. Convene elected officials and stakeholders in neutral forums
5. Create networks, offer training and share best practices to meet local challenges and regional needs



The new Executive Board was sworn in and the new 2019 delegates were welcomed at the Annual Board of Delegates meeting



Centralina hosted a Placemaking Workshop with Peter Kageyama and its annual Regional Conference: Creative Solutions for Thriving Communities (175 participants from 27 municipalities and seven counties attended)



Organization-wide strategic planning began to refresh our mission, core values and regional priorities

Centralina Workforce Development Board held its first Virtual Career Marketplace (online career fair)

Spring 2019



Centralina Area Agency on Aging's Long-Term Care Advocates met with Raleigh legislators to discuss the needs of residents in nursing homes

Winter 2019

Centralina Workforce Development Board launched new website www.centralinaworks.com



Centralina Economic Development District launched its interactive website and data portal www.centralinaedd.org



Centralina welcomed its new Executive Director Geraldine Gardner and we said goodbye to Jim Prosser after eight years of service



Centralina Regional Planning provided 13 CCOG U and other training opportunities for local government staff and officials



OUR TEAM

The Centralina team includes 43 staff in six departments. Our outstanding group of subject matter experts and administrative professionals bring the highest levels of customer service to our region.



Centralina staff at the Speedway Club at Charlotte Motor Speedway during the 2018 Region of Excellence Awards 50th Anniversary Luncheon

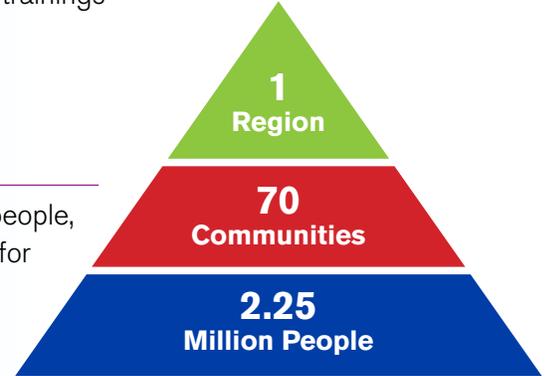
Service: 30% of Centralina staff have been with the organization for 10 or more years

Excellence: Centralina staff are awarded and recognized by local and national organizations

Engagement: Staff spoke at over 750 external meetings, conferences and trainings

OUR IMPACT

We are one region, comprised of 70 communities and 2.25* million people, working towards expanding quality of life and economic opportunity for all. Through the work of our departments, Centralina has an impact across three levels. Here's a snapshot of our successes.



Individual Impact

We support individuals, increasing their quality of life and economic opportunity, through our programs and services for career seekers and older adults.

Our Impact in Action...

- Centralina Workforce Development Board provided services to 23,877 individuals, including 608 veterans.
- Centralina Area Agency on Aging's Ombudsmen advocated for the 16,584 older adults living in long-term care facilities in our region. In October 2018 during Residents' Rights Month, our Ombudsmen held events in eight counties to increase awareness, educate staff and the community, and promote the rights of residents in long-term care.
- Centralina Workforce Development Board sponsored Cabarrus County Schools Career Connections day, exposing 800 students to the careers available in the region.

SPOTLIGHT: CENTRALINA FINISH LINE GRANTS

The Centralina Workforce Development Board supports community college students in our region who need assistance in getting across the "finish line" to complete their education. Finish Line grants help students overcome financial hurdles related to healthcare, childcare and transportation while completing their degree or trade. The first grant receipt was Taylor Ferree who was in her last semester of respiratory therapy training at Stanly Community College. "It was a very easy process. I'm really grateful for everything," said Taylor.



Community Impact

Centralina helps local governments and their staff as they strive to improve quality of life and economic opportunity for their communities. We do this by offering project specific support and services, grant assistance, professional development and training opportunities.

Our Impact in Action...

- Awarded UpSkill Centralina grants for incumbent worker training to four local employers - Berry Global, Carolina Beverage Group, Pratt Industries and Hamer-Fischbein.
- Managed Community Development Block Program entitlement administration for Union County.
- Hosted the first Charlotte-Mecklenburg Transportation Fair with a dozen community partners for over 100 older adults, people with disabilities, caregivers and service providers.
- Received official Dementia Friendly Community designation by Dementia Friendly America for Dementia Friendly Charlotte Mecklenburg. We also trained eight new Dementia Champions and created 353 Dementia Friends. The initiative raises awareness and provides dementia education to the community.
- Completed over 40 local government technical support and services contracts.
- Completed a mapping project for Rufty-Holmes Senior Center in Rowan County to determine locations of congregate meals and areas of program need.
- Established the project steering committee for the Anson County Land Use Plan and began working on public engagement where we will seek community input and provide assistance on issues such as health, equity and engagement to prepare Anson for future growth associated with the Monroe Expressway construction.
- Provided training to 586 of the region's planners, professionals, local government staff and elected officials.



Regional Impact

Our core mission is to lead collaboration in the Centralina region, especially on the issues that matter most. We serve as a platform for regional dialogue and develop action plans to support the sustained growth and development of the greater Charlotte area. We do this by finding innovative solutions to existing and future challenges and coordinating long-term strategies across public and private sectors at the local, state and federal levels.

Our Impact in Action...

- Centralina Regional Planning held 29 stakeholder interest group meetings to gather input for the Regional Transit Plan, serving as a foundation for the plan scope and funding requests.
- Centralina Economic Development District launched its interactive website, www.centralinaedd.org, a “live” version of the Comprehensive Economic Development Strategy that features continuously updated data, enabling members to find and evaluate data to inform future policy options.
- Centralina Area Agency on Aging hosted its 19th Annual Conference, an aging education and networking event with a focus on elder abuse awareness (450 participants, 38 exhibitors and 21 sessions).
- The Mobility Management team provided seven training sessions on aging, disability and the Americans with Disability Act for over 100 public transit drivers in Union, Cabarrus, Iredell, Gaston, Rowan and Mecklenburg counties.
- Centralina, in partnership with North Carolina Department of Environmental Quality, helped maintain and improve water quality for the state by monitoring approximately 130 conservation sites, covering 47 counties (practically half the state of North Carolina).

CENTRALINA REGIONAL PLANNING

Centralina Regional Planning helps communities reach their highest potential through programs and services that address regional and community-based challenges in transportation, land use, healthy communities, community engagement, downtown redevelopment and the environment. We help communities plan, implement and administer local planning projects, serve as an extension of staff and work with local elected and appointed boards to strategically plan for their future. Using the award-winning CONNECT our Future regional plan as the foundation, Centralina Regional Planning partners with local communities to implement a shared vision for the greater Charlotte region and trains government leaders on emerging issues that will impact their communities.

Key Programs and Services

PLANNING AND ZONING SERVICES

- Comprehensive and small area land use planning
- Planning and zoning assistance and code development
- GIS mapping, scenario planning and analysis
- Housing strategies

LOCAL GOVERNMENT STRATEGIC PLANNING AND OUTREACH

- Community surveys and public engagement
- Local government process improvement
- Strategic planning and board retreats

HEALTHY COMMUNITIES PLANNING SERVICES

- Local placemaking and healthy community demonstration projects
- Healthy community code assessments and planning
- Active living and healthy food strategies

SPOTLIGHT: 2018 PLANNING FOR HEALTHY COMMUNITIES CONFERENCE

Building healthy communities is important in the Centralina region and across the nation. As the health equity conversation evolves and the opioid crisis expands, communities across the country are looking for solutions not only for these specific challenges, but also for broader health implications and societal issues. To encourage the development of healthy communities in our region, Centralina Regional Planning hosts an annual Planning for Healthy Communities Conference, bringing together land use and transportation planners, public health officials, and parks and recreation professionals from across the region to share ideas and build local coalitions.



TRANSPORTATION CHOICE AND CONNECTIONS

- Regional freight and intelligent transportation systems
- Transit system connections, coordination and planning
- Autonomous and connected vehicle readiness
- Integration of transportation, land use and emerging technologies
- Local mobility, bike and pedestrian planning

SPOTLIGHT: REGIONAL TRANSIT PLANNING AND PUBLIC ENGAGEMENT SERIES



Regional Planning held 29 engagement forums in FY2019 to gather public input for identifying the key elements of the regional transit plan. Outreach was held in 12 counties and two states, including events in Anson, Cleveland, Rowan and Stanly counties, to assess rural mobility needs. Engagement participants included local and state planning, transportation and transit staff, local government managers, elected officials, economic development organizations, major employers, institutional leaders (hospitals, colleges, etc.) and key state and federal government staff.

REGIONAL COORDINATION AND TRAINING

- Cross-jurisdictional coordination and peer learning
- Regional convening of local government professionals (planning, transportation, fleets, solid waste, water)
- Local official and staff training including Certification Maintenance credits for accredited planners

SPOTLIGHT: 2018 CLT AVIATION ACADEMY

The CLT Aviation Academy provides a one-of-a-kind opportunity to better understand the inner workings of Charlotte Douglas International Airport (CLT) and its contributions and impacts on our economy, transportation system, community and the region. Aviation Academy participants gain behind-the-scenes access to current operations and future CLT planning efforts that impact our local and regional economy.



Summary of Success

16 local government service and planning technical assistance contracts

6 task forces, advisory committees and working groups managed

13 trainings for **586** professionals and leaders

9 regional planning projects and initiatives managed

30 public information presentations to local governments and interest groups

6 regional planning and implementation coordination grants

CENTRALINA AREA AGENCY ON AGING

Centralina Area Agency on Aging (Centralina AAA) strives to support and improve the quality of life for older and disabled adults, their families and caregivers using pass-through funding, direct services, programming, planning and technical assistance. Centralina AAA manages state, federal and local funds to deliver services through a network of community service providers. We also offer education, quality assurance monitoring and assistance to support local government organizations and non-profit agencies.

Key Programs and Services

PROGRAMS DELIVERED DIRECTLY BY CENTRALINA AREA AGENCY ON AGING

- Long-term Care Ombudsman Program
- Senior Community Services Employment Program
- Facility-based Options Counseling
- Mobility Management
- Wide range of certified Evidence-Based Health and Wellness Programs

Summary of Success

CENTRALINA AAA PROGRAMMING

- 8 grants received to support Centralina AAA services and initiatives (not including regular formula and operating grants)
- 36 volunteers served as Region F Aging Advisory Committee members
- 18 volunteers served as alternates and delegates to the NC Senior Tar Heel Legislature
- 8 aging coalitions and tasks forces managed on community efforts such as elder abuse, falls prevention, end of life, dementia friendly communities, transportation and mobility management



Photos are from the 2019 Mecklenburg County Transportation Fair, 2019 Nutrition Summit, 2019 Car Fit event and 2018 Resident Rights celebration in Cabarrus County

OMBUDSMAN PROGRAM

- 16,584 residents served in 229 facilities by five LTC Ombudsman
- 1,016 individuals were provided with long-term care information
- 607 mediated complaints
- 15 Community Advisory Committee partners comprised of over 130 volunteer members
- 1,450 facility visits (skilled nursing facilities and adult care homes)
- 253 training and technical assistance sessions for volunteers
- 150 training sessions given to long-term care staff and community members



SENIOR COMMUNITY SERVICES EMPLOYMENT PROGRAM

- 76 participants in 47 host agencies or organizations
- 26 participants gained employment during their time in the program
- 13.5 months was the average length of time in the program

HOME AND COMMUNITY CARE BLOCK GRANT SERVICES (DELIVERED BY 55 FUNDED PROVIDERS)

- 232,504 meals served
- 97,133 rides through Transportation Services
- 215,054 hours of in-home aide services
- 3,333 hours of legal assistance
- 32,701 days at adult day care
- \$658,657 in funding for Senior Centers and \$56,751 for housing and home improvement

SPOTLIGHT: CENTRALINA HEALTH SOLUTIONS EVIDENCE-BASED HEALTH WORKSHOPS

- 101 workshops held (10% increase from FY18) with 1,206 participants held in 85 locations across the region
- 122 active certified lay leader volunteers led regional workshops on managing diabetes, chronic conditions, dealing with chronic pain, falls prevention and more
- 6 certified Master Trainers
- \$1,044,756 healthcare savings as a result of the workshops*

Participant Feedback

Living Healthy with Chronic Disease workshop participant:

“[This class] helped me more than you will ever know.”

Living Healthy with Chronic Pain workshop participants, when asked what they liked best about the workshop, responded:

“Everyone’s involvement and participation... [it was a] wealth of information.”

“I enjoyed the class very much. It was very Informative... great, great information.”



*Centers for Medicare and Medicaid Services 2014 report cites a savings of \$714 – \$938 per person depending upon the workshop

CENTRALINA WORKFORCE DEVELOPMENT BOARD

Centralina Workforce Development Board oversees efforts in seven counties to ensure that the workforce development and training needs of employers and career seekers are met. Managing an annual allocation of state and federal grant funds, we operate eight NCWorks Career Centers along with NextGen services for young adults. Through these centers, we serve career seekers and provide services to employers and businesses in our region.

Key Programs and Services

SUPPORTING CAREER SEEKERS

- Connect career seekers to the job search portal NCWorks.gov
- Provide career information and guidance via CentralinaCareerHeadlight.com
- Supply information on job openings, workshops, job trainings and education
- Assist displaced workers

COLLABORATING WITH BUSINESSES, EMPLOYERS AND THE COMMUNITY

- Provide access to NCWorks.gov and workforce data
- Offer services for recruitment, staffing, apprenticeships, outplacement services and incumbent worker training
- Develop talent acquisition and retention strategies
- Contribute to multiple workforce-focused education and economic development committees and advisory boards across the region, addressing skills development, career awareness and pipeline development
- Provide guidance on business start-up services, tax credits and incentives
- Host career fairs and hiring events
- Develop and implement workforce partnerships – NC Manufacturing Institute, Finish Line Grants, UpSkill Centralina
- Partner with employers, public schools and community colleges on NCWorks Certified Career Pathways
- Collaborate on Regional Energy Worker Career Pathway addressing pipeline concerns by the Carolinas Energy Workforce Consortium

Summary of Success

205,898

services to

23,877

individuals, including

608 veterans

5,668 new job

seekers registered on
NCWorks.gov

27,832

internal job
referrals made

999 hiring events
and career fairs supporting

967 employers

with over **5,550**
attendees

42,461 services to
2,760 employers

1 Centralina Virtual Career Fair
held with **230** career seekers
and **47** employers participating

9,755
internal employer job
orders created using
NCWorks

SPOTLIGHT: 2018 GOVERNOR'S NCWORKS AWARD OF DISTINCTION

Allen Shellenbarger was the recipient of the Governor's NCWorks Award of Distinction, awarded during the 2018 NCWorks Partnership Conference for his ability to overcome adversity. During the fall semester of his senior year in college, Allen suffered a massive brain stem stroke that left him with quadriplegia and a limited ability to communicate verbally. Allen was referred to the Division of Vocational Rehabilitation Services in Cabarrus County where they helped him complete his bachelor's degree in exercise science, graduating with honors. He also received on-the-job training at the Keith Family YMCA in Charlotte and gained certifications as an AFFA Personal Trainer, an ASCM Exercise Physiologist and NSCA Strength and Conditioning Specialist.



SPOTLIGHT: STAFF LEAD REGIONAL WORKFORCE WORKSHOPS AT JOINT CONFERENCE

Over 700 workforce professionals from all over the southeast attended the combined Asheville conference for Southeastern Employment & Training Association and the North Carolina Employment & Training Association in March 2019. Centralina Workforce Development Board Executive Director David Hollars served on the Partnering for Business Sake panel, which looked at innovative ways workforce resources are delivered to employers at the local, regional and state levels. At a manufacturing-themed workshop, Hollars highlighted the North Carolina Manufacturing Institute, discussing how it leverages existing assets of Centralina counties to bridge the growing gap between regional job seekers and available positions.



NextGen Specialist Solomon McAuley spoke at the Connecting Foster Youth to Employment workshop that focused on the need to match youth that are aging out of foster care with career opportunities. McAuley showed how collaborative partnerships in Lincoln and Gaston counties address this need by generating awareness of available careers, connecting youth with education and training opportunities, solving transportation barriers and making connections with employers.

285 youth and young adult customers served with

52 obtaining employment and

50 placed in work experience opportunities

7 businesses received UpSkill Centralina incumbent worker training grants with

\$36,756 funds awarded and

108 employees served with training

365 individuals enrolled in training activities and

338 individuals enrolled in occupational skills opportunities for in-demand careers

30 task forces, advisory committees or working groups managed throughout the region

\$5,240,751 federal and state grant funds managed

77 individuals enrolled in work-based learning opportunities

CENTRALINA COMMUNITY & ECONOMIC DEVELOPMENT

Centralina Community & Economic Development helps address economic challenges and disadvantages of our members by providing technical assistance to improve housing and public infrastructure, leveraging private and public resources and pursuing grants on behalf of Centralina communities. As a U.S. Department of Commerce Economic Development Administration (EDA) designated Economic Development District for the region, the Centralina Economic Development District also manages the creation and implementation of the regional Comprehensive Economic Development Strategy, Prosperity for Greater Charlotte, to promote community economic growth and create jobs.

Key Programs and Services

COMMUNITY DEVELOPMENT SERVICES

- Department of Environmental Quality (DEQ) infrastructure grant (water/sewer) improvements
- North Carolina Housing Finance Agency housing rehab grant programs
- Downtown redevelopment grants
- DEQ asset inventory grants
- U.S. Department of Housing and Urban Development (HUD) Community Development Block Program (CDBG) entitlement administration for designated jurisdictions

TECHNICAL ASSISTANCE SERVICES

- Drug and alcohol employee testing
- Code enforcement and creation of residential and commercial ordinances
- Downtown redevelopment and strategic visioning projects
- Economic impact modeling
- U.S. Department of Agriculture (USDA)/U.S. Environmental Protection Agency (EPA) grant preparation

CENTRALINA ECONOMIC DEVELOPMENT DISTRICT

- Develop and guide regional Comprehensive Economic Development Strategy (CEDS)
- Manage Centralina EDA Economic Development District, CEDS web portal and data platform
- Support the Centralina Freight Mobility Plan and Charlotte Region 2050 Transit Plan by integrating the economic analysis and recommendations within our Centralina Manufacturing Ecosystem Development Strategy
- Provide EDA technical assistance, grant preparation and awarded project administration for local jurisdictions

Summary of Success



SPOTLIGHT: COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY INTERACTIVE DATA PORTAL

The Centralina Economic Development District (CEDD) launched its new website in 2019, offering access to economic reports and continuously updated information for the nine Centralina counties. The new website also includes a “live” interactive data portal that provides regularly updated information on several strategic categories from the Prosperity for Greater Charlotte 2017-2022 Comprehensive Economic Development Strategy (CEDS). The portal allows the CEDD to measure its progress towards the four strategic CEDS goals (see Figure 1) and offers stakeholders an easy-to-use tool to inform their decision making.

Figure 1: Four Priority Goals for the Greater Charlotte Region (Prosperity for Greater Charlotte 2017-2022 CEDS)

Goal 1	Goal 2	Goal 3	Goal 4
Create and Maintain a Globally Competitive Region	Develop, Retain, and Attract Talent, Possessing Critical In-Demand Competencies and Education	Improve and Modernize Infrastructure to Maintain a Competitive Advantage for Domestic and International Commerce	Foster Continued Development of the Region’s Lifestyle Amenities and Attributes
			

The live version of the 2017-2022 CEDS includes individual county profiles, a variety of benchmarks to our national metro competitor regions and customized data on demographics, workforce, industry trends, government investment, infrastructure and quality of life. The website is also a repository of strategic plans, specialized reports and other economic resources that can serve as guides to the entire community.

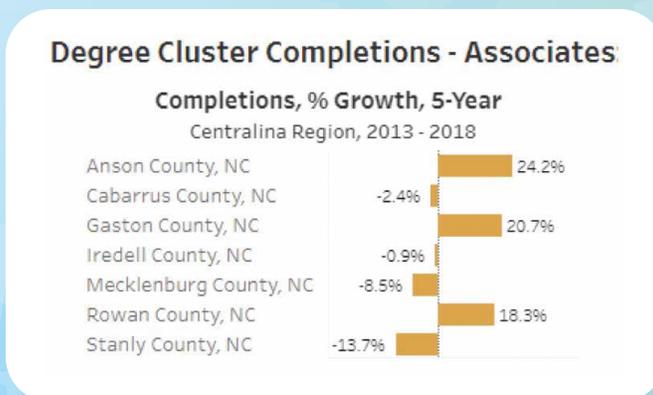
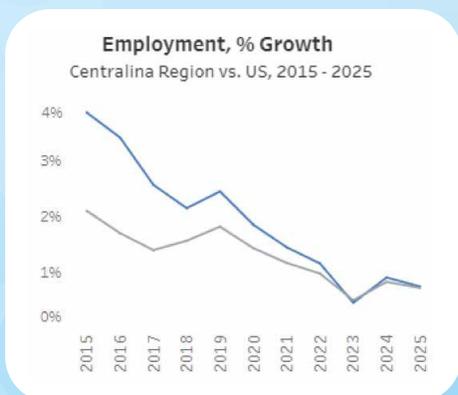
MEASURING PROGRESS

The Prosperity for Greater Charlotte 2017-2022 CEDS and its accompanying evaluation framework were created to evaluate progress on the four established strategic goals. The interactive data portal provides up-to-date data in strategic categories to measure the region’s economic standing, growth and trends on key industry clusters.

INFORM AND GUIDE DECISION MAKING

Customized, detailed data on economic indicators help stakeholders in the Centralina region make data-informed policy decisions. The portal is user friendly and houses a wealth of relevant information to explore, customize and download.

Read the whole CEDS plan, learn about its importance to the growth of your community and access customized economic data at www.centralinaedd.org.



GOVERNMENT AFFAIRS & MEMBER ENGAGEMENT

Government Affairs & Member Engagement, in our role as connector, collaborator and convener, provides specialized services, creates professional development and networking programs, coordinates intergovernmental relations and celebrates regional excellence.

Key Programs and Services

- **Government Services** – we provide a range of technical assistance and operational support to local governments including classification and compensation studies, grant writing and administration, recruitment and executive searches, public engagement and hiring/promotional assessments.
- **Professional Development and Peer Networks** – as the primary regional convener of local governments, we seek to provide elected officials, managers and others with networking opportunities to exchange ideas, best practices and to discuss collaboration possibilities. Our events include annual conferences, training workshops and peer networks with mayors, town and county managers, solid waste officials and fleet managers.
- **Intergovernmental Coordination** – a key objective is engagement with policy makers at the federal and state levels in order to give voice to regional priorities and funding opportunities.
- **Celebrating our Region** – we aim to inspire innovation and collective action by promoting successes and sharing best practices. Our Region of Excellence Awards highlight six projects and individuals for their contributions each year.



Centralina delegates meet with Representative Ted Budd.



Centralina delegates and staff meet with Representative Thom Tillis

Summary of Success

- 175 attendees at our Regional Conference: Creative Solutions for Thriving Communities and 75 attendees at our pre-conference Placemaking Workshop with Peter Kageyama
- 65 informational meetings with Centralina delegates, member communities and regional stakeholders
- 6 regional managers meetings
- 10 technical assistance projects for members
- Monthly grant alerts and annual grant forecast
- 2019 Federal Action Agenda and advocacy with Congressional delegation in Washington, DC and regional staff
- Launched “Capital Corner” blog to share updates on key issues and advocacy in Washington, DC and Raleigh

2018 Region of Excellence Award Winners

Over 150 guests helped Centralina celebrate the work of member governments on November 30th at The Speedway Club at Charlotte Motor Speedway. These awards honor the outstanding achievements that work collectively to achieve regional goals.

Controlling the Cost of Government – Town of Huntersville: Recreation Center Project

Growing the Economy – Gaston Development Corp and Partners: Gaston County CLT Airport Connected Economic Positioning Strategy

Improving Quality of Life – City of Mount Holly: River Front Greenway Expansion Project

Aging in Action – Union County Council on Aging: Group Respite Home

Clean Cities – Gaston County: Propane Vehicle Conversion Project

James D. Prosser Excellence in Government Leadership – W. Lane Bailey: City of Salisbury City Manager



2019 ANNUAL CONFERENCE: CREATIVE SOLUTIONS FOR THRIVING COMMUNITIES



The 2019 CCOG Conference gathered elected officials and city leaders from around the region for two days of networking, education and inspiration. The workshop brought in 65 of our regional leaders from 22 municipalities/counties and our main event at UNCC had over 175 participants, representing 27 municipalities and seven counties.

Many were excited to see the return of keynote Peter Kageyama, who stressed the importance of finding your FUN and making it an essential part of every project you do. Peter also charged us with embracing temporary projects, not being afraid of failure and "starting small." He discussed ways that everyone in the community, from elected leaders to residents, can have a big impact on their community and cultivate a sense of place through creative, small projects.

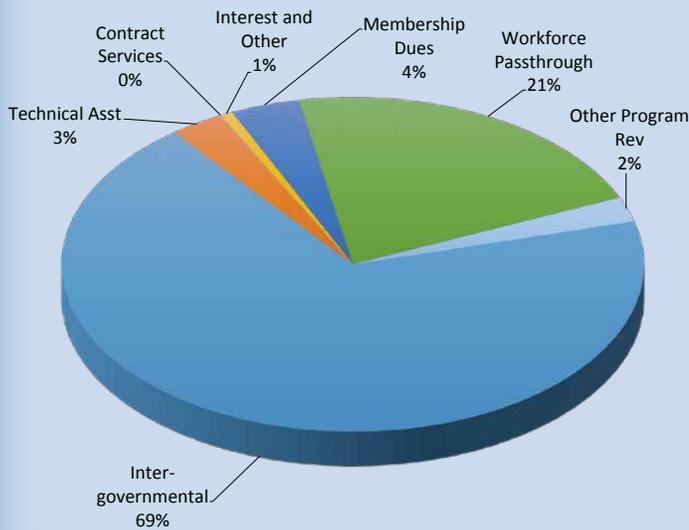
Attendees at the pre-conference workshop delved into this topic even further, designing T-shirts that represented the uniqueness of their community. Our other keynote, Tim Lowry, a professional storyteller, challenged us to think about who we are and taught us six different ways to tell our story. Another highlight was our PechaKucha-style session that gave six presenters from around the region a matter of minutes to summarize their complex quality of life projects.



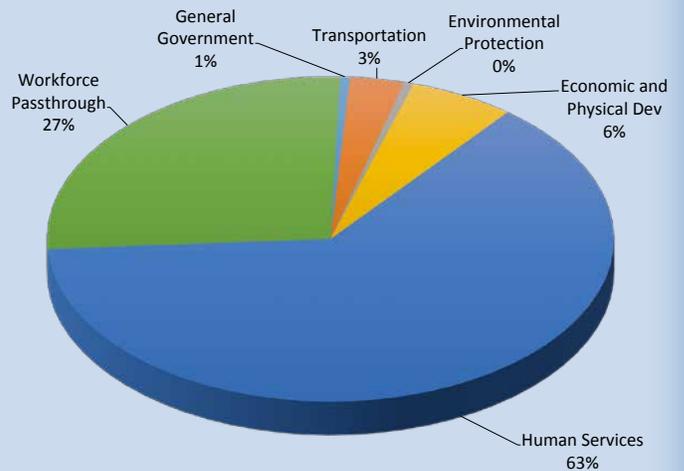
FINANCIAL REPORT FOR FISCAL YEAR ENDING JUNE 30, 2019

Centralina's revenue from all sources exceeded \$21 million during the fiscal year ending June 30, 2019. The accompanying charts show the primary revenues by source and expenditures by program.

Sources of Revenues



Expenditures by Program



Centralina Council of Governments

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