

The City Council of the City of Charlotte, North Carolina convened for their Annual Strategy Session on Monday, January 11, 2021 at 8:16 a.m. in Room 267 of the Charlotte Mecklenburg Government Center with Mayor Vi Lyles presiding. Councilmembers present were Dimple Ajmera, Tariq Bokhari, Ed Driggs, Larken Egleston, Julie Eiselt, Malcolm Graham, Renee Johnson, James Mitchell, and Braxton Winston II.

**ABSENT UNTIL NOTED:** Councilmembers Matt Newton and Victoria Watlington.

\* \* \* \* \*

**ITEM NO. 1: Breakfast**

No comments were made.

\* \* \* \* \*

**ITEM NO. 2: Welcome and Opening Thoughts**

**Mayor Lyles** said good morning to everyone that is up and watching us; this is an electronic meeting of the City of Charlotte's Annual Strategy Session. We've done all of the appropriate legal requirements for this meeting and if you are up and watching Face Book Live or the City's TV Channel or YouTube, welcome to the meeting. Before we begin, I would like to recognize Councilmember James Mitchell.

**Councilmember Mitchell** said Mayor Lyles thank you for this opportunity to share some news with my colleagues, City staff, and members of the Charlotte community this morning before we begin the Retreat. I would like to let you all know today will be my last day as Councilmember for the City of Charlotte. After careful consideration and prayer, I have decided to resign my position as Councilmember at Large, effective today at 5:00 p.m.

The Family Justice Center presentation, I would like to share with Council and Denada, you will make sure they get a copy of it, correct. Mayor Lyles and the City Manager have officially received my resignation. This was a tough decision to make because servicing the citizens of Charlotte for 20-years has been my greatest honor. But, given my new role as minority-owned and President of R. J. Leeper Construction Company, I have determined this is the best in the interest of me, the company, and the City that I step aside from my position today. I am confident I will continue to have a positive impact leading the largest minority construction company in the region with providing jobs and critical resources to make up a vital part of the City's economy. As a third-generation native Charlottean you know I am so proud and passionate about moving our City forward. I love Charlotte; I will continue to be a cheerleader for our City.

I am grateful for the City staff, the City employees who we have worked together to make Charlotte a place to live and play. I am sad to say good-bye, but I leave today with joy and satisfaction knowing how much we have accomplished together on this journey. North Lake Mall, Rosa Park Transit Center, Metro Police Stations, the naming of the Dr. Martin Luther King Boulevard, the Charlotte Knights, and the CIAA Basketball Tournament just to name a few. I look forward to helping and continue to contribute to this great City of ours as a private citizen in many positive ways.

Mayor; thank you for this opportunity, thank you City Manager, thank you colleagues, and more importantly, thank you to the citizens of Charlotte for allowing me to represent you.

**Councilmember Newton arrived at 8:21 a.m.**

Mayor Lyles said I think that Councilmember Mitchell said that he had been a part of the City Council for 20-years. He spent 12 of those years servicing District 2 before becoming an At-Large Member. When I think about Councilmember Mitchell, his service, while he named some of those accomplishments; at the time they seemed like we renamed a street in our center city for Martin Luther King and perhaps we didn't really understand

the gravity and the impact that his service provided with years before for us that we have to live in a city today. He has made our City and always thought about the ideas of how do we represent this community as a whole? Now you know he leads our Workforce and Business Development Committee, he has always been a champion for small, minority, and women-owned businesses. He worked really closely with our INClusion Program, those difficult times he was on the Council when we were challenged in court, our first Disparity Study, and now what is considered a routine process in our policymaking. So, starting something and getting it ingrained in governance is a huge accomplishment for him. But I have to say his commitment to good-paying jobs and a strong workforce in this community is exceptional and the work that he does in that area.

When we had the CARES ACT (Coronavirus Aid, Relief, and Economic Security) money come in and COVID (mild to severe respiratory infection caused by the coronavirus), immediately the Small Business Task Force, and we are going to hear more about that later but look at the amount of money. I think that we rival any municipality in this county in terms of success and I think that is in part due to James's relationship across this country. He was our National League of Cities President, the only second one from North Carolina, but more importantly, if you actually wanted to talk to anyone in this country and you had a city in that place you could get them through James Mitchell. He mentioned many of the small things, the CIAA (Central Intercollegiate Athletic Association), North Lake Mall, all of these efforts made a difference for us and it was done prior to perhaps all of our growth and success. I want to say this, if you are ever out with James Mitchell you can see people that love him for his love for West Charlotte High School, you can see the joy in his life from his family, so to Queen Joanie, I want to say thank you for going on this journey with us, to his two blessings, thank you for going on his journey with us because we know the many hours that he could have been at home watching Monday night football, he spent with us on Monday nights. I also want to say when you see people gravitate towards him, that infectious smile and that support for the love of this City is clear around this. At a later time, we are going to recognize all of his work in a formal way, but today we say God speed and do well. What your work going forward will mean for this community is building a minority business that can be not just in Charlotte but let's say regional and let's say this is something that we can be recognized for nationally. So, taking this, we know is a hard decision, but this decision is one that doesn't mean anything more than keep going and keep influencing what this community can be.

I just want to say that Mr. Mitchell, we were going to talk about infrastructure and some of our projects and Mr. Mitchell has left us a project that he feels passionate about. Now usually does this on the last day of our budget deliberations, that is when he usually does it, but because of his retirement from Council, he is going to leave us with a presentation and talk about the passion that he has for dealing with domestic violence and the Family Justice Center. We will talk about that tomorrow, so with that, I was teasing Mr. Mitchell a couple of weeks ago at our Council meeting, you don't have to doze off, you can just move on, so for your service, it is really appreciated and thank you very much for giving us part of you, and it will be forever. Thank you very much, Mr. Mitchell.

We will have a formal public ceremony recognizing Mr. Mitchell and hopefully, we will have a private ceremony that we will Roast Mr. Mitchell. That is the plan. Thank you, Mr. Mitchell, we appreciate you.

I didn't do the Annual Strategy Session, but I did want to say two things about this time. This is an important meeting, it defines us for the next year, it gives us direction, it gives us ways to evaluate what we are doing. Is it being strategic, is it meeting our priorities, is it contributing to the kind of City that we want to have? When we are having this discussion today, I encourage everyone to be open-minded, to be flexible to hear what everyone's ideas are to be able to say to our staff and to our guest, not just the questions, but both the easy questions and the hard questions because once we walk out of this room tomorrow the goal is to have something that is embedded in us for our strategy for building or continuing to build this great City. With that, I'm going to turn it over to the City Manager.

\* \* \* \* \*

### **ITEM NO. 3: YEAR IN REVIEW**

**Marcus Jones, City Manager** said Mr. Mitchell, what a way to kick off an Annual Strategy Meeting, I will personally truly miss not having you on Council. Thank you for all the guidance you've given me.

As the Mayor said, what we use the Annual Strategy Meeting for is to really put out a roadmap for the next year and hopefully we get to a point where it is multi-years, but what we also do today, gives us an opportunity to show the Council the progress that we've made towards some of your priorities and that is progress from an administrative standpoint to staff, but also the Council and the Committees. What we will do is have three individuals break this next section out for you. Jason Schneider has a Year in Review video, Julia Martin will talk a bit about what progress we made over the course of the last year and Brent Cagle will go back to the January 4<sup>th</sup> items that you brought up for beginning conversations with what would be added potentially to our agenda for the next year. Before I turn it over to Jason, I hope that everyone got the pre-reads. The pre-reads pretty much summarize many of the presentations that you will hear today so we thought it would be good that you would have that before we started the session. We've divided this up in such a way that it is a follow-through of the areas that you began last year. With that, I will turn it over to Jason.

A Year in Review video was shown.

Mr. Jones said we look at that as an opportunity for information to go into the community in terms of what occurred over the past year, but it is a bit more important than that to just have a video, it is how did we follow through with the initiatives that you placed in front of us. We have Julia Martin Assistant to the City Manager, who will give you an update of where we are in terms of making progress to the initiatives that were presented a year ago.

**Julie Martin, Assistant to the City Manager** said I am excited to be in front of you this morning to kick off your 2021 Annual Strategy Meeting. What I will talk about today is some of the work that we have done over the course of the year, specifically items that were discussed at last year's Retreat. This is just a condensed version of what will be in your pre-read, you should have received that this morning I believe.

Just as a reminder, last year over the course of two and a half days Council discussed a number of items and initiatives, and then what we did was staff took those, the Manager returned to Council in February with a list of 57 items for future consideration. In March the Manager took the 2020 Action Briefing which was 30 white papers laying out the pathway forward for each of these items. In October the Manager and Assistant City Managers provided an update on each item and finally, I am here today to provide a kind of one-year progress report.

So, how the items were initially categorized were as follows: there were six items whose initial action was Committee referral, 10 items that were slated for the potential for future Council action, nine items for City Manager implementation, and then five items that at the time we deemed no further action was required. This is kind of our report card for lack of a better word and you can see 16 of the 30 items are complete or significant progress has been made. Then we've broken up the in-progress items to be completed in 2021 and then some items that are longer-term multi-year projects. So, looking at the Committee referrals, you have four items that were under Great Neighborhoods. At last week's Council meeting Pam gave an incredibly Comprehensive Report of the work of the Great Neighborhoods Committee and the Housing Taskforce and that includes updates on gentrification, the use of the \$50 million housing bond, Homeownership Pathways, and then the Land Trust.

The fifth item is from Budget and Effectiveness and that is to develop a policy to evaluate capital projects that are funded by tourism taxes and Council will be receiving a presentation on January 25<sup>th</sup> on that. The final item is from Workforce and Business Development and that is to develop workforce initiatives that support upward mobility.

The Workforce and Development Committee has received several presentations on that and that will be something that is discussed later today.

Moving over to potential for future Council action I'll just touch on some of the big items that were completed. One of the big ones is the framework to address violent crime. That has really laid the foundation for collaboration between the City and County and community as it comes to addressing violence in our community. The other big one under that category is Citizen's Advisory Committee so, again Council has received several presentations and that is something that will be discussed later today. Two of the big items that remain in progress are multi-year nature and is the Strategic Mobility Plan and the Charlotte Future 2040 Plan.

Then moving over to the last category City Manager implementation, we have five items that are complete or significant progress and I should have said in your pre-read these are categorized as green, complete, or significant progress, blue is in progress to be completed. Some of the items that are complete are in September, you launched the affordable housing dashboard that allows the public to go and view our progress as it related to affordable housing. The second one is the continued implementation of the Strategic Energy Action Plan. If you recall in the FY2021 budget Council approved \$2 million for rooftop solar, \$1 million for electrical vehicle charging stations, and at last week's Council the, meeting Council approved the Sustainable Facilities Policy. Finally, the launch and the continued implementation of the Corridors of Opportunity Program, was something that was really discussed in concept at last year's Retreat that staff, Council, and the Community has done great work this year in terms of putting action to that. We have three items that are to be completed in 2021; the first is business recruitment, in September staff launched the open for business initiative and with the support of the Charlotte 2020 Economic Challenge Grant the Meet Charlotte campaign will officially kick off in the first quarter of this year.

The second item is Commercial Code Enforcement, in November the Great Neighborhoods Committee received a presentation outlining a pathway forward to evaluate the non-residential building code and that will come before Council this spring. Then the final item is Community Engagement around rezoning. In October the Transportation, Planning, and Environment Committee received a presentation about opportunities to improve that process. Community and staff are currently working on prioritizing those initiatives and developing the next steps.

My final slide for you today is really just connected to the work from last year to this year and then kind of think about what this is next year. On the left-hand side in gray, you have a number of kind of concepts, discussion input from Council over 2020 and then you can see in 2021 how that has translated to action, how that has translated to funded investments, how that has translated to community taskforces and today and tomorrow some of the things you guys will be talking about are recommendations and action on some of those initiatives. So, a very challenging year, I think staff, Council and the community has stayed very focused on the things we talked about in 2020 before anyone knew about COVID and just a great testament to all of our hard work and really kind of underlies the importance of the conversations that you all will be having today in terms of guiding staff and Council work for the next year.

**Mayor Lyles** said I think Denada just handed out the details of your presentation so, I'm going to ask you what stood out for you as you prepared this report?

Ms. Martin said I think for me probably the two big things would be Framework to Address Violence and the Corridors of Opportunity. I think those have been two things that we were really able to galvanize the community much more beyond the City, going to the County and community members and really bring in that kind of collaboration that we talk about so much, but doesn't always happen and so I think that has been a really great way for us to demonstrate how we can partner with other entities.

Mayor Lyles said we will have more opportunities to read and peruse this report. I think what stood out for me is the amount of work that has been done, but the idea we have for

the Committee work really needs to be recognized. The strength of the Committee tackling this during COVID when you have to change everything about what you do and how you do it, I think has been truly significant in this effort. Both substance and process were two of my favorite words. So, thank you very much, Ms. Martin.

Mr. Jones said last Monday you began a discussion of certain items that you believe would be important to bring to the table at this Annual Strategy Meeting. I'm proposing Mayor; that we can make a little bit of time up because the next section would be the goals of this Annual Strategy Meeting so, I believe there is an opportunity for blending of what was discussed Monday with what else may be important and it would provide an opportunity for me to step back and Mr. Houston to come in and help us facilitate this next discussion. It is up to the will of you and the Council.

Mayor Lyles said are we going to have a presentation on what happened last Monday so that we can all recall it and have a level set?

Mr. Jones said yes.

Mayor Lyles said and Mr. Cagle is going to do that?

Mr. Jones said yes.

Mayor Lyles said I think that you are asking are we ready as a result of that to add anything to that list and then go into the goals that Mr. Houston – I have to apologize, I said we would introduce the staff and I did not do that and I feel like I need to do that with the electronic presentations. So, right now we have Mr. Driggs, Ms. Johnson, Ms. Ajmera, and Mr. Winston on and those are our virtual members and you've heard from the members that are physically present. Now Mr. Jones I know that you have already talked a lot, but if you would go ahead and introduce yourself, and then we will go around. Are you going to introduce our Facilitator later or as a result of this?

Mr. Jones said I will have Taiwo come in to introduce the Facilitator.

Staff: Marcus Jones, City Manager, Patrick Baker, City Attorney, Stephanie Bello, Deputy City Clerk, Denada Jackson, Office Constituent Services, Kay Cunningham, Mayor's Office.

Mayor Lyles said in a separate room for our social distance reasons we have a number of staff people that are participating in this effort. Thank you and my apologies, I was so enthused about bragging about Mr. Mitchell that I forgot to do a step along the way.

\* \* \* \* \*

#### **ITEM NO. 4: 2021 ANNUAL STRATEGY MEETING GOALS**

**Brent Cagle, Aviation Director** said on January 4<sup>th</sup> we heard, or we think we heard, a lot of different things that are important to you to be discussed either today or moving forward and we have a list of 13 items that we think we heard. If there is something on here that we missed, we would like to understand what those are. Before these 13 items, we have provided some notes as to where we are on those projects. We also have an opportunity to provide discussion and further direction from you, the Councilmembers, and the Mayor. So, with that, I will go ahead and as we are dealing with some of the technical issues I will go ahead and read each item. There are 13 items that we have, and I will read those items so that everyone is clear on what the items are and what the status of the items are. The first item is City Zoning Regulations, what we heard was how can the City create robust support systems and standards and policies to better equip businesses in preventing crime? So, the notes that we have, the City Planning Department and staff are working on this and will provide updates.

The second item, Non-residential Nuisance Abatement; partners with state and local law enforcement agencies to better regulate businesses with alcohol permits with a focus on

how the role that those businesses play in enabling behavior. The response is, the City Attorney's Office is working with CMPD (Charlotte Mecklenburg Police Department) to identify and address issues related to businesses with alcohol permits and how those businesses affect enabling behavior.

The third item, what tools can the City use to address drag racing or street racing and its relationship to violent crime and gun violence. Again, CMPD routinely monitors drag racing and street racing complaints and actively issues tickets or arrests participants in those activities.

The fourth item, the City should collaborate with the County on strategies for addressing mental health and substance abuse issues in the community. This is actually recommendation number four of the Safe Charlotte Plan.

Residential Nuisance Abatement, the City should conduct a review of residential nuisance abatement and ask CMPD to collaborate with the Great Neighborhoods Committee. City staff from Housing Code Enforcement and CMPD are currently working to address these issues.

How does the City create an impact from a public health perspective for domestic violence? Part of the Safe Charlotte Plan was to implement the community violence data dashboard and hospital intervention project. Analyze Police Officer hiring when we are losing applicants in the hiring process. Identify where the City is losing minority applicants, look at current and additional hiring incentives such as testing data and other things. This is recommendation number six of the Safe Charlotte Plan. Staff will also follow-up with CMPD on minority hiring strategies initiatives.

How can the City address a new job strategy or Workforce Development Plan that will expand employment opportunities for residents? The Strategic Employment Plan is underway, and staff are completing research on the Charlotte market on peer cities and conducting interviews with workforce partners and stakeholders. The purpose of the Strategic Employment Plan is to identify new methods of expanding employment opportunities for everyone.

Tax Increment Grant Policy; during the review of the policy identify how the community will be impacted, thus a review current Mayor and City Council adopted priorities and determine if or why economic incentives are important. City staff have provided recommendations related to the TIG policy to the Workforce and Business Development Committee in December. Staff will address the Committee's questions and request additional information in the first quarter of the calendar year 2021.

The Unified Development Ordinance (UDO); the question is, will the adoption process be in the fall of 2021. The UDO adoption is on schedule.

Comprehensive Plan; will the plan be adopted in April of 2021? Again, Comprehensive Plan adoption is on schedule.

Charlotte Moves; how will the money be spent, in what order, and what are the timeline and the benefits? City staff will continue to present detailed information related to the Charlotte Moves Plan.

Lastly, consider reviewing Transportation and Planning (TAP) items similar to Safe Charlotte's comprehensive review that analysis policy funding programs from all Committee perspectives. On this one, the staff is requesting additional information behind the intent of this concerning issue.

**Mayor Lyles** said are there questions for Mr. Cagle on the listed items so far?

**Councilmember Graham** said I just a point of emphasis, and again I want to emphasize point number two, non-residential nuisance abatement, and the directives that we have identified for the City Manager to identify and address issues related to business alcohol

permits. What we are asking for also strong enforcement. I think we kind of know what some of the issues are. Some of these businesses have over 100 complaints from the residents and so what I'm asking for is enforcement. We've got tools in our tool chest that I think we need to sharpen and use and if this is a two-year process as we talked about earlier, then that two-year process starts with the first step. I would like to see enforcement more so than the identification of the issues. I think we know what the issues are. The second point is, which is point number three, collaboration on substance and mental illness. I know it is in the Safe Plan, but I really, really would like to see a broader focus where there is some collaboration with the County in a much broader type of way because this goes to what is happening in our corridors and our community. Substance and mental illness are impacting what is happening at the Tent City, substance abuse and mental illness, and a wide variety of other examples I can give and so I would hope that is a broader public-facing collaboration where the public can actually see, hear and touch what the County and the City are doing collectively to address this issue. Also, there is a way for us to bring in our healthcare facilities, i.e. Atrium and Novant to be a part of some type of effort which is long-term in nature in terms of how we really begin to peel away, which will never be solved, but certainly, put a dent into the issues relating to substance abuse and mental illness that is really impacting neighborhoods and communities.

**Councilmember Driggs** said there are two items on this list that are particularly near and dear to the heart of people in my District. Residential Nuisance Abatement, these party rentals and things like that create a nuisance in neighborhoods. This issue has been around for quite a long time and I'm wondering if there is anything, we can specifically say about what has been done and what success has been achieved? It is kind of disheartening to me that working with CMPD at this point because it has been on the radar for six months at least. Is there anything we can share about any [inaudible] or results that have been achieved on that one?

Mayor Lyles said Mr. Driggs; I think that we have tried to work with the people that we know at Airbnb and I understand their business model is going to change, but I think that has not been sufficient. So, I think what I would suggest is that it is already in the Committee, I can't remember if it is Great Neighborhoods or Transportation and Planning. Do you recall Airbnb and regulations around that?

**Councilmember Eiselt** said I don't think it is actually in Committee.

Mr. Driggs said I think it is Neighborhoods.

Mayor Lyles said I know it was referred, but I just didn't remember which Committee.

Ms. Eiselt said I thought Taiwo said it was going to be addressed during the UDO process.

Mayor Lyles said he did, but I think Mr. Driggs is saying more now.

Ms. Eiselt said yeah, I agree.

Mr. Driggs said those neighborhoods; the idea that there is a UDO process going on that will offer some relief isn't very helpful. The question is why we can't just have Code Enforcement [inaudible] because the people who live around those places, it is a huge nuisance.

Mayor Lyles said I think everybody agrees Mr. Driggs, so the question is do we do it in Great Committees or Safe Communities and we can decide that. I can make that decision based upon the discussion with the Chairs and the workforce.

**Marcus Jones, City Manager** said Brent; you may have to help me with this one. I think there was a little bit of confusion that may not be the right word, but I believe this got bounced between two Committees. It started off in Safe Communities and then went to Great Neighborhoods. Is that correct or vice versa?

Mr. Cagle said as I understand it, based on some of the year-end review, I believe it started off, it has bounced around I agree, and I believe it is in Great Neighborhoods.

Mr. Driggs said I just wanted to end the conversation by making the point that I hope we can get focused on this. Mr. Graham; I don't mean to cut you off, but there is probably not a whole lot to say at this point, but I just wanted to say these are smaller things that should be capable of being dealt with in a shorter timeframe and a lot of the people that are affected by them don't understand why after six or eight months they can't see any results. The other one I will mention is street racing. So, I can tell you that last night in my house a half-mile away from I-485 I heard loud motors revving and cars traveling over obviously, much in excess of the speed limit, and I've had numerous complaints from my constituents along I-485 at some of the big thoroughfares cars just driving around [inaudible]. I keep saying CMPD is working on it, yes, we've talked to them, but what can [inaudible] offer this that is kind of [inaudible] Can't we set up cameras, can't we find some sort of way [inaudible] these people? Years ago, we had a big sweep I think with cooperation with the Highway Patrol where a lot of them were surprised by a raid, and their vehicles were confiscated. So, I will leave it there right now. I'm just telling you that I think these things deserve a little more focus and attention on our part and the people that are affected, is not encouraged to hear that we are working on it.

**Councilmember Graham** said that issue was in the Great Neighborhoods Committee, we had a pretty good discussion about it and was told that it needed to be dealt with through the zoning process. We also talked about the number of complaints that we were actually receiving throughout the City and the volume really wasn't that high and that is what is – obviously, it is a problem, I don't want to say that it isn't, but the number of complaints we were getting from the citizens wasn't in a great volume and that we are going to deal with it through the zoning process. So, we've had that discussion.

Mayor Lyles said I think that Mr. Driggs is asking you to have a discussion and either get some information out to the public or deal with it in a different way. I think that is the request of Mr. Driggs, but I just wanted as we think through this conversation, do you want it to stay in Great Neighborhoods and we can come back and make sure that we have a direction for the staff on that.

**Councilmember Johnson** said first of all I want to thank Councilmember Mitchell for his work; personally, he has helped me so much in mentoring, and on a personal note, when you said he has connections nationwide, I had a personal issue with my father when he was in Detroit, Michigan last year and Councilmember Mitchell was able to connect me with someone in Detroit. So, he has done a great job serving this community and he will be missed, but I will still be reaching out to you in District 4 Mr. Mitchell.

I wanted to ask some questions about the table that we have.

Mayor Lyles said right now we are trying to address the two issues raised by Mr. Driggs and I know that one of these are specifically an interest, so it is the vacation rentals and the street racing. If we can get comments on those two and then we can come back and add additional topics as we need to.

Ms. Johnson said that is why I raised my hand right now, so I also want to piggyback on what Mr. Driggs said. I've had a Town Hall meeting regarding drag racing. It is a huge issue throughout the City and if we could be more intentional about that [inaudible] or like Mr. Driggs said, we definitely support this in District 4. We hear about this every weekend at I-485 and there are social media sites, and it seems like there should be more intentionality in looking at the license plates and really crack down on this because it has been a problem for far too long.

Mayor Lyles said great points; I think Mr. Egleston is paying a lot of attention to some of the ideas as well as our CMPD folks that are watching this as well.

**Councilmember Eiselt** said I think both of these issues are very pandemic related; the party houses, this really started once the pandemic and the shutdown started and the



drag racing because the streets are empty or a lot more clear. So, I do think they have a sense of urgency to getting something done and not waiting at least through the vacation rentals to get through the UDO process. With regards to the drag racing, I had three phone calls from neighbors last night at 10:30 about it and CMPD had said call 911. People don't like to call 911 because they feel like this isn't an emergency and they are just not comfortable with that and I wonder if CMPD would be willing to set up an 800-hot line for drag racing because we see this throughout the whole City. What I've been told is to call 911 so we know where it is happening and we can go, but again, if you had a dedicated hotline that could be responded to immediately. They know where these cars are, and they know where they are headed based on the phone calls that come in. So, just be one suggestion to try to help the Police Department right now deal with this problem.

**Councilmember Newton** said my comments do not pertain to the drag racing issue so, assuming we are moving on from that issue.

Mayor Lyles said I think we have more people about drag racing and Airbnb.

Mr. Newton said I can hang back until that conversation is complete.

Mayor Lyles said I want to summarize and make sure that we've given staff direction on both of these items. I want to wrap that up first.

**Councilmember Winston** said I will just say that I hear that we have an issue here, but I think this is another example that this is a cultural issue; you are not going to change this by arresting people or confiscating people's vehicles. We are literally in Charlotte, North Carolina, the home of NASCAR (National Association for Stock Car Auto Racing). This is not just a pandemic thing, so if we kind of work towards getting away from a car culture perhaps that is going to stop drag racing at some point in the future.

Mayor Lyles said duly noted Mr. Winston. Is there any further comment on street racing? What I heard suggested was more additional monitoring of social media, cameras for both licenses, and being able to identify cars that are participating in this effort, and an 800 hotline that takes it out of the emergency to the nuisance area for the public. I am going to suggest that we ask our Safe Communities Committee to tackle this one. I'm looking at Mr. Egleston to say yes. He said yes. On Airbnb what I heard is that we've looked at some of the data, but we need to go back and see if that data applies to the nuisance level where it does occur, the intensity of it. I hear that being continued discussion in Neighborhoods, but what I heard is a sense of what our residents really feel like – and this is how I say we are great at public service, but there are times that people that very seldom require Police or Fire. As long as they get Solid Waste Services and we do an exceptional job with that, but when there is a nuisance like this they feel like yeah, I'm a part of this community and I want this issue to have some attention by the Council and I think that is what I'm hearing from Mr. Driggs. Is that correct Mr. Driggs?

Mr. Driggs said yes Mayor that is correct.

Mayor Lyles said I think this is a great discussion so we are just going to keep rolling because I think it will help us as we get to our Strategic areas.

Mr. Newton said I think we've had really robust conversations about creating great communities and neighborhoods throughout our City, ones where folks can live, play and work and so I think that to that last point regarding work economic development is so very important and there are certain areas where there are great job disparities between the number of residents and the jobs that are available for them. So, as I Look at the eighth point down from the top regarding the new job strategy, Workforce Development Plan I would ask that we look so as we are developing that plan here in the coming year, that we look at our Corridors of Opportunity, we look at the communities that don't have as many jobs to be supplied to the move, local residents, in the immediate area and tailor a plan that can fit the needs based on location within our City as well.

Mayor Lyles said great comment, Mr. Newton.

Mr. Winston said I say the note from the Manager on number seven.

Mayor Lyles said number seven is Police Officer hiring and we are losing applicants in the hiring process, identify why we are losing minority applicants, look at current and additional incentives, testing and data, right.

Mr. Winston said that is number eight on the file that was sent to me, so the note says part of the Safe Charlotte Plan was to implement the community violence data dashboard and hostile intervention program. I'm not sure how that relates to my request, domestic partner violence, and intimate partner violence. I would say a number of those events, a majority don't make it to the hospital. For example, we in the City of Charlotte a couple of years ago led a conversation with employers at the Foundation of the Carolinas that employers are an important resource for people experiencing intimate partner violence because they don't have another place to go. That is their safe place, so that is just an example. I don't know how this addresses my request so if I get some feedback.

Mayor Lyles said Mr. Winston has asked for some feedback from Mr. Jones.

Mr. Jones said I totally agree with you Mr. Winston; these were just notes from staff to me and it just suggested that part of the Safe Charlotte Plan addressed a piece of this, but what you have asked is something that is very different which is a strategy and it is similar to what I believe Mr. Mitchell talked about and that is how you deal with intimate partner violence period.

Mayor Lyles said we will come back to that and have it under our Safe Communities because I think it is clear the data can show where people are killing each other or harming each other and maybe that data really requires a workstream for each of those areas that have been identified and domestic violence is certainly one of them and how we deal with that as a strategy.

Mr. Winston said Item 14, says City staff request additional information regarding this item. When the appropriate time is, I can go deeper into that. If now is not the time just let me know.

Mayor Lyles said we will come back to you when it is that time.

**Councilmember Johnson** said I wanted to address the lack of minority hiring in CMPD. We know that overall the percentage of Africans that are actually hired is very low and it is really low for minorities. I have a Comprehensive Report from Chief Jennings like two percent. We know that we need more CMPD Officers for the drag racing issue, the homicide, the crime issue in the area and we all recognize that and it seems we just kindly say well that is the way it is, there is a low percentage that are hired. We've got to make some changes and if it is looking at the test and analyzing the test. I would also like to see an intentional outreach. There is a basic law enforcement test that CMPD will now take the results from outside entities. That is a change that Chief Jennings made, so if there is an opportunity to reach out to Johnson C. Smith, A & T and Livingstone College and really make an intentional approach in reaching out to the ACCU's in the area and different Urban League and different outreach opportunities to really start recruiting minorities in CMPD. We can't just [inaudible] next year well the amount that are hired is very low, there is something that we can do differently to expect different results.

Mayor Lyles said an excellent point. Let's ask CMPD to talk about what they do specifically around minority recruitment and see where our gaps are. If we've got the efforts that the Council recommends or suggests to be assessed. Thank you, Ms. Johnson.

Mr. Newton said I'm going to be a broken record on this and just bring up one more time the lack of infrastructure and transportation options in some areas, particularly on the peripheral of the City. My side of town out towards I-485 I think even in the University

area, out towards Steele Creek there are a lack of quality sidewalk options, a lack of even street lighting and that is on major thoroughfares as well as a lack of public transportation options. Once again, a lack of an option altogether in many areas. So, as we look at numbers 10, 11, and 12 the Comprehensive Plan, Charlotte Moves recommendations including the Strategic Mobility Plan and potentially even the UDO I ask that we don't lose sight of those areas of town, the needs in those areas, and understand that it is certainly a transportation and infrastructure need, but in many instances the lack of those options, those multi-modal options are also a public safety issue as well. There have been people that have lost their lives because those options didn't exist. I just wanted to bring that up and hope that we incorporate that within numbers 10, 11, and 12 so those areas on the outer portions of our City beyond the last or final mile that lack that infrastructure and transportation.

Mayor Lyles said thank you Mr. Newton; something well documented and thanks for speaking up for it.

Mr. Driggs said I wanted to follow-up with Ms. Johnson's comments with which I agree, but I would like to point out the general environment we are in. So, since Ferguson and Keith Lemont Scott killing recruiting has become really difficult for Police Departments. We've had people retire because they are disenchanted with the job and the way they are perceived by the community. I don't think it is surprising that applications are down as much as they are; they were down a number of years ago. I remember Chief Putney talking at [inaudible] about how applications to the Department had dropped to a third of earlier levels. So, I think her point is absolutely valid, we should actively recruit, but we should not let the impression be created that CMPD is not sensitive to this issue or doesn't care. Our last three Chiefs have been people of color and I think we need to understand the context in which this is going on. The other thing is we can't relax the standards that we apply to vetting applicants and to whom we let in so, we had an excellent presentation on the whole recruitment process, the testing, and the other things that are applied that result in the acceptance rate being low. I don't think we should relax those, I think we should mainly engage in an active outreach program to recruit qualified candidates from the minority community.

Mr. Jones said in terms of Police recruitment, I would like to do two things; one is that as a part of the Safe Charlotte Plan we have an RFP (Request For Proposal) that is going out I believe this week that is looking at our recruitment, in general, every stage and step of it. I believe Chief Jennings will be here later today, I will tell you that as we talked about the last recruit class, it is one of the biggest that we've had. It is one of the most diverse so, I would say that work has been done. We can always do better, but it has been top of mind and later on maybe I the Safe Communities Committee we can have Chief Jennings talk just a little bit about what has been happening in the last six months.

Mayor Lyles said I also think that we are not talking about reducing standards, but we are I think really being challenged to say were those standards created in a way that creates a disparity in results and was that done in a way that is different. I think we have to figure out some of these things about testing and waiting and some of those issues are important because some of these rules have been in place and it is not just in Police, it is actually in Police and Fire where the rules may have been nationally created in a way that eliminates certain opportunities for various groups. I think the idea of looking at it through a lens of equity is very, very important. It is not about the reduction of standards and it is not really about so much the thinking today or when those standards were created, to look at them through the lens that we have today that requires us to have a diverse workforce and to create that diverse workforce in a way that impacts and has changed in the way that we do our business.

**Councilmember Ajmera** said I want to see if Corridors of Opportunity funding is included. That is something we had covered at our Committee meeting especially looking at the funding allocation as we are looking at our next year's budget. Is that part of the list, I did not see it on here?

Mayor Lyles said we do have that scheduled for discussion later on during the Retreat. These are the ones that were brought up on Monday by the Committee Chairs and just capturing those, but certainly, we can add that now. If you have a specific charge or perspective, please go ahead and express that to our colleagues.

Ms. Ajmera said the charge will be to review the funding for Corridors of Opportunity and that will include all Corridors of Opportunity throughout the City especially for our next year's budget and budget moving forward.

Mayor Lyles said I believe that is going to be discussed tomorrow; the staff has a strategy in the pre-read that talks about moving from corridors to a broader perspective. We will talk about that tomorrow, but let's go ahead, Mr. Cagle. Ms. Ajmera is recommending a review of our funding to make these things happen, so having the definition, but having the money makes a big difference so thank you Ms. Ajmera.

Ms. Johnson said are we going to be discussing the zoning ordinance in detail during the next two days?

Mayor Lyles said I don't believe we are discussing it in detail, but it is an acknowledgment that we are still asking for that workshop on zoning and how it works, and it just had not had a chance to be scheduled during the holidays. It is still on board.

Ms. Johnson said I have a couple of things; the zoning workshop is great, and you've mentioned training and how it works. I would actually like to take a look at the ordinance because currently, the way that it is working is another thing that we are just saying, well that is just the way it is. We know that there is an in-balance in our zoning, we know that we are growing faster than the infrastructure can handle. I was taking a look at the current zoning that speaks to the 2,500 trips before a traffic study is required, but that is one project with 2,500 trips. Sugar Creek Road and I-85 between I-85 and North Tryon Street the current development, not including the big [inaudible] development there have been developments that totaled over 3,000 trips in the past two years and because no one development is 2,500 trips that is not required. What we are saying to the residents, is not required, the developers can say it is not my problem, but yet we are being gridlocked in that area. We've got to take a look at the zoning ordinance. This is happening in my area and all throughout the City, Steele Creek, Providence Road [inaudible] but yet we keep saying that is just the way it is. We've got to take a look as a Council at the zoning ordinance and make changes. We can't wait for the UDO (Unified Development Ordinance, we can't wait for the Mobility Plan. If we have to lower the number of trips that is something that I think we should take a look at to answer to our constituents.

Mayor Lyles said I think you are right; we have the ordinance and there is a specific do what we have to do for the petitions that have already been filed. If there are interim changes before the UDO, but the UDO isn't active, that is not fast enough. I know that this has been in TAPE (Transportation, Planning, and Environment) for a while.

Ms. Eiselt said I think Ms. Johnson's point is really important and we have been asking for this for a couple of years. Yes, we've got the UDO going on where we are unifying the different ordinances and making them align so they actually don't conflict with each other, but we have been asking for a few years if we can have a different process so that when we have a rezoning, and I think I brought this up two-years ago on Providence Road, we know what other rezonings are going on that are in the pipeline, what has just been approved so that we have a way to look at the impact on the whole area. I don't know what we can or cannot do under state law if we can refuse a rezoning. It is a slippery slope because I don't think we want to go down the path of refusing a rezoning because of another development because that could get us in some legal hot water. But we have to have the ability to look overall and say this adds to this much of an impact for a total area. Right now, in TAPE we do have, if you did the pre-read there is an item there, I think Mr. Jones alluded to it, that we are still working on and that is a better rezoning process for the sake of residents. We used to send physical information out to residents to let them know when a rezoning petition was in process and now it is just incumbent upon them to get online and look. We've talked about changing signage so that if a rezoning

goes up it has a picture of what the proposed development would look like and get people's attention. A way to engage more people, not just in the small geographic area, but more people in the process and give them more tools to get involved in rezoning and understand what it is going to do to their area. So, we could include that in that discussion, Ms. Johnson, because that is already in TAPE. I completely agree with you, we've got to understand what one rezoning does to an entire area and the context of what we want to rally achieve in our Comprehensive Vision Plan.

Mr. Driggs said I just want to echo Ms. Eiselt's observations; we have talked about this for quite a while. The Providence Road corridor is of particular interest to me, but there are others in Steele Creek and elsewhere. I proposed and I think we all agreed that maybe we could develop an interim congestion overlay for something less ambitious than the entire plan that could be effective sooner so that we have more useful metrics when it comes to approving zonings in those sensitive areas. We've already got traffic backed up [inaudible] and things like that. The other thing I want to point out is I don't see anything in the drafts we've seen of the Comprehensive Plan that to me directly addresses this issue. I see all kinds of visions and we are going and try and reduce our requirements of cars etc., but as I read the Plan and I'm not sure about the UDO yet, I'm just curious to know what is in there that people can look forward to and expect to get relief on this particular issue.

Mr. Newton said I would agree with all the comments as well and just to build upon Ms. Eiselt's comments I think I would even take it a step further and ask that we have something that is broader in scope to include not just potential rezonings that maybe have occurred or are in the pipeline, but also by-right development. There are areas where development is exploding, and it is really hard for us to wrap our arms around it as we have to make decisions on individual developments within the areas. I think it is important for us to really appreciate the full scope of what we face in the future rather than just what is going on today to have that more expansive information pertaining to all of the developments, rezonings, by right, you name it in the immediate vicinity. I also wanted to express that when it comes to the UDO, I think this was touched on, as we streamline that process I hope that we pay very close attention and don't lose sight of the community's input as well because the fewer rezonings that come in front of us, I think maybe potentially certainly within hearings in front of use, the fewer opportunities for the community, but then again too, if we are moving conditional rezonings into conventional also the fewer community meetings that will be happening. I don't want us to lose sight of community input as we start to streamline through the UDO.

**Councilmember Watlington joined at 8:45 a.m.**

**Councilmember Watlington** said most of what I was going to say has been said so I'm hearing things in our conversation about what we are saying or can't make decisions on based on zoning I would like for us to pay particular attention to the actual legislation that relates to zoning because as I'm listening to this conversation there are some things that are being said that feels inconsistent with what is actually in the statute, and I want to make sure that we as a body understand why our role actually is and what we can make decisions on. I think we've been having this conversation for at least as long as I have been on Council and I think it would be very helpful to just converge on decisions if we all have a clear understanding of what exactly our job actually is. I would appreciate us having these conversations and we tie it directly back to the statutes and the policies that are of concern in these matters because I think part of the issue is not being able to move forward on some of these things. It seems we don't have a clear consensus on what we are actually able to do.

Mayor Lyles said Ms. Watlington; is that a recommendation that we put in Committee, a deferral until we get the roles clarified?

Ms. Watlington said no I think things are clear; my recommendation is that as we are having this conversation, we keep at the forefront the statute because we are referencing this conversation, but I don't believe –

Mayor Lyles said could you state what you want to see accomplished? That might be helpful and lean a little bit more on the mic.

Ms. Watlington said I want to see us be able to make decisions and converge on some of these things. Councilmember Driggs talked about a congestion overlay; I know we've been talking about that this entire term. It seems to me that there is hesitation to converge on an actual decision and I think part of that is people not being clear about what the factors are, including the legislation that enables us to make those decisions. So, what I'm suggesting is that in these conversations we present very clearly what that legislation is so that everybody is operating from the same place. Because with that then I think it is a lot easier to just go ahead and pull the trigger on one way or the other so that we can provide some relief to our citizens rather than having these conversations continually.

Mayor Lyles said I'm going to see if I can say this back to you and see if this is accurate; that you would like for the Committee to have a presentation on existing zoning legislation that defines our existing roles for decision making, and then be able to go from that point. Did I say that close enough?

Ms. Watlington said correctly.

Mayor Lyles said that would be in the Transportation, Planning, and Environment Committee. I think that may be one of those that we need to have everybody kind of participate in virtually or in presence because I think we can all use that.

Ms. Johnson said I wanted to respond to a couple of things. We actually have the zoning policy, it is the City policy and it was very helpful for me and if Taiwo or someone from the City staff can send that to the rest of the Council I think it would be very helpful because it is a City policy that identifies the 2,500 trips. It also speaks to some other things that we can consider when a traffic study is required. Again, I will go back to Sugar Creek Road and I-85, and Tryon Street, we know that we have developed with over 3,000 trips, but yet developers can sit in a meeting and say the additional traffic is really not my problem. I just want to reiterate we have to be able to take a look at this and just stop talking about it and make some changes.

Lastly, I just wanted to respond to Mr. Driggs that first of all, I didn't say that CMPD doesn't care about the staffing. I've worked very closely with Chief Jennings and they are doing a great job. I've gotten a report from Chief Jennings, so we know that there is implicit bias in the test, we know that we are losing many of the minorities during the psychological testing so let's take a look at the questions and if there are biases in those questions and increasing minority is not reducing standards by any means.

Mayor Lyles said if you will recall several weeks ago, we all agreed that we would think about ourselves as a highly functional team and that we were working with [inaudible] to accomplish that so I just wanted to do that as a lead-in. When we talked about this everyone agreed that this was something that would benefit us as we began to tackle some of the tough issues that you've just presented to the Council. Mr. Cagle; thank you, I think we just added 10 pounds.

**Taiwo Jaiyeoba, Assistant City Manager/Planning Director** said I have the pleasure this morning of introducing your facilitator to you, Mr. Dan Houston. His bio is actually in the back of your binder so I will not read everything but just identify a few things. He has been a friend for a few years now so I'm happy to actually have him come do this facilitation with Council this morning at this Retreat. Mr. Houston is the President and CEO of the 1750 Group and Daniel Houston and Associates. He has facilitated multiple management and staff diversity, training, and organization of development all over the world. He is an Executive Director and Certified Leadership Coach with the John Maxwell team and he has also provided this type of training as well as services and facilitation to more than 22,000 personnel across the United States. He is the author of several books and executive briefs on diversity, leadership, and workplace issues. He has co-authored a book, A Better World, a Framework for Cultural Diversity and Engagement. Previously, Mr. Houston served as a member of the Diversity and Inclusion Committee for the United

Way of Central Ohio. He is the Diversity Council Chairperson for the Lake Norman Chamber of Commerce and the Lake Norman Anti-zero Tree Club. Again, his bio is in the back of the binder and he will be here to facilitate the rest of the session for today and tomorrow. Please welcome Mr. Houston.

**Dan Houston, CEO of The 1750 Group/ Facilitator** said a Facilitator's role, some people see it as keeping folks on track and I just want to say a few things about that and one of them is I've probably had 20 something odd years of experience in facilitating government groups and I've got to tell you guys something here that looking at this agenda, the way that the staff put this agenda together, I just want to take a second to give them a hand on this. Mr. Jones; you and your staff did a superb job of sequencing the timetable, all of that stuff is probably one of the best that I've ever seen in my professional life. Take a second to give them a hand on that, please. It is really good, and I know it has been hard work. The other thing about facilitation is sometimes you facilitate either a newspaper or a magazine and you know a newspaper essentially is about today's date, it is the current event, it is what is happening right now, it is the urgency of the now. But, in a magazine the magazine editor has the option to solicit articles that either go in the past or go in the future. You will see the difference between the two. I think what we are here today, as I look at this agenda is to write a magazine article; it is not to look at a newspaper. So, a magazine article is going to take us into the past which is what we are going to be doing today, is take a quick look into the past and see how the past might inform today as well inform the future, and that is basically what we are going to be doing today.

**Councilmember Mitchell left the meeting at 9:43 a.m.**

The other thing about facilitation is the ground rules, and I just want to say I just have a few and I think Madam Mayor has mentioned some of those ground rules, but let me just say the number one ground rule has a lot to do with just respect, that we have respect for each other and you have a respect for the humble facilitator, you have respect for the process. The interesting thing about the process is that we do have a process that will take us through developing a magazine article or magazine feature. The process I think that the staff has designed is pretty much to do that. So, part of that is trusting the process and trusting that we can get through the process.

The ground rule respect, you guys do a really good job of doing that. The last two years I've been observing you guys from afar, so I know you know pretty much the whole notion of respect. The other ground rule and I say this that Madam Mayor mentioned this is this whole notion of listening. But check this out, this is what I find out doing a lot of work with groups literally across the world, that there is something called eloquent listening. Dr. Jeremy Bean at the University of North Carolina, says essentially, eloquent listening means that you listen as hard as you talk. Can you imagine that? I've been saying that for years to my wife and she says Dan, you still haven't gotten it yet. You still need to work on that a little bit. Can you imagine if you listen as hard as you talk because one of the things about listening as hard as you talk, the second phase of that is that you develop trust with each other? As you develop trust, essentially, it gives you more time to ask more questions and then it leads into a third one which deals a lot with integrity and being able to talk and listen to each other and not have to agree on each other, but you know you have some integrity there. What I ask you to do is respect and think about this whole notion of eloquent listening.

Then the third ground rule has a lot to do with what we call the parking lot. And again, if we are going to write a magazine article, I think it is extremely important that we have a parking lot. There are some things, believe me, in the newspaper segment that are really urgent. You guys talked about those 13 points; they are all urgent. This whole thing of thank you for the mental illness and the substance abuse and the Airbnb, all of these things are urgent stuff that we want to talk about, but there should be a place to talk about that, and what I would like to propose is that we look at the urgent newspaper thing for things that are really here and now and urgent, and we put them in a parking lot. I'll need some help from staff and from Council in terms of helping me to recognize that there are some things that can go into the parking lot. You did a real good job of that this morning in looking at those 13 points. You didn't necessarily talk about it in the sense of a parking

lot, but you were able to put it where it belongs. So, a parking lot either says that we are going to discuss that, but it is on an agenda item at another time or the parking lot means essentially that that is going to go into a certain Committee or we don't know where it is going to go yet, but we are going to trust the staff to put it in its proper place. Does that make sense? So, that is where I am with that.

I guess the other thing I wanted to say is sometimes you are worried about time, let me worry about that a little bit. You guys just relax, do eloquent talking, and eloquent listening to each other. I will say that of all the talk we did today you guys came right under the wire in terms of the time, so you are good. Let me just say one other thing and then I will turn it back over to you Mr. Jones; what I like about this agenda, and I don't see it often, is there is a goal for each agenda item. What I would like to think about is can I help you achieve those goals as a facilitator? Pay attention to not only the content of what people are talking about but pay attention to some of what the goal is of that particular item. Does that make sense? And I'll try to help you do that.

\* \* \* \* \*

#### **ITEM NO. 5: WORKING TOGETHER**

**Erica Ford, Ernst & Young Government and Public Sector People Advisory Services Leader** said let's go back to the first slide for just a second; just jumping right in and really appreciating everybody's time today. I thank you for inviting me to speak with you at your Strategic Retreat this year. I have been able to meet most of you over the past few weeks [inaudible] changes in our high-performing Council collaboration. If for some reason I haven't had a chance to talk with you and haven't personally met with you, let me introduce myself. I am Erica Ford, I work with EY and I lead a Human Capital Group within the government practice. One of the areas that I personally specialize in is high-performing teams and executive support. Before getting into the presentation I just wanted to thank all the Councilmembers for your support during the project. You all have been truly lovely to speak with and super generous with your time and insight and just really appreciate that. It has really been incredible for the conversations and thoughtfulness during the conversations. It is really been awesome to see how active you all have been and how pleasant you've been during those conversations.

As we move along a longer journey as a high-performing Council and continue to grow as a high-performing Council today is kind of a point in time on that continued growth path as you become even more effective than you already are today. There is always more to aspire to, and the journey is never finished and once you reach a certain milestone more worthwhile goals will certainly emerge. So, continuing to lean into that is definitely a sign that you are continuing to grow within the means of the City Council.

Already we have invested some work together to reflect on your motivations for originally becoming a Councilmember, your personal passion for doing well in your role, and the vision you have for striving to continue to grow as a top-performing Council. As I talk through the slides that we have today, today's presentation is just another step along that journey. The presentation is broad, and you will notice that it won't reference any specific findings from our discussions this far, but what we are going to do is discuss the framework that we are using as we look at those [inaudible] about high performing Councils in general to set the groundwork for your continued growth. In future conversations, you will be able to discuss together what this framework means to you and how you might adopt some of these ideas. But, for today, the focus is really on the informative contents regarding the framework itself.

To begin let's ground ourselves in what is going on, the factors that are present right now in the current environment. This is an unprecedented time in the nation and the world as we all know that is triggering a lot of interest faction about what does it mean for how we go as a team, optimize teamwork and meet the needs of the community customers everywhere. This is happening across the world and it is half the clients that I work with right now. As you can see, this graphic is really focused on talking about some of those influences that teams are working in right now. So, from an inclusion university team, that



is clearly at the forefront of our minds right now and has been for some time and really deserve it themselves. So, when you talk about diversity, it is referring to the traits and characteristics like these people we meet. While the inclusion of virtuous behaviors and social norms and ensure people you are welcome. Diversity includes meaning aspects [inaudible] gender and generation and political perspectives and all of that good stuff, and how does those windows are applied as you make policy decisions for Charlotte team is something to think about. The other thing as a team that councils are working in and teams everywhere are working in to see extreme complexity. I have personally never seen anything like this, and it is making it more complicated to meet strategic long-term decisions. That complexity shows up in terms of our individual circumstances as we continue to maintain our responsibility as individuals and not just include work, but includes the home stuff, it includes all of that stuff. At the micro-level, as you think about how people collaborate and the policies that impact the people, it is balancing that micro that personal level and then micro level with the professional level and the group impact and how the business operates. So, those complexities are things like funding considerations and [inaudible] for the community and you just add to that complexity.

The other thing is rapid modernization as we are all using technology to chat with each other and the impact that is having on social, economic, and political systems. They know we are all working within that and the other thing too, I think particularly for the great care you give your residents, just a more holistic people experience connecting this back to the extreme complexity, we still have to approach people empathetically and pathetically as you work together to keep the momentum going. At the same time providing an experience that people can see themselves in is incredibly important as your support your residents.

From a digital acceleration perspective, now there is more information available publicly about individuals and innovation and as a team, you are working within that so digital acceleration informs how we work together because it gives us the opportunity in different ways to collaborate and work together with new technology to meet the policy agenda fully. At the same time just the poverty and high unemployment that many councils are faced with. That definitely impacts the needs of the residents and the policies you need to create to support them. Then the remote work expansion and that is happening everywhere. So, how does that impact how work is being done outside of an organization's physical location? We are really a good example of that today as we work together in today's discussion. It is forcing us to broaden the idea that work is not necessarily where you are, but what you do.

Then when you look to the right side of the graphic, we talk about the catalyst events and that just adds to the difficulty that teams are operating in. You can see from COVID-19 and we are all continuing with the challenge for that. Very grateful that a vaccine is making its way out there. From an economic uncertainty piece, that is certainly clear people are impacted by how COVID has hurt them economically with unemployment and monetary policy. Then as Councilmembers too and councils everywhere as you continue to get the work done, continuing the work for the residents, you also have regular elections cycles, and for Charlotte that is happening on a two-year basis with another election coming up in November 2021. That is a lot of stuff going on and you think about the stay-at-home orders the social unrest, load tension that is certainly very much at the forefront right now. As a team experiencing those different things from a different perspective, some of the things that we really continue to become even as Councilmembers and not speaking specifically to Charlotte, but just in broad sense city councils still has that focus on operating in such a way that fosters productivity, increased agility, strong personal connections, strategic action with long-term value. That continues to be so important as a high-performing team even with all of those things whirling around those are the common factors that teams still really want to focus on as those challenges emerge. It really helps that there be a solid foundation as you work through those things.

With this slide what we are doing is we are talking about the highest performing councils and what are those three distinct differences, and that is on the next slide. The high-performing teams in those three distinct characteristics, high-performing councils are diverse groups of committed and passionate people, brought together in a shared vision

and deeply invested in each other's success. As individuals, they bring their own unique aspirations, experiences, skills, and perspectives, all of that good stuff. Together they form the right mix of talent to excel in a changing society to solve those most complex challenges and deliver quality results that really meet impact for your residents.

As we pivot into this next piece, and again, this is the slide that follows the current one. You are really talking very broadly, and this isn't really specific to any findings from what we've done, it is really talking very broadly about those three distinct characteristics of Council. One is around the shared vision; shared vision is really where a diverse group of individuals who bring unique skills, experiences, and backgrounds in perspective, all come together as I mentioned before. So, any councilmember anywhere there are some chief questions that you might think about, whether or not you have a vision that inspires the collective team. You might ask yourself why does the council exist; what does this set of councilmembers together need to bring to the table? What do you as a group ultimately want to be known for? So are some of the things that you want to think about. We've found that really high-performing Council think through.

The other thing is the right mix, the right mix of talent to solve the most complex problems. The wonderful thing I think about the Charlotte group is that you are incredibly diverse with an incredible mix of talent. You can't say that about every single council in the world and so you guys really have a diverse mix of talent and so thinking about how can you play to each other's strength and create exceptional outcomes? That is another good thing for high-performing councils to think about as their journey is [inaudible] their impact. So, you might ask yourself things like what are your and your councilmember's most valued contributions, opportunities? What are some of your fellow councilmembers' opportunities to make a greater impact? What is the level of engagement? What are some of the needs and aspirations? Those are some of the things you want to think about when you are thinking about how to really take advantage of that right mix of talent as you continue to grow, as a [inaudible] continue to grow [inaudible] even more than what you already do?

The other piece is from a quality perspective, delivering a quality result that really surpasses expectations every time for the group and for your residents. Reach that higher standard and empower each other to deliver quality results. Some of the things you might ask yourself, and again, these are broad questions any council should ask yourself. How do you individually and as a Council define success? What are your stakeholders care about most? What are your leading and lagging indicators that signal if you are on track towards those goals? Just some things to think about.

This slide talks about the five winning behaviors. We talk about those five winning behaviors and I appreciated the intro into this discussion where we talked about the importance of trust. You see the bottom is build trust, so building on a strong foundation of trust, Councils challenge themselves to ask better questions that enable a way of thinking and generate solutions to the most complex problems. So, the highest performing councils are thinking about their courage to lead, engage in healthy conflict; make decisions, and accept accountability for the outcome means to get to the better result faster. I just think deep-diving into trust just a little bit more, so trust is the foundation of any high-performing proceeds of Council. Without its teamwork is almost impossible. Trust is the confidence among Councilmembers that their peer's action is well-intentioned and there is no reason to be productive or careful around the [inaudible]. When you think about this, simply put it just means that when trust exist team members support each other. It is important to note that in the context of this model though when we talk about trust we mean vulnerability-based trust. This simply means that team members can trust one another, are willing to be open about their mistakes and their weaknesses, their growth areas and are willing to admit when they are wrong and when they need help. That just feels a little different when you get to that point of trust. It is important that anything that establishes strength and trust quickly though so they can work together most effectively.

When you are thinking about what a team looks like when that really is built on that trust so, we talk about admitting where you have growth areas, where you might have made a

mistake, it might need some insight. Asking for help without hesitation is a huge one there I think for any high-performing council and overachiever, asking for that help without hesitation. The other thing is really feeling open and genuine with one another and in that the extra step to is really appreciating each other's time and using one another's skills and experiences. When you think about a team where the trust is absent it is hiding where hiding growth areas from each other, thinking of them as a weakness and hiding them from each other, being hesitant to ask for that constructive feedback, and failing to recognize one another's skills and strengths and really being open and proactive in bringing those skills and experiences to bear. And a lot of that when you don't have it, it just shows up as resentment and things that fester and differences that are never really resolved and just hang there.

So, a kind of conclusion in that, I think when you have that trust and you feel safe and supported so that you engage in healthy conflict, that is where it really reflects that next winning behavior which is embracing in that healthy conflict. All great relationships, the ones that last over time require productive conflict and will grow. Healthy conflict is limited to concepts and ideas and is void the personal attack. Teams that engage in productive conflict know that that the only purpose is to produce the best possible solution in the shortest period of time. They discuss and resolve issues more quickly and completely than others and they emerge from challenging discussions without damaging relationships. When we refer to a healthy conflict that means that we don't argue, we don't fight, we don't get angry. Instead, we think of it as healthy and you think of healthy conflict with creative tension. Healthy conflict is a time when you should be learning from others, asking questions, asking for the why behind the what, pushing back respectfully and it is a chance for you to be heard in order for you to be able to be [inaudible]. People have to work through this stage before they can truly, truly commit, and as we mentioned before you cannot do this without trust. So, what a team looks like when there is healthy trust and healthy trust is that healthy conflict and healthy trust is that they are energetic, and their meetings are really, really interesting. They extract and they explore the ideas of all team members, they solve real problems quickly, they minimize politics from their internal team working and they put the most important topic on the agenda for discussion; they don't let [inaudible] them anymore. But teams that avoid conflict, have boring meetings and I think we've all been in those, the boring meetings where you can kind of feel like something is under the surface. They create environments where secret decision-making and personal conflicts are permitted and they ignore controversial topics that are critical to team success, quickly moving on to the next topic when conflicts arise. They fail to include all the opinions and perspectives of team members and they waste time and energy trying to protect self-interest. It is very typical when you are working through things to have negative thoughts when you begin to think about conflicts, but conflict isn't negative by nature and this is one of the things that has been one of my own personal lessons as I continue to grow and be part of teams. The truth is that what makes conflict positive, negative, or neutral are the words we use, the tone of voice, the intent, the body language, and a few other types of things. Our initial response might be to feel anger, but it is taking that breath, taking that beat because conflict is not arguing and being angry, but we can think of it today as the ability to engage in a debate and that doesn't mean that you don't have that initial rush, but it is taking that pause, taking that breath and then really applying some of the things that we are talking about today.

High-performing councils are able to shift that paradigm in order to see conflict not as negative but is necessary for success and that means to engage in healthy conflict to gain that confidence so that everyone needs to [inaudible] embraces engaging in healthy conflict to gain commitment where each Councilmember contributes and weighs into buy-in.

This leads us to the third winning behavior, commit. So, when we think about the commitment it results in choosing, clarity and buy-in. Great councils make clear and timely decisions and move forward with complete buy-in from every member of the council, even those who voted against the decision. They understand all Councilmembers do not need to get their way in order to support a decision, but only need to know that their views have been heard and considered. Remember, commitment does not mean consensus, to gain commitment councilmembers need to have contributed to feeling committed. The teams

that commit create clarity about direction priorities, they develop an ability to learn from mistakes, they take advantage of opportunities before the chance passes by and they move forward without hesitation. But teams that fail to commit leave discussions unclear about the team's direction and priority. They watch opportunities disappear due to the inability to make a decision. They discourage risk-taking and they compromise to achieve artificial harmony. So, we need everyone's commitment to creating positive and affirming support to hold each other accountable.

This leads us to the second winning behavior service, accept accountability. Accepting accountability in the context of teamwork focuses on the right kind of positive and affirming behavior that is naturally created in the high-performing council environment to deliver unlimited promises. It refers specifically to the willingness of Councilmembers to question their peers on performance and behaviors that might hurt the overall team. When there is a shared understanding that everyone is committed to the same goal it is easy to have accountability. In a successful team, the leader alone doesn't hold the team accountable. Each team feels responsible to the other members for delivering on the shared single event. There is no such thing as holding people accountable, that is control. People hold themselves accountable to each other via the commitment to the larger bid. People set high standards and they believe in each other. Standards for accountability are usually defined during the morning phase when team process and publish goals, defined roles, and responsibilities. Develop a process for simple and regular progress updates and agree on a method for rewarding team accomplishments.

When you think about teams that are accountable, they ensure that poor performers feel pressure to improve. They identify potential problems quickly by questioning one another's approaches without hesitation. They increase respect among Councilmembers who are held to the same standards. They avoid bureaucracy around addressing performance issues when team members fail to deliver on their promises. On the flip side, teams that are avoiding accountability encourage mediocrity and accept ordinary or inferior performance. It calls for frustration and creates resentment among high-performing team members and misses deadlines to deliverable, and they place an unfair burden on the team leader that is the only person responsible for holding team members accountable to deliver on their promises.

Lastly, you need accountability to achieve outstanding results and that really comes into this last piece of focusing on results. If we are going to focus on specific objectives and clearly define outcomes as a requirement for any team that judges itself on performance. There are common distractions that impact the team's ability to focus on results, they include things like ego, which we all fight in a career and just think about my department and my team. When you think about ego how does ego distract team members from achieving the selective result? As much as we want our teams to win, as we want our teams to win, at a basic level we want to win as individuals first. But on strong teams, no-one is happy unless everyone is exceeding. Of course, that implies individual's ego are less important than team achievement.

Another distraction is career development. How does this get in a team's way of achieving results? Even the most altruistic team members will at times have to focus on their own career advancement and personal needs. A great team understands those needs but does not likely distract the team from achieving the results. The key to doing that is being open about what people need and not making others feel guilty or selfish for acknowledging those needs. Another question is what fundamental aspect needs to be there for people to be open about their needs? That goes back to the trust and admitting that you are uncomfortable when your career advancement for anything outside of a person is not a statement of vulnerability. Everyone should be glad when a team member puts that kind of issue on the table because otherwise, it will eventually create problems that impact the team's performance. Anything that stands in the way or performance must be addressed openly and directly. Even is something that is sensitive to one or more team members.

Another distraction is perhaps more subtle and dangerous of all because well intention team members actually wear it as a badge of honor. The tendency of team members to

place a higher priority on teams they lead than on teams they belong to and this could be the tendency for councilmembers, and again we are talking about broad council high performing teams' attributes, not just specifically to Charlotte. If a team sees a councilmember to give higher priority to a certain District, then as a leader of the Council that they are on or the broader city. As understandable as this is it is a recipe for disaster frankly. Rather than coming together to make the best possible decisions for the entire City that the Council is supporting, people become a lobbyist for their own folks that they feel they are representing. In essence, they compete with their fellow Councilmembers rather than collaborate with them. A team that is focused on results, retain achievement-oriented councilmembers. They place collective goals over individual achievement. They enjoy success and suffer failure both personally and as a team. They make individual sacrifices for the good of the Council and City and they avoid distraction. On the flip side that teams that are not focused on results are stagnant, or they fail to grow. They rarely succeed in creating necessary transformational change. They lose achievement-oriented councilmembers and encourage councilmembers to focus on their own careers and individual goals. That creates an environment where folks are just easily distracted.

In closing, I know we laid out a lot today; I just want to end up with a couple of facts. To continue to be a high-performing Council and continuing to position yourself for growth more is required than a collection of naturally talented individuals. It really takes a deliberate focus and commitment on the part of the Council to bring about that result, especially as a virtual and physically diverse team during this pandemic and beyond. After reviewing the characteristics of high-performing councils and the five behavioral of a high-performing team, one recommendation I would have for you is that you personally reflect on how you might contribute to the continued advancement of your council with these considerations in mind. It will take each one of you to adapt and continue to grow in your current behaviors and achieve to engage with each other in new ways that apply some of the behaviors that we talked about. Again, this is to continue to grow as a high-performing Council.

One thing that you might want to do from what I shared is that identify one bad behavior you could start doing differently now that is the one that you feel most resonate in an area you want to dig into for yourself and see how you can apply it to the rest of the Retreat and going forward. Coming back to this idea of a high-performing council that continues to lead and even as they continue to grow, they continue to make an impact which is the impact you are making for the City of Charlotte. You continue to lean in and really look at this as a journey that really requires the participation of every councilmember. You really have a solid foundation in working together. Charlotte is such an amazing city and you really have such an opportunity to continue to grow in the success that you have and really lean into what are some new things you could introduce here to effectiveness. In the world we live in right now, obviously, it is requiring you to continue to grow, continuing to push, and continuing to really embrace learning.

Today's session is certainly a moment in the journey as you continue to grow. Over the next several weeks and months we will continue to have these conversations together and again, I just wanted to thank you for being just wonderful, our team has learned a lot from you all and have really enjoyed all the conversations and the generosity of your time.

Mayor Lyles said the question I might have is the next step; we've got this framework now so what is the next step?

Ms. Ford said is that question for me?

Mayor Lyles said it probably isn't just for you Erica, you are facilitating and help us with the next step. I think it is a question for the Council as we begin to think. You've given us the framework and we will get some additional information I am assuming, but I wanted to say is there will be the next step and we will continue to work on this. Just think about what you would do with this kind of information and you've seen the definitions of what works and what they are suggesting. Erica will continue to facilitate, but we will have the next steps. **Dan Houston, CEO of The 1750 Group/ Facilitator** said Erica; I like what

you said about distractions. That is so key because people don't necessarily think about the distractions that they might have so thank you for putting that into the pie.

**Councilmember Driggs** said I'm just interested to know; there is a lot of wisdom in what you told us. I'm trying to benchmark us as we are against the criteria that you spelled out. So, will be hearing more from you about how well we actually do when it comes to buying into a shared vision and working together in those things? Tell us more about what you saw, not necessarily right now, I understand the conversation will continue, but I will be looking for more of that and recommendations in the areas where we are not strong on the kinds of things, we can do to make up for that. I absolutely agree with everything you said about what a high-functioning group looks like. I can't interpret from that are we a high-functioning group? I think some of us feel at times that we are not, quite bluntly, so if you can help us there, point out things that you saw that would actually kind of help us to improve in some of the areas where we are not everything that we could be, that would be very useful.

Mayor Lyles said that is a great comment; I think that should be part of our next step ad we can work together to get there and define what is the next thing to do. Mr. Driggs; you know you've got this Committee, not just budget but effectiveness. I think that is a great question for the Committee individually for you if you have the willingness to get that kind of thought through from all of the Councilmembers to see what we want to do and how we use that.

Mr. Driggs said I'm happy to work on that.

Mr. Houston said Erica; do you have any summary remarks?

Ms. Ford said I think in the coming weeks and months, to your point Mr. Driggs; certainly, that will be the next step. For the purpose of this conversation, we really wanted to set the stage with this broader piece and to your point, I'm looking forward to supporting the group as we move to the next pivot.

**Marcus Jones, City Manager** said I was corrected in terms of the agenda; there was a request from the Budget and Effectiveness Committee to make sure we have a COVID-19 update. So, when we come back, if that is fine, we have the Chief here that can give us an update on that too.

The meeting was recessed at 10:25 a.m. for a break and reconvened at 10:45 a.m. for the regularly scheduled Strategy Session.

\* \* \* \* \*

## **UPDATE ON COVID-19**

**Chief Reginald Johnson, Charlotte Fire** said I would like to start off on behalf of the men and women of the Charlotte Fire Department and just thank Councilmember Mitchell for his service to the City. I would also like to take this opportunity to introduce Deputy Chief Jerry Winkles; he is taking over as the Director for Emergency Management replacing Deputy Chief Cindy Bonham who retired last month. Publicly, I would also like to congratulate her and thank her for her service to the City.

**Mayor Lyles** said welcome to Emergency Management, I expect this isn't new to you.

**Deputy Chief Jerry Winkles, Director of Emergency Management** said no ma'am.

Chief Johnson said before I turn it over to Battalion Chief Wyatt Graham to go over our Community Lifelines, I'm just going to give you a brief overview of Emergency Operations Center who has now been operating in the COVID environment now for 305 days which equates to 10-months of working through this. The men and women of the Emergency Operations Center, which is comprised of members of Charlotte Mecklenburg Emergency Management; you have CFD members, you have other City agency or departments in

there as well as Public Health and other County Departments in there as well as the hospitals and they all work together. The point of that is to make sure they maintain situational awareness, identify gaps that may be identified as our COVID response, and fill those gaps.

We've been operating in a virtual environment, very similar to the way you all have been operating in a manner to try to reduce the amount of spread of COVID and reduce our exposure. We have been working with County Health, but really now we are starting to change from just the prevention and response to now the light at the end of the tunnel, just like your video kind of display. We are starting to get vaccines out into the public. The week of Christmas we started Phase 1-A which was for hospital workers as well as EMTs (Emergency Medical Technician) and Paramedics and as you know last week, we started into the public for citizens that are 75 and older. We have been working with Public Health providing staffing and support, which means some of our CFD (Charlotte Fire Department) members as well as some members from Medic have been facilitating and assisting with actually giving the vaccines which is huge. We are doing our part to try to get a little handle on COVID-19 and like I said start to see a turn and a change which we hope to see sometime in 2021. At this point, I will turn it over to Battalion Chief Graham to go over our Community Live Lines, and then we will take questions.

**Battalion Chief Robert Graham, Charlotte Fire** said I am Deputy Director of Charlotte Mecklenburg Emergency Management. We are excited to have Deputy Chief Winkles take on EM as one of his responsibilities. We have a long history together riding the back of the truck, so we are blessed to have him and work with him again. Many of you will recall during several EM presentations the discussion of Community Life Lines. The EST monitors the status of the health of our community during emergencies and disasters by using the FEMA (Federal Emergency Management Agency) Community Lifeline framework. The Community Life Line includes transportation, safety and security, food, water, shelter, health, medical, energy, communication, hazardous materials, and local economy. Gray indicates unknown status, green indicates normal operations, yellow indicates a moderate impact and red indicates a significant impact.

I will go to the Community Life Lines very quickly; I'll not go over all of them, but the ones that pertain to the Pandemic. Transportation, the EOC (Emergency Operations Center) coordinates daily with CATS, Charlotte Douglas International Airport, and Charlotte Transportation Department to maintain status updates. Transportation is in the green at this time. Safety and Security; as Chief Johnson may have mentioned, unfortunately, we lost one of our members and it impacted all of us, to a motor vehicle accident on January 4<sup>th</sup>. EOC is in constant communication with our law enforcement partners through daily briefings and policy group calls. Deputy Chief [inaudible] took over for Deputy Chief Estes as the EOC liaison, also well known to EM and we are blessed to have him.

Charlotte Mecklenburg Police Department recently provided clarification of the alcohol sales and consumption under Executive Order 181. The last call is at 9:00 p.m. and consumption is allowed until 10:00 p.m. EST is working to register eligible first responders for COVID-19 vaccination through Mecklenburg County Public Health. CMPD is providing security for vaccination locations and Mecklenburg County Sheriff's Office is providing security for testing locations as well. Safety and Security status is in the green as well.

Food, Water, and Safety; the Shelter Taskforce through Emergency Management expanded hotel space last week due to inclement weather to include capacity for those experiencing homeless. The voluntary organizations active and disastrous known as the VOAD continue to work with food pantries to ensure their needs are met to assist in the distribution of cloth masks and provide volunteers at vaccine sites as necessary. Food, water, and shelter status at this time is in the green.

Health and Medical, I want to be pretty clear on this; the hospitals are currently managing what they have and that is what they are telling us on our call and through our discussions with them. They are impacted significantly. Gibby Harris is doing her part by working through the vaccinations. The EOC Emergency Management is talking to our partners over there daily. We have a number of plans in place to assist them through logistics, but

we are watching that closely. I want to make sure everybody is aware that we have a very serious problem here, we do have a problem, but everybody is aware of it and we are monitoring that closely and working with our partners. That status for Health and Safety is currently in the red because there is a significant impact across all of North Carolina and the United States, but we are working with the folks to manage that. We can only report back what the hospitals actually tell us.

Communication through our Joint Information System and to our Information Center, one of the things I'm probably most proud of is our JIS (Joint Information System) and how all of our partners including the City and the County, Emergency Management, the hospitals, all the PIOs working together, that is a very tough job and we certainly appreciate what they have done there. That remains in the green.

Lastly, our local economy remains in the yellow because we at 6.7% unemployment as of December 4<sup>th</sup> compared to last year at 3.3%. You have a very thorough report in front of you and we are always here to answer questions and will take any questions at this time.

**Councilmember Eiselt** said thank you Chief for the update. I just have a question about what we used to call the winter shelter operation. We worked with Room in the Inn and we had the Grady Cole Center open. What have you been able to do to replace the need for additional overflow shelter given the pandemic?

Battalion Chief Graham said they added additional hotel rooms and they work very closely with the men and women's shelter in those areas. We have a good situation awareness; we work very closely with Derrick Roams over at the County, but also with the men's and women's shelters. In the last storm, nobody went without a room if they needed one.

Ms. Eiselt said that was my question how much additional capacity did that provide?

Battalion Chief Graham said I believe the answer to your question is, it depends on the demand. Because of the vacancies in the hospitals we were able to get additional rooms as needed.

Ms. Eiselt said you all are operators of the joint emergency operations for the winter shelter operation. What do you recommend people do, who is coordinating it when you get phone calls saying we want to donate clothing, we want to donate food, where should they go?

Battalion Chief Graham said if you recall charmeck.org was first created by a member of our VOADs including Rob Killian and his group and it is still there. That is a good way of doing that in addition to Second Harvest Food Bank and Loaves and Fishes. There are a number of out there, but Carmack responds specifically, they raised over \$20 million for Mecklenburg County and then put those out there and ran it like a grant process so you could put in for grants and get money from them. They have done phenomenal work and continue to do that, also the Salvation Army obviously is a huge partner. The list is long, but the needs are many so CharMeck's responds is a great resource for that.

Ms. Eiselt said that is a website so it is not someone who is going to respond and I'm specifically addressing people that call us and say I have a lot of clothing, I have firewood, I have food I want to donate and presumably, you wouldn't want them to just go to the site and leave it there because there has been problems with excess food and rats and whatnot, so who do they contact?

Battalion Chief Graham said there is a place on-site to ask a question and to get information back. The donations are always best if they are monetary because they are easier for everybody to use. We've seen that every single disaster when we deal with hurricanes or anything else, we always get a lot of folks to want to give clothing and all these things. It is very difficult because once you do that the logistics behind that to take that and to turn it into something that is useable for people is extremely difficult. I will tell you a lot of times, unfortunately, those donations after they are managed end up having



to be sold to turn into money for the VOADs so you will see a lot of that. We always encourage people monetary is best.

**Councilmember Johnson** said Chief; can you confirm that there is a warm bed and space for anyone at tent city who wishes to go inside?

Chief Johnson said I believe at the last meeting, Director Pam Wideman did provide that information and verify that yes, there is a bed for anyone that wants a bed it is available for them.

Ms. Johnson said is there someone who may not have had that information, can you advise on what they should do or what the process is?

Chief Johnson said if I remember correctly, we work very closely with Roof Above and they have a team that actually goes out into that area and many areas within the City and provides that information to them. So, if they are in need of a room those people will be out there to actually take that information and share that.

**Councilmember Driggs** said Chief; you may remember last year I had an occasion to come out and visit the EOC and I wanted to thank you and your colleagues for your generosity with your time in explaining it to me. It was a very helpful explanation because I think without going and looking maybe people don't really understand what the Center does. Certainly, I came away very impressed with our capability in that area and I think we have a first-rate team there and if you remember my daughter was with me with her fiancé and she is now telling everybody in New York what an excellent EOC Charlotte has so worthwhile meeting.

My question for you is as the vaccine rolls out a lot of people are wondering when can we start to see the restrictions relaxed? I don't know if you can answer this, but what would be the benchmarks that would allow us to ease the distancing or the stay at home? I think it will take a lot of time to get everybody vaccinated and there will be people who don't want to be vaccinated so, what is the process, and do we know what kind of time horizon that is?

Chief Johnson said I don't want to speak for Dr. Cohen from the State, but we will definitely take direction from the state when it comes to easing restrictions. Right now, Public Health is providing vaccinations and I believe Atrium and Novant Health are also providing vaccines, so as the vaccine becomes more readily available, we are able to start vaccinating the general population. I also cannot give you an exact timeframe as to when some of the restrictions will be eased.

Mr. Driggs said alright; I would like to emphasize that I'm sure a lot of people will be eager to hear whenever that information comes so whatever we can do to publicize any developments in that area to get a feel for what the time horizon is because we are hearing now that we are still months away from not having to be careful about the virus. Again, I appreciate the work you do, and thank you for that answer.

Chief Johnson said I would say it is several months away. Just remember we have 1.3 million people here in the County in general and we are a long way from getting to a large percentage of those people that have been vaccinated.

**Councilmember Egleston** said to circle back to Ms. Johnson and Ms. Eiselt's points, I think that there, this being my District that the tent city is in and it is something that County Commissioner Mark Jerrell and I have talked about on at least a weekly basis for the last couple of months and Ms. Johnson is correct. There is a bed for any of the current, about 91 people that are out at tent city tonight should they choose to accept it. We understand there is a multitude of reasons why people might choose to stay outside, and I think those are some bigger issues that we and the County and the community as a whole are going to have to address. Mr. Graham touched on some of them earlier surrounding mental health, substance issues, also sorts of challenges. But I do think it is important that we as a local government and that would include the City and County working hand in glove on

it, need to be doing a better job of getting out accurate information because there is a day louse of inaccurate information about the circumstances around our homeless population as a whole in this community around tent city specifically, around the services that are available and to Ms. Eiselt's point around the best way to have an impact.

There is an immense amount of folks in this community who want to help, and they don't know-how. Then they do exactly what Ms. Eiselt referenced, they post on Next Door that they want to collect blankets and coats in their neighborhood and they load them all up in their car and take them down there and they drop them off. I drove through there yesterday, as I do several times a week, and saw multiple vehicles unloading stuff. To Chief Graham's point that is not the best way to do that. Certainly, clothes donations and things of the like are important and are very helpful but coordinating those efforts with the organizations that have a process in place to maximize the impacts of those donations and are on the ground there every day and know what is truly needed and what is most impactful. The monetary donations to those organizations are great, but they do need clothes, they do need blankets, they do need things like that but just dropping them off at tent city is not really the best way to go about that for a multitude of reasons.

I think that there is a lot of good work that the City and the County have done with both money, time, and effort towards these issues, but I don't think we've talked enough about it and I don't think we have told the community clearly enough how they can engage in that work and those efforts. I hope that we will do a better job with the communication piece of this because it is maybe the single biggest thing that I hear and again I might hear more than my colleagues because it is in my District, but I'm guessing all of you have gotten e-mails about it. I'm hearing more about this in the last two months than any other issue in the City and it is largely from people who obviously, now see what is a much more visible problem than it has been in the past. Not necessarily a larger problem than it has been in the past, but far more visible, understanding I want to help, and I don't know what to do, and I don't think we are doing enough to tell them what they can do and what we are doing. I think it is critically important that we not only address the issue but make sure there is shared information throughout the community and across City/County government lines and that we are all on the same page in that regard.

Battalion Chief Graham said this comes up a lot; this is one of those problems that we deal with a lot, and it is hard for even me, and staff to try to divide the two. Homelessness is a chronic problem that City Council, obviously, the County Commissioners, the County for the most part work very hard on. Disaster sheltering falls to Emergency Management to coordinate that piece of it, but it only during times of major emergencies or significant weather. A lot of folks start to get the two confused and so we are there for a very brief period of time where we are focused on a tornado or a blizzard of something coming, let's make sure that that group is sheltered. The best thing that government can do for Emergency Management is to get the homeless off the streets because that takes away our problem. The more homeless we have on the streets, we have the bigger problem. I also want you to understand when we open a shelter, it becomes very hard to close the shelter because then we are putting people back on the streets. It is a chronic issue and we get that, but we have concerns along with everybody else.

Mr. Egleston said if I could respond to that quickly; I just want to make sure that folks are hearing what you are saying. Getting the homeless off the streets and into housing or shelter I know is what you meant there, but it sounded a little unclear. But I also think that while Emergency Management, that is the very specific role that you play in this issue. I want to make sure that as a City, more broadly, the City government that we are pointing to the efforts that again, both the City and the County have done as it relates to a new and improved shelter that is being built and is going to be on the line on Statesville Avenue with Roof Above in the next 60-days. So, the money that the City and the County contributed to be able to purchase the motel and use that for emergency housing for some of our homeless neighbors. There are things broader than what just Emergency Management is doing so I'm not directing all of the charges to the Fire Department or Emergency Management to say the communication needs to be better, I'm saying as an organization, the City of Charlotte government, we've got to do a better job to talk about all of those coordinated efforts and make them more coordinated.

Chief Johnson said yes sir Councilmember; and I heard you loud and clear, understood that we need to do a better job as a City and County in general, just communicating what has been done because there has been a lot of significant contributions that have been done to address this issue. I would also like to say that even Emergency Management, just to piggyback on what Chief Graham has said, still host a shelter taskforce. That is what we do; we are a coordination communication group and that includes the County, City, Red Cross, and a number of other NGOs just to make sure that we are tackling that entire situation the best we can.

**Councilmember Graham** said I just want to echo the comments of my colleague in reference to the tent city. I think he is absolutely correct that we've as a community, City, County, private sector, the non-profit sector, have done a lot of good work but the question is where do we go from here? What is the strategy, how can we be more intentional about providing safe affordable housing for those who are in need and how do we protect the public health of those individuals who are there? Their mental health, their substance abuse, how do we protect the public health of the community at large? I went there on three occasions during the Christmas break and it needs to be cleaned up. How do we educate the community about how to help? Charlotte is a very caring, compassionate community and there are a lot of people that want to help. I think we are helping in some of the wrong ways; acknowledging that the City has been sued and the County and how do we deal with that.

I acknowledge all the progress that we've made. I want to give you something to read; I shared it with the Manager and the Mayor, and I think it is really high time that we have a more public conversation about this particular issue. It is one of my priorities as a Councilmember and Chairman of your Housing Committee and again it is a community problem and I think we need to establish very soon some short-term goals as well as the long-term goals that are a lot more complex than addresses chronic homelessness, but also specifically address the issue of the tent city itself. Every day that goes by that we don't respond to it or take some type of forward-leaning action the problem grows and gets worse. At some point in time whether it is today, next week, next month there will be a reckoning that has to occur for the community in terms of how we solve the problem.

I suggest to you today that the longer we wait the more complex and complicated it will be. I'm glad to work with you and Commissioner Jerrell. Former Commissioner Mitchell I know was involved in some conversations as well; talked to Liz just yesterday for about 30 or 45 minutes. Michael Smith with Charlotte Center City Partners had a conversation with him this past week as well. All those who have a stake in the game in terms of how we treat the least of those in our community, but more importantly where do we go from here with the strategy and how do we find a way to help those help themselves, which is more complicated, how do we find a way to help people who don't want help, which is the 99 folks that remain to be there because again they do have some place to go?

Mayor Lyles said Mr. Graham's suggestion I think is one that has merit. It is what Mr. Egleston has been doing informally with Mr. Jerrell. I guess what we need to do is have a letter, and I'm glad to sign that letter, to the Chair of the Commission with this suggestion and with that suggestion ask if there is an agreement on what this group could do to set those parameters. So, that will be our action step if that is acceptable to Mr. Egleston and Mr. Graham, that is what I heard. We will forward a letter to the County Chair and talk about this and talk about our deliberations and suggestions.

**Councilmember Winston** said just on the note or topic that we've been on, I think the bigger picture if we want to think high level, what is being suggested that we need to further consolidate the functions of our government. This is another specific example where the inefficiencies of a separated City and County government are not producing the results that are necessary to fully satisfy the needs and wants of our community.

My question for the Chiefs is on a different topic; one of the biggest ways that we keep our community safe is to reduce the community spread of the COVID-19 virus. While we know that right now a lot of the unrelenting spread is due to small community gatherings,

friends, and families and we know a lot of businesses, particularly small businesses have been very responsible in getting people back to work and providing some sense of new normalcy. We also know that there have been many businesses within our community that have been quite irresponsible, particularly eating and entertainment establishments and these things go viral pretty quickly. What I don't know that does happen very quickly is the response or any enforcement action on these irresponsible members of our community. You know if I am talking about enforcement actions it must be something quite extreme. Can you give us an overview or a quick response about what our response looks like when one of these videos goes viral of hundreds of mask less people in tight confinement?

Chief Johnson said I believe Chief Graham mentioned Deputy Chief [inaudible] who took over for Deputy Chief Estes and is a big part of Emergency Management in a response to COVID. I'm not going to speak necessarily for CMPD, but I do know that they go out routinely and check into those types of businesses that you are referring to and would definitely be investigating any type of complaint and making sure that there is enforcement going on.

Mr. Winston said there has to be some accountability here and we can't point fingers. This is an Emergency Management function, but also, I know from a Fire Department standpoint that this could be a function of the Fire Department. Right now, if the Fire Marshall goes in and determines that there is a public safety concern due to capacity or compliance of health or safety regulation, you will shut that place down and is able to maintain a safe operating capacity. Why are we not doing that from a Fire Department perspective for businesses and operations that are contributing to the community spread which has a far greater impact on potential negative impacts community safety than for instance occupancy regulations?

Chief Johnson said I believe the Executive Order makes it pretty clear that any type of violation that occurs will be investigated and enforced by CMPD. We do have some avenues there, but CMPD is our force as far as investigating and as citing anyone.

Mayor Lyles said would it be helpful to get some information about that so that we can have the information in front of us and see what the rules require? I have found, and I'm not sure who the source is, but social media has been immensely helpful when people are self-reporting so that CMPD can follow-up and I think that has been helpful. I think we need to get some information, I think this is a great point that we have to do this together and we need to enforce as much as possible because COVID hasn't ended yet. So, Mr. Winston what do you suggest? What do you want specifically?

Mr. Winston said I'll tell you my line of questioning was; I want to get more information from how we respond to this because I haven't gotten this answer to my question like in real-time like what happens, what is that investigation? Is that investigation 10-minutes and you go and shut that place down, you walk in and see and then shut that place down, or are you going and asking questions 24-hours later and there is no chance of reducing the impact of community spread? My assertion is that it is not happening because from what I can see anecdotally through like you said, the internet, social media, and our response is that we are not having a sufficient response that increases the potential safety of our community. I think this is something that we need to fix, and we are spreading the impact on businesses that are being responsible and we have to do something differently. But I don't know if we have to do something differently because nobody has told me what we are actually doing right now.

Mayor Lyles said let's find that out and then be able to work from there what is different. Mr. Jones and Chief, if you could help us move that and I think it would appropriate in the Safe Communities Committee to do a follow-up and we will talk about how you want to follow-up on a lot of these requests, information, speed, all of those things.

**Councilmember Ajmera** said some of the questions were addressed earlier by my colleagues around tent city. As we are looking at sustainable solutions; like Mr. Graham said, something that is short-term as well as long-term. I hope we will considering the

housing first initiative and that is being tested in other large cities that have similar concerns, but it does not only provide housing, but it also provides wrap-around services such as mental health support, etc. I know the County is leading on this issue, but we need to collaborate with the County and actually put funding toward addressing the tent city issue, and I hope that we can find a sustainable solution where we can get these people who are having mental health issues or chronic homelessness, we are able to get them into housing and having a mental health support team there.

Mayor Lyles said thank you for adding this update, I think it is very important. Since March I think we have not had one day that hasn't been a huge impact in this community so thank you to the folks that are on the front line for us. We really appreciate it.

Chief Johnson said thank you very much.

\* \* \* \* \*

## **ITEM NO. 6: FINANCIAL STATE OF THE CITY**

**Marcus Jones, City Manager** said what I am proposing is that the economic backdrop piece was a video; we will just send it out to you. It is pretty much covered in your pre-read, so it is not that you won't have information and then I fully trust Kelly, Ryan, and Shawn to be able to address this within a 45-minute time period if that is fine with the Council. I think it is very important before I turn it over to Kelly who will start off with debt capacity and affordability; it is just my great appreciation for not just the Council, but also what we call Team Charlotte at 8,000 employees. As we started this pandemic, we focused on two things; the one is to provide core services, and I would say provide excellent core services, but also to keep our employees safe. I believe what you will find today is that the financial state of the City is in excellent shape. There are some things that this Council and this community want to do that I will steal from Councilmember Graham that are bold and I'll also from our Moderator, as we start to write a magazine article, it is important to know where we are today and that will help form what we will be able to do for the next 20-years. So, having said that I will turn it over to Kelly.

**Kelly Flannery, Chief Financial Officer** said as the Manager mentioned the community depends on a physically healthy government, not to just provide services for the current, but to look forward on moving forward as the City grows. Today, I will be presenting a long-term overview of the City's financial condition. Budget Director Bergman will tighten that lens a little bit and talk about the short-term projections, followed by Mr. Heath who will provide an even more micro review of the City's utilization as pandemic-related funding.

The long-term financial condition of the City depends on the economic factors as well as the sound physical policies and management that this body approved. The Character of the City's finances is strongly related to the character of the local economy and as we would have seen if you had watched the video that you will watch later, the economic condition of the City and the region is strong, robust, and diverse. When we access the financial condition of the City, we not only consider the current revenues and spending, but we look back at the actual financial activities of the prior year. Last Thursday the external auditors presented to the Budget and Effectiveness Committee the results of the City's FY20 Comprehensive Annual Financial Report, the CAFR, and I am happy to report the auditor provided an unmodified opinion and identified no material misses or significant decisions which is the highest review you can receive in your financials.

Additionally, as you are well aware the City adopts a comprehensive set of financial policies to ensure that financial resources are managed in a prudent manner and that is to provide a foundation for financial sustainability. One of the most critical of those policies is the General Fund balance requirement of a 16% reserve. This fund balance reserve policy establishes the minimum level of funds to ensure stable service delivery, meet future needs and protect against financial instability.

I'm going to spend the next few minutes providing an update on the City's general credit ratings. Financial performance and adherence to financial policies including fund balance not only drive our ratings, but these criteria determine the financial condition and provide the ability to fund future projects. Bond-rating agencies, as you know, assess the creditworthiness, not just of the City, but the City's debt and it provides useful information to markets that determine the costs of which we borrow or pay our interest costs. There are three major rating agencies, they all have different criteria, but this is kind of the best summary of those criteria and how we rank amongst them. While some of those factors that determine our bond ratings are in our control such as financial policies, the amount of debt we have outstanding, some aren't like the economy. So, it is important that we are prudent and responsible and adhere to those policies that are under our control. One of the very strong categories, that first one institutional framework score is really just the cost of living in North Carolina so, North Carolina as the state is very financially stable has a very secure financial structure. Its local government commission, that is an entity that is unique to the state so just by being a product of a City in North Carolina we are very strong in that category.

We have very strong management. Whatever City Marcus Jones works for it gets to be very strong management. Remember that for my review, Mr. Jones. What that really means is that we have strong financial policies and practices, but it is not only the existence of these policies, but it is that they are embedded and that have adhered to them for years. The rating agencies have remarked on the use of internal trend analysis and external information to make revenue and expenditure assumptions and that those conservative revenue and expenditure policies are adhered to.

When we are talking about a very strong budgetary flexibility that is the actual cash balance so, that 16% we talk about is the operating expenditures and municipal debt service policy of 50%; it is those policies that give us the budgetary flexibility. As it relates to liquidity, that is just the available cash as it relates to expenditures. That is just a formula, but also it is our access to external markets and capital and our stable investment portfolio. The City doesn't carry investments that are deemed aggressive.

As it relates to strong, that is the economy. Again, that is one that is kind of out of our control, but the rating agencies do consider Charlotte's economy strong. They look at criteria such as per capita or buying income, market value access, diverse MSA (Metropolitan Statistical Area), and unemployment levels. One of those criteria that we rate as adequate is budgetary performance and that is just the operating results in the general fund and that is the result of our conservative budgeting practices.

One criterion where we have the ability to get better is the debt and contingency liabilities and that is the total funded debt service and the total fund operating and pension and [inaudible] and while there is no immediate pension and [inaudible] pressure it is a consideration that puts us in the weaker category.

As we move forward, we need to make sure that we are maintaining our strong bond rating and the rating agencies have identified the following factors that could lead to a downgrade. If we were to begin a trend of structurally imbalanced operations we could be downgraded so, that means we cannot start relying on short-term fixes such as using reserve funds to balance our budget. If costs increase; as I mentioned some costs can be controlled, others can't. For example, pensions and [inaudible], we have to continue to prepare. I think every time I bring to you a refunding bond for savings as we talk about how we are going to use that savings and apply it to a [inaudible] liability, that is how we are mitigating for future impacts. Another potential impact to the rating could be a significant increase in debt or capital. Then as we contemplate these future large-scale projects, we need to be mindful and pay careful considerations to the costs and the timing of those projects, and the potential impact on the ratings.

So how do we compare? We have still the highest available bond ratings for 43-years in a row, longer than I've been alive. We are triple, triple, or nine vowels as I like to call it. I think this is a year to be proud of ourselves for maintaining that AAA. The National League of Cities has put out a report, I guess it was probably August, about city fiscal condition,

not our City, but all cities physical conditions, and nearly 90% of the cities that responded said they would be less able to meet the physical needs of their community in 2021 than in 2020. Since the pandemic began S & P has executed over 950 negative outlooks or downgrades on local governments. The fact that we are following our policies, that we are able to maintain our ratings where our peer cities aren't afforded that luxury is really something, we should be proud of.

I do want to toot our own horn on this slide, but I think the other thing to remind ourselves is that we have to be vigilant to maintain our financial condition and we do that through affordability analysis. As we move forward with these major initiatives, we want to make sure that we are maintaining our strong financial condition, and one of the ways we do that is through these affordability analyses. So, what are they? They are exactly what they sound like. We fund capital with long-term debt and that allows us to enjoy a low cost of borrowing and to match the life of assets over time. By performing an affordability analysis, we can maintain our financial matrix and plan capital projects in a physically prudent manner and by projecting future revenues and expenses. Why do we do them? We could just throw out a capacity number and spend all the money, but we use an affordability analysis approach because it allows us to make choices on how we want to spend our money.

And who do we do it? Well, we talk a lot about the hospitality analysis and the study state model, but it exists for everything, so the Airport, Water, Storm Water, CATS every department has an analysis to model that we update. And when do we update it? All the times these days. So, as you would expect with revenues changing, borrowing costs assumptions changing, we are always in those models making sure that we are maintaining our financial matrix. So, what goes into the model? We have our existing costs that live in there. The majority of the City's debt is fixed but it is not level so, we build into the model what our existing debt service schedules are. And then O and M (operating and maintenance) costs, we have a lot of assets that we need to protect them so while each model is different, we usually assume an O and M increase is about three percent annually. We look at revenue trends; I remember last year when I presented the hospitality funds, we talked about whether or not we should include some R and C revenue projections and I said we don't include one-offs in there and I'm really glad we didn't include a one-off in there right now. But what we do is we look back at the not so rosy days, so for every one of our models, we always model in the great recession of 2008, the actual recession experience to make sure that there is long-term sustainability across all of our models.

Then we are looking at new projects, we are always looking at the economic conditions. What are future interest rates look like, what are the projects schedule, the timing, and the placement of debt is really as material as any other matrix in the model. We look at the draw programs; in the City that is the bond anticipation note program and it is kind of like a line of credit that lets us draw the funds as we need them. If you think about if you were constructing a house, you would take out a construction loan first, and then you would take out that construction loan with a mortgage and that allows you not to over-borrow or under borrow and pay additional interest costs on projects. Then again, we look at fund balance and we talk a lot about that, but that is how the affordability analysis functions, and each model is different, each requirement is different based on the volatility of the revenue sources. So, let's look at one, everybody's favorite. The hospitality fund, so the reminder there are three hospitality funds, the Convention Center Fund, the Tourism Fund, the Hall of Fame Fund, and as I mentioned revenues and expenses are critical components in modeling. Two of the major revenue sources that support the hospitality funds are the three percent occupancy tax and the one percent food and beverage tax. Remember back in May when we were presenting the budget, we didn't really know what to expect on these revenues, so we took some industry intel's, some rating agency analysis and we developed low, moderate, and high revenue collection scenarios and while the revenues are not in line with what we saw in 2019 and the early part of 2020, they are within budget projections, in fact, the food and beverage number is a little bit above budget projections, so we will be able to balance 2021.

We also talked about the importance of adhering to financial policies when modeling and this slide is responsive to that requirement as well as the Budget and Effectiveness Committee's request for hospitality capital policy which you will be contemplating later this month. This policy includes the reporting of requirement on major matrix annually and you will note that for each of the three hospitality funds they are exceeding their benchmarks and that will be included in the proposed policy.

So, to get to the chase, how much money do you have? What is the output? There are a few things I want you to take from this slide and one is that each of the hospitality funds has the ability to fund future projects in a physically responsible manner. Two, that the City maintains a strong financial position in all the funds, and it does not rely on general city revenues to sustain these funds. And three, that while there is a short-term impact from revenue declines there is the ability to fund projects in the future. A couple of other things I want you to take away from this graph, as you look at the Tourism Fund, the capacity is the black line in the middle and you will see it slopping pretty hard up and then when you compare that to the Convention Center Fund and the Hall of Fame Fund you don't see that aggressive of an increase. That is because the Convention Center Fund, the food and beverage tax is scheduled to sunset in 2034 so we obviously can't model in any additional revenue related to that, so your capacity isn't increasing at the same level as well as the Hall of Fame Fund, that tax is scheduled to expire in 2038. I just wanted to kind of show this graphically the impact of those revenues sunseting. The other thing I want to show you is the impact of time on capacity. I know we talk about it a lot, but I think these graphics are helpful in showing that the longer you wait to fund a project the more money you will have in the long run.

Moving on to the Steady State Model; I think unlike the Hospitality model; the Steady State Model is built for reoccurring revenue and so that we do not have to raise property taxes. When Budget Director Bergman presented at the Strategy Session in October, we projected the Steady State to be \$207 million due primarily to better than expected sales tax collections. We are now able to project the Steady State amount of \$218 million beginning with the 2022 bond cycle.

As I mentioned in the Affordability Analysis Overview, we look at the model a lot for efficiencies and in reviewing the Steady State model we identified opportunities to revisit some projects that are currently in the model but could result in additional increases to the Steady State and/or the ability to free up some funding in the short-term. I look forward to having that conversation with you in the future. During his remarks, Mr. Bergman will drill down further into the short-term picture of the City's budget and discuss populating the Steady State across the buckets in the next steps. I know that was a lot and it was fast, but I know I stand between you and lunch.

**Ryan Bergman, Budget Director** said I had a conversation with you guys in October where I talked about how we had a fairly strong year-end performance. We had pretty good signs thus far on sales tax, but we did have some challenges. You guys had the misfortune of me talking through 30-slides; this time because of that we are going to do it a little quicker. I'm going to update what I talked about in October and try to give you a picture of what is going on in about 10-slides. I want to start with this; I started with it last year as well because it is the easiest way to graphically see how the City's budget is organized. If you look at the right, the Special Revenue Funds, you will see some of the ones Kelly was talking about, Tourism, Convention Center, NASCAR; those are your hospitality funds. In the middle you will have the enterprise funds which are primarily funded with user fees and also, we do have Aviation and CATS who get a different CARES Act allocation and actually got a little bit more recently, which Shawn will talk about in a few minutes.

What I wanted to focus on is the governmental funds which are the General Fund, the debt service, and PAYGO (Pay-as-you-go). This slide is updated, and it graphically shows how we fund these three governmental funds. You will see that property tax and sales tax is what makes up each of these primarily. You will see that the vast majority of everything goes to the General Fund which is that top one and that is where you are thinking Police, Fire, Solid Waste, run the City type operations, City services. Then when you look at the



bottom, that little allocation, about \$25 million of tax dollars goes towards PAYGO. So, what we use that PAYGO allocation for are City facility needs that we can afford, one-time things that we like to do; things like corridor budget last year, innovative housing, technology investments, a lot of programmatic and one-time things. The one in the middle that I highlighted blue to emphasize because I'm going to talk about it next is the Debt Service Fund.

We always have a lot of questions about our capital program and how we are funding it, how it works. Kelly talked about the Steady State a second ago; this is how we pay for the Steady State. Each year some of our property tax dollars, some of our sales tax dollars goes to the Debt Service Fund, and then this is paying debt payments on all of the capital things that we do as a City.

I'm going to start with capital because it connects with what Kelly talked about. So, we are finally beyond the Big Ideas for the first time as a City in eight or so years. Next year does not have a bond, however, this upcoming budget is the time when this City Council would come together and agree on a proposed five-year CIP (Capital Investment Plan). So, what we are going to be doing in the next few Workshops and we will do other things as well, but the Budget Workshops will carry some information on what we would do and how we would populate those future bonds. While our voters will not be approving a potential CIP bond next year, we would have it proposed, we would have to have it ready, we have a lot of things in Planning already, so this is how we plan and keep things moving.

Kelly talked about \$218 million and what that is, is that is \$190 million-plus two-years of the facilities funding there. Facilities/equipment which we sometimes call COPS, we do that each year and that \$28 million-plus a regular bond capacity is what we get to with the affordability of Steady-State that Ms. Flannery talks about. Then \$190 million that will be planning in this upcoming budget for each bond, does have some calls on it that are fairly consistent for infrastructure-related things that we do as a City. Aside from the sidewalk program, bike program, you have some of the things that we really need to keep doing, our traffic control, bridge repairs, street resurfacing, things like that. So, dependent on how those programs are funded because they do fluctuate a little bit, you end up with around \$130 million to \$150 million in bond capacity to do many of the things that you want to do, and you want to prioritize as a City Council. This is where things like affordable housing, our road, and intersection projects, Corridors of Opportunity funding would come from this, at least the capital portion. Economic development projects, an example recently was Ballantyne Reimagined and then also it is not really a bond, but it will potentially take some of our capacity. The City has been working with a consultant over the last year or two on Americans with Disabilities Act (ADA) Improvements to City facility that particularly, some of the ones that the public uses. So, we will use some time during a Workshop probably in March to talk about ADA and how we may need to put some capital dollars towards that over the next 10 to 15 years.

This is the timeline and I won't spend much time on this slide, but it just shows we have the three Budget Workshops, we have the Strategy Session coming up for a couple of months before we propose a budget, and we are really going to be looking for Council feedback on what that bond should look like when we populate it in the proposed budget. That will intersect with a lot of other things that are going on as a City right now as you know, such as the 2040 Vision Plan, Strategic Mobility Plan, Charlotte Moves, and then the whole Corridors of Opportunity Program.

Moving on beyond the Capital Program, and this is maybe one of the more important slides because we did end FY20 with a strong year-end performance in the General Fund. So, we took some steps with hiring freezes and spending on non-personnel and things of that nature to ensure that we were going to have a small surplus in FY20, but then additionally we were able to use CARES Act reimbursement for some of our Police and Fire uses that allowed us to generate a bigger surplus. This was part of our strategy to protect ourselves during the recession so those funds from FY20 are extremely important right now in FY2021 because we did not get additional federal funding in the General Fund, however, we are still going to have plenty of needs, think of utilization of sick time and emergency leave and things like that that are happening that still have costs to the

General Fund this fiscal year, but we no longer have the federal reimbursement. The plan is for us to use the \$14 million this year for what comes up there, also to offset some of the revenue risks I will talk about in a minute, but the goal of course as always is to maintain as much of that surplus as possible because the way our financial policies work that money would then get used in next year's budget in PAYGO for some of the programs that you guys emphasized. I put a couple of them up there such as corridor investment, so that is really the long-term goal we are trying to manage.

A couple of revenues are a little bit concerning at this point and I realize there is a lot of data on this slide. If you look at the property tax collection rate all that means is what percentage of the property tax bills are paid this fiscal year. It doesn't mean what percentage are paid ever, it means what gets paid this year. If you look back on the left when we went through the last recession you saw that it dipped down into 97%, 98% which doesn't seem to be a big impact, but every one percent that it reduces costs the General Fund approximately \$4 million. So, this is a big deal for us to watch as we look ahead. FY20 did end slightly below 99% for the first time in a while, so we are really trying to monitor this. We build the budget currently based on 99% so we should know more about this from the County at the end of the month or early next month and we can bring some more information like that back to the Retreat.

The other revenue that is a little bit problematic at this point is Utility Franchise Tax which is revenue on electrical bills primarily, but also a little bit on gas and telecommunication. This is one of those things where there are good things happening that do cost us a little bit of money in the short-term, such as energy sufficiency improvement that actually cost the City a little bit of money. Then also some of the things that have happened with COVID, such as people working from home more, potentially not using as much as electricity, and then also we do have some bills that may not have been paid yet. This is something we are monitoring, but it is a concern of a few million dollars as we are planning ahead in the budget.

Fortunately, we do have positive news still on sales tax. In October I talked about how we only had a couple of months of data for sales tax, but it had looked promising that we did not experience the decline that we had expected. So, if you look at the scary minus 25% line at the bottom, you will see that the first three months that we have data on this fiscal year we have drastically outperformed that. That is a very good sign for us moving ahead, just those three months generate about \$4 million more than expected that we are able to offset some other revenue costs. We didn't expect the decline of sales tax to last a whole year, we expected it to be back to normal around January or now, so we won't be booking those kinds of savings the whole year, but it is certainly a great sign so far.

So, what does all of this mean, putting it all together, the revenue forecast, some of the expenditures that we have? Fortunately, we have a multi-year lens on budgeting that makes sure that we do not put ourselves into a huge deficit before you consider something like a salary increase. If you look at the left, that is our revenue forecast and our expenditure forecast before a salary increase. What that means is to keep our normal services going another year, that is what it looks like. We can do it based on the current projection. When you look at the right, when you add a salary increase that is where it gets into where, just like every year, the Budget Office will have to consistently work with Departments to try to identify opportunities for us to close that gap. As we go through the Budget Workshop process, we are hopeful that revenue there a little bit if its recovery continues, but we will certainly keep you updated.

Then finally the last slide, I think it is important that we don't misinterpret a budget gap at this point in the year as anything problematic or negative. I would actually say that compared to many cities, especially big cities throughout the country, we are in a strong financial position and part of that is because we did not do some of the things that put us into a bine such as using a whole bunch of one-time revenue last year that means we have a bigger hole this year. I would describe the budget outlook as constrained but stable and by that I mean we are stable, we don't think there is going to be any big reductions in services or anything that we will be working on, however, it is constrained, and as I am sure you guys would have expected during COVID and coming out of recession you are

not going to have a lot of extra money to do extra things beyond what you are doing already. Overall, I think City Council should be proud of the last year for how they put the City in a way to help so many people through CARES Act without jeopardizing future City services that future City Council will then have to raise taxes for.

**Shawn Heath, Special Assistant to City Manager** said you will recall from our conversations on the CARES Act in September and October that the City embarked upon an intentional strategy to leverage the CARES funds to address a range of needs. Employee safety was paramount, the number of investments and facility modifications, not just in the Government Center, but in the 100 plus City-owned facilities to ensure the wellbeing of employees and the work environment, investments in PPE (Personal Protective Equipment), investments in premium pay, etc. Community investments are of course a major priority which I will give you an update on momentarily and then as Budget Director Bergman mentioned, [inaudible] of the CARES funding was helpful in terms of the City's financial health as a tool to absorb some emerging costs that occurred as a result of COVID.

This is a slide that will look familiar to you from the last couple of conversations we've had on this topic. These are the puzzle pieces under the CARES Act irrelevant to the City of Charlotte. What is not included on this slide is the most recent stimulus package that was passed in late December which I will comment on, on the final slide in this presentation. All of the numbers on here are consistent with where we left off in the conversation from October 5<sup>th</sup>. You may recall that with CATS and Aviation those two CARES funding allocations will be spent over the course of a number of years so CATS and Aviation are working diligently to spend that money smartly. The Coronavirus Relief Fund is where we spent the time in our conversations because of some of the flexibility for community investments in that particular bucket.

These next two slides dive a little bit into the component piece of the Coronavirus Relief Fund, so the \$154.5 million which you will recall was split into two particular categories, one is City Operations here which was \$63.5 million of that overall amount and in October and September we talked about the homework assignment for the team was to spend all of this money by December 30<sup>th</sup> and of course, with the stimulus package that was passed in the last week of December, one provision in that package changed the disbursement deadline for the CARES Act from December 30, 2020, to December 31, 2021. That by in large will be irrelevant for us in Charlotte, we embarked upon the strategy to get the money invested as quickly as we can, and in fact, it would have been a dangerous strategy to sit on that money because we didn't know until December 27<sup>th</sup> that the deadline was going to move. So, you can see by in large on the City Operations side all of these component pieces are the same as we've discussed before, substantially all of those investments were made by December 30<sup>th</sup>. You can see little small slivers of yellow bars on the bar chart which reflect some investments that are carrying over into January of 2021.

Quickly, on the Community Support piece of the investment, in October when we looked at this same slide we had about \$50 million of the total planned \$91 million Community Investment which had not been spent, so there is a lot of heavy lifting to be done and thanks to the hard work in Tracy Dodson's area, Pam Wideman's area and other teams, you can see that essentially all of the Community Investments were in fact spent by the end of the calendar year 2020. I just have a few items that are going to carry over here into the new year. We don't have time today to do a deep dive on any of these, but I will say maybe just hit the highlights on each of them. There is a positive story behind every one of these. In each instance, there are people in the City of Charlotte and/or organizations in the City of Charlotte that have been positively impacted by these investments with the business support and the Survive and Thrive area which was a combined \$58 million investment. The signature program being access to capital, \$30 million that was invested across 2,500 small businesses. Tracy's team shared some interesting metrics with me; 71% of the \$30 million went to the smallest businesses that had five employees or lower in the micro business environment. Fifth-one percent of the grant recipients that received access to capital awards were black or Hispanic-owned. Forty-two percent female-owned and while we didn't put up the heat map here today,

these investments were made across all seven Districts, so it was really disbursed across the City.

Another major program underneath that bucket was focused specifically on food and beverage small businesses, so food and beverage had \$7.5 million devoted to 345 food and beverage establishments in the City of Charlotte. There was a hotel program that was set up that you will recall which was \$6 million which was spread across 102 hotels in the City of Charlotte. There was a music venues program and there were 11 locally-owned music venues that received about \$700,000 in total. So, a lot of positive things were done with the Business Support programs here in Charlotte.

On the Housing Support side with the \$20 million investment, the largest single component there was the \$14 million that went into rental and mortgage relief. That was spread across almost 500 residents here; \$3.5 million focused on utility relief which was spread across almost 1,000 residents in the City of Charlotte. Then about \$2.5 million was focused on our investments with Roof Above and the Salvation Army to help deal with some of the homeless issues that have come up here already today.

On Arts and Artists, you will recall a couple of Council decisions to make investments in that space; \$4 million in total. Mecklenburg County added in \$1 million. The Thrive Fund that is administered by the Foundation for the Carolinas added in \$1 million, so \$6 million in total went to the Arts community and with that money from the City of Charlotte a dozen large art institutions, the anchor names that you would all recognize, like the Harvey Gantt Center and Discovery Place, Mint Museum, etc. and City-owned facilities were included in that mix. Three dozen small and medium-sized arts institutions received funding and importantly, there were over 100 individual artists and creatives that received funding through that particular investment.

YMCA and Youth Centers was a wonderful opportunity for us to support summer and winter healthy programming and particularly focused on youth and teens. In bridging the Digital Divide there were four component pieces there. One of the signature programs focused on access to public Wi-Fi so 14 multifamily residential locations in the City of Charlotte that will touch 1,800 households. So, is still in the process of being deployed, it was a wonderful program.

Then finally on non-profit organizations, the City of Charlotte put in \$2 million, Mecklenburg County put in \$2 million to \$4 million in totally focused on the non-profit sector near the end of calendar 2020. The City of Charlotte chose to focus on three particular areas including environment, equity, and inclusion, and also housing and neighborhoods. Just to give you an example of a few investments in that area, \$200,000 went to Renaissance West Community initiative, \$175,000 went to the Catawba River Keepers, \$225,000 went to the Latin American Coalition, \$200,000 went to Time Out for Youth so a real diverse portfolio of non-profits that benefited from that particular program.

The last thing I would mention on this slide is just to mention the strong community partnership that we had working with organizations like Foundations for the Carolinas, the United Way, the YMCA, Charlotte Mecklenburg Housing Partnership. These organizations were essential for us to get these programs up and running and deploy these investments in the community. So, we are so thankful for their efforts.

Then finally, just to ensure the level of transparency for what is still out there to be done, there are two separate things that are captured on this last slide. The upper section identifies the remaining CARES Act funding in the CARES ESG and CARES CDBG space. You can see from the upper section of the slide for ESG there is \$3.4 million remaining for CDBG there is \$4.9 million remainings. Pam Wideman and her team are exploring a number of ideas and opportunities to address areas of need related to homelessness and also neighborhood rehabilitation efforts. Those ideas will work their way up through the Committee level in the near terms and ultimately to Council. So, you still have some tools available to address some of these most pressing needs in the community. The lower part of this slide focuses on the new relief legislation that was passed by Congress in late December. As Pam Wideman mentioned last Monday, there

is \$26 million that will be made available to the City of Charlotte and it is fairly restrictive in use so, at least 90% of that will need to be focused on rental relief and within that program, there is a preference for individuals in the community that are at 50% or below of AMI. As Pam mentioned last week one of the beautiful things here is that we can essentially just plug and play with the existing partnership that we have in place and we will be able to put that money to work very quickly.

As Budget Director Bergman mentioned, the Airport and CATS will also be receiving additional funding as a result of this stimulus package. We are still waiting for confirmation on some of the amounts. The Federal Transit Administration, for instance, is supposed to provide some clarity to the specific transit allocation that will be received by the City of Charlotte.

That was a high-level snapshot of where we are, by-in-large everything that the Council had put in play has been locked in with just a few remaining i's to be dotted and t's to be crossed, but thank you to the Budget group, the Finance group, Procurement Team, the Legal Team, all sorts of Teams were involved in making all of this a reality.

**Mayor Lyles** said Mr. Jones; do you have any concluding remarks on the financial section?

Mr. Jones said I would just echo what Shawn has said, it has been a Team effort. I'm very appreciative that the Council allowed us an opportunity to try to work with the community to deliver this. I would say, and maybe we just need to quantify it, I don't know who said it earlier, but I would put what this Council did up against any Council in the country, and we are just very appreciative.

Mayor Lyles said I just want to say Shawn, Kelly, Ryan, the numbers are a true testament to management and keeping our eye on what is important so thank you. I would love to have some more of your detail particularly Shawn so that we can actually be specific about some of the things we've done.

**Councilmember Eiselt** said I'm going to say this without our colleague Mr. Mitchell here, but he had so much to do with this. I just want to say that while we were building out the small business program, Survive and Thrive and Mr. Bokhari and Ms. Ajmera were instrumental in that as well, I looked around at our peer cities across the country while we were doing that and I couldn't find another City that put out that much money for our small businesses and so quickly. This was such a targeted effort, it was a tremendous amount of work, a heavy lift and I am just really appreciative of the staff and the community members, like the Foundation for the Carolinas and others that really helped to get this money into the hands of our business community and to the arts community. I think that we also took the lead in doing this in the country, recognizing that our arts community is a very important part of economic development and important industry to our community as well, so thank you to everybody who worked so hard to do that.

**Councilmember Watlington** said first I just wanted to echo the comments of Ms. Eiselt. I think the staff has done a fantastic job of making the most use out of the money and presented really great options to us throughout the year so thank you for being diligent about that and being ready with opportunities as they come available. I do have a few questions and the first one is to Kelly, and thank you, you answered the vast majority of my questions in your presentation. I just want to make sure that I'm connecting the dots properly as it relates to kind of a budget level stack-up. There was a slide that was presented, I'm trying to get an understanding of a bird's eye view of what our current large project options are. Did you have something that showed that?

Mr. Jones said I will take the first shot at that Ms. Watlington; I think what is great about the position that the Council is in right now is that and that is part of why we have the Budget Workshops and the Annual Strategy Meeting is that you can populate these bonds in any way that you believe is appropriate. What Ryan did earlier is basically said soap gets you clean. There are some infrastructure projects that we need to invest in and that takes a portion of it, but outside of that between neighborhoods, housing, and

transportation, that will be the will of this Council to populate future bonds, if I got your question correctly. We also have a list of projects that come into the Budget Office each year that are prioritized each year and also a couple of years ago we started this advanced planning fund so that we can get better estimates before we even come to you with some of the more major projects.

Ms. Watlington said as a follow-up to that, and you started to describe a little bit because what I don't want to do is miss an opportunity to mess up something that may not be fully baked but is something that I would certainly like to look at. I may need a little bit of help understanding what is out there so can you talk a little bit about who is hunting, given the amount of money that we know we have that is available outside of the base business kind of things that you described? Who is hunting the target size of the prize project, we know that we may not be able to go for a billion-dollar project based on the money that we have, but we have an idea of what kinds of projects we can go after or at least the size of those prizes? Who is hunting those projects?

Mr. Jones said if I understand it correctly, whether it is transportation, let's say road projects or sidewalk projects, I call them umbrella projects. We have an idea of what is the universe if you will and then we begin to prioritize those, but we also try to find ways to find matching funds from the state or the federal government so between our general services and transportation we have a group of individuals who, if you will, start to figure out what the universe is and then we try to do something that is within a physically constrained budget. I will say this which is different than what has been in the past, in the past when you started off with a new series of bond cycles, there was a property tax increase. We are not doing that this year, we are saying that in this Steady State the \$218 million does not require any property tax increase to begin populating these bonds at that level.

Ms. Watlington said can you help paint the picture for me a little bit more for things that are outside of the infrastructure type projects, the Hall of Fame, for instance, is something that could fall under tourism I would imagine, but what are those types of projects, whether they are ED (Economic Development) projects or whatever for which we would look for funding for that or how does that work [inaudible]? It might be something that would drive commercial interest in a corridor and in some ways, it could fall under Corridors of Opportunity, but it might be something that could fit in a different bucket so I'm trying to wrap my mind around which types of projects we are looking at here and how we might be able to get creative across buckets.

Mr. Jones said I will try not to make eye contact with the CFO. As Ryan spoke earlier, as we start to populate the CIP which is for the most part funded by, she showed you those three buckets, general tax, there are some opportunities for economic development projects. Then as we start to go over to the hospitality fund there are the three buckets that Kelly discussed earlier and there are opportunities for some tourism-type projects in that. Tomorrow we will talk a bit about what is in those buckets as we speak and to make sure that those are still the priorities of the Council. There are numerous opportunities, but we should make sure that we align those opportunities with the purpose of those funds.

Ms. Watlington said I would be interested in that conversation, I want to make sure I am thinking about how we can leverage each bucket for exactly what you said. I will probably need some more time with that kind of discussion, and I don't know if I need to meet with you Mr. Manager or with Kelly or any number of our Finance folks, but I just want to make sure that I've got a good grasp of what these options are for different things. The next question I have is in regard to PAYGO. The projects that are coming out of PAYGO, I hear infrastructure projects that come out of this, and I know corridor funds which a lot of that money was for infrastructure. Is there a reason why these particular projects were not already projected in the various department budgets? Are these just extra projects that were not scoped? Can you talk to me about why there are unallocated dollars in PAYGO to start with?

Mr. Jones said if you will permit me, I'll take it a different way. A different way is that at the end of the fiscal year our goal is to make sure that we make our 16% reserve and then per policy, anything above that is eligible to go into the PAYGO as Ryan said for the next year. So, we ended FY20, you had already started FY21 so let's just assume that Ryan works some magic and we don't have as many problems as we may project in FY21, you have this ability to have some portion of that \$14.5 million to go into PAYGO for FY2022 for as Ryan has said, maybe not today, but for some of those projects that typically aren't built into what we do. So, in other words, but for those additional PAYGO dollars, I'm not sure we would have had the Corridors of Opportunity this last year because that is something that came out of PAYGO.

Ms. Watlington said is it fair to say that PAYGO is an excess contingency fund from the previous year?

Ms. Flannery said I think it is the nature of the timing. The 2020 surplus number beyond the reserve requirement isn't available until late October or early November. At that point, the budget for the next year has already been completed so I don't want to call any money bonus money, but I'm going to call that money bonus money because we don't know what it is until after the budget is done.

Mr. Bergman said to Ms. Watlington; PAYGO is made up of two things really. It does get an allocation each year of property tax and sales tax dollars to do some things. So, about \$30 million worth; an example would be like innovative housing, we give between \$3 million and \$4 million each year for innovative housing, and then we do a number of different things, that may change from year to year. We do some building maintenance things that allows us to use that PAYGO cash rather than debt funding it which saves the taxpayers money, but then on top of the normal year to year stuff from that allocation, that is also where anything that is a surplus goes and we try to match the surplus dollars to one-time expenditures so we are not creating a problem in a future year, but we are using that money to do something that is a Council priority.

Ms. Watlington said so than in regard to that, is each department providing potential projects over and above what is in their budget should we have PAYGO funding available, or are we looking for those projects at the time that we would get into the October of the year?

Mr. Bergman said during the budget process departments submit a request which can be capital in nature and operating in nature and then the Budget Office with the City Manager and Finance may try to fund some things out of PAYGO if we are not able from operating and things of that nature during the process.

Ms. Watlington said my next question is based on the priorities of this Council; do we have funds in buckets that we know need to be redistributed right now?

Mayor Lyles said I don't think we could hear the question, could you repeat the question?

Ms. Watlington said sure, based on the priorities of this Council to date, do we already know that we have money in places that need to be redistributed? The reason I ask the question is because I think about particularly, as we get our corridors to work, we begin to discover that we may have wanted to put more money in that was specific to these type [inaudible] versus the allocation that we currently were able to leverage based on what we had last year so my question is do we have an idea right now of money that may need to be redistributed based on the kinds of projects that we've already said we wanted to do?

Mr. Jones said Ms. Watlington; I would say that Ryan and I, and this is our typical battle that we have at this time of year and we should always hope that Ryan wins. Right now, as Ryan said earlier, we don't know where we are with certain key revenue sources so it would be difficult to take that \$14.5 million and just give it to Council today and say why don't you spend it on some of your priorities, which I'm sure we could spend it three times over. As we get further into the fiscal year, we get better data so part of our challenge

now is that we only have a few months of sales tax data, which is better than we expected. There are some things going on with the utility franchise and some things that are going on with property tax that we don't feel as comfortable today to say take a portion of this. We would ask for your patience, but as we get more information on the revenue side and keep you updated on the expenditure side, we will continue to be transparent with where we are in this budget process if that is fair.

Ms. Watlington said my next question is, I think it gets a little bit to what you were just saying actually. In the anticipated the fiscal year 2022 opportunities that were on the slide, we saw that the surplus minus the to-be-determined expenditure would equal whatever the remaining opportunities were. Does that consider all the other departments in the General Fund budget to be equal? What I'm really asking is how does that marry up to the continuous work that you do every year?

Mr. Bergman said the slide you are speaking of, that is talking about last year's surplus which we are trying not to use this year, and then it gets used next year for one-time programs and things that the City needs in PAYGO. That is different than the operating General Fund budget outlook. The way we build the General Fund budget outlook is we assume that the same service level will continue next year so it doesn't include any new enhancements, it doesn't include any big reduction and so we build an outlook and then the Budget Office, with partners for the next four-months through Council Workshops, we will work off of that to try to close the gap. And closing the gap doesn't necessarily mean we are going to reduce some things only, it may mean from a Workshop we discover that you guys would really like to prioritize A, even if it means a slightly bigger collecting V, things of that nature as we move forward.

Ms. Watlington said how does this process connects to General Services or Engineering priorities? I know that we've got those pre-appropriation dollars, the kind of discovery dollars that fund.

Mr. Bergman said are you speaking of advanced planning?

Ms. Watlington said yes.

Mr. Bergman said when we talk about how we are going to populate the next bond we have a number of projects, and they are listed in the budget in the advanced planning fund that General Services has been working on. So, we already have scheduled the next Workshop, General Services is going to come in and give you an update on those projects. Any projects that move forward from there would need bond funding from a future bond.

Ms. Watlington said but we will know what the total costs are for those projects. My last question, I just make sure I understand; I saw that you said that we could use any one-time revenue to balance the budget.

Mr. Bergman said correctly.

Ms. Watlington said can you tell me how to think about the CARES Act dollars then because I think I was walking away with the impression that those were one-time revenues.

Mr. Bergman said I just mean we didn't use one-time dollars in the General Fund. We use one-time dollars to do specific one-time things such as CARES Act or programs in PAYGO.

Ms. Watlington said thank you, you guys have done a lot of great work here so thanks for what you are doing, and looking forward to continuing on this budget journey.

**Councilmember Driggs** said the one thing I just wanted to highlight was the clean audit that Kelly referred to. People need to appreciate how much that means for our City and what all goes into it. The auditors were glowing in their report about our financial



management, about Kelly's cooperation with them. Everything happened on time, we are early, right through COVID, so I think that deserves some special recognition. Just wanted to point that out.

**Councilmember Ajmera** said a great job to the staff for a very comprehensive presentation on that capacity and on the budget as well as our COVID fund. Certainly, 2020 was a challenging year for all of us, especially for our City with the pandemic and as Ms. Eiselt mentioned earlier, we were excellent in distributing the funds and especially with our equitable distribution. The majority of our funds went to minorities and women-owned businesses. I think that is certainly something to highlight. I do want to highlight the work that the Committee has done on putting a policy together on hospitality fund requests as it comes in so there is a formal process. Great work to the staff there as well. I do have some questions on the debt capacity, and you may not have an answer to this right now, but as we are moving forward, we have Charlotte Moves recommendation, we have very closely monitored our debt capacity and what does that mean for our rating perspective. Certainly, there is a lot of work on affordability analysis and how would that put us compared to other cities in the state?

We have some funds that are going into PAYGO funds and I know that Ryan had mentioned earlier about creating capacity for corridors investment and I think that is great as well as our SEAP (Strategic Energy Action Plan) investment and other needs that might come in. On slide #23 we have on one side there was no salary increase and on the other side there was a salary increase, was it 2%, 3%, what was the percentage that was assumed there? That question is for Ryan.

Mr. Bergman said as a starting point we just built it based on the typical salary increase from the last few years which is three percent and then it is a step forsworn Officers, but as you can see, we will be working on that through the budget process.

Ms. Ajmera said also I did not see an impact on our enterprise funds such as Charlotte Water especially, considering the revenues that might have been impacted with this pandemic. At some point I would be interested in looking at that and if there is anything really to address as a Council. The last presentation by Shawn on CARES Act dollars, and I know the City had distributed almost \$20 million towards housing and the state had also done their part with the HOPE Program (Housing Opportunity to Prevent Evictions). I would like to look at comprehensive funds that are out there for rent relief including our state funding and what does that mean for our City, are we doubling up on our efforts, or do we need to reconsider the deployment while knowing that it does come with a lot of restrictions, but 90% of it has to be spent on rent relief, however, there were some concerns that were raised by various housing providers on how the funds were deployed and there were a lot of strings attached. I would be interested in understanding that as an overall housing program distribution of our additional CARES Act dollars.

**Councilmember Winston** said I know a lot of things have been given, but I think we all need to recognize that the decisions that the City Council made last spring to give the Manager and staff the type of freedom to deal with the pandemic were probably some of the most impactful decisions the City Council has made for the future work of this City and the job and the gravity of the decisions that staff had to make were incredible. That really should not go understated and probably at some point in time in the future people will study some of the things that were done. I do want to call attention to slide #21 and it is concerning. I guess the question that I have is actually for Dana Fenton and the question is, is there a campaign or an effort to get the federal government to issue relief for the loss of property tax revenue due to COVID? This is kind of set off some alarm bells in my head because of the great effect that it does have on our General Fund budget. This is the fund that we really get to make decisions from and the way COVID relief has been going a lot of it has been very specific in specific areas so, I can see how in the future this cannot just impact Charlotte, but as we think more of a region and thinking of the things that we are going to have to do and get regional buy-in and knowing as Kelly stated earlier that we are really a triple AAA City and a lot of municipalities around us aren't. So, if this is going to impact us in the margins that we might expect in the future, I would imagine that other folks might be in worse situations. I think this is something that

we need to address, and I would just like to know how we go about doing that and I think the only resources are going to be federal that are going to be able to deal with this kind of impact.

Mayor Lyle said I don't know the answer; Ms. Flannery I know you know the rules for the federal distribution and what local governments could do with the money. I think we made some choices there.

Ms. Flannery said the existing CRS money was very clear that we could not use the revenue for revenue replacement, although the very large cities, Chicago, New York, Los Angeles that are really are hemorrhaging on cash have been very aggressive in their lobbying efforts of the next administration and that stimulus package providing that kind of relief. I don't see how they function without it so I would be surprised if there wasn't some sort of revenue replacement mechanism in the next stimulus package.

Mayor Lyles said the two stimulus packages didn't allow for revenue replacement, but Kelly's prediction is that it is so necessary that somebody have to figure it out.

Mr. Winston said is Mr. Fenton available to inform us to let us know how we can think about this from a policy perspective moving forward?

Ms. Flannery said the Government's Finance Officers Association which sounds very nerdy, but it is actually an extremely large state and local government lobbying organization has been full-court press trying to get this through the wringer and it is not just local governments, it is state letters from governors. It is from Mayors, I think Mayor Lyles may have sent one as well.

**Dana Fenton, Intergovernmental Relations Manager** said I might not have heard the entire question, but I think that overall with the subject of using the federal COVID funds to replace lost revenues, it was a sustained national effort and continues to be a sustained national effort for the Congress to allow states, cities, and counties to use the federal funds to replace lost revenues. It didn't go through in the most recent package, there was a lot of discussion surrounding whether federal funds should be used to bail out states and cities that may not have been budgeting or expending their funds correctly. They got involved in that issue along with another issue that had nothing to do with local government, but I can tell you that effort does continue. There are also quite a few statewide organizations around the country that are weighing in. Here locally, the North Carolina League of Municipalities and the North Carolina Metropolitan Mayor's Coalition are supporting such efforts.

Mr. Winston said thank you for that. That is the answer I was looking for and I think just going forward I would ask the staff to keep Council informed if there is anything, discussion, policy position, or resolution that can help push this effort forward as we find ways to be proactive instead of reactive for what is coming down the line.

Mayor Lyles said that is the end of this session so thanks to the team. Numbers are always great to know and understand and you've made it possible for us to do that so thank you.

\* \* \* \* \*

## **ITEM NO. 7: CHARLOTTE'S ARTS AND CULTURE**

**Tracy Dodson, Assistant City Manager** said today's discussion is around Arts and Culture and really, we've had a lot of discussions about Arts and Culture especially recently in the midst of COVID. But today we wanted to use this opportunity to frame a discussion about Arts and Culture, not just today, but looking long-term and thinking long-term into the future. I have enlisted the help of John Martin from SIR to help us frame this discussion today and then we also have three panelists that will help contribute to the discussion and I want to introduce them very quickly and then I will explain to you how we run them. Michael Marsicano, all of you know, the President and CEO of the

Foundation of the Carolinas and it is no secret his passion for the Arts and Culture. We also have Charles Bowman, Bank of America Market President for Charlotte and North Carolina. He too is well known in this space and being very passionate. Then we have Donna Julian; Donna is the Executive Vice President of the Hornets and Spectrum Center General Manager, so she is responsible for the day to day operations of the Arena and she leads the way for so many events from Beyoncé to the Rolling Stones, to the NBA All-Star Game. As we introduce Donna, I want to make a special note that she won the 2020 Sports Business Journal Game Changer Award. It is a national award for 50 women in the sports world who are seen as leaders in all of the sports, so it is pretty impressive to have her here and only three women from the NBA were recognized. Is that right Donna?

**Donna Julian, Executive Vice President and Spectrum Center General Manager at Hornets Sports & Entertainment** said yes that is correct.

Ms. Dodson said you will see Fred Whitfield on the screen as well and he is just here today to support Donna so thanks to both of you for being with us.

Run of the show very quickly, and what I would like to do is go through a couple of segments of this presentation and then at each segment stop and let our panelist have some reflection. Then there is an opportunity at the end for a larger Council discussion. Today, we want to achieve three primary goals; we want to agree that there is a need and an opportunity, we want to identify the key questions that need to be answered but then we want to talk a little bit and agree on the process and timeline.

The Importance for Arts and Culture; when we talk about some of the immediate struggles that we have from the pandemic, but the Arts and Culture Ecosystem is so incredibly important for our community. In so many ways it is a significant part of every major city. It is jobs, it is tourism, it is a catalyst for community building and revitalization in many instances and it is a quality of life aspect that helps attract and retain talent in our community. It is not just the organizations and what is coming, it is a huge part of our community and our culture. To that, in the US it represents about 4.5% of the US economy at \$877 billion. In North Carolina, it is just under three percent of the state economy at \$15 billion. Both of those look at Arts and Culture in a very broad way; that includes non-profits as well as some for-profit segment of the industry. For Charlotte, the numbers that you see here are based on the non-profit art sector which represents over 11,000 jobs and \$359 million in economic activity for our community.

The benefits to our residents today are strong, we want to make sure that we can maintain this as well as grow this. What you see here is the Arts and Science Council supported organizations with almost a total of 3 million in total attendance. You can see the contact hours for capacity-building as well as 29 institutions that they support provide robust and diverse arts and cultural education opportunities. I think Michael will hit on this a little bit, but that is a significant part of our community and again, we really want to make sure that we can maintain and grow that. So, we want to talk about the importance of what we have in our community today and how we maintain it.

Also, Spectrum Center; I know that Donna will expand on this, but we can't forget the events that come through Spectrum Arena on a regular basis and while they might be a little bit paused right now, they've had a profound impact on our community from family events, to concerts, you name it.

Now I want to take a couple of minutes and ask Michael, Donna, and Charles to provide some reflection on the importance of our Arts and Cultural that they see as it relates to the community.

**Michael Marsicano, president and CEO of Foundation for the Carolinas** said I will get up to bat first if that is okay. First, I want to thank the Council and the City Manager, and his Team for inviting me to join today. I also want to thank you for all the time you've put in for your public service. After we saw what happened last week, we know how important our elected officials are, so thank you for your public service. I also got on early

enough to hear some very nice comments about the Foundation and our partnership with you on the CARES Act dollars, both for small businesses and the for the arts organizations and the hotels, etc. It was a great partnership; as I said Tracy and Holly are rock stars and we have the pleasure of working with them so thank you for your kind comments.

I wanted to take this from two directions; first a little historical perspective. Because I've been in Charlotte now for 30-years and came here in 1989 as the Arts and Science Council Director, there is a historical perspective from the economic development aspects of the arts that I think is important. I would begin by saying that every time the center city has wanted to invigorate and to see economic development in a different part of the center city it has used arts and culture as the canary in the coal mine. Some of that goes back to before I came to Charlotte. I'm told Spirit Square and Discovery Place North Tryon is not a red-light district. If you go back to the 70's when downtown was completely blighted Spirit Square and Discovery Place were the first canaries in the coal mine to get things going and that led to the first wave of economic development after the movement of everything to the suburbs. In fact, we are looking at doing that again right now with our redo of Discovery Place, the Public Library, and the Carolina Theater you've already got a tower on the map, you've got two hotels on the map, you've got Lennar going up so again, even as we speak Arts and Culture are being used as an economic development tool to attract major corporations as well as major real estate development on the commercial side.

In the late '80s and the '90s, it was the Performing Arts Center which is really three different theaters and that led to being joined at the hip with the Bank of America Tower and led to a whole series of a number of office towers that were built around the Performing Arts Center. You then get to the early 2000s and you find South Tryon Street with only surface parking lots. I'm told the Levine Center, including the Gantt Center and the Knight Theater and Mint Museum and the Bechtler, that went up and then Wachovia built a tower and there is an interesting story about that tower. When I went to pitch the whole idea of a cultural campus on South Tryon Street, then Ken Thompson, at that time right after 9/11, Wachovia had a mandated policy not to build another tower in a downtown area after 9/11. With the cultural campus on the map, they totally reversed that policy and built what is today Duke Energy Tower in order to feed with that cultural campus. Now we have Allied opening a building, Johnny Harris building a building, and the Bank of America Tower on that side of town. Honeywell coming in and building a building and now Duke Energy is building another building right across the street from the cultural campus.

These are just some example, I could speak to other examples of cultural facilities in the downtown area that have spurred incredible commercial real estate development, and those commercial real estate developers and those tenants in those towers will tell you that those cultural amenities stimulated their decision as to where to locate and to locate downtown. So, cultural facilities and their corresponding programming have been a huge economic development tool to a tax base that carries the community much beyond just the center city. The center city tax base carries a lot of our needs across the community by its tax revenues. You saw the approximate 3 million in attendance on one of the slides and I will say to you what is really important about this is that it is four and five nights a week every week. We need both the sports and the arts and with my sports friends on the phone, I want to say that loud and clear, but let's just take one comparison which I think is significant in terms of relationship to the restaurants and their vitality. We have 10 football games, that is at best a lunch and a dinner which is 20 tons. The cultural facilities are doing hundreds of nights where people are going to restaurants night after night after night so you cannot overestimate the impact of the cultural programming in these facilities, particularly on the hospitality community every night of the week. With that I'm going to turn it into my other colleagues and later on Tracy, I'll come back to talk about our education.

**Donna Julian, Executive Vice President and Spectrum Center General Manager at Hornets Sports & Entertainment** said thank you so much for the opportunity to participate on the panel today. I just want to share a little bit of Spectrum Center, I know we all know the Hornets are there, but I did want to highlight some of the other activities

that we have in the building. It is a City building as you all know, and we are really stewards of that building; it is an asset and we want to talk a little bit about some of the other things we have coming there. Besides the Hornets, we are doing more than 100 events a year in that facility. Yes, we have some global events like the Democratic National Convention and All-Star Hornets game, we do graduations there, but we really pride ourselves and my main focus is to make sure those other nights are busy and more importantly that they are busy with events that represent our community. I did want to highlight a little bit of that because when we looked at the year 2019 and actually just prior to COVID-19 we had an amazing array of events. From a Pops perspective, we had Justin Timberlake, Elton John, Pink, the Jonas Brothers, Arian Grande, John Nair, Phil Collins, Celine Dion, Sher, and New Kids on the Dock. From a Rock perspective, we had Panic at the Disco, Guns and Roses, Twenty One Pilots. For Classic Rock lover we had Fleetwood Mac and Queen with Ann Lambert. Country, we had Surgical Simpson, Allen Jackson, Old Dominion. From a Christian perspective, we had Merci Me and Toby Mac. We had our first sold-out Latin performer with Mark Anthony this past year. We've had opera with Andrea Bocelli. Comedian, Nick Cannon, and Trever Noah, and of course our family shows, Monster Jam, Marvel, and Disney on Ice.

From rally a national perspective we were one of nine cities that hosted Oprah Winfrey, we had Trans-Siberian Orchestra and WWE. I highlight that because I think sometimes people don't realize all the types of entertainment that come through Spectrum Center from an entertainment and Arts and Culture perspective because it is really marketing to a particular group. So, if you are a Beyoncé fan you may know about Beyoncé, but you might not know that we just had a Christian group the other day, so we are really excited about that.

Obviously, we have seen development since I've been there; I've been fortunate to have been in the building since 2005 and the development around the building has been tremendous. We also have the privilege of being an early voting site as you all know with this past election which gave us the opportunity to kind of create a safe and effective way for people to vote. I think we are just on the verge of a lot of things. We don't know where the future is going right now with this COVID-19, but we know that all of the high-quality entertainment acts will be back to our community and we want to be prepared to obviously serve them.

The other comment I would like to make is that besides the 200 full-time employees that we have at the Arena, we also have over 500 part-time employees that come to work all these different events, not just the Hornets, but all the other events I've mentioned and obviously, with COVID-19 they have been affected by that. From a building standpoint our competition obviously, not only with Raleigh and Greensboro, is very important to us, now even Greenville, South Carolina is competition for us as well as a national competition for us to make sure we can get the things like Oprah [inaudible] who only performs in four cities in the United States. I wanted to have the opportunity to give you some of the highlights of some of the exciting things we have at the building and look forward to further discussion.

**Charles Bowman, Market President at Bank of America** said I'll just add two brief comments, one when I moved to Charlotte in 1983, you've heard the expression that our former CEO Hugh McColl made that you could fire a cannon off down Tryon Street, and nobody would hear it at 6:00. I was one of those people who in order to afford to go to a play my wife and I ushered at Spirit Square and to come as far as we have, thanks to the City and the County and the private sector, what we've built here is actually phenomenal and the envy of a lot of places and cities.

But the two points I would like to make is how important it is to attract people here, particularly when you are talking about corporate headquarters. I usually tell people when you come people are looking for good transportation, good healthcare, good education and they are looking for something to do with their spare time. The variety of venues and the variety of activities that we've all created here is pretty remarkable. So, that is the attraction part, I think the other piece is keeping the people who are here happy and at least for my company and as I talk to my teammates across the country, I want to be

proud of bringing people here and when they come here they say well, I'm here for a conference, should I come in early or stay late to go to a show or go to an event. It really is an important component of our assets and amenities as a City to keep the people here who are here and want to stay here, who are proud of their City. I think it is so incredibly important to the overall strength and momentum of a thriving city to be able to do that.

Ms. Dodson said let's go to the next section; Charlotte's Rankings. Many times we talk about our rankings as it relates to other cities and where we rank, fastest-growing, millennial growth, Stem job growth, tech grads, however, when you look at Charlotte and Arts and Culture, we don't show up that often. I'll go through a couple of examples really quickly. Best City for Music Fans, we rank 111<sup>th</sup>. Number one is Nashville, I think their great case study is how they decided to change themselves from a country music city to a music city and they were very intentional about that. Best Theater Cities in the US, these rankings, I don't know if it went through 20 or 30, but we did not show up in that ranking. Best Cities for Visual Arts Infrastructure; this went through 50 and you can see that we don't rank. Best Cities for Strong Arts Community of Emerging Artists; again, the list was not all that extensive, but we did not rank. This one I will say surprised me a little bit, we had just interviewed an artist for a project in economic development and the artist talked about how great the City was for emerging artists and so to look at this was a little bit of a wake-up call, based on the conversation I had had with him.

This, I know it is hard to read but it talks about some of our other peer cities; Seattle, San Francisco, Philadelphia, Boston, Cincinnati, Pittsburg. Charlotte is at the very bottom here and we only ranked once. The cities that ranked for the most times in these different rankings, the top three are Seattle, San Francisco, and Philadelphia with hitting the rankings seven times. The only one that we rank in is the number of cultural venues that we have per capita, and we rank number nine for that. It is also important that; the City is the owner of seven venues and over a million square footage. So, as we think long-term that one is important as well.

I want to start with Michael because when we were talking earlier last week had a lot of reflections as to why we rank high on the number of venues. So, Michael; let me start with you.

Mr. Marsicano said I saw these slides at the end of last week in preparation and given my passion for the arts as mentioned upfront, they broke my heart, and yet I can understand them, and I think I can explain them in part with what I began with. We strategically use the development of cultural facilities as economic engines of uptown. This is not by accident, this has been by design and they have done what they were asked to do in the development of downtown commercially. The second thing I would say is there was not a ranking on Arts Education and if you had ranked us in Arts Education we would have been ranked very, very high because also strategically when cultural plans were done that created the system that we have in the '80s and 90's the public said first and foremost they wanted Arts Education for their children. So, it is no surprise that the huge quantity of Arts Education that each of these organizations are doing has taken away, the good thing is Arts Education, but it has taken away resources for the kind of programming that would rise in any one industry like music or theatre or Bali, dance, etc. We have built the buildings, we have created I think one of the best Arts Education, Science Education programs in the country. Now our task is to make sure all these venues are coming forward with the kind of excellence that these other cities are noted for. That is the next major strategy priority, having built the buildings and built these incredible Arts Education Programs.

Please do not misunderstand me, I was in part the architect of all that arts education and I think it is terrific as it is what our community wanted, and we should be very proud of what we have created. When we were doing that in the '90s and in the late 80's I want you to know that there was a strategic thinking 30-years ahead and that thinking was that once we built all these facilities, we would use a source, hotel/motel tax, to move from facilities to building our arts institutions to first-class cultural institutions. The legislation is written to be able to do that, but our cultural facility development was so robust and continues to be so much a driver of commercial real estate and economic development

that we never went back with a form of dedicated revenue to start to build our Cultural Institutions to be as excellent as they are physically and as excellent as they have matured in Arts Education. So that is the next important wave and with that will come increased economic development impact because of the excellence that will be attracting people from all over.

I hope Tracy; that gives some perspective or some gestalt on how we got to where we got, why we are not nationally ranked in any one subject area, why I believe we would be ranked if there was national ranking in Arts Education and that all of this strategic, it is now time to go to the next level.

Mr. Bowman said I was surprised as Michael was that we don't rank a little higher on some of these, but I think all the ingredients are here. I think the people are here the talent is here. We just need to make it part of our narrative and really it is Arts Education or filling up these venues. We have a tremendous opportunity I think in the post COVID environment to be able to really ramp it up and establish one of our key pillars of a reputation around the advancement and development of the arts for all people.

Ms. Julian said I will just chime in from a venue's perspective and the entertainment that we have coming through. We do get ranked, we don't always share it I think on the rankings that we get. We just recently were one of the top arenas in the Southeast region, only second to Atlanta so I think this is definitely something we continue to work on and we do have a reputation of the kind of getting to quality entertainment coming to the building, but we always need to do a better job of communicating that and making sure it is recognized.

Mr. Marsicano said if I could add a point to what Donna was saying. I'd be curious in those national rankings if they are looking across the spectrum because with what Donna and Fred are doing in the Arena with major entertainment, and frankly, we know that the Blumenthal Broadway Series is one of the best attended in the country. They have one of the highest earned ratios in the country. We know they are programs of excellence. That is not the same as some of these surveys that Tracy showed us like obviously, that is not theatre and when they name theatre they are talking about drama. Obviously, that is not the visual arts, so we always have to be careful in what is in those rankings because I would match what Donna is doing and what Tom Divert is doing in the more commercial arena and I would put Broadway in that arena as some of the best class in the country.

Ms. Dodson said thank you to the panelist; we have one more slide and then we will get into the Council's discussion. What is our opportunity? As the largest owner of Arts and Culture facilities, as I mentioned we have seven facilities totaling over a million square feet. We can serve as a leader in deploying comprehensive art and cultural strategy as an economic development tool. We can increase sustainable public and private support and then we can partner with the institutions, the artists, the stakeholders to come out of COVID-19 even stronger. This is the small and the large, the organizations to the individuals. We have an opportunity to bring everyone together with that right now. I will ask just very quickly if the panelists have anything to add to that before we go to some of the Council discussions?

Mr. Marsicano said I started by saying that the facilities were the canary in the coal mine; we have another coal mine right now and that is the condition of uptown. We are going to have to re-educate our community to come back and I would argue that we need to pour a great deal of money into the Arts and Cultural Programming to repopulate the public downtown so that they after over a year of being gone, they begin to have downtown become our living room again. If we do that correctly I think we can do that in a way that begins to move those national rankings. So, I think COVID should be; there are very few silver linings to COVID, but COVID gives us an opportunity in using the arts to bring us all back together in the living room of our community. While I spoke a great deal about economic development, I did have a conversation not too long ago with our Mayor Pro Tem who said Michael, you are pretty good about talking economic development, what about just the intrinsic value? We are human beings, we need this and so I would be unfair to the value of the Arts if I didn't say that doesn't music and visual art, and theatre

brings us joy and bring the human spirit and define us. If there is anything that defines civilization and particularly community overtime throughout history has always been the quality and quantity of its arts programs.

Mr. Bowman said Tracy; I will chime in here with three or four points. First of all, I think of the arts in Charlotte as a regional draw and it is about making this place an exciting place to continue to live and work for the region. I use examples, leave our Discovery Place, and the number of children who come from the entire region who are bussed in a non-COVID environment. I've seen Tom [inaudible] of where his customer base comes from or his viewer base and it is from far away. You've got to look at all around the circumference of Charlotte and so it really is a regional responsibility and accountability. The second point is finding a way to continue to sustain the public/private nature of support for the arts. That is what has brought us to have the opportunities that we have that Tracy is talking about. We need to figure out new ways to sustain that.

The third is and Michael alluded to it, we have an opportunity coming up that is not far away from us and that is, I will call it the post-COVID recovery for the arts which could be incredibly exciting and dynamic. Now that Donna can tell you all the people who loved to pile into Spectrum to be the first shows and by the way, bring [inaudible] back, I really did enjoy that. The fourth is, while we continue to reintroduce the demonism that is here for the arts for our City, to me it is like singing a song on top of the mountain. If we do it right and we plan for it and we have a strategy for it there is not a city in the world that holds a candle to what we can potentially accomplish.

Ms. Julian said I think coming out of COVID, which is obviously been so devastating for the facilities, there is hope still because I think we are seeing all of these entertainers are eager to get back on the tours and get back into the facilities and the theatres and all those types of things. So, I think when we start looking at hopefully like the summer and the fall it is going to be a very exciting time. We are going to be obvious, competing from my perspective with Raleigh and Greensboro to make sure that we can get that plan if it is one play or a two play in the state, we want to make sure we get it. I do think we are going to see an awful lot of activity coming back as the groups and entertainers want to get back into buildings and be in front of their fans again. That planning is obviously happening now, so I do think out of COVID, we need to be prepared for what is going to be the new future.

Ms. Dodson said thank you to all three of you. I want to invite you all to stay on for a few more minutes, but now I want to ask Councilmember Driggs, Councilmember Eiselt, and Councilmember Graham to help kind of walk us through some of these discussion points and further discussion of the Council, really to answer a couple of questions but do we agree that there needs to be a new strategy and who are the stakeholders and then what is the process and timeline for moving this forward.

**Councilmember Driggs** said thank you Tracy; I just want to create a little contexture of colleagues here. For several years now, quite a few years, we have been kicking these questions down the road, so the City Council has renewed its funding to our financial partner's program at a level of about \$3 million for operating support and we've also had an ongoing investment in basically debt service for the facilities and on occasion investment in the facilities, but not a lot of thought has gone into the importance of the arts and how we quantify the return on our investment, what our role should be and how we go about it. I think this is an opportunity for us to just take a very basic look and from the Councilmember's standpoint, as we consider the allocation of funds for which there is a lot of competition, we need a framework that allows us to say let's invest this much money in this way and what kind of things can we expect to see from that?

One of the biggest issues in recent years has been a decline in private funding for the arts and so I think whatever we do does need to be in the form of partnership with private donors in order to leverage the public investment. Then the question is what is the model, what does that look like, so I think what we are doing today is we are laying out the issue about the fact that we are missing out on a lot of opportunities that come from having a very vibrant arts community in light of some of these rankings that we see. We are not on



the list in places where maybe we should be and therefore what can Council, what can the City do about it? How much should we invest; how do we measure success if we make investments and I would just say in the general term that is my understanding of the problem?

The three of us, Ms. Eiselt and Mr. Graham, and I have been asked by the Mayor to kind of consider these issues and bring the process of doing so, but I would really appreciate feedback from all of the Council on what their feeling are about where we should go. We talked in past years about increasing funding for the arts and there was kind of a lack of real passion on the subject, but I think it was partly because we hadn't clearly articulated what the opportunity was and what we would be getting in return for that investment. I'll just say those things by way of an opening and ask Ms. Eiselt if she would like to chime in.

**Councilmember Eiselt** said sure and thank you Mr. Driggs and thank you all to the panel for the presentation. Two things I want to mention, when we were doing our pre-read, we saw that Charlotte had fared fairly well during the pandemic because we have a more diversified economy now and that has been intentional. We've been trying to diversify the employers in our community, it has been thrilling to see the kinds of companies that have moved here, big and small, the Centene's, the Honeywell's, the smaller, FinTech and other industries and what they are saying is that they are moving here because of quality of life and what there is to do, what their employees want to do. I had a conversation last week with one of our new employers here and he talked about what there is for employees when they move here. So, whether it is basketball or theatre or live music, that is a very real part of economic development and when I think about the arts, we have an opportunity to really, as Mr. Driggs said, develop a framework, and intentional strategy to invest in the arts as the largest landlord of the arts community in the community, but also from an economic development standpoint. It has got to have one of the highest returns on investment because not only are you talking about jobs for the creative community, you are talking about restaurants being open at night in uptown, you are talking about all sorts of tourism opportunities for people coming from other cities to see a Broadway show to go to a basketball or football game and we are the landlords of that.

I think it was about a year and a half or maybe two years ago I had the opportunity to go see Hamilton, I've seen it a few times, but I went to the performance of Hamilton that was at the Blumenthal and was hosed for free for 2,000 Title I students. They came from Virginia, they came from Florida, we were one of only four cities in the country that hosted Title I students to see Hamilton. They had to take a five-week course in their high school that had to do with American History at the time; they had to come up with their own performance to be able to qualify to perform that for the cast of Hamilton. I sat up on the balcony and watched these kids and it was one of the most powerful things I've ever seen. Students that I met, many of them had never been to a downtown area before. The Mayor was instrumental in opening up the Arena for the kids to be able to go have lunch with their class because they were carrying coolers that they brought for their lunches. I think it changed the lives of a lot of students so I really hope that we will as a Council considers how important the arts is to our community. How much capacity we have to make this a big part of our economy and turn what we say the negative because we don't really hit the charts in the southeast for being an arts center. That is an opportunity for us to grow it and do it in a way that we are leveraging funding also from our private partners. So, I'm going to put you all on the spot on the panel, help us do that, help us make a commitment, and in return, I hope that Council can make a commitment to a long-term strategy to fund the arts.

Mr. Driggs said can I just chime in again and point out one of the issues we have to deal with here is that we have a certain [inaudible] in our role between the large venue of arts and the facilities that the City owns and the Arena, then there is this huge community of small artists and their presence here kind of imprints on the character of the City, but the things we might think about to do for the arts could be very different for that community. I can tell you also that there have been discussions about equity considerations and whether we are doing enough for the artist from all different parts of town and walks of life. So, there are many dimensions to this thing, and I would like to put to Mr. Bowman a

question whether you have thought about if the City stands prepared to make a bigger investment as we try to address these issues, what do you think the potential is for larger private sector participation? I think that is going to be critical.

Mr. Bowman said I think that is a fair question, Mr. Driggs. I'm an optimist about these things; I think this is the place where the public and the private sector can [inaudible] and do so much more together. I think the responsiveness from the corporate community and the private sector will be positive and strong. One of the things we haven't really talked about in terms of funding I guess is the diminishing nature of workplace giving campaigns has had an effect here, but we need to try to figure out how to readdress that and reestablish a real strategic approach to this going forward.

Your comments about it is not an either-or to me; I think the large organizations and the small organizations, or the individual artists have equal standing and I think in light of what has happened over the last year, the issue of equity has to be part of the conversation. There is more that can be done I think in terms of funding whether that is public or private we've got to address those. I don't see equity though, in terms of large versus small, which is frequently the way it is put in context, I think it is about providing arts and culture and inspiration to every citizen of the City. Everybody and we've really got to pay attention to that. I think there has to be a lens to that in this whole discussion.

**Councilmember Graham** said thank you, Michael, Donna, Charles, and Fred for being with us this afternoon. I'm really excited about the opportunity and I think Michael hit it on the head. I had a conversation yesterday with Michael Smith, with Center City Partners regarding how do we reopen uptown Charlotte? We have a vaccine within the community now hopefully God would grant us mercy to move beyond COVID-19 and the goal is to repopulate uptown Charlotte and one way to do it is through the arts and to support the various arts organizations throughout our community. I remember, and I guess I'm telling my age now that Councilmember Mitchell is no longer here. There on the corner of Trade and Tryon was the Eckerd's Drug Store, the Pawnshop, and the Berger King. When I got here, they were building the Mariotte Hotel and there was no Hornets or Panthers; there were racing and wrestling and it was the arts that really began to put uptown on the map as a destination location via the various organizations at that time that kind of helped us grow and prosper and move forward. I think it is an opportunity for us to reintroduce and rebrand uptown Charlotte specifically utilizing the arts as a vehicle to get that done in the facilities that the City has a stake in. So, I'm excited about it; I guess the second question is the stakeholders in the old public/private partnership, how we can work together to kind of do this thing as one.

I'm glad that the venues represented Fred and Donna because they plan a really important role as well in terms of things that you would not consider as "artsy" in terms of the concerns and the other things that bring people to uptown like the CIAA Tournament. I think those things are really, really important to kind of build a fabric of uptown and so I'm excited about how we move forward. I believe the timeline as outlined on the screen is immediately right because again, this is Malcolm's thinking, not anyone else's that hopefully by June and July we are as a community, COVID-19 that things are coming to at least a manageable level where people can congregate together and certainly by the fall when football season rolls around and the new basketball season opens that the arts community is really ready to be a part of that reopening and that rebranding of uptown Charlotte. How we structure ourselves today will really have a great impact in terms of where we will be tomorrow, tomorrow being the summer and going into the fall. So, private/public partnerships, how do we get started, rebranding, reintroducing uptown via the arts and I think us putting our brains together, public, county, city, corporate to do this, and also for us to use the arts as a way to kind of button-down a little bit as well. It doesn't have to be really formal. I think the individual artists demonstrate the impact that can have for our community i.e. the Black Lives Matter Mural, certainly the message that is the social consciousness of the message, but there are very good artists out there as well who did it, so there is a lot of talent in terms of that and Arts Education, etc. so I think we really have an opportunity for us to kind of sit back and rethink how we introduce the arts as a major economic driver for our community and I look forward to working with everyone to get it done.

**Councilmember Bokhari** said thank you panelists for a great discussion. Just to kind of revisit, we were off to some really great conversations, dialogues, and working groups in the fourth quarter of 2019 into the good chunk of the first quarter of 2020, and then obviously COVID happened and we really started focusing on a thousand other balls in the air. I'm glad that this conversation is getting back to the forefront because as we've discussed many times it is as critical as any to the fabric that makes up the culture that we know of Charlotte. I think we need to remember back to those strides we were making in January and even February in the dialogue where we either make sure we are having a very inclusive conversation because the worst thing that we can do is have a subset of folks in this community drive towards a plan and outcome and then we get to an end goal where ultimately we have a chunk of the community that doesn't feel like their voice was heard; doesn't feel like they had an opportunity to participate in the design of all of this.

I just mention that at a high level because some of the opposition that we've had, some of the headwinds that we've had to plans and approaches to this in the past have really been some of the most bipartisan efforts I've seen in the City to be quite honest. I think that just speaks to a true desire of everyone to have the same outcome which is let's have a sustainable outcome, a sustainable plan that leads us to where we want to go, which is a thriving arts community.

I do believe we have an unhealthy addiction or an unhealthy obsession with rankings in Charlotte on all fronts, national rankings and while they are a good barometer at times I think we need to understand every city is different and every city has a different set of ingredients that they can be used to make a very wonderful end meal at the end of the day, but we are not going to be able to go copy somebody on this. Many of those cities that we benchmark, and obviously, it hurts us competitively to see them ahead of us in a topic like arts. Well, they were on other slides that we saw earlier of losing their AAA rating and having a mass exodus of millennials and losing tax basis and being underwater from the budgetary perspective. These are all parts of the same dialogue that are disparately needed to be had across our entire City, but I firmly believe we can figure this out.

I loved hearing Michael's kind of analysis on our strong points of the facilities and the Arts Education. That is building blocks; that to me makes a lot of sense to build upon, but one thing though that I would say that we might want to consider as we craft this is, I don't necessarily believe in this topic or many others that we are struggling right now with. This is an exercise of reeducating the public and how this stuff works, whether it is arts or uptown more generally, which I have huge concerns for. I think it is more of a reevaluation of the demand that we are faced right now and I am so concerned for uptown, which has been our beating heart for so long, and how that heart gets re-jump-started and all the business owners we know and everyone who relied on what we used to know as uptown and that is going to look vitally different when all of this is done. So, the COVID impacts, but more importantly, this City whether it is perception or reality also tends to spend a whole lot more time on the messaging and the marketing campaigns than some of the cross the aisle and cross the beliefs that view the building out the plan. I say perception purposely because serving on some of these boards, I know there is a lot of work there, but sometimes that work doesn't get seen.

I would just say I think we need to reevaluate, not just a funding mechanism, but in the same vein how we go about making this sustainable long-term, given some of the new realities and some of the other things when you look at some of the other national lists and things. Number two City for millennial population growth, number six market where tech graduates are moving, number five fastest-growing big city, number six, City with the best quality of life. Many of those things are because of arts and the contributions that have been made in the past. Many of those things happen despite us, they happened on their own, and many of them finally are things that can have to do with our costs of living here as well. With everything there are tradeoffs and I hope that we use this opportunity to embrace some of those folks who cared just as much about all of this but did so from the outside of this conversation and there is an opportunity to bring them into the fold.

**Councilmember Egleston** said to Mr. Bokhari's point, Charlotte recently ranked third on the list of cities that care most about rankings. That is not true. I want to put a finer point

on a point that Mr. Driggs brought up which is that I think the accessibility of the Arts and Culture Community for as many people in our community as possible needs to be a big part of our plan going forward. While I understand that as the stewards of some of these more large institutional-type stages and venues, we have a specific responsibility to shepherd those through tough times. I think that if we want to be considered a City that is rich in Arts and Culture, we need to make sure there is the diversity that allows accessibility in the types of things that we are supporting, protecting, promoting and that is in costs. Plenty of families in our community will never be able to afford season tickets to the Broadway Light Series at the Belk, but they might be able to go to a community theatre production. There are plenty of people who won't be able to afford to a Beyoncé Concert, but might be able to go see an up-and-coming artist at the Evening Muse. I think that making sure that we have price point diversity, that we have geographic diversity in terms of that we are supporting and promoting venues throughout our community and throughout our region and not just in our center city, and again I don't want in any way diminish the value of the venues and stages we have in center city and their importance and how much I'm looking forward to getting back into those to support them and to see some amazing sports and music and culture.

I think the City could have done more in the past and can do more going forward too, in making sure that some of the things that give us an edge or a character; if you ask somebody what the bucket list places to go in Nashville or New Orleans or Austin or Memphis or wherever were, a lot of those would be small independently owned venues. Not even necessarily all in those downtown areas, so when there is the positives of growth that we see in our community like we have in Charlotte for the last decade or two but those come at the expense of a place like a Tremont Music Hall or a Double Door Inn to name a couple of specific music venues, I think we lose a lot of credibility in terms of expecting people to view us as a music-rich City of Arts and Culture rich City. So, some of those things obviously are inevitable just with the passage of time, but I think that we have often said, well, it is a shame that we are losing that, but it is in the name of progress and I don't know that it always has been. I do hope that we will make sure that this plan takes into account our minor league sports teams, our small independent music venues, and art galleries and that it does so in all parts of town because I think without having that patchwork of larger and smaller venues in all different corners of our City, we will never be what we are claiming today we aspire to be.

**Councilmember Winston** said for full disclosure I have one of my bosses on the screen; I've been an employee of the Charlotte Hornets Sports and Entertainment for a couple of years, but I've been freelancing for them since 2004 and I've worked within the industry for a long time, so this is near and dear. I was a big advocate for public investment a couple of years ago, which was unsuccessful, which I will try to bring some expert perspectives from a worker's and artist's perspective. We are going to have to either reevaluate the approach that we are taking right now because we seem to be on the pathway of repeating some of our past mistakes, specifically, that there are no artists or workers from the industry represented on this panel or on the task force that is made up of Councilmembers. This can be easily remedied and was one of the essential reasons that we did not have widespread community support for the public tax last year. So, I hope we can really fix that, and I think this is essential to get the kind of support that we are going to need for this reason. This is really something that we need to think a much higher level and that higher level has to be strictly within the responsibilities of City Council and City government, and that is economic development. We should only be selling this from an economic development standpoint and when I say only, that will be enough and if we think high enough level, which I don't think the discussion has gotten to, yet it will make sense why this is all-encompassing.

I will use Nashville as an example, was mentioned that Nashville went from being a country music city to an all-music city and part of the reason why they did that was because they took advantage of their unique geography and their unique strengths and took a look at their national competition and said hey, we need to do things better. This has probably happened over the past 10 to 15 years; I was part of this when I was working out in LA with a company called Rose Brent. We sewed a custom sown theatrical elements so a lot of – it is a nitch market within the entertainment business. You guys

may recognize it by the big red drapes that go up at the top of a show, but we provided all types of scenic elements and gear. How Nashville was able to take advantage of it was they figured out a way to take market share from the places where tours originated, usually in Las Vegas, LA, or New York City, and the reason they were doing this, of course, they were a country music city, but country music artists, were why do we have to make all of our music here and then go to LA, go to Vegas, go to New York where we are not comfortable preparing for a tour. If you don't know about what preparing for a tour looks like there is a whole industry around that like you have to have an area where you just practice setting things up, where you have to try ideas out and you can't do that just anywhere.

They also said we are in the center of the country so in a lot of ways they were logistically centered to go East or West very easily, which is very different from doing something, originating something out in LA. You only have one direction that you can go. On top of that the costs of running this tech time as it is called, tech rehearsals and getting logistics out, you have much fewer costs of doing it. It is cheaper to do business in Nashville. So, when the country music industry started doing it and you started having things like rental houses started opening offices and warehouses there, specific logistic companies started opening things there. It created an overall economic ecosystem that wasn't just about the price of tickets but continues to generate the type of economic impact that affects communities to scale. Now once that industry is set up that is when you have all the other music acts that come in that are going to look at the same economic indicators to say I don't need to do this in Vegas, I don't need to do this in LA or New York, I'm going to do it in Nashville.

We need to start thinking about how do we create a market where people are saying how do we do that in Charlotte, and if we start connecting the dots, we have an advantage over a place like Nashville? Why? Because we have Charlotte Douglas International Airport. Why? Because we have proximity to the I-85 and I-95 corridors. So, when we are thinking about this, I think that is how we can get the type of broad investment. I think perhaps the overarching policy discussion which I think Council should be considering is how do we expand the media market of Charlotte? What is this umbrella thing that we think big will affect everything? As our panelists have said, as the numbers that were put in the presentation with the data, but then you look at everything else that is happening around Charlotte, you think about the investments that David Tepper is making in this City and the ambitions that he has in terms of making this a media City when he talks about the types of major events that could come, the type of investment that major league soccer can have, when you look at the things that David Tepper wants to do, when you take into consideration what the panelists have said and the presentation that Tracy has made, when you consider the existing industries that are here, like the financial services and as we are bringing more Fortune 500 and Fortune 100 businesses here, they are trying to find ways to communicate with people all over the country and all over the planet. In order to keep that kind of ecosystem, communication, arts, studios, the ability to produce things from tours to TV shows, to movies, to commercials, to corporate training videos is going to be highly important, and as the Mayor has said we have a TV show that is being produced here right now, Delila that is being produced by Warner Brothers and OWN network. Again, full disclosure, I am working on that production, but there is a sweet spot here. If we kind of step back and really does look at the very high level, there is a sweet spot here that isn't a one, it is a need of how we continue to figure out how to fully continue to diversify our abilities for workforce development. This is economic development and a workforce development issue, and we need to frame it that way. If we go any narrower than that it is going to be very difficult, as I have been saying in the past, to get widespread community support behind it.

**Councilmember Watlington** said I'll be brief because Mr. Winston said everything I was going to say. To be honest, I was surprised that he is not a part of this conversation [inaudible] but I think that speaks to what may be part of the gap or an opportunity for how we approach this. It is about that authenticity piece. We can come in at the tail end and try to invest in opportunities in these particular things, but what he said is exactly right, people go to Nashville because they've got record labels there, they've got production studios there. That is where the production companies and the modeling agencies are.

We've got to think about how do we create that demand? So, I 100% agree with everything he said, and then that brings the artists, that brings the folks that are going to open up these local establishments that make people want to come here as a tourist destination. Culture eats strategy for lunch so at some point we've got to cultivate that culture rather than trying to manufacture it from a corporate standpoint. I can appreciate everything Mr. Winston said, he is spot on.

**Councilmember Ajmera** said many of my points have already been addressed so I'll keep my remarks very brief. Certainly, we do need a new strategy for Arts and Culture, but we have seen in the past where the efforts for the referendum had failed. We need to figure out what was the reason behind that failure. One that comes to mind is that there was one particular demographic that was being represented and so we really need to look at the diversity in our stakeholder's group as Mr. Winston has suggested, but also celebrating the diversity of our City. As a City we are very diverse, we have many, many cultures and that needs to be part of the overall strategy for Arts and Culture.

One of the panelists had mentioned commitment towards minority artists and I think that needs to be one of the goals as we look at the new strategy as to the commitment to our minority artists and also commitment towards women artists. As we look at this new strategy, we need to figure out what does that mean for our other priority such as housing, transportation, safety. As we are looking at the big picture in terms of the tasks that is going to come at some point, what is the role the County is playing in this, what is the role the private sector is playing and certainly there is also some state funding that is involved. I know that we don't have a lot of control over that, but the dynamic is Raleigh, however, all of that needs to be taken into consideration to voting out a very sustainable plan so we are not discussing Arts and Culture funding every two-years or every four-years.

Ms. Dodson said I just wanted to ask any quick closing comments; I know that Mr. Marsicano had a couple of thoughts.

Mr. Marsicano said I first would want to say that I am so taken with the various angles and various statements of interest and support that the Councilmembers have expressed. So, thank you for all of your comments. A couple of thoughts that might tie a few of what some Councilmembers have said together; first Mr. Driggs talked about the public/private partnership and Charles Bowman responded to it. I would like to add that I think we do need to reinvent it. It began with us paying 50/50 for cultural facilities, the private sector 50%, the public sector. It then moved to the public sector building the facilities and the private sector endowing them. Along the way, the majority of the money for the arts groups was through workplace giving as Charles had mentioned and Mr. Driggs, that is where we have gone down in private giving. Private individual patronage is actually up but workplace giving, lots of small gifts adding up to a lot is down because the corporations decided to no longer enable, by policy, I'm not commenting on the pros and cons of their policy, just the reality of it, that we were not able to let the Arts and Science Council go into corporations and make the pitch. Let me just give you statistics of one corporation without making the pitch. The annual workplace giving from one corporation when the pitch was not made went from \$2.8 million per year to \$300,000 in one company. So, it is workplace giving that is way down, it is also happening with the United Way and it is also happening to both nationwide.

The concern I have with the public/private partnership and why the public dollars going up are as important as the private going up is because corporations and individuals will finance the arts through the lens that they have on the arts. They will fund the fare that they particularly like. It is important for the public dollars to go up with the private dollars in order to get some of the more grassroots things that have been talked about. It has to be a reinvention I think Mr. Driggs of that public/private partnership and I know that I will stand with Charles in trying to help if you folks decide to go up in your allocation in trying to get past workplace giving and get corporate and foundation Charlotte there to be a part of this reinvention of public/private sector.

In terms of the bond referendum that is mentioned, we cannot misinterpret that as to being a lack of support from the community. You are doing the tax right for transit, you started

in November; the community did not know the County was even going to put that on the ballot until July so, for the points of there being not a lot of process, that is an understandable criticism. It is also true that the County had just raised taxes one month in property tax before they decided to put the sales tax on the ballot. On top of that the ballot could not read what the tax meant which means the County Commissions in the future, despite their pledges could change what the money went toward, even the voters voted it in, and yet we still got 43% of the vote. I actually think you should see that as actual great support with all that was challenged with that bond referendum. I would also say that a large part of that what was going to be \$22 million was to go to issues of equity and to issues of individual artists. It is important to know that that was the number that was determined would enable us all with private sector involvement on top of to do all the things that many of the Councilmembers have mentioned. I hope that adds a little bit more perspective to the things that have been said and I do believe the private sector will be there and we do need to reinvent that, and I look forward to helping you do that.

Ms. Julian said I just wanted to, first of all, thank you so much for the opportunity to participate on the panel and being part of this incredibly important discussion. Obviously, we looked at some stimulus package opportunities for us which we probably can't get and maybe don't even want to pursue just because we want smaller venues to have the opportunity of getting that funding. My final point is I am excited about the future and when we look at these tours that are going to be coming back and they are going to come back strong because we all miss this connection of being in these buildings, these buildings are meant to be vibrant with people engaging and entertaining themselves in communion so there is [inaudible] what the future is going to look like when we come out of this COVID-19. Again, thank you for the opportunity to participate.

Mr. Bowman said I'm excited to work with everybody. Let's move forward together. I think Michael and Donna said it all, but even this exercise is a shot of adrenaline in my arm. I heard a rumor got started while we were on that Tom Gavert was going to start a City Council talent show to try to generate some revenue when we could open up Blumenthal again so we will be knocking on your door.

Mayor Lyles said you mean Charles, people would pay not to come? That is from a man that sings, so really, we need to be very careful. You would be putting us to shame. Thank you very much, this effort is so very important; this decision comes at the right time and I just hope that we will be able to work with the private sector to maintain our facilities, look at this as economic development, reopening, all of those things that will propel us forward so thank you all for your time and the effort and the energy. I know Mr. Driggs, maybe by tomorrow we can talk about this decision and have a little bit more detail so that people will know what the expectation to move forward.

\* \* \* \* \*

## **COUNCILMEMBER MITCHELL'S RESIGNATION**

**Mayor Lyles** said I wanted to ask the City Attorney to review the process that we have taken as well as what we are required to do for the replacement of a Councilmember. Mr. Baker; if you could provide both what we've done in the past as well as what we are required to do to have someone fill that seat.

**Patrick Baker, City Attorney** said the State Statute requires that you shall replace the vacancy and in this particular case since this is a partisan election process, the position must be filled by a Democrat. You ultimately will decide what the process is. The last two times that you have gone through this process, I believe it was to replace a vacancy in District Two and District Five back in 2017 and 2016 respectively. In those situations, it appears that you did an application process where you opened the applications, closed the applications, held a public forum, and then made a decision by Council and swore the individual in. The last time you did this back in 2017, just to give you an idea of what the timeline looked then, the application process opened on June 7<sup>th</sup> and the particular individual was sworn in on July 25<sup>th</sup>. In fact, the majority of the time was the time between the public forum which was held about three weeks after the application process opened,

there was as a month period where Council I would assume deliberated and ultimately made the decision. That was the longest part of that timeline process. Ultimately, the process is up to you, you are not bound to do what you did the last two times. Theoretically, at 5:01 you could fill the position assuming that you've got it properly on the agenda and voted.

We are putting together some information for you and it is more of a historical bringing together a document that we've done in the past. It would be similar to what I have just said to you that will provide to you and then take any further direction that you would like. The main thing is that the last two times you have formerly approved a process including the timeline and that could be provided to you as early as your next Council meeting if you wanted to take it up during land use meeting, otherwise we would bring it to you on the 25<sup>th</sup> if that is the direction that you wanted to go.

Mayor Lyles said having gone through this twice, the only improvement would be to actually outline what Councilmember responsibilities are and to describe the position. Before I think we had basically people that had already a kind of word of mouth description of what the job was, how much it pays, how much time it requires. It might be helpful to have a little bit of a profile that explains the responsibility because it is going to be one person joining the Council where the Council has outlined a plan of actions and priority and schedule. All of these little things; you think I want to be on the City Council and then you realize every Monday night for the rest of your life you are going to be sitting here. I also think it is going to be particularly helpful to outline the ethics policy for anyone making an application. We want to make sure people know what their accountabilities would be. Other than that, I will open it up to the floor; any other thoughts?

**Councilmember Bokhari** said can we make a motion to open applications now through Friday, so we just get the ball rolling and get this thing fast and hard?

Mayor Lyles said if the Council chooses, let's hear some discussion around that fast and hard.

**Councilmember Newton** said I would agree that we will want to fill this seat as soon as possible. I would want to make sure that we do our job in informing the public of the vacancy and I would be afraid that if we were to do this as immediately as today and then cut it off on Friday that we might limit the number of really solid interested quality candidates. Now having said that too, I feel like if we have a process that has worked in the past, I think maybe we are going to want to look at that and why to fix something that is not broken. Those are my two cents preliminarily.

**Councilmember Eiselt** said to that point I don't know that we have an application. Are we going to have a standardized application available for the people on the website in a public place that they have to fill out? I think in the past questions on there are do you plan on running for City Council this next term. That is something we should know. Are you a registered Democrat, all those things so there needs to be a standardized application and while I think Mr. Baker, you said the process was about six weeks for the last seat to be filled? I hope we could do it faster than that, maybe in a month at the most because we've got a coming up that we need to take votes on beginning in a couple of months the 2040 Comprehensive Vision Plan and we are going to need people to get up to speed on what it is we are doing. So, the sooner the better, I think.

Mayor Lyles part of that June to July is only meeting once a month; it was just the timing of it.

**Councilmember Ajmera** said there should be an application process that we had used in the past. I don't see a problem with us using the same process we had used for District Two and District Five in the past. We don't need to fix something that is not broken.

Mayor Lyles said I agree. I think the only thing that has changed is the ethics application so that people would have that because that is different this time for someone that would be joining us. Let's make sure the application is correct; we will just go ahead and get a



copy of the application out and you can reply and see whether you want to add anything and then we can perhaps give a list of the attachments that would go with that.

Motion was made by Councilmember Bokhari, to open applications today at 5:01 p.m. and close them at 5:00 p.m. on Friday. There was no second to the motion.

**Councilmember Johnson** said does it require a unanimous decision to put it on today's agenda?

Mr. Baker said yes.

Mayor Lyles said thank you Ms. Johnson; that is a great point and I think the Attorney has just ruled on it so we will take it up at our next formal meeting and have those options to move within a week or do the process with the public hearing. These are options that the Council can vote on and decide.

Mr. Baker said I will try to get the last application to you as soon as possible. I may have it as early as tomorrow and it would actually be helpful if there are some minor tweaking that you can informally give to me, we could possibly have this in front of you for a decision and I don't know if you want to add it to the land use meeting, which I think is your next meeting, certainly by the 25<sup>th</sup>, but I don't know of any prohibition for not adding it to the land use meeting.

Mayor Lyles said I would say add it to the first available meeting, but if you can get that application to us, even a hard copy by tomorrow, I think people could look at it and any other suggestions that you would have that you would consider essential information for becoming a City Councilmember in Charlotte. We could do it at the Zoning Meeting or if we get something else we will see how that goes.

**Marcus Jones, City Manager** said Mayor; I don't know how this works; is tomorrow your next meeting, or is your next meeting next Monday?

Mayor Lyles said it would be next Tuesday.

**Denada Jackson, Constituent Services Division** Manager said next Monday is the MLK holiday.

Mayor Lyles said it would be next Tuesday because the Martin Luther King Holiday is Monday.

**Councilmember Winston** said I think this decision has great community importance. It is a Democratically elected representative so I would ask the Manager to direct Corporate Communications to create some type of communication that tells what is going on and what the process is even if steps that we decided to take right now. I think there is a great community in this, and it should be clear as to what is happening step by step.

Mayor Lyles said just say clarity comes when the Council approves it. I think people know that it is out there; I think Mr. Mitchell has actually – I've seen it in the newspaper and seen some comments, but I think until the Council adopts something that it would be difficult to say any more than what we have today.

Mr. Winston said no, I think we can just again state the facts. We shouldn't rely on another entity to control our narrative. There are plenty of facts that we can say, that we have a Councilmember that has resigned. You can present what has happened in the past and you can say just what you said, the Council will decide next Tuesday what this process will look like, but here is where we are factually speaking and where we have been in the past. That would be very helpful.

Mayor Lyles said I don't know if we are talking about next Tuesday or tomorrow Mr. Winston.

Mr. Winston said if it is the next meeting; we won't adjourn this meeting at the end of the day, we will suspend it and open it up tomorrow so tomorrow will actually be the same meeting that we are in so I think you are right it will be the next business meeting which will be next week. We already have the agenda for this meeting so [inaudible].

Mayor Lyles said right now, this is what I think I heard from the Council; we will get the application from the City Attorney, look at it, make any amendments that we need to. If you have ideas about what the information should include in an application and a cover letter, we are going to need some work to help write something to say as Mr. Winston said, this information and to be able to say here is the attachment. And right now, I have not heard whether or not we want to do it tomorrow or if we want to do it on Tuesday, I think that would be something. Let's think about it and plan on having a decision at the end of this meeting. We can come back and revisit the timing for it.

**Councilmember Watlington** said help me understand; I don't hear or let me ask this question. Because it is not on the agenda, we can vote unanimously to put it on the agenda. Am I hearing there is opposition to adding it to the agenda?

Mayor Lyles said I didn't hear opposition to adding it to the agenda, but I didn't hear anyone say besides Mr. Bokhari and his motion and I didn't hear a second to that motion, but the motion could be to add it to the agenda now. The question would be doing you have enough information for right now or do you want to try to do it tomorrow or next Tuesday.

Ms. Watlington said I will second Mr. Bokhari's motion. I think the action would need the staff action, but if we go ahead and move to do it then they will go ahead and put the details in place correct?

Mr. Baker said that just as a point of order you will need to add Mr. Bokhari's motion to the agenda first and then you can vote on the motion.

Motion was made by Councilmember Watlington, seconded by Councilmember Bokhari, to add Mr. Bokhari's item to the agenda.
--

Ms. Eiselt said just so I'm clear, we are voting on Ms. Watlington's motion that was seconded by Mr. Bokhari to put the topic on the agenda now of possibly opening the application, that's simply all we are doing?

Mr. Baker said that is correct.

Mr. Newton said the application is from Monday until Friday?

Ms. Eiselt and Mr. Baker said no, just to talk about it.

Mayor Lyles said it is just to talk about it and then there will be a motion; it could be Monday through Friday or it could be next Tuesday, whatever the motion is that passes.

**Councilmember Driggs** said so what we are saying for tomorrow is can we even talk about this? We can talk about anything we want, we can't take action so this is only meaningful if it is our intention to take action and frankly I have a concern we are trying to do this in this tight of time frame doesn't give candidates enough time to think about whether they want to do this and what it would mean for them if they did. There, people who might need to talk to their employers, I think trying to put this on that tight timeline is ill-advised and therefore I'm going to be a no which I think is the end of this vote.

Ms. Watlington said Mr. Driggs you didn't vote to talk about it, you've got to talk about it first and then you can give us your approval.

Mayor Lyles said he is saying he votes no.

Mr. Driggs said I was asked to vote, and I just interjected a comment that I wouldn't have a chance to make and assumed that then we would move on to the vote; I'm just saying my vote is no.

Mayor Lyles said Mr. Baker was the first person.

Mr. Baker said you can go through the roll call if you like, but if it is not unanimous, this is all your procedure, but Mr. Driggs' vote it is not unanimous.

Mayor Lyles said so would the council like to go through the vote? Mr. Driggs voted no.

Mr. Bokhari said I don't think it matters now.

Mayor Lyles said it does not matter but I think it the probably the best way.

Mr. Bokhari said I will vote yes but honestly for the sake of high-performing council, I just assume to move on.

Mr. Baker said this is purely procedural and specific to this organization, it is not state law. You have a no vote here and I would say you don't need to go through the process; you got the recoded no vote.

Mayor Lyles said the motion fails. The next steps I'm going to try to summarize that the statement is that Mr. Baker will get us a copy of the application and anyone that would feel comfortable now that they know that they would like to have something else included with the application; I really believe the ethics form should be included with the application, so I would say that and if anyone else has anything that they think needs to be included with the application, text Mr. Baker today or e-mail him. What Mr. Winston suggested is that we actually have an introductory letter to that application that summarizes the process which Mr. Baker surely can draft with the application and get it to all of us.

Ms. Eiselt said once we get that little packet, the draft, we all say that is great, that is all we need, when would be the soonest that we could have it on the agenda to determine how long we want the application process to be?

Mr. Baker said ideally, I would like to have it available so you could put it on as early as next Tuesday.

Mayor Lyles said we will add that to our Tuesday Agenda which is our first available public meeting besides this Retreat. Is everybody clear, is there any questions or concern?

Ms. Johnson said I do have a question about the position; is there something on the agenda today that is going to talk about the term limits and the pay for Council? I know that may be for the next term however, these outstanding items are something that a potential candidate may want to consider. Whatever our decision is or how we are going to move forward, I think that should also be publicized to the public for the potential candidates to consider.

Mayor Lyles said that is great except this person wouldn't be running for office they would have a term from the time they were appointed until December. If they tell us to run for office, they would be able to do that as anyone else, but that would be after they had been appointed to the Council. I say that because there has always been this question, and I've gone through this process twice and people say they ask the question will you run for office, and in my case, I don't think you can make someone commit to not running for office, and so to ask that question is kind of like imposing something that you can't have a consequence as a result of, but right now, Ms. Johnson; they would have a term from the time they are selected by the Council till December whatever date the swearing-in would be. If they chose to run for Council, they would have to file just like anyone else running for Council.

Ms. Johnson said I agree, but some of these outstanding items could make a difference if someone is on the fence about whether or not they choose to run, especially as far as the pay and just they are going to move forward, I think some of the outstanding items that we might be considering today, we should at least get wrapped up or have a plan as the position is posted.

Mayor Lyles said that is a great point; I think what we can do is attach the draft recommendations because we don't know when we are going to vote on those recommendations on our own, but I think attaching the draft of what the Governance Committee recommendations would be would help inform them.

I think that is it for that discussion, so you have two attachments and you have the application. Just remember let's start talking about the time, dates and try to look at this maybe Mr. Jones; if you could just give us the next couple of meetings so if you knew you were going to have a public hearing, making it easy to do if we are going to have people come and speak.

\* \* \* \* \*

#### **ITEM NO. 8: TRANSPORTATION, PLANNING AND ENVIRONMENT**

**Mayor Lyles** said this starts with the Council's discussion that we began last Monday when we started talking about what is most important for us to begin to address and so I think the way that we've outlined this is that we start with Transportation, Planning and Environment goal.

**Marcus Jones, City Manager** said mainly because I just had a quick question, Mr. Newton asked the question, and these next three items deal with Committee work, but within those three there are Taskforce recommendations that have not come before this body yet. They deal with legacy, they deal with Charlotte Moves and they deal with Governance, so there would be some discussion about where this body would go in those areas. I just wanted to make sure that everybody knew there are some decision-making that goes along with those three citizens-led committees that are coming to the Retreat.

**Councilmember Newton** said I guess I'm a bit confused in that because is what you are saying Mr. Manager that it is our kind of whittling down to a vote at a later time when we make a final decision or are we talking about making final decisions today?

Mr. Jones said my understanding it is not final decisions today, but this is the first time as a body that you will get the public hearing, you've gone through the Committees, now the body is here to deliberate.

Mr. Newton said so from a standpoint of a vote it would likely be the next Business Meeting. We would whittle down to what the exact thing is we would be voting on is today and then having the vote at the next Business Meeting?

Mr. Jones said I don't believe that this is designed for you to have a vote on any of these today as much as it is the direction of where you want to go, but that is not my decision. You will have more than enough information, it is on the agenda with information that you received in the pre-read as well as in the presentations.

Mayor Lyles said last year at our annual meeting we had decisions that were tentative and then we put them on a formal Business Meeting so the public could have some ability to weigh in. I think it would be perfectly fine to say here is what we as a Council agreed to do, and then put it on a formal agenda for adoption at the earliest time that the public can speak to any agenda item. Would that seem to work for everybody? Anybody disagree or have concerns about that?

Mr. Newton said I don't disagree with that. I just want to be clear when we will be making our final decision.

Mayor Lyles said I would say the earliest decision would depend on the group, the type of work that we are doing here. You could probably do pretty clearly the decision on Governance whereas Charlotte Moves may be a lot more complex because it is not all our decision. So, endorsement, not endorsement, questions, challenges all of that depends on each item and go as far as we can go, but I believe every item should at some point appear on a Council agenda for public adoption.

Mr. Newton said I agree.

Mayor Lyles said we will start off with Charlotte Moves.

**Taiwo Jaiyeoba, Assistant City Manager/Planning Director** said we will actually start off with the Transportation, Planning, and Environment Report, and then I will end up with Charlotte Moves but I will turn it over to Councilmember Eiselt when I'm done. What I'm doing is really sharing with you your major themes and questions from last January's Annual Strategic Meeting. There were a number of questions with regards to, for example, how to best facilitate rezonings. Talked about protected bus lanes or even identifying transit pilot projects such as what we have on Central Avenue or Fourth Street. Talked about key corridors, leveraging the Comprehensive Plan and engagement to implement some other programs, and then pathway forward to implementing the 2030 Transit Plan. Those were the things that were major themes from your January 2020 Annual Strategy Session.

The next two slides really focus on how we translated those themes and questions into actionable items. For example, the number of departments that actually go through the Transportation and Planning and Environmental Committee with regards to their work. For Planning, Design, and Development we presented the update to the Comprehensive Plan multiple times as well as the update to the work we are doing on the Unified Development Ordinance. We introduced the Tree Canopy Action Plan this year and we also introduced the Metropolitan Transportation Plan 2050, which is being done by Charlotte Regional Transportation Planning Organization. Again, just a quick reminder that the Charlotte Regional Transportation Planning Organization oversees transportation work programs in 14 different jurisdictions in Mecklenburg County, Iredell, and a portion of Union County even though they are within the Department of Planning.

We presented the Center City 2040 Vision Plan, we talked about that 90-day assignment that Mayor and Council give Planning staff and Charlotte Department of Transportation to discuss rezoning improvements and there was a conversation around that earlier today as well as design considerations to public safety. Those items that I have asterisks on are Council Committee referral items that we were able to take to the Committee before the end of the year.

For CATS we went ahead and identified some bus priority lanes based on the work and recommendation of Envision My Ride, implemented the first phase and the second phase as a pilot and then we updated the Committee on Silver Line both in terms of the alignment and the Transit-Oriented Development project.

For the Department of Transportation, we are working on the Strategic Mobility Plan, and I will talk about the Charlotte Moves work which is the fourth phase of that Mobility Plan. Again CDOT (Charlotte Department of Transportation) and CATS are working on the Central Avenue Bus Pilot Update; we also worked on growth and infrastructure. Together, and you will be hearing this from our colleague Tracy Dodson later on with regard to the Corridors of Opportunity but that was a multi-department effort in term of identifying corridors where we could have a new approach to investment in this year and then with regards to the implementation of the 2030 Transit Plan and focus on Mobility, Accessibility, and Connectivity, the Committee spend several times I will say November 30<sup>th</sup>, December 21<sup>st</sup> and most recently, January 6<sup>th</sup> discussing the recommendations of the Charlotte Moves Task Force. You are aware of the recommendations that the Charlotte Moves Task Force made, essentially three recommendations to invest in our mobility as a City, but not just on the transit piece, but also on greenways on bicycle network, pedestrian walkability, roadway network over the next 10 plus years and to

commit the results which will be about \$4 billion to \$6 billion locally funded. That could be placed before the voters for a referendum in November of this year. That work was done and completed by Charlotte Moves Task Force and presented to Council on December 14<sup>th</sup> and subsequently, TAP has spent some time reviewing the work; one on December 21<sup>st</sup>, there was a public hearing on January 4<sup>th</sup> and then the last meeting of TAP was on January 6<sup>th</sup>. At that January 6<sup>th</sup> TAP Meeting, there was a Committee recommendation to Council to direct the City Manager to proceed with this strategy for a legislative process to develop and refine a funding strategy and develop a financing plan as defined by the Charlotte Moves Task Force with the participation of partners such as legislative, government entities and other potential stakeholders. That is it for the TAP summary. I will hand it off to Councilmember Eiselt if she has any addition to that for this body to discuss.

**Councilmember Eiselt** said thanks Taiwo; no, I won't add anything to that except to say that the items that are in here right now, we talk a lot about Charlotte Moves, but we can't lose sight on how important it is to interconnect the Comprehensive Vision Plan and within that the UDO, Charlotte Moves. the Strategic Mobility Plan because these are the things that are really going to impact our community, our region for the next couple of decades. I hope Council can stay with us and stay engaged in all of this work.

Mr. Newton said I don't want to miss the opportunity to make a point that it may say that the Central Avenue Bus Pilot is a highlight; I think that there would be plenty of folks on the immediate area or vicinity of the bus pilot that would take exception to that. Even still, I wanted to also highlight the need once again, beyond the last or final mile as recommended within the Charlotte Moves Task Force for infrastructure in transportation in the peripherals of town. My area beyond Harris Boulevard and other areas I think, North, South, East, and West so as we talk about moving forward with the recommendations from the Task Force, as we talk about the funding mechanism for those recommendations, I hope we don't lose sight of the need that has been out to the very borders of our City.

**Councilmember Johnson** said I would like to piggyback off of what Mr. Newton said as far as the last-mile transportation. It is something we've talked about for a long time and that is something that would definitely be beneficial in District 4, the home of the jobs, with Centene and the large employers. If we could prioritize getting a last-mile solution from the trains to the area where the jobs are, the Research Area and Wells Fargo and Innovation Park that would certainly be something that would help to bridge the gap and providing solutions for transportation.

Ms. Eiselt said thank you, Ms. Johnson, you are right, you speak on behalf of a topic that is really important to a lot of our corporate who have recently relocated so thanks for that.

**Councilmember Winston** said I wanted to take a moment to I guess give the staff a little bit further clarification because as it relates to the work I think we need to be doing in Transportation, Planning and Environment as we are dealing with this Charlotte Moves Task Force, one of the challenges that we have as a Council and as a community is that issues that we are dealing with is every topic is 360 degrees. For instance, if we are looking at roads the future development roads is a transportation issue, it is a planning issue, it is an environmental issue, but it is also an economic development issue. It is a technology issue, it is a neighborhood development issue. The same thing for light rail, it is a financial issue, it is a budget and effectiveness issue so the challenge that we are having and what we are having discussions around the Task Force work and a mobility plan is that we don't really have the framework that exists to kind of take the elephant into smaller bites and deal with those smaller conversations and bring them back to a larger conversation, make decisions on them and guidance on them in a clear and effective way. My suggestion is that we look to use our Committee sort of like how we use Safe Communities with the work that we did in reimagining Police and our Safe Charlotte Plan to really break-up that conversation amongst the different workgroups that we have around Councilmembers so we can have much more succinct conversations and effective conversations than we've been able to have colleagues over the past couple months on this topic.

Mayor Lyles said the TAPE Committee, as I recall, I watched the meeting and it was for the motion for a legislative strategy and for the Manager to continue to refine the plan for Charlotte Moves. I guess that is what we are looking for in all of these reports from the Committee is if that is the recommendation and it is presented to the full Council for discussion, I guess what I'm saying is, as I said to Mr. Newton, when we were talking about process, it is an indication to begin this with a formal meeting coming forward. I just want to make sure that we have the motion and that we've discussed it thoroughly among each other and that there is some directional point for the staff to take it to the next step.

Ms. Eiselt said in other words we need to have that full Council vote for that motion.

Mayor Lyles said no, I don't mean a Council vote, it is the discussion was focused on the subject of the motion and that we would have a preliminary vote so that the Manager would have the authority to say this is what I'm going to do, that would go on a formal agenda as a part of our Retreat strategy. Our strategy is for the Retreat and that is what I was trying to get to. We can't leave it just out there; we've got to have some; what is the next step and it is the full Council saying that the next step to the Manager is to do what I think the Committee recommended or anything else that is included in the motion.

Ms. Eiselt said I will repeat what the motion was that we voted on in Committee which passed with one vote of opposition. That was to direct the City Manager to proceed with the strategy for a legislative process to refine the funding strategy as defined by the Charlotte Moves Task Force with the participation of legislators, government entities, and other potential stakeholders. We voted to move that for discussion to the full Council.

Mayor Lyles said I'm sorry I stepped out of the room, I apologize I had a little family matter that had to have some attention while we were doing that and so I wasn't as crisp as necessary. But now that is done and that is the discussion that would be put to the Council for discussion and for a preliminary vote before it becomes a part of our strategic efforts as a result of this Strategy Session.

Ms. Eiselt said it did move out of Committee with one vote in opposition, however, I will say that one vote in opposition was Mr. Driggs, but the reasons for his opposition, actually there were some underlying agreement with others on the Committee that we feel very strongly that we need more of a plan, that we need to understand what the projects are so when say the public, we want to put a \$5 billion referendum on the ballot how is that money going to be spent, what are the Towns say in the matter, do they have a carveout, what are the projects, what are we going to do first? Are we doing buses first or are we doing light rail first? We all pretty much agreed just in different ways that we needed to have that information before we felt comfortable bringing this to the public. That said we just sort of disagreed on the process with regard to the legislative process and the majority ended up feeling like it is time now to have the discussion to give the City Manager the official blessing to go ahead and work with legislators and stakeholders on that.

Mayor Lyles said I think that is exactly what we are trying to do. Without that the Manager can't go any further so if there is the next step even for the examination of options, choices, plans, how it would work, how it wouldn't work. I just want to be very clear that I have been having regular conversations with the Town Mayors and the first question is what is the challenge, what do we need to do, and I think what we are doing is giving permission to the staff if it is worthwhile for us to continue that conversation? I can't do it; it has to be something the Council believes in and something that the staff is given the authority to move forward. I know there are different ways to do it, but I think the Committee discussion was rich.

Ms. Eiselt said the final discussion was that this does not bind us to anything specific, it is just to have that conversation, it will come back to us with a funding strategy in April.

**Councilmember Driggs** said as the voice of descent, I wanted to concur with what Ms. Eiselt said in that. I tried to propose a wording change or something that I thought could help us get there, but my two biggest issues are we are talking about the refinement of a financing plan and the fact is we don't have a financing plan. We have an idea that we are going to levy a one-cent sales tax and then just sit back, and we will surprise you. We

don't really know the mechanics of how the debt is incurred or gets repaid. We haven't run any analysis or scenarios, so I was kind of in favor of that outreach to other stakeholders, but I think for us to go to them with the Task Force recommendations, which are basically a riddle modified version of what was conceived by Charlotte gets us off on the wrong foot. I think they are going to wonder why they weren't included more meaningfully earlier and therefore I would have liked to see us go out to them and say here are the things we want to do and here are our estimates of what they would costs what are your thoughts.

It is not the same as taking them a Task Force recommendation and saying okay, let's do this. I don't think we ever saw an alternative to that thing. We don't have a Plan B, we don't know what we are going to do if the sales tax that we are allowed to levy is the half-cent. It is just this thing. I've always said I think we need a big plan and it is going to cost billions, but this plan has been brought forward without any significant opportunity for input from us or the Mobility Task Force if you look at it carefully, and I asked everybody in the room to think about that. Do you remember a whole lot of conversations where we say hey, what if we did this, what if we spent \$6 billion, what if we do it in three stages, how about what are we going to do with the buses? It has always been this plan and I just don't think that is a good way to get everybody, including us, to buy into this thing, to just come out and tell us, this is what it is, yes or no. Do you want to refine the financing plan, do you have any questions? I'm just concerned in particular about Raleigh and taking this thing to them and putting it down on their desk and saying okay, this is what we are assuming we are going to get from you guys. I don't know that they are going to like to hear that. [inaudible] with that section still unresolved completely and ask them a question instead of just telling them. That is why I was a no and I'm still eager to be constructive about all of this and to help us move the plan forward, but I think we could show a little more courtesy to the other stakeholders.

Mayor Lyles said Mr. Driggs; I think we may just have kind of like in our minds what is really going on. I don't think we are telling anyone anything; this is clearly an initiative that requires great political support and I think what we are trying to do is take the Mobility Report from the Task Force and get it to a level of detail from the Manager and the staff so that we can do what we are doing. We are not taking this report and saying here it is, at least that is not intent I thought what the discussion was when I watched the Committee meeting. I thought the intent was to further refine this and to have the Manager and staff work with the Stakeholders and the Stakeholder are numerous, but without the Stakeholders locally, so if it were to direct the Manager to work locally with Stakeholders we could do something like that, but I think the Manager is intellectually capable of understanding your comments and there is nobody running to the state to say this is what you must do and nobody is adopting this plan. What we are doing is trying to figure out the next steps, and we can't do that without the support of the staff and the staff can't do without us saying that we are going to do it.

We are kind of a quandary here if we want to move forward, what is the next step; and the best step that I've always seen for any plan that we've worked with, including when we went from \$15 million to \$50 million for housing was to say to the staff, help us figure this out. That is all I think the Committee discussed. I don't think there was any discussion of adopting this plan, I think everybody understands the challenges of this plan. I certainly do. If anyone wants to share that additional opportunity with me, but this will be discussed in the structure that governs transit, but there is also a key component that is not the MTC which governs transit, but there is also the aspect of municipal capital investment, the sidewalks, the trails, the greenways, the other things. The bus system is absolutely the first and foremost item for priority for improving any system. Every expert that has been participating in this discussion has said without an adequate bus system you cannot have an adequate mass transit system. We need to have data that actually supports that assumption on our part. and I think that is what we are asking the Manager to do. I feel comfortable that we are not asking him to go do this work with anyone, we are asking him to do this work around the plan.

Mr. Driggs said if I may, I think we need to have those conversations. What I think really got me was we need to talk about refining the financing plan and refining the financing



plan connotes to be something that is 90% complete. That is the essence of my concern. I definitely think the Manager should go out to talk about what our plan looks like, but when you use the word refinement it sounds like in our minds that this is pretty much a done deal and we are willing to fine-tune it for your benefit. I think they should be more meaningfully involved in the conversation that takes us to the next step.

Mayor Lyles said refining from a point of we need \$4 billion local matches to me leaves a pretty wide gate for refinement.

Ms. Eiselt said the point of clarification. The motion was to refine a funding strategy, it is not a plan and the word plan is not in the motion that we made so maybe that is a real find nuisance, but in my mind, a strategy is just a strategy. It isn't a baked plan.

Mr. Driggs said refine still means a fine-tuning process of something that is almost complete. I'm done, I want people to understand that I hope that in our conversations with other stakeholders feel that they had a meaningful role and that we came to them wanting them to play a meaningful part in the final revolution of this thing. Right now, it looks to me like it is pretty fully baked and we are talking about refinement, so that is all I have to say. I appreciate it, thank you.

Mr. Winston said my point is direct to the conversation that Mr. Driggs and Ms. Eiselt. I think this conversation is literal evidence that our biggest problem here is our ability to effectively communicate. We are not able to effectively communicate with each other right now about what is going on as it relates to what is refining. What is the plan versus what is the strategy? That has been the endemic of this conversation; Mr. Driggs and I differ on our concerns about the policy aspects of the Transformational Mobility Plan, but I think we share a common ground in the importance of being successful in communicating. We support this, but we want to go forward and do this in a successful manner and the reason why this often takes a couple of different times to get community support is because governments aren't able to effectively communicate the complex conversations that go around this. If we can't have effective conversations, then how can the community have effective conversations? We are going to have to be very specific about the work that we do his year. Luckily for us, we have the ability to clarify this through the democratic process and through our workflow so that we can come to a decision on a definition of what is refinement versus the strategy, versus a plan. We literally have not done that yet so that we can effectively have the same kind of vernacular as we are facilitating conversations in our community. This is why I say I think a lot of this if we are going to do this and we are going to be effective, we have to figure out a different type of workflow and have agreement on positions that we take as a Council and go out there and facilitate those conversations that haven't been happening that are going to be so important to the success of the development that we need to do.

Mr. Jones said I guess all that I'm asking is to have an opportunity to do the analysis for you. Up to this point I haven't. We've shown you that we've built a pretty impressive machine and we would just like the opportunity to do the analytics so that we can give you the information.

**Councilmember Watlington** said based on what the City Manager just said and listening to the conversation that happened in Committee, I would like to see the City Manager and the staff move forward, but I think what is missing for me and what I think I'm hearing from Mr. Driggs is; well let me say this. I would like to see an options analysis before we choose which one to move forward on, getting more granularity. What I'm concerned about is that we will come back with granularity on this scenario, but I don't see another alternative in which we will also have the granularity to compare it against. So, where is that?

Mr. Jones said we could dive into multiple scenarios; I believe that is where the task force started. They came back with this recommendation, however, if it is the will of this Council to have multiple scenarios, we can do those analytics also.

Ms. Watlington said that could be a solution. Personally, for me I'm okay with this recommendation, but when it comes to how we implement it like the project schedule and

the spending schedule and all of those things that is what I'm talking about when I say I would like to see an options analysis because we may say we are going to break this scope up differently and we are going to lean in on these particular components of the scope and the others we are going to wait. That is where I don't see the execution options available because we may choose to say well you know what, we are only going to do 80% of this recommendation and we might pull something from one of the other non-recommended scenarios and say go ahead and build something out. I wouldn't want you to have to do it for every single scenario, but I'm not seeing enough options to be able to say yes, I want to go 100% with the recommendation versus let's tweak this based on community needs. So, however, you get to provide that information I'm okay with, but I just need to see before I raise my hand on going too deep into this one, I want to see enough analysis to be able to decide.

Ms. Eiselt said to that point Ms. Watlington; in my mind, and staff please correct me if I am wrong, but I don't know how we as just the City can give us those options because at this point this is where we really the stakeholders, the Towns, the legislators to say their piece. The Towns tell us what they want. We know where there is resistance and we know why and that is really important and so at this point, if we truly are going to honor our commitment that this is a regional transit plan then this is the point where they've got to be at the table saying this is what we want out of it and then that might change what our options are. I guess that is where the refinement of the plan comes in is when they say here is how you are going to get me on board with this. We keep hearing we need to get their input sooner than later and so I think we've done as much as we can as a City and now it is time to include their voices.

Ms. Watlington said I appreciate that we wanted to get our house in order but now I'm more concerned than I was before that we've been leaned in without getting the proper stakeholders to the table.

Mr. Newton said the way I understand it is how we get the stakeholders involved. This is how we get their opinion and we need to have something to move forward with to do that rather than Lucy-goosy or us just continuing to volley this back and forth internally and not treating this with the urgency I think it deserves because time is of the essence. We know that the longer we wait the more expensive all of this would be. My understanding is that this isn't an all-or-nothing proposition here, this is a take it or leave it. This is us creating or engaging in the refinement, so I'm in support of it.

**Councilmember Graham** said I concur with that; that is exactly some of the points I was going to make. The taskforce itself; and I'm a geek so I watched some of the meetings and so there were a number of options that they narrowed it down to and so this is just a document that we can begin to shop around and we can amend if necessary and there is going to be some horse-trading after we talk to some of our neighboring communities to make this a regional approach so it is a starting point that anytime we can come back and say hey, we want to move the chairs on the deck to support regional participation or internal type of placemaking or stacking or who is on first, who is on second, etc. from our community. It is a starting point with a lot of work already being done in terms of options etc. etc.

Mr. Watlington said as a follow-up to that; are all of the options then being shopped to the stakeholders or just this one?

Mr. Jaiyeoba said the taskforce were given three charges; number one to look at all the transportation plans we have as a City, both adopted by the City or by the Metropolitan Transit Commission. Number two, to create out of those plans a Mobility Plan that will not just be transit but also transportation. The challenge we have is this, the task force was asked by the City to do this; there are only two countywide plans in all of those plans and that has to do with transit and greenways, so the task force needed to focus on that but they also did not want to go too far into determining everything for everyone countrywide so they worked within the parameters of what they were given. They had a universe of scenarios, should we do sales tax, if we do sales tax should it be a full cent, should it be a half-cent, or should it be a quarter-cent? If we don't get what we want should we do a

hybrid of sales tax and property tax? Or even if we get what we want should we still augment so they looked at the universe of scenarios within the constraints that they were given.

The challenge is this if you are going to take something in front of stakeholders to review you don't want to bake it too soon and too quickly, so it is a touch in point if we are going on a 100-mile journey this taskforce has only gone five to 10 miles. Really understanding that we have to work with our county partners, we have to work with the Towns, we have to work with the legislators, we have to work with other regional partners. So, in so doing this provides that basis; if the task force has gone way too far ahead it will be difficult to call this a starting point which is why the Manager said we still have to do the analysis. With the direction given to the Manager, we can then begin to add that conversation. We are not starting from scratch, every Town in this county through the Metropolitan Transportation Plan has some unfunded projects, whether they be roadways or greenways or trails or whatever they may be we need to have that conversation with them. That is what happens once the Manager as a go-ahead to begin to have that conversation, but not only that, the refinement of the funding strategy and I will keep saying that, there is nothing in the document that calls out a financing plan, it is always funding strategy.

It is important that as we disclose that funding strategy the refinement means also having that conversation with the Towns in terms of carve-out in terms of numbers and then tying those to the project and then coming back to this body in the next few weeks. I am sorry I had to go into all that explanation, but that is the main reason why we are here today talking about how we can take that next step. We could not have done an in-depth analysis before bringing this to you, otherwise, our stakeholders will say the work is already done, why are you talking to me.

Ms. Watlington said so right now you are asking for permission to refine the what, not the how?

Mr. Jaiyeoba said yes.

Mayor Lyles said Taiwo; I want to follow-up to Ms. Watlington; if there is agreement on the what, the how could come out of it so I don't want to say there is a line because under our mass transit agreement every Town has one single vote. This isn't a weighted vote for Charlotte, it is every single Town that has one vote in addition to the county. This is kind of a level playing field for us; while we are the most populous city, we still have to work with six other Towns as well, so if they decide or we find something that is in agreement and concurrence, that is what the Manager would come back and say to the Council. It is not as simple as well it is this, it is the opinion and the policy direction from those six Towns as well as the County to get this done. The task force report, I just want to make sure, Ms. Watlington asked, it is about the what, but if a how comes out that would be the staff coming back to the Council and saying this is the how that the six or the majority of the other Towns and the County wanted to see under our governance structure. I want to be clear so there is no miscommunication. How far we go depends on how far we reach an agreement and the votes from those other communities. Does that make sense? Ms. Watlington, do you understand what I'm saying?

Ms. Watlington said yes, that does make sense; I think for me the piece about the how is where I'm more so concerned in that I don't want us to go past the how checkpoint and come back and say well everybody has agreed when I don't know that I have enough information about what the options would be to say that okay I'm on board with this how. I would like to see the options for the how before we sign off on a final plan.

Mayor Lyles said I would agree with that, but I think we can't get to the how until we get through the process with these other seven members of this organization governance structure that we have.

Ms. Watlington said I'm on board for the what; I just want to make sure that I'm not signing on for the how right now. If that is what you are asking me, I would be a no, but if we are

splitting the two, at least so there is a checkpoint in between. I realize that what, like you said would blob some of the discussion around the how, I just want to make sure I'm not raising my hand for both of them at this point.

Mayor Lyles said I think that is included in the motion, if the how comes it will come from the external agreement to this Council for comment and decision. I'm going to take this as a straw vote and I'm going to call in the order.

Mr. Bokhari said I didn't realize we were voting today.

Mayor Lyles said we are not voting, it is a straw vote.

Mr. Bokhari said then let me just make a quick comment, I didn't realize we were going to be put on the spot for that. I want to work with this group to figure out and make something work, however, I think what my concern is about where we are with this, and the process as I understand it is, the taskforce and thank you to all of the members of the community who participated and worked so hard, and the staff and everyone. The task force report to me is a very robust description of how much money to ask for and how to sell that ask to the public and to everyone who needs to approve it. It is not a plan for what to do with the money. I don't have any idea how much money goes to light rail versus roads, versus buses. I don't have any idea, not just that, let alone what happens when construction costs go over. For me to say yes even in the straw vote at this point highly concerns me because I know the timeline, we are on leading to a November referendum, leading to prior to that going to General Assembly, and leading prior to that going the Towns that surround us. There is no time for any hiccup in that process and what is going to happen is we are going to approve this now and essentially we are all going to think in our minds we've approved essentially an \$8 billion to \$12 billion ask that is justified with the marketing campaign kind of principles and tips and what is going to happen is we haven't gone in and weighed in ourselves. Okay, I like this part of that, I have a problem with that and that is what the Towns surrounding us are going to be doing. I think a lot of them, based on some of the backchanneling I've heard, there are going to be some significant concerns so what they are ultimately going to start doing is negotiating what they want in a plan where we haven't even had a chance to do that ourselves. So, if it is a straw vote right now, I literally don't even know how to vote because my plan was to work with the Manager and staff and my colleagues to try to figure out roughly some of that. I'll call that the what which is what the plan is and the difference between 5G infrastructure and autonomous vehicles and roads and the emphasis and dollars we put there versus fixed rail and the list goes on and on. I'm just nervous that there won't be enough runway here from a timing perspective for anything, even if it is our intent to come back and us to have this dialogue because this is going to lead right up into a decision where it is just so short for what has to be done.

I wasn't going to speak today because I was going to work behind the scenes with all of you on that, but if we are taking a straw vote, I feel like I need to say that out loud.

Mayor Lyles said you are taking a straw vote so you can have that discussion with the Manager. Otherwise, if we don't tell the Manager to do something then you don't even get a chance to have a weigh-in on it.

Mr. Bokhari said Mr. Manager; I'm going to vote no in the straw vote, but just know that is a simple stake in the ground right now with the intention of working with you over the coming weeks to try to figure out how I can get to a yes, not in the overall premise, but in the here is what I need to know on our side before we start negotiating with other Towns. I hope that makes sense.

**Councilmember Ajmera** said listing to everyone's comments I'm compelled to make a couple of statements here. The journey we are embarking on for the Charlotte Moves Taskforce Report is very, very complex. I know that folks want details and numbers and what is going to go first, what is going to go second, what is going to third, what is the timeline, look at phase one, look at phase two. The important question we have to ask here is do we need to invest in our infrastructure or not? All of the details will be worked

out because I have trust and faith in our staff and our elected leaders to do that. But we need to make a commitment today whether we are going to make an investment or not. We cannot get bogged down in the details, we will work through that, but we need to make a commitment today that we are serious about investing in our infrastructure. With that, I am going to support and I'm going to vote yes.

Ms. Eiselt the motion was to direct the City Manager to proceed with the strategy for a legislative process in order to refine a funding strategy as defined by the Charlotte Moves Task Force and with the participation of legislators, government entities, and other potential stakeholders. That is it, it does not say we are committing to any dollar amount for any projects.

Mr. Winston said I just wanted to respond to Ms. Ajmera's comments. I certainly agree with half of what you said in the Committee. The community at large and us as colleagues that we will continue to invest in transportation. I think part of the question that we are asking the community to mind which is why this is so important, is what is the investment going to look like? Are we going to continue to kind of prod along the budget year to budget year as we do or are we going to be really intentional about our growth? I will caution us, specifically the 11 of us that have a vote, the 12 of us that have a vote; it would be very dangerous if we take a *laissez-fairez* approach to allow staff to run with transportation investment over time. History again, will repeat itself and we must know that we are undoing some of the policy decisions that elected, and staff members have done in the past. If we are not very intentional about how we are going about this, the specifics of all those things that you laid out, that is historically how people, entire populations don't get considered. Because again, those staff members can only work off of the policy that we give and if we are not specific, we are going to leave people out so, we have to find a process that answers all these questions and effectively have that conversation without community.

Ms. Ajmera said can I respond to that, please? I agree with Mr. Winston in terms of getting the specifics. We cannot get bogged down by all the details where we have to move forward with getting building consensus with our Town Managers and our Town elected officials and moving forward with getting support from Raleigh. I think that is very important and we have some time to look at the details. I just don't want us to start getting bogged down right now because I think the commitment really, we are making, the motion is to move forward with the next steps of getting a consensus. I think that is a very important step, so I just want to send a clear message out there that we are serious about making that commitment.

Mr. Winston said I think that is what the Councilmembers are saying, we don't have an approach or the process we need to get to a consensus on issues. We have to get bogged down with consensus; consensus is democracy and that is the tool that we have, and we have to figure how to insert steps of democracy to have this conversation effectively. How do we go make proposals, vote on those proposals and positions, take those positions and move on so we can have succinct conversations and we don't have that yet? The consensus is important and that is the tool that we have as Councilmembers.

Mayor Lyles said the good thing about that is we have the adopted plans with information about those specifics so we are reviewing something that is already in place as public policy, but I think that Mr. Winston's point is that in order to make this work it has to be that the Council understands and makes sure that the issues of equity are included, the issues of need are addressed. It is almost like creating our own templet for what we are going to commit to doing and we have to make a commitment to do that as a Council as a City to have this kind of effort be successful. I think that we are agreeing, it is just a matter of having our foundation and that is what the what is. I think the what for us is maybe perhaps more simply because we have those plans, whereas Pineville is just beginning their Mobility Plan. We've got some things to actually work with more than, but at the same time, if we don't start looking at each of these plans and having the Manager give us some guidance on what it means when we start talking to the Towns about this, I think we are neglecting our ability to move forward on mobility except in the way that we've always done.

I just say that if we are going to have 400,000 people in the next 20-years, there is no way in the world that we can figure out how to deal with some of these issues around where are the jobs and how to recruit people? Mobility is not about just moving people, it is moving people between work and home, and if we can't figure out how to get more people to Centene in a reasonable amount of time if we can't figure out how to move on the east side where there are no jobs, opportunities for jobs and if you have to work in Union County or Lincoln you have to figure out a way to get people to do this. This is what we do; when you look at governance it is making sure there is safety, making sure that there is mobility, and that we make sure that people can have clean water and clean everything in our City being beautiful. It is pretty simple; this is one of our primary duties and responsibilities and nobody is helping us. Nobody is helping us; if we want to get some help, we need to get ready to be able to put something on the table at the federal level and I really believe that if we aren't willing to make this step it is probably a good thing to know that right now. Honestly, because we have put a tremendous amount of effort on the table, a lot of work by the task force has to be refined, reviewed, and negotiated. I really just feel so strongly about this City being a great place, I just really believe that mobility makes us great. It is the key part of what we haven't been able to address and a lot of it had to do with COVID, but I hope that we will be open enough to be nimble enough to adjust.

Mr. Newton said just one quick point of order or clarification; so, we are taking a straw vote of as you put it Madam Mayor a straw poll to provide direction to the City Manager.

Mayor Lyles said yes.

Ms. Eiselt said it is to direct the City Manager to proceed with a strategy for a legislative process to refine the funding strategy as defined by the Charlotte Moves Taskforce with the participation of legislators, government entities, and other potential stakeholders.

The straw vote was recorded as follows:

YEAS: Councilmembers Ajmera, Egleston, Eiselt, Graham, Johnson, Newton, and Winston

NAYS: Councilmembers Bokhari, Driggs, and Watlington.

Mayor Lyles said we will proceed with Mr. Jones with that, and you have heard the discussion clearly and we've got a lot of work to do. You've heard the urgency behind this request. Some of this is really in our hands-on how we handle it and we need to just decide each step along the way. It would be great to communicate on a regular weekly basis with this Council about where we are, what we've been able to do, and what we are seeing out there. I believe the TAP Committee has got to be on it all the time and I think everybody can participate as needed.

\* \* \* \* \*

## **ITEM NO. 9: GREAT NEIGHBORHOODS**

**Taiwo Jaiyeoba, Assistant City Manager and Planning Director** said this is really an update on Great Neighborhoods and I will do that and then turn it over to Councilmember Graham. Here are the three things that the Great Neighborhoods looked at as key themes and questions from your January 2020 Annual Strategy Meeting. The question with regard to land banking and land trusts, options for expanding homeownership programs, and the next steps for aging in place. So, how we kind of turn those questions and themes into actional items again, the conversations we had with LISC (Local Initiatives Support Corporation) and that is really not just a one-time theme but continually over this past year. You've heard a lot about the CARES Act Relief Fund allocation earlier today. We also had a brief conversation with regard to Nuisance Abatement this morning as well.

I talked earlier about the Vision Plans for Corridors of Opportunity, Housing Framework Review. All of this went before the Great Neighborhoods Committee as well as these

items this past year. Earlier today we talked about Airbnb and how we are addressing the conversation around short-term rentals whether through how we are addressing it now or how the Unified Development Ordinance will address it long-term. We've talked a lot about the Natural Occurring Affordable Housing Rental Subsidy Program, Accessory Dwelling Units briefed by the Committee on that back in November. We've talked about the Re-entry Program and I think the Committee had a number of times about the SOID (Source of Income Discrimination) and then of course there was the Legacy Commission Task Force Report which I will end with.

Essentially on January 4<sup>th</sup>, you had a public comment period to talk about this and we received a number of comments from the community with regards to the Legacy Commission which really engaged in a comprehensive study of street names and monuments in our City that honor a legacy of Confederate soldiers, slave owners and segregationists. The recommendations will go to Great Neighborhoods Committee at its January meeting. I believe that is going to be January 20<sup>th</sup> or whenever you have that meeting Mr. Graham. Those recommendations will go first to the Great Neighborhoods Committee and then will make its way back to Council.

I will turn it over to Councilmember Graham if there is anything to add, otherwise, I will be here to answer questions and my colleague Pam Wideman is here if we need details on this.

**Councilmember Graham** said I don't have a whole lot to add to it. The Council saw the presentation last week that really kind of established the foundation in terms of what the Committee is doing. Taiwo kind of laid out where we are headed in 2021. I thought we had really great comments about Tent City, so we are prepared to move forward.

**Mayor Lyles** said are there any comments for the Great Neighborhoods Committee on the key 2020 highlights or the next steps?

**Councilmember Winston** said he last Great Neighborhoods Committee meeting of 2020 we had an information presentation around source of income discrimination. I don't know what the follow-up steps are, but I think we need to address that. I think what we got out of that is that it is a very complex issue to find a policy path forward, but it is a worthy conversation to have and it has a significant impact and it is a significant subject of care for many of our constituents. So, I would like that to continue to be in the Great Neighborhoods Committee and I would love to have some I guess what was the expectation of what the next steps were from the staff's perspective about how we are going to continue to deal with this?

Mr. Jaiyeoba said I do not know if it is this month but the plan is to come back again with some additional information. I do not know if it is going to be this month, but we are going to be coming back to Great Neighborhoods Committee again on the subject.

Mr. Graham said there were a number of alternatives and recommendations that staff made at the last Committee meeting and they will be coming back to us again to consider the recommendations that were outlined.

Mr. Winston said what is the strategy that we are considering moving forward for the year around the source of income discrimination because it will be very complex. We would have to have a kind of federal lobbying work, state lobbying work, and internal work and commitments from private industry or private partnership moving forward.

Mr. Graham said at the last Committee meeting there were a number of recommendations that staff brought back to us in terms of alternatives, things that we can do right now that address some of those issues in terms of really working with the property owners, trying to get them to accept various forms of income that we put together a small task force over the next 18 to 24 months to try to see if we can reach some type of community consensus and if that doesn't work come back with further actions to address, and now again those are recommendations from the staff, the Committee itself needs to work through those, and made a recommendation to the full Council so, again, the meeting that we had in

December basically was informational and the staff made recommendations. When we meet again, that will be on our agenda in terms of considering those recommendations and how we will move forward and if all to the Council for full consideration.

Mr. Winston said I think 18 to 24 months is way too long. This is something that is immediate. Like I said that was a long presentation that took up a lot of time and didn't leave much room for discussion and I think it needs some significant discussion to figure out a creative path forward which is really needed.

Mayor Lyles said I think it is still in Committee and that the Committee will come back with options and choices for the Council?

Mr. Graham said I think it is our next meeting, but I will check with Ms. Wideman just to make sure, but I know Mr. Winston; it is in Committee and it is scheduled, and it is a priority.

**Councilmember Johnson** said I want to piggyback off Mr. Winston. Now I know I'm fairly new into politics but on the issue of the source of income discrimination and also the re-entry program or the re-entry ordinance. I was on the Community Taskforce back I think in March and April and we made a recommendation to develop an ordinance, at least an ordinance that specified or speaks to when a developer is requesting City dollars. That is something we can control. We forwarded it to the Committee, the Committee forwarded it to the Intergovernmental Relations Committee; the Intergovernmental Relations Committee forwarded it back to the Affordable Housing Committee and now we as a full Council are waiting to discuss it. It just seems like, I'm going to use Mr. Winston's words, if we have the political will to do something as Council then at some point, when is the opportunity to bring this issue before the full Council? We've all heard from Ryan Carter, we've heard from the community, we've heard from Ken Shrader on the re-entry housing ordinance and I for one am ready to put my vote where my mouth is. I just want to know what is the action steps? 18 to 24 months is too long with all due respect Mr. Graham, and if we are going to decide as a Council either we are going to vote yes, or no and then let our voters know where we stand on these issues.

Mr. Graham said just a point of clarification, the 18 to 24 months is part of a wider, broader recommendation and again I don't have my notes in front of me what the entire recommendation so the Committee can decide to reject it or reject it so that is there. I think we are in a good spot to make a decision. Again, what we did in December was place setting. We made sure that there was enough information so that Council could no, or at least the Committee can know exactly what we are voting for or against. There has been some public input, not broad public input and that is what we wanted to do to make sure that everyone's voices were heard on the issue on both sides of the issue, not just one side. We wanted to have a broader community conversation and we also wanted to make sure that in fact that the Committee members and the Council as a whole had enough information to make a decision, so I think we are at a good point. When we go back the Committee can accept the recommendations, they can reject the recommendations, they could put something on the floor, so I think we are at a point of decision making. Lastly, there was really no referral, again, we talked about this before. There is no fear or referral where one Committee can refer something to another so, I think it is just going through its course of action and I think as I said earlier, we are in a good spot, ready to make a decision and it is up to the Committee to decide what you want to do.

Ms. Johnson said I just want to put a button on this. Is it up to the Chairs to bring this to the Council because I remember in one meeting when it was referred to the Intergovernmental Committee, I think their Committee wanted to bring it before full Council, but it was something that was directed to the Intergovernmental Committee? Now that it is back, I just want a timeframe on when this will come before Council.

Mr. Graham said once we have a Committee meeting and the Committee makes its decision, whatever that decision is, that decision like all Committee meetings will be referred to Council for their final consideration. So, again I think we are in a good spot. I



think it will be before Council no later than mid-February depending on when it is scheduled for a Committee hearing first.

Ms. Johnson said for Mr. Jones; if it does not come before full Council in mid-February Mr. Jones; I would like to see this on the agenda for full Council if the Committee is unable to bring it before full Council then, is that something that we as Council can just request or add to the agenda?

**Marcus Jones, City Manager** said I have the confidence that it will go through the Committee process. Typically, we don't take something out of Committee to bring to Council until the Committee has done its work. We will make sure we staff the Committee correctly to get this timeline done.

**Councilmember Watlington** said I just wanted to add; I'm on the Committee and bore similar concerns that Mr. Winston and Ms. Johnson already voiced today in that I think this has been an ongoing conversation and I was particularly disappointed to see 18 to 24 months, given that our terms are only 24 months away. I like what Ms. Johnson said in regard to us just owning our positions. I think the public is savvy enough to see Mr. Graham, we are kicking a preverbal can if you will. I think that there has been a lot of great work done by our staff as well as chief stakeholders in the community and that is a lot of the work that Inlivan has come to bear is because of the ongoing conversations and I think that if we are not confident that we are going to get the report that we would like to have at the state level to do so then we just need to be upfront and honest about that and go ahead and put this to bed. I look forward to the next Committee meeting as well.

Mayor Lyles said Mr. Graham; I watched that Committee meeting; I thought the 24-months applied to if you did this to test out the data. It wasn't not making a decision so, I just want to be clear that I heard it correctly, that it was the idea and I thought the Committee had a really good discussion around some of the options.

Mr. Graham said it was attached to a specific alternative recommendation and like I said, the Committee can accept that or reject that, and again, it only went through a formal City Council process. A lot of conversation from the community, we've been talking about the source of income going back to last January informally. Formally, we've only started talking about it in terms of our Taskforce meeting in July of this year and then formally as a Council Committee in October. So, that is the formal timeline.

Ms. Watlington said if I may respond to that Madam Mayor; I certainly agree with Mr. Graham about the formal and informal, I will caution us though that we run our procedures, they don't run us so, if we are in a situation where we feel we've been having a conversation and we are in a position to fix it, I just don't want us to say well, technically we didn't talk about it in this room at this particular time so it doesn't exist. I'm not saying that is what you said Mr. Graham, but I just want us to be careful of those things if we feel like we are having this high-performance workforce conversation if you feel like there are the thing we need to do in our procedures to be more agile then let's lift those things up because what I'm seeing is a level of frustration from some members of our Council about things that have been in our collective conscious, but we haven't necessarily been able to act up in a preferred timeline. I do want to acknowledge that 18 to 24 months had some other pieces to it, but part of what was an issue for me at least during the Committee meeting is that we don't have metrics assigned to make those assessments so there is going to be some work and there is going to be some runway before we can even start determining what we are doing is working so that we can decide if we have to make adjustments. There is definitely some work to do, but we will discuss it in our Committee meeting.

Mayor Lyles said you heard what Mr. Graham said and the work for the Committee around that specific issue of the source of income discrimination.

Mr. Jones said much like the last Committee this is the first time that the Council after a public discussion has taken up the Legacy Commission recommendation.

Mr. Jaiyeoba said these recommendations will go back to Great Neighborhoods Committee at its January meeting and then back to Council.

Mayor Lyles said let me make sure that I understand this; the Legacy Commission has completed its charge and the recommendation from the staff is to create a new symbolic landscape that is representative of the representative of dynamic and diverse City Charlotte has become effective. Help me bring some real actions to those words, please.

Mr. Jaiyeoba said it is essentially, I can probably elaborate more on this, but at its January meeting staff will make specific recommendations on how to achieve this to the Great Neighborhoods Committee, and then it will come back to Council at that point in time, the same way that the Transportation, Planning, and Environment took action on the taskforce back on January 6<sup>th</sup> and then it came in front of you today. That will be the same approach, but it will still have to go back to the Committee.

Mr. Graham said we will process the work when it gets there.

**Councilmember Egleston** said are we voting to send it to Committee?

Mayor Lyles said no, it is in Committee; I'm sorry Mr. Egleston, while you were out what we talked about is when we have a strategic session we generally have the staff tell us what they are going to do and we endorse it and then allow them to do the work and then come back for final approval of our strategic initiatives at a later date on a formal Council agenda when the public can weigh in. So, we've gotten through Transportation, Planning, and Environment and we are on the second one for Great Neighborhoods, which is the Legacy Commission.

Straw votes were taken on the recommendation and recorded as follows:

YEAS: Councilmembers Ajmera, Bokhari, Driggs, Egleston, Eiselt, Graham, Johnson, Newton, Watlington

NAY: Councilmember Winston

Councilmember Winston said we are voting on the recommendation, straw vote to come to full Council to create a new symbolic landscape that is representative of the dynamic and diverse.

Mayor Lyles said yes, that is what we are giving direction to the staff to do.

Mr. Winston said no this is not the recommendation I would give to the staff so no.

\* \* \* \* \*

## **ITEM NO. 10: BUDGET AND EFFECTIVENESS**

**Marcus Jones, City Manager** said I do believe that in this lineup the Chair will kick us off and Mr. Bergman is here for staff support.

**Councilmember Driggs** said I'm just going to try to be very brief, but a couple of things that are pending closure. We had an internal audit and the Committee talked about some issues with the way the City does capital planning, the staff has worked on that and we expect to get more reports about how some of the issues that were raised have been resolved. The Committee voted to approve a hospitality revenue capital investment policy which was developed mainly by I think Ms. Kelly so that we have a more rational structure for capital investment that will come to full Council. The City Attorney's Office has worked on three things; one of them is the Code of Ethics Policy where the Committee has unanimously voted to recommend some changes. We are going to take those up in full Council probably towards the end of the month I understand, and we've also had some preliminary conversations about the City Council virtual meetings provisions because at some point when the current state of emergency related to COVID expires the action that

we took is going to need to be re-examined. There were some issues that have been highlighted with the School of Government that we need to talk about. So, that is out there somewhere in the future.

The main thing I think we need to discuss today is the Citizens Advisory Committee on governance. You see the slide there so, we had a discussion in Committee about what in practice some of these recommendations would mean and I think at this point I'm going to ask the City Attorney to walk through what the recommendations were and the advice that he gave us.

**Patrick Baker, City Attorney** said this is on the Citizens Advisory Committee on governance. As you see I've got the recommendations up there on the screen for you' the Governance Committee recommended moving to a four-year term through a referendum, that is not doing it by the Council by itself, but actually putting it on the ballot for the voters to make that determination. Staggering those four-year terms as well. The Committee voted on January 7<sup>th</sup> not to consider the two-term limit contingent upon four-year terms. Essentially what you would have to do to get term limits would be to go to the General Assembly to have the matter put on a statewide ballot for an amendment to the Constitution and the Committee voted against moving forward in that fashion. Also, non-partisan elections are on the table there and we will go through all of these and I can tell you a little bit more about the non-partisan elections. Maintain the 12-member Council but redistribute the Council to add an eighth District Representative and to remove an at-large representative. Increase the Mayor and Council compensation to be comparable to that of the County Board of Commissioners and the disentail policy guidelines regarding redistricting that will be coming up for you shortly.

The process that we put up there for the change by the City Council; if you are going to make a change to the local government is to adopt a resolution of intent. There will be a public hearing and you see the parameters of when the public hearing needs to occur. The Council will then need to take a vote based on that public hearing within 60-days but not at the next immediate Board meeting. There will be a notice of adoption to adopt the ordinance published within 10-days of the adoption of the ordinance should you choose to go that direction. If you decided to go with the changes in terms of the elections, and you want to go through a referendum that will be included in the materials that are put forth in the resolution, and you see the statutory references to that.

There is a proposed timeline if you are going to make those types of adjustments and you see that some decisions will need to be made, I would say very early in the spring, February would be the preference just to make sure that we've got all that information and then can handle the public hearings that need to occur with an idea of having an ordinance adopted by August 9<sup>th</sup> in time for the November 2<sup>nd</sup> referendum. And again, this is if you decide to make any changes in that regard and we have put it out on a linear piece of what that is going to look like from the adoption of a resolution of intent all the way to the November 2<sup>nd</sup> referendum.

What I would like to do Chairman Driggs and members of the Committee is to go ahead and go through those recommendations and this is again, coming out of the Committee and I have just basically put those back in front of you in terms of what have been proposed. The first one is the elected official's terms of office and election method. We are sort of grouping all of that into one. Currently, you have two-year terms and the recommended is to move to four-year terms but to do that through a voter referendum process. Right now, you don't have staggered elections and they are recommending staggered elections. The terms limits were sort of taking off the board. I didn't strike those in the slide there so we will take that out of the equation. The fourth is partisan election to a non-partisan election. I want to make sure that Council is aware of what that actually looks like. There are essentially four methods of the election in local government, in municipal government, and these are my phraseology, hopefully, you will understand them. There is only one of the four that is partisan and that the partisan primary and election which is what you have here in Charlotte. Winston Salem also has that as well. The other three are non-partisan; the first is non-partisan primary and election that looks exactly like what we do here in Charlotte except without the party labels to that and that

is what they have in Durham, Fayetteville, High Point, and Greensboro. There has been non-partisan election and run-off. Essentially you could have one election if the leading vote-getter gets more than 50% of the vote. If they don't then the second runner-up could ask for a run-off so you could potentially have two elections in that process. But if the winner gets over 50% it is just that one election and they have won that particular seat and then there is the non-partisan polarity, just as it is, you have the votes, and whoever gets the most votes wins. The election and run-off, the one that I just said before is in Raleigh, Cary, and Rocky Mount, and the non-partisan polarity is in Wilmington, Jacksonville, Asheville, Greenville, Chapel Hill, Gastonia, and Concord. It is in other cities as well, but I just wanted to highlight the larger communities. I just want to make sure that you all understood.

The Committee didn't specify which version of a non-partisan election it wanted so that is sort of left up to you, (a) whether you want to move to non-partisan elections and if the answer to that question is yes then you've got a choice of three options should you choose to go that route. You see that Council has the authority to amend the ordinance subject to the approval of the voters at the referendum and probably should stop there to see if there are any questions. Similar to the other report outs, we will be getting some information from you as to how you would like this to be presented if you want us to do anything, and if there are going to be any changes we can get some ideas of what you are looking for what we will put together for an agenda item to come at a future Council date. Mr. Driggs correct me if I am wrong about that game plan.

Mr. Driggs said no, that is right. I would mention though if we want to question the non-partisan election thing would be subject to the referendum.

Mr. Baker said yes, I think that is what they were talking about was to do that through a referendum as well is my understanding.

Mr. Driggs said there were a couple of other items like compensation, so do you have anything to say about that? I think if you go further a couple of slides you will see there was a question about compensation, and I took those as the two main topics that are still kind of pending. I would just say if the Council concurs with the Committee's recommendations that we not push for a constitutional amendment nor to get the term limits. I think that is an uphill battle and we probably are better off expending our energies in other places. I guess the other question then is what is the mood of this group when it comes to pursuing the option of four-year terms and I wonder if can [inaudible] some comments about that?

**Mayor Lyles** said Mr. Driggs; do you want the Council to give feedback on the term limits question first and then we will go to the two to four-year terms second?

Mr. Driggs said Madam Mayor; I think the term limits thing is kind of a no-brainer so I would ask anybody who disagrees to make themselves known.

Mayor Lyles said the question is do you disagree with the no-term limits.

**Councilmember Winston** said no I absolutely don't disagree; it is constitutional, it is not a fight, but my suggestion was; I don't know what we are doing here right now because there is a lot here and this is obviously the form of government. I hope we don't rush this conversation, it seems like this is something that we can spend hours on kind of going point by point to have that succinct conversation and decision making in moving forward. I would just like to know what we are doing here.

Mr. Driggs said it is just to see whether there was an obvious majority view on a couple of these items that we don't waste a lot of time looking at them further. I wouldn't propose the straw vote frankly. I think we can identify whether people are against or for and it is also informational. We will need to come back to this, but the whole Council is going to need to make these decisions, so this is a first cut at picking out some of the issues and just seeing whether there is evidence of consensus or majority view. Mr. Winston said you were the one [inaudible] at pointing out quite correctly that the term limits thing was

probably not something we should pursue. I appreciated that, so once again there are hands up, are those hands in relation to the term limit question?

Mayor Lyles said what we are talking about is the current status, no term, the recommendation from the Governance Committee; Mr. Winston has pointed out that he thinks it is unconstitutional and would not support it.

**Councilmember Watlington** said the point of order if we could just go through one, two, three, and four, that way it is really clear which one each person is talking about. Right now, I feel like we are talking a few other things, but I will tell you for me, I'm fine with four-year terms by way of referendum. I think this has been talked about a few times, so I don't have any objection to that one. Staggered elections, obviously, I'm fine with that one as well, obviously, we need more details but there is nothing that is off-put to me. At first glance, the two-term limits contingent on four-years, I agree with Mr. Winston that I don't think that is constitutional nor do I think it is necessary. Our term limits are determined by the people and as far as non-partisan election I don't believe that was part of the original charge of this Committee and it doesn't sound like that is something that was listed up initially, [inaudible] so that is where I stand on these particular items Mr. Driggs.

Mayor Lyles said Mr. Driggs; did you hear Ms. Watlington?

Mr. Driggs said yes, I did and that is user input.

**Councilmember Eiselt** said the only comment I would have on here really is to have a discussion and breakout the notion of four-year terms. If we are going to a referendum then I would prefer that we had it on there for both separate for the Council and the office of the Mayor instead of just lumping it together. You could have a difference of opinion that you want your Council to be two-years and the office of the Mayor be four-years or vice versa or you vote for both or you vote against both, but I would like to separate the two.

Mr. Driggs said I don't see a problem with that as a topic for further conversation if we are going to proceed with considering four-year terms for Council so that strikes me as a reasonable suggestion.

Ms. Eiselt said if we are not going to consider four-year terms for Council that we could separately have a conversation as to the merit of four-year terms for the Mayor's Office.

Mr. Driggs said right, and I don't disagree with that.

**Councilmember Johnson** said I wanted to clarify this recommendation; I'm on that Committee and first of all, didn't we squash the term limits? Was that a recommendation, and I don't even want to say recommendation. Did that make it through Committee; I thought that was something that we abstracted? Patrick mentioned that also, so I don't know if this has been presented from our Committee. Additionally, I want for the record this was the task force or the Governance public Committee, this was their recommendation so when it went to our Committee Mr. Driggs wanted to bring the recommendations to the full Council. That was kind of the vote, but saying this is a recommendation of me, this is just not true. I don't want to be on record as a Democrat that I'm voting for non-partisan elections. I really would like for it to be presented the way that it was presented to our Committee, Mr. Driggs. Do you have the votes on how this was moved to full Council because this is something that our Committee could have addressed at the Committee level, so can you tell the rest of the Council how this came about because of the term limits I thought we abstracted that?

Mr. Driggs said we absolutely did; I think the City Attorney has to explain the only action we took at the Committee was to recommend to the full Council that it was not worth proceeding with term limits because of the constitutional issues. The Committee did not take any action or vote on any recommendation to the full Council related to any of these other items. I think we agreed in Committee that because of the likelihood of a diversity

of opinion on full Council the best thing we could do was just move it forward and share the work that the City Attorney has done and a couple of things we talked about with the full Council for a broader discussion. So, there is no suggestion that the Committee endorsed anything here, it is just that we said that not doing the term limits made more sense.

Ms. Watlington okay, thank you. So, then just the process today, we are bringing it to full Council to what, to refine and then we are going to take it back to Committee or is this something that we are prepared to address today? What are the next steps for these topics?

Mr. Driggs said I think Mr. Attorney; again, I was hoping to get some indication of what the level of interest was on Council on some of these items. For example, we have the compensation question and I will just tell you that on that question I think the Council is underpaid and I think there is a good case for that recommendation. Personally, I would be reluctant to take it up while we are still in the throes of the COVID given what a lot of people are going through, therefore, I think that is one we can tuck away for future action; personal opinion. Then Mr. Attorney; we did talk a little bit about the Districting issue. Can you mention when we are going to have census results and is this going to be a burden on us to consider District s?

Mr. Baker said it is my understanding that there has been a delay in getting that information. We were expecting to have it by March. I've heard different things, but the last that I heard was that it will be substantially delayed potentially into late spring or early summer, but I have not confirmed that. It is just what I have been told from conversations that I've had with individuals at the League of Municipalities. I'm hoping that is not the final answer.

Mr. Driggs said alright; once again in the spirit of trying to get a feel for the group, compensation, do you want to take that on now without prejudice to the possibility of taking it on later?

Mayor Lyles said Mr. Driggs; can I suggest? I think what we are doing is we have every Councilmember is coming in saying I'm for this, against this; it might be easier to just go in the order and say from the recommended update does anyone take exception to four-year terms by way of the referendum as Ms. Eiselt did, which she said have the option to separate. Ms. Johnson was speaking, but I don't think she said one way or the other what her thinking was at this time. Would it be easier to do it in order and go one, two three, four, and make five the compensation discussion so that everybody weighs in on one topic at a time. It is really hard with it being virtual as well as in-person to figure out what people are doing. Could we just start at one, two, three, four and make the fifth the compensation?

Mr. Driggs said absolutely Mayor; given the time and everything else, recognizing that we will have the opportunity to speak about this further. If people could just give a head nod as to whether they think four-year terms is worth following etc. It is not final, we will talk about it some more, but we just need to know what is worth working on. If you have eight people who said forget about it on the compensation issue for example, then we would postpone that.

Mayor Lyles said I agree with you so, let's go to four-year terms, and do you object? Ms. Eiselt has already expressed her amendment to it, so the question is are there objections to going to four-year terms by way of the referendum?

**Councilmember Egleston** said just a point on this; I think to make sure what we are saying is we are for continuing to discuss it because there is a nuisance to it about the timing of when it would be implemented and if staggered would we try to line up with the School Board and if we vote for a pay raise I assume we wouldn't do it starting now, we would do if for the next Council of some of those details. So, now we are just saying is this something we think is worth continuing the discussion on, correct?

Mayor Lyles said that is correct, we would continue the discussion on four-year terms by way of referendum. You have gotten some additional feedback from Ms. Eiselt and this is not a commitment to a vote. Is there anyone who would object to the four-year terms by way of the referendum?

Ms. Johnson said no I don't object to the four-year term.

Mr. Winston said I believe it should be a Council action.

Mr. Driggs said I just want to make sure everybody understands that if we pursue that a petition with 5,000 signatures on it [inaudible] the referendum. Frankly, I would be amazed in this City if that didn't happen and I think it looks a lot better for us if we are upfront and intend that the referendum in the first place instead of being required to by the petition.

Mayor Lyles said that is the pro and con of it. Hearing no one else on that one, the second one would be staggered elections. In terms of staggered elections is there anyone who would like to speak against staggered elections?

Ms. Watlington said my support of staggered elections is contingent upon four-year terms. I don't think it makes any sense to do staggered elections if we are on two-year terms. I just want to put that caveat out there.

Mayor Lyles said we have decided that two-term limits contingent upon four-year terms is not going to pass muster so unless someone says they have an additional comment on that we are going to say no to that. Number four would be non-partisan elections. Who would like to not address non-partisan elections? Everybody raised their hands, so we are going to not consider non-partisan elections.

Mr. Jones said I noted we've worked on a lot of things today; in terms of compensation I welcome this being something that we would do in terms of a typical budget process, and if you could give that assignment to me, I could work through it that for the Council.

Mayor Lyles said I would give that assignment to be worked through the budget process with the concept that it would apply to the upcoming Council being sworn in in December or not. That is one of the things I think we do need some direction on. Does anyone believe that we should be able to do that prior to the December election?

Mr. Winston said yes.

Mayor Lyles said to do a pay increase that would apply to the existing members versus the members that are elected and sworn in in December?

Ms. Johnson said I also believe that if we are looking at a budget that starts in July, that it would be appropriate for this Council and that was one of the considerations that I was saying that we should [inaudible] to a new applicant. That is the thing that applicants can consider. It also broadens the pool. We've got people that would make great servants for to service so I think that we should look at it for this Council and be sent over to Mr. Jones to take a look at.

Mayor Lyles said I think that is a good consideration, upcoming for people to make decisions.

Mr. Egleston said if we were to make it applicable to the next Council which would be sworn on December 6, 2021, the people who would be filing to run in July would know that we had made that decision and if they got elected to the next Council, they would be receiving that increased pay. It is not going to keep anybody from knowing as they make a decision on whether they want to run again or not or run for the first time or not, but I think we should be making a decision for the next Council, not for ourselves in the middle of a term where we ran knowing what the salary was for this term. I will say yes to the pay increase, but not until the next Council.

Mr. Driggs said I would say also that the public perception would be better if we much do this during COVID or in the near term. The public perception would be better if we gave the public a chance to vote on who is on Council before the pay increase took effect.

**Councilmember Newton** said I would agree with both Mr. Egleston and Mr. Driggs on that point. Mr. Driggs actually beat me to it to say I would be fearful of the perception of any sort of self-dealing or self-kind of action here to benefit ourselves and so that is why I would agree with them.

Ms. Ajmera said like Mr. Manager recommended, I agree with his recommendation.

Ms. Watlington said just so I am clear, is this an actual vote or is this just a straw vote?

Mayor Lyles said it is a straw vote, but the Manager is asking for permission to develop a recommendation and bring it back in the budget.

Ms. Watlington said I'm fine with that.

Mayor Lyles said the other option is to wait until the new Council is elected.

Mr. Driggs said Mayor; the new Council is going to be seated in December and the payment change will affect the current fiscal year budget, so the question really is whether it becomes effective at the beginning of the next fiscal year or at some point half-way through it when the new Council is seated. If I had to interpret what I've heard I think there is support for considering this issue and then there is a question about whether it would be effective on July 1<sup>st</sup> or December 6<sup>th</sup> when the new Council is seated. That is my sense of where we are.

Mayor Lyles said I think the Manager will come back with the two options and we can make a decision. You have time now to think about it because not everybody is in here. Let's just do that; Mr. Jones you work on that and come back as a part of the budget and we will see where we go from there.

Mr. Baker said on the screen, what I have and this is the recommendation, not from the sub-committee but from the citizen's group that they want to continue with the 12-person Mayor and Council, but they wanted to shift one of the at large positions to a District position so you would have three at-large and eight District Representatives as opposed to what you have now, which is four at-large and seven District Representatives. So, the question I believe for the group is, is there any interest in moving to down one at-large and creating the eighth District?

Ms. Eiselt said the reason that was a suggestion from the committee was because by state law we can't have more than 12 people on the Council, not including the Mayor. The Committee had a conversation and while we could add just a District seat, then we would have an even number which gets tricky for voting; that is how they came up with that. I feel the District Reps really need to weigh in on this. The District Representatives represent on average twice as many constituents as the average city our size and it is really how much work this is for you all.

Mayor Lyles said well, I would like to say that the at-large and the Mayor work as well that hard and I think land use is probably one of it, but when you look at the UDO if we pass that and we have more conventional rezonings, I think that really does impact that and how we do it.

Ms. Eiselt said I'm not arguing that a different workload. A District Rep represents on average 112,000 people.

Mayor Lyles said I would hope that the District Rep has the interest of 112,000 and vote for every resident in our City. I hear people say that a lot.

Ms. Eiselt said that is not always the case though.



Mayor Lyles said I understand that is not always the case, but I think it is an aspirational goal that we bring everybody's interest to the table, but we look at it the overall way, but that was the way the design for the current status was, not to say it is still relevant today.

Mr. Egleston said on the consideration to change the make-up of at-large versus District, given what the City Attorney has said about the census and I've heard the same there is in my view very little chance that we would be able to adjust the District lines to reflect the new census data in time for the July filing for this fall's election. With that in mind instead of redrawing lines twice, again, not presuming that we would necessarily make the change to eight District Reps, but if that were something to be considered I don't see how you would do that until 2023 with new census data. I don't think we should set ourselves up to do it twice; that would be one that I would say if there is going to be more discussion you punt it until we have to redraw the Districts anyway and then consider it then. I assume, and I've not been a part of this; Councilmember Graham maybe has at some point, but I assume that when the Districts are redrawn is there a citizen commission or is there a Council Committee or how is that handled when you get the new census data and have to adjust the populations of the Districts?

Mayor Lyles said in the past it has been a Council Committee.

Mr. Egleston said I would think that could be something that could be taken up then again, probably with an eye on 2023 because I don't think we will have the info in time.

Mayor Lyles said everybody feel like drawing once is better than twice; anybody object to that drawing once is better?

Mr. Driggs said Mayor; I just wanted to say the other issue here is whether or not the process would create another Democrat-leaning District and further dilute the weak Republican presence. I don't want to be partisan about this, but taking an action that further diminishes the presence of one of the two major political parties on our Council is probably not a good place to go, but in practical terms, I agree with Mr. Egleston that trying to get all this done after we get the census data and given that people may be pretty far down the road in terms of their plans for campaigns it would be a big lift.

Mayor Lyles said I think we agreed, but I don't that we have to make a decision because we will not be the same group sitting in the same seats when that happens a year out. So, we just wait for that next group.

Mr. Baker said I believe we addressed the elected official's compensation which was those two slides. These are policy guidelines for the Council's redistricting. Again, I've given you some information that suggests that redistricting is at least going to be delayed and may end up having to be pushed back to the 2023 elections. I'm not exactly sure how that is going to happen, but what you have up there, this is typical of the types of priorities that local governments place in redistricting.

Mr. Driggs said Mr. Baker; I think we have decided not to pursue this right away so this is a conversation or issues that we can up when we consider this. It is pretty clear that redistricting is not something we can commit to right now. I believe that is what I just heard just now.

Mr. Baker said that is right, and that is the end of the presentation.

Mayor Lyles said so the redistricting will be the foundation for the next group and would have to make that decision and I think that we've walked through the Manager on the compensation.

Mr. Winston, we were still talking about the make-up of the Council and you guys just moved on.

Mayor Lyles said we agreed that since this isn't the Councilmembers that would be doing the work on the redistricting, that decision will be made because the census data is not coming through insufficient time by the filing which is July.

Mr. Winston said isn't that assuming that Councilmembers here agreed that it should be another District seat and not an at-large seat? We haven't had a discussion about that.

Mayor Lyle said I think the question would be that this may not be the group that would have to apply it.

Mr. Winston said that is only relevant if you are talking about redistricting.

Mr. Egleston said we would have to redistrict anyway because of the census.

Mr. Winston said but what I'm saying is the make-up of the Councilmembers, that might not be relevant.

Mayor Lyles said what Mr. Winston is asking is would be willing to change the number of Councilmembers and I think that most of us looked at it in the context of redistricting.

Mr. Winston said no, that is what I'm saying. We were still discussing restricting and that is why I thought

Mayor Lyles said I don't know what the rules are just to change the number and allocation of Councilmembers now.

Mr. Winston said all I'm saying is we were talking about a topic and I had something to say about the topic, but we decided to move on before.

Mayor Lyles said I apologize so if you have an idea or suggestion about how you would like to change it, not in conjunction with redistricting Mr. Winston; recognizing you, sorry, I just didn't catch it. I didn't see your name and I didn't catch it. I tell you this virtual stuff is hard. It is frustrating when I don't know that you want to talk. I have to look and see who is on the list.

Mr. Winston said if we could go back to the slide; I disagreed with the Committee's recommendation in total here. I believe that as state law provides 12 Councilmembers if there is any city in the state that needs 12 Councilmembers, it's full [inaudible] of elected representatives, the ability for citizens to have their voice at the table, it should be the largest populated city in North Carolina. I think we should be considering 12 Councilmembers. On top of that, we also exist in a unique perspective that we are the only municipal government in the state that gives the Mayor a veto vote. So, basically, the Mayor has a vote every time. When the Mayor doesn't exercise the veto, I know it is a philosophy, but de facto it is a vote yes. It gives the Mayor actually more power; it compels us to figure out how to work more as a unit and I think that we should have a conversation about whether or not it should be District or at-large and I think it shouldn't be just a numbers game because yes, as it was pointed out, the District s have a lot of responsibility in terms of constituents, but by no means no more than the at-large members. I think we have to have a serious discussion about maybe internally how District and at-large work together. I would be willing to have that conversation and how we kind of internally divide things and support each other to deal with issues, but I think we should definitely consider expanding to 12 Councilmembers. I don't know why we wouldn't expand democracy when we have the ability to do so.

Mr. Driggs said Madam Mayor; could I comment on that? I think Councilmember Eiselt made the point quite clearly that having an even number of Councilmembers is very different from having an odd number and it changes the whole concept of the role of the Mayor our City Council if we create that sort of a constant prospect or a potential dead-lock and the occasional vote by the Mayor. That is a different conversation and the other thing I will mention is I think we had a conversation in the past, and I would have to go probably to a prior City Attorney about the possibility of getting that limit relaxed. So, Mr.

Baker; is that a constitutional limit or is that something that we could petition the legislature to let us increase?

Mr. Baker said I have not looked into that. I think that is statutory by nature and not constitutional, but I can have an answer for you shortly about that.

Mr. Winston said I agree with you, Mr. Driggs.

Mayor Lyles said there are other Councilmembers that cue up and I want to recognize them.

Ms. Johnson said it sounds like Mr. Driggs is taking some notes from Vice President Kamila Harris, go on. Sorry about that so anyway for the record, if you could tell us in the room, we couldn't see who votes for the non-partisanship, can you let us know for the record who that was in the room? The three members who voted for non-partisan.

Mayor Lyles said no one voted to support non-partisan elections.

Ms. Johnson said okay, there were three people in the room that voted to extract it or eliminate it; who were those?

Mayor Lyles said no, all of the people in the room; four people in the room. Mr. Bokhari was you in the room at the time, I don't think so.

Mr. Bokhari said I was not in the room where it happened then.

Mayor Lyles said Mr. Egleston, Mr. Graham, Mr. Newton, and Ms. Eiselt voted not to support non-partisan.

Ms. Johnson said okay, thank you.

Ms. Watlington said I just wanted to say as a District Rep, particularly with the zonings whether they are conventional or conditional, there is quite a bit of work there. In December in District 3 alone had 20 rezonings either for decision or a hearing. I don't see everybody else's inbox, but I see the constituent's concerns that come to me as the District Rep so I would just like to add to Mr. Winston's point about how we can choose to work differently together and whether it is 11 members or 12 members, however, that shakes out. I'm certainly obliged to enable people to have more focused attention and so if that means more equitable Districts or if that means additional Districts so that people can be served as best we can I'm on board for any of that. I just wanted to put that out there.

Mayor Lyles said I think that is the end of the report from the Governance Committee. Anybody else have any other comments?

\* \* \* \* \*

## **ITEM NO. 11: WORKFORCE AND BUSINESS DEVELOPMENT**

**Councilmember Bokhari** said I will start off as we have Ms. Dodson join us in the room, but first and foremost it has been quite two years for this Committee and its work and obviously, we recognize and thank Councilman James Mitchell, the Chair, for all of his contribution. I will briefly key this up and hand it over to Tracy. I think drawing your attention back to a couple of years ago now and the name change of what was formerly known as the Economic Development Committee became a bit pressing in nature. We recognized the importance of both workforce and business development hence that Committee title change. It was interesting to see after COVID hit and the unprecedented nature of what this City had to deal with, just how important those two words ended up being.

We look back at the financial crisis in 2008 and saw the financial institutions were the engine that failed. This was the opposite and it was the gas that was preventing the engine from working and that gas was comprised of the workforce and business development stalling out in a way that we have not seen before. So, this unprecedented and this Committee, I think in its focus on those two topics was very important to that. The next slides show us a bit of the 2020 highlights and I would just mention quickly that successes are all over the map and we never even stopped for a second to look at them because there were always more things to work on, particularly, these Corridors of Opportunity and the work that was done in those areas, amazing. The open for business CARES relief, \$57 million deployed to small businesses and workforce. You are going to hear Tracy talk more about that, but also the ongoing work that we are seeing. This policy work that is going around, how we go about making City investments. I think that is some amazing work, and I will use the words of our Chair, Fran Pilot West, and the whole team. Everyone has a nickname, that is part of Mr. Mitchel's approach. They take pilot approaches and they make sure they can move nimbly and quickly for things like that as well as exploring things like the Tax Increment Grant Policy that is ongoing work that is here.

The most important and I think fundamental part is 2020 was about us reacting still enhancing our toolsets but being able to figure out how to stop the bleeding and hemorrhaging. While an amazing amount of work occurred, I think we would all look at ourselves and admit that we were only able to help a decent amount of people a little bit. And to be honest, that is what our role needed to be at the time. Now as we look towards the resumption and recovery, hopefully in a post COVID world, whatever that means, in 2021 and beyond that means that we have to retool a lot of these businesses and help them move in that direction. We have to make sure our workforce is retooled and ready to go and I think that is where you are going to see this strategic employment plan become a fundamental part of not only the work of this City staff, but the glue that can hold together all the other plans from Transportation and Transit Plans to Community Safety Plans because at the end of the day these are strategic and in many cases systemic issues that are solved and sustainably solved by a comprehensive vision of which the Strategic Employment Plan is something we've been lacking and it can be the glue for that.

The next slide really just shows some really cool stuff that you are going to see Tracy unveil. I wish I could take the credit for unveiling all of this stuff, but it is Tracy and the staff. You are going to see some of this right here. I'm just going to give my personal commentary on what I've seen here in this impact report and that is you will remember almost three-years ago we had a conversation with the City Manager as we discussed as a team what is it going to take for us to take this City to the next level. We had a lot of conversations; one I was really passionate about was the difference between vertical organizations and horizontal organizations. Vertical organizations own a topic and they have an empire beneath them, and they have staff and they do a bunch of stuff and that is where their topic starts and ends. Horizontal organizations focus on outcomes, on customers, on whatever the topic is that spans across every department in this City and leverages every single thing that we have in order to make that work. I am happy to say that while that work is never done, this is an indication of the results by which a horizontal organization is born. I think we have a lot of competitive advantage because of that work, but most importantly because of the Manager and the team that he has put together which is a very high-performing team in my opinion. As you look two and a half years ago to a lot of the changes that were made you see 12,200 jobs in that two-and-a-half-year period; \$1.51 billion of investment that occurred and assisting 85 businesses with our matching grants of \$2.15 million. Eastland, MLS, and I'm not going to go through every single one of the logos that now have hundreds, if not thousands of jobs here and it is because of a comprehensive approach that they have taken.

We have a lot of work to do and it is going to be more important than ever because just like all of this took time to build, it can go away very fast if we don't get our hands around this immense economic challenge that is before that is furthering everything from the digital divide to upward mobility. I believe that while every department in this City from a horizontal nature has to be part of a horizontal outcome to jumpstart this engine back up again. I believe that the glue and the engine that drives this forward is in this economic

development realm and has to do with this City's Workforce and its Business Development approach. Ms. Dodson; thank you for the work and I will let you take it from there.

**Tracy Dodson, Assistant City Manager** said I would say that this Impact Report is something that we kind of slid into today's presentation because my team took it upon themselves to create this. I think they all recognized; it started as Mr. Bokhari said, it is all interconnected, it is not vertical in the work that we do, and they understand how it is horizontally connected and so they wanted to start to demonstrate how these things are connected in a lot of the work that has gone on. So huge things to the team, especially Elisa Brown for taking the initiative to create this. It is kind of funny because when we did do it, I said well let's put it out there in October. No, no wait, we are doing Open for Business, let's put it there so we have kind of pushed this and pushed this because of work that we had ongoing and wanted to use the Retreat as a moment to put this out to you so that you can use it to talk about the work that the Committee has supported as well as the Council and we are very thankful for that.

But, on to our next big initiative. The Strategic Employment Plan; I want to lay this out for you today with the real goal being does everybody understands the need for a plan and what the plan is and supports us moving forward. We often hear the Mayor speak about three priorities. You just did it Mayor; when we were talking about Charlotte Moves, what I call the three legs of the stool and great jobs, housing you can afford, and reliable ways to move around the City. Charlotte has committed organizations and resources to advance all three of these. As Mr. Bokhari said, 2020 was a tough year, but it was also a moment in the year that staff worked diligently to produce a draft of the Charlotte Future 2040 Comprehensive Plan as well as Charlotte Moves. It is important that we now need a strategy to address jobs. We found ourselves being reactionary versus proactive. We are reacting to opportunities or challenges that are in front of us at specific points in time rather than saying what is the bigger opportunity that moves Charlotte forward in the long term. So, the opportunity is now before us to ensure that we maximize and synergistic coordination of these plans in an organizational effort in a way that generates, not only more jobs, but quality jobs and we make sure and prepare our residents to fill them. So, think about this, it is the jobs and also in connecting in workforce development.

The purpose of a plan, there are a lot of great people doing a lot of great work in this City in a framework for all partners in this ecosystem that can support meaningful participation and create opportunities for job growth, upward mobility, and economic success for all of our residents is exactly what we need. We are looking at this as a two-part process, a shared vision where we bring together our partners, define our vision and goals and what we are collectively working towards, and then create a framework of how we all show up as individual contributors. The way that we describe this amongst our team is that we all have our own individual pieces, we are all swimming in the same lane, it is not individual lanes, we are swimming in the same lanes, the same direction, but we understand our pieces and how we contribute to the greater whole.

So, what is a Strategic Employment Plan; it is very simple. It is the purest way of creating jobs, preserving jobs, and filling jobs. It thinks about small businesses, large businesses, and all the way through to our education and our training. It also makes the most of the changing world. We talk all the time about what is technology doing to the workforce, what is the workforce of tomorrow, how do we upskill people, how do we skill people for today, but also for tomorrow? It is about creating and filling new jobs.

Next, why do we need a plan? As we discussed in the Economic Impact Report, we have had great success. One of the things though that I have been reflecting on and the team as well, is we need a more complete strategic approach that ensures we are collectively working together towards Charlotte's success for this decade and decades to come. It is a shared vision and framework that will help us answer questions about the community but also the City. It will provide us direction on how we continue to grow and invest our workforce and business community.

Here is a couple of questions or examples of why we need a plan. It will help us support our investments, where do we make the investments? Examples of upscaling resources, where are we investing in upscaling, are we investing in the right things? It can keep an equity lens on the jobs that we are trying to create and grow. Then, it allows us, as I mentioned on the last slide, to think beyond today and into the future.

What are the Ideal Characteristics that a Plan should embody? This is not a new workforce development strategy; this is a plan that will assist our workforce partners in achieving their strategies. It is a plan that looks at our talent development pipeline. It works for both the youth as well as career pathways for people in life. It reduced unemployment and underemployment, building off of the results and the work that we've done already in the corridors. We started some of this research and data back in the fall and it shapes how we partner with the private sector on catalytic investments or how we work with the small, medium, and big businesses to recruit and grow them here in Charlotte. It also compliments Charlotte Moves, Charlotte Future 2040, the Comprehensive Plan, the UDO, SEAP, affordable housing strategy.

There are a couple of strategic questions that we should consider as we move into this. What are the critical components of a vision that moves us forward in achieving economic prosperity for all? For example, the strong ties between our workforce partners and our business community. The business community must be a part of creating this. It looks at the full spectrum of opportunities from entry-level to economic mobility to talent development for software engineers.

Second, what is our role? We have the ability to convert the ecosystem and build out a successful vision. However, we recognize that we can't do it all. How do we ensure that we are doing our part, but also potentially shifting priorities? How do we best contribute to this work in both workforce development and business attraction, retention, and expansion and how do we determine what our long-term role is in this work?

The third and most important I think is how do we marry this with our existing services, programs, and initiatives? I will give you some examples, how do we marry our affordable housing strategy and job creation strategy to ensure housing is near jobs? How do we provide our zoning team with the information they need to support or not support land-use changes for zoning? I think there was a discussion point earlier today of being able to look more holistically at some of these rezonings, understanding where we want to go to jobs, I think is an important part of that. How do we better leverage our SEAP and business recruitment like we just did with the announcement of Arrival, an electric bus company? How can a job creation strategy influence the Silver Line? These are all great questions that we can use through this planning effort to help better coordinate.

Lastly, this is a long one, so I don't expect you to read all of this one. We started this with our corridors of work, but this works looks specifically at available jobs in corridors and people who need it, but we need to look further and ask further questions. The jobs, what do we need in our community to make sure that we are providing an opportunity for all? Partnerships; how do we work best with our partners? A lot of what I've already said, but how do our tools and policies need to be developed to change these goals.

To get started, we didn't want to present this today in a vacuum, we wanted to start to test this out with a lot of our partners and so you will see a list up here. We did all of these interviews last week with all of our partners and what we heard was overwhelming support for the plan. A reaffirmation that this is much needed in our community. We confirmed that the City is the entity that should be leading this work. So, here on the right-hand side, you will see a couple of quotes from some of the partners from last week. A couple of others that we heard, and I will quote them. "We have reached that point where we should be asking big questions about connectivity, between job creation, career ladders, mobility, affordable housing, talent development, and inclusive growth". That was from Center City Partners. Another quote "The City should be the catalysts playing a convening role that helps us all providers, employers, job seekers, understanding and prove our interdependence advancing the employment ecosystem". That was from Goodwill.

So, what is our process? We have started to shape out a 10-step process that is working with our partners and this is not really a traditional plan in the way that we know it. Again, it is a strategy, a framework and it is really about implementation and coordination with these partners. So, the work that would be done is really research work on the front end, but then it is also how do we establish these partnerships and really define our roles and making sure that we have a shared vision.

Lastly, we have laid out some steps here on when we think we might be able to achieve this. As I just said the amount of work isn't necessarily very intensive, but there are a lot of partners as you saw on the list of partners and there are still other partners that we have to coordinate with. I think that is the bulk of the work and the bulk of the time is making sure that we are bringing everybody along, convening everybody that needs to be a part of this discussion, but really coming out with the united and shared vision.

**Mayor Lyles** said I don't know if this is a question but for me what I like about this is that it builds another way of using data and analysis to determine the strategy for recruitment. We've made lots of attempts at this by saying we want to make sure there is a diversity of wages. We've actually tried to figure out a number to put in it and it just kind of became that, and I think that by having a workforce plan that talks about what is really going to make a difference in terms of recruiting the right type of businesses to have a diverse and inclusive community make all the difference in the world. I don't know that you can always do it without having the data and the analysis when we just say well, we just want people to make a working wage or a living wage and never really grasping what progress was made to get there. This workforce plan I believe is actually more important than our TIGS and other subsidies that we provide. I always love transportation improvements, love anything around affordable housing, but the idea of how do we create jobs for this community, especially for the people that helped us build the wealth in this community? For me, we owe so many people a debt of coming out of poverty and the lack of mobility that this is absolutely the goal here. I really am excited about the plan and what it can do for us.

**Councilmember Johnson** said I totally agree with what you said and thank you Tracy for this presentation. We are looking forward to this strategic plan, but I have a question as far as business incentives. I know that we recruit businesses and we get information as far as they give us the average salary so we know that if I make \$10,000 and you make \$100,000 then they should be presented that between the two of us the average is \$50,000. What questions can we ask of employers regarding the lower or the starting wage? We are getting the average, but we've got to be careful that we are not widening the gap between the two charlottes have and have nots, so what can we ask employers, would it be the starting wage, the average wage, or the lowest as a percentage or I really want hone, before we give incentives, hone in on what are our employers starting wage is? I think that is important for us to focus on instead [inaudible] or effective in solving these problems of the lower-end wage earners.

Ms. Dodson said there are a couple of things; I want to start with what we've done in the past two-and-a-half years since we've taken on the project management. We build relationships with these companies and back to what the Mayor just said, we try to as much as we can marry up our City Council's priorities and initiatives or at least ask and really start to get to know the company, is it the right fit for our community? Now Ms. Johnson; when we are presenting a lot of this data to you, we do try to break down, not just the average wage, but how many jobs are in what category. If you remember for example, when we presented Centene, we did a breakdown of the 3,200 jobs that they were bringing and the various salaries, so you didn't just get an average number, you really got a breakdown. Beyond that, we've had several instances where my team has challenged what some of these companies were actually paying. Could they pay more? We didn't like that based on our living wage and things like that and really encouraging them to either offer other incentives for employees that alleviate burdens such as daycare or transportation cost or things like that or increase some of the base salaries that they had. Again, this is really relationship-driven, but that is information that we try to mine out of these companies and work with these companies to put together before we come you

and a lot of times try to present that so we can give you if there are particular companies we can talk to you about different breakdowns that they have.

**Councilmember Watlington** said I just wanted to say I'm glad to see this journey map if you will, that is on the screen right now. I was happy to hear you mention how this plays into this plan, particularly the housing. One thing that I want to lift up that I've been hearing a lot, particularly along our corridors is the affordable housing and the concerns for the concentration of poverty. We look at our AMI across the board versus our localized median income along these corridors. I think sometimes it is lost in the conversation when we talk about affordable housing often times the 60% and 80% AMI units are actually above the market rate for those local areas and I'm not sure that that message is always effectively communicated. As part of workforce development and making our corridors more attractive for commercial investment by increasing household income we've got to be able to have a mix of housing. I just would like to see the next step of this timeline or distributing that and how it correlates to some of the other efforts in those corridors because then we can communicate to the community better about how each component claims to the overall strategy. Does that make sense? If it doesn't let me know because I want to make sure I'm clear about it.

Ms. Dodson said it absolutely does make sense and I think I've become very passionate about corridors over the past year. In this work, as I said earlier, and you know from seeing some of it in the Business and Workforce Committee, we are starting to dig out into the corridors about what job opportunities are there and what talent is there, but then you have to think to the next step and Ms. Watlington; I think this is what you are saying is how does the housing tie into that? How does staying in place tie into that? Then I go back to the jobs piece and think about career pathways so the people who are in the corridors can find jobs in corridors, can stay in corridors. So, it is all interconnected and the plan and framework first obviously, is to kind of unite all of our partners in this, but the next step is how do we then look at implementation across our City? You all know me, my MO is not one size fits all, so I think it is different strategies for different corridors and things like that, but it is all interconnected, so I hear you loud and clear

Ms. Watlington said exactly because we make decisions about what kinds of ACF projects for instance that we do in corridors based on what kinds of salaries we anticipate for people based on the businesses you recruit so perfect; I'm glad you guys are thinking that way.

**Councilmember Ajmera** said I agree with you on the points, Mayor you had made earlier about creating opportunities and how economic development plays an important part in tackling upward mobility. At the Committee meeting, we had discussed tying overall plans with Corridors of Opportunity and employment gaps so Fran had done a presentation and had provided us with the data on the corridors where the high unemployment rates are and how we need to create a specific plan that is going to help us address employment gaps specific to that corridor. The plan might be different for each Eastland versus Beatties Ford Road or West Boulevard but I think we need to be very focused on the detailed plan to make sure we are able to get these folks to work, especially on Corridors of Opportunity where there is a very high unemployment rate and work with organizations that are already working in the area. For example, Councilmember Mitchell and I and also Councilmember Newton and Commissioner Jerrell had met with organizations to see work in workforce development area to tackle workforce issues in immigrant communities. There we are seeing high unemployment rates in Eastland Corridor. So, we need to work with these organizations to create a plan and internal team Federico and Emily have put together recommendations to help us tackle that and I would like to see those recommendations being included as we create this overall plan and strategy to tackle upward mobility.

Ms. Dodson said thank you Ms. Ajmera; I just want to highlight that the corridor work that we started related to jobs is still very much ongoing and very much a piece of this. So, we continue to do that and look at two-fold; we've already started to talk with Workforce Development providers as well as businesses. So, you look at the immediate and what is the labor force in need of a job in our corridors today; what does that look like, and what



are the jobs available in the corridor today. Then how do we better connect them? Then the second piece of that is how do we grow specific jobs in these corridors based on where we think the labor force is going? Then how do you start to work with some of our larger existing employers or small employers to grow in these corridors, how do we find the opportunities for them to grow in these corridors and start to incentivize them to think about corridors in a different way? So, it is two-fold, but it is very much a part of the work that we are doing.

Mayor Lyles said that concludes what I would call the Comprehensive Workforce Plan.

\* \* \* \* \*

## **ITEM NO. 12: SAFE COMMUNITIES**

**Councilmember Egleston** said the full Council is pretty well aware of what we all have done in the past year. I'm going to ask Ms. Johnson to give an update on some of the things that the Council has adopted, required implementation and so she is going to give a quick update on where we stand in the process of implementation of the things that could not just be implemented immediately upon our approval of them, but took some additional work. She is going to update us on where we stand on the things we've already approved, touch a little bit on where we are going, and then we will take questions.

**Victoria Johnson, Assistant City Manager** said I'm going to try to make this quick because it is the end of the day. First, I want to review some of the actions that has already been implemented. The faith community, these are action steps already fully implemented. CMPD had achieved full compliance of 8 Can't-Wait sorts of like the chock holds, holds that restrict airflow and has expanded the ban to prohibit the flow or restrict the flow of blood flow. Formalized a policy against "no-knock" warrants, even though that was not a previous practice of CMPD. Ban the use of CS gas, sometimes known as tear gas for crowd dispersal. Require Officers to continually monitor anyone in custody in Police care. Enhanced body-worn camera technology will automatically be activated when a gun is pulled but for different stops. Increase focus on the most vulnerable residents. They've created text-to-9/11 in circumstances where it was the active shooter, domestic violence but where it would not be in the best interest to be talking on the telephone so they could do text-to-9/11 that has been activated. Adopted initiatives to prevent and reduce crime in partnership and committed to committing nonprofit organizations.

For the recommendations, there were six recommendations that came from Safe Charlotte out of the Safe Communities Committee. The first was to provide \$1 million from the city's current budget to help Charlotte-based non-profits address violence in the community. So, basically, we released a community asset mapping survey at the end of November to understand more about potential applicant organizations that are 501-K, grassroots, and making sure that different organizations have opportunities to actually apply for this. They had over 70 responses which is really good. We will use the data from the survey to reconvene the community next week January 18<sup>th</sup> at the MLK to refine priorities and goals using that data. It will include community grant panels to select the final grantees.

Number two, work with an external partner to develop a comprehensive recommendation to convert non-risk sworn Officers to non-uniform units. I'm going to put two, three, four, and six together because those four items were not in an RFP I will read them off but come back to explain the RFP process. For Recommendations two, three, four, and six the RFP was released on January 4<sup>th</sup>, they were due back today and the goal is to have a contract by late January or early February. When the RFP is open the project team has been collecting data, policies and taking other community experts to make connections and get perspective. We are talking about Fire, Medic, CMPD, 9/11, Mecklenburg County Health Department, DSS, and other organizations to help with that process in reviewing that RFP to pick the best vendor possible.

As for Recommendation number six, we will be working to finalize the contract with UNC-C (the University of North Carolina at Charlotte) to evaluate the youth programs. UNC-C will also utilize research support from Johnson C. Smith University in order to facilitate that and get those recommendations on the way and going.

Mr. Egleston said I think we tried as best possible to put a bow on most of the stuff that you or the Council had charged the Committee with as we finished up the calendar year so I know we've got some and we talked at length on a couple of occasions about the fact that I think as we go into 2021 obviously there will be an immense amount of focus put on addressing of violent crime, not there wasn't in 2020, but I think it will be even more of a focus in 2021 implementing the Cure Violence Program with local organizations here, doing that work but using that national best practice model, working with the County on addressing crime as a public health crisis. I know that Councilmember Watlington has a passion for addressing some of the issues that we are seeing, and we've talked about that a couple of times with certain corner stores and places that are reoccurring problems or the location of reoccurring problems. Undoubtedly, we will address that but just look to Council for any questions you have about the progress we are making on the things that we're already adopted, or I guess the expectations for anything beyond what I have just sort of scope out there for the coming year.

**Mayor Lyles** said I have just one comment and it is basically very timely. I got an e-mail from a constituent who asked what our practice was going to be to look into our Police or Public Safety Officers if any participated or were a part of the storming of the Capital and do they have any information about that. I've read very clearly that there is cooperation across our country to identify people that were there, and I just wanted to say that I sent that to Chief Jennings, and I believe that is something that we need to pay attention to. We talk about who works with us and for us and how do we get things are done and sometimes those small things make a big difference and people are making these choices and I don't know that there is a consequence for it but knowing is an important aspect. So, I would like for Chief Jennings to let us know the answer to that.

**Councilmember Bokhari** said are we asking the question of who was just there or who potentially broke the law?

Mayor Lyles said I said who stormed, did not say that you attended. There are lots of people that attended this event. I'm not asking for those that did not commit an illegal act, but those that stormed and were a part of the destruction or unlawful actions.

Mr. Bokhari said breaking the law; I just wanted to make sure that clarification, that makes sense.

Mayor Lyles said we will get something from the Chief and it is really a terrible, difficult situation for all of us to see that happening, but we need to know and help resolve the issues that are still being investigated so that we aren't making a decision that they are guilty of anything, but the investigation by the appropriate authority is to be the correct thing to do.

**Councilmember Winston** said I wanted to lay out some expectations; I have three that I would like to see. Number one, you started it Mayor Lyles; I do know what to call it. Those was salacious, acts of treason and we have to acknowledge we are in a constitutional and national crisis. The dichotomy of being in government is that we have to deal with our long-term laid plans but as we well know we have to deal with issues or topics or decisions that we didn't necessarily consider last year. It was a pandemic and this year fortunately or unfortunately; we have to deal with the aspects of a different type of civil unrest. I think we are on the cusp of a civil war; let's just say it out loud and in order to keep our City safe we have to figure out how we are going to operate within the current confines of our history. Part of our job is, yes, I do believe that we as a City Council need to go further than just asking or being okay with a lot of different departments looking at how they operate. Let's be honest, yes, we know that white supremacy and white supremacists' organizations are ingrained in law enforcement entities all over this nation,

but it doesn't just begin and end with law enforcement agencies. They are in Fire Departments, but they are in all of our departments.

Part of our job as a City Council is to go and work and lobby other legislative bodies on behalf of our constituents. We need to talk and think about how we go up to Raleigh and Washington, DC. We know one of our Congressmen aided and embedded the insurrection that occurred last Wednesday at the Capital and we have to have an understanding as a body how we are going to deal with that because when we are going to that Congressman and asking him for help, we must understand how we are negotiating. We will not negotiate with people who are going to hang white supremacy over our heads in order to get cooperation. That could cause significant changes in the strategy of how we engage folks with keeping our community safe. I think that this is something that is very serious. I've talked to a staff member during the insurrection last week and they told me that what was occurring didn't even trigger our crisis of communications policy. So, if insurrection is occurring and we are not equipped to deal with it as a crisis we really need to look at our policies.

The other two areas I would like for us to look forward to in general, we do as Mr. Egleston said, we have to put a bow on the work that we did last summer and fall. It was great to work and I think the biggest thing that we should take out of it is that we have a framework of how to deal with big things really fast and turn these things around into policy positions. We have chart not what we've done in the past, but what we are going to do over this next year. I have said it before and I will say it again here, I encourage us to think about how do we bite off the next sub-section of violence in our community? We looked at gun violence and particularly youth violence and violence interruption of repetitive violence. I hope that we focus on finding policy and actions against intimate partner violence, domestic violence, and child abuse. It is a public health concern, we already have engagement with stakeholders, we have this idea of the family justice center which has been proven to work across the country. For instance, in Greensboro, it works so well and so quickly they opened one in High Point. So, this has proven locally and across the nation, but obviously, dealing with that instance with that type of violence, the solution is not just the family justice center, but we need to take this kind of panoramic approach like we did last fall. I hope we will lay that out for the community in a quick fashion.

**Councilmember Graham** said a great presentation and I think the Chairman did a great job this year with a very difficult topic and I really appreciate his leadership on that. I want to make a quick comment on what happened in DC as well. I think it goes to show why it is necessary for us to have a Police Department that has some leadership and has the technology, the resources, and the equipment that is needed for any incident that may occur.

\* \* \* \* \*

### **ITEM NO. 13: SETTING EXPECTATION FOR TOMORROW**

**Mayor Lyles** said we have accomplished every one of our Agenda Items with the exception of Setting Expectations for Tomorrow.

**Marcus Jones, City Manager** said I think it is the proper time for Mayor to turn it back over to Dan as he gets ready for tomorrow.

**Dan Houston, CEO of The 1750 Group/ Facilitator** said you guys got a lot done today and it was a pretty intense afternoon and I think just sitting here watching and listening to you and how you actually moderated stuff was a testimony to the maturity of this group, and I don't say that in a light way. The other thing is we had in your booklet the page we wanted to have you fill out which we were going to try to use for tomorrow in some way just to do a recap of what happened today. If you could take a few minutes and fill that out, you see the sheet that I have at the very end of your blue book. [inaudible] which allows us then to look at how we might begin tomorrow if you would take just a few minutes to do that. Again, the folks that are on virtual, if you could fill it also and if you can take a

snapshot of that and just send it over to either Brent or Holly and we will include that as we sum up today's time.

Mr. Jones; I don't know if you have anything in terms of the summary of today and what people are going to be looking forward to tomorrow.

Mr. Jones said tomorrow as we begin the day there will be this confirmation of the priorities, but I think what will be most important tomorrow is that we start to connect the dots and some of this came up a few times today, how does the 2040 Plan work with what we are trying to do over the next 20-years; how does Charlotte Moves also work with that as well as some of the big-ticket projects that we've discussed over the course of the last year or so. It was intentional today to set up the financial stability of the City so that you can see where we are positioned, but also it is important to look at many of these bigger ticket items that have been on our radar and to see how we are able to fund those over the course of the next decade or two. I will say that this is just the beginning. Please think about the future Strategy Sessions on the first Monday in February, March, and April and the first Wednesday in February, March, and April which will be those Budget Workshops as six opportunities to continue to refine some of the issues that were brought up today. Tomorrow is the next step; we have over the course of the next quarter multiple opportunities to drill down deeper in many of the topics that came up today.

Mayor Lyles said one of the things that I would say is if we really didn't get it today, if I didn't hear everything about what Tracy said on the Workforce Plan, I should go to her and just say I just need a little bit of focus with me and tell me this or that. Remember the staff is here to help us make good decisions and please utilize their expertise for any clarifications or for any further discussions or questions that you may have.

\* \* \* \* \*

#### **ADJOURNMENT**

The meeting was adjourned at 5:19 p.m.



---

Stephanie Bello, Deputy City Clerk,

Length of Meeting: 8 Hours, 34 Minutes  
Minutes Completed: February 24, 2021