

The City Council of the City of Charlotte, North Carolina convened for an Annual Strategy Session on Tuesday, January 12, 2020 at 9:07 a.m. in Room 267 of the Charlotte Mecklenburg Government Center with Mayor Vi Lyles presiding. Councilmembers present were Dimple Ajmera, Tariq Bokhari, Larken Egleston, Julie Eiselt, Malcolm Graham, Renee Johnson, Matt Newton, Victoria Watlington and Braxton Winston II.

ABSENT UNTIL NOTED: Councilmember Ed Driggs

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

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ITEM NO.1: BREAKFAST

There were no comments.

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ITEM NO. 2: RECAP OF DAY 1

Mayor Lyles said I want to welcome the public to the second day of the Charlotte City Council's Strategy Session, where we talk about our long term planning, get ideas about what's going on in the community and how do we impact the community, and make Charlotte continuously a great place to live. We're already a great place that we want to make sure that we continue that.

Councilmember Driggs Arrived at 9:11 a.m.

Dan Houston, Facilitator said we are starting on January 12, 2021 and as the Mayor said, we have a full day of discussion, but we want to be reminded that we're actually writing a magazine article here, which means yesterday we spend time looking back and looking at some of the key items from the previous year. So, we spent time writing that particular article. Today we want to move a little bit further into the future and we want to write an article about where do we go and where are we going essentially is what the agenda talks about today.

To begin that, let's recap day one if you will. What I want to do too, is in a quick way if there's any additional lingering issues that people thought about that they want to bring to the agenda today, this might be a good time to do that. But let me just recap where I saw things yesterday. I think it was a really good dialogue and discussion about a lot of different things. We went through a transportation, planning and environment and looked at some of the suggestions and review items from that committee. We looked at what we call Great Neighborhoods and had a chance to look at the Legacy Commission and did a really good discussion of that. A lot of things were put on the future agenda for those

items. We looked at Budget and Effectiveness and had a chance to discuss some future governance issues, Workforce, and Business Development. We looked at and spent quite a bit of time talking about arts and culture. I want to say just quickly on that, that was a really good model for how we began to look forward. That's a good model for us, beginning to look into the future and you guys had a real good chance to discuss the arts and culture. But you discussed that not from the standpoint that the weeds, but you talked about it from the standpoint of a vision and strategic. So, I'd like to think that what we can do is continue that kind of dialogue today.

Let me just do one quick editorial on that and then I want to open up to anybody else that wants to recap yesterday. It's been my experience that there's a lot of urgent things that we have to get through and we have to create space to do that. But, then Sometimes we have to create space to do the vision, to do the big thinking about stuff. So, that urgent stuff needs to be done, but sometimes we need to step away and write the magazine article about the future. So, I would think today as a goal that would be the real goal today is to write that magazine article about the future, where we might be going. And again, it's not to preclude that we don't deal with any urgent issues that might come up. They will come up. But I like to challenge you today to really spend the majority of time looking at the way that the future aligns with some of your overall arching priorities.

Let me just say, too, that we were real careful about taking notes yesterday and I mentioned this thing called the parking lot. So, a lot of things went in the parking lot and we heard you on a lot of these issues that you wanted to talk about yesterday. The staff will take the time to look at what was said yesterday, record those things and play them back in the proper sequence to what our suggestions might be in terms of where they ought to be going. That's pretty much what I consider a recap of yesterday.

A lot was done, a lot was said, we spent some time in the weeds, and then sometimes we spent and looking at the future. And again, what I would like to think about is today we look at this whole notion of vision. The other thing I want to say is that I'd like to see, again, another challenge for you, if we have just a little bit more attention to time today than we did yesterday. Yesterday was fluid and we did what we had to do yesterday, but today I like to think about it just in terms of me just putting a little bit more brakes on and reminding you that we are we're entering a certain time frame so, that we can keep fairly close to the agenda today. Again, that doesn't mean that we can't interject additional things, but what we want to do is to see how we can really guard our time today. So, before I move forward, are there anything that you want to share some feedback or one or just anything that happened yesterday that we want to begin to talk about yet today? Any feedback on day one?

Mayor Lyles said is there any feedback from the members that are on virtual or in the room? For me yesterday was very helpful and I know that several of my colleagues think this trust issue is like the trust fall. But for me, what I saw yesterday was an ability to be open, to trust that people had the interest that we're trying to take for the City's future at the core of decision making. So, I don't think that we all have to agree on everything, and

I know we will not, but I see a lot more openness and willingness to have discussions that are hard and I like that. I think that we only get better when we challenge each other to be better. That's my thought for yesterday.

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ITEM NO. 3: AGREEING ON PRIORITIES AND ASSIGNING RESPONSIBILITIES

Dan Houston, Facilitator said the second item we'll be looking at is agreeing on priorities and assigning responsibility. We got two goals for that. One goal is to align on overarching priorities, developing plans again for the coming year. The second goal is to determine what we consider NorthStar for bold initiative and we have a guest speaker today that's going to lead us through that. that guest speaker is Tori Stevens.

Tori Stevens, Founder of EVOL.YOU.TION said for the next 30 minutes, we are going to have a dialogue together and the reason why that we're going to do that is because we get to take the space and opportunity to understand more about ourselves so that we can continue to work with one another. Here's the thing for me, self-disclosure is very important. You're probably like, who is this person standing up here in front of us today and I want to take a minute to tell you who I am. I am an entrepreneur. Two and a half years ago, I decided to leave my corporate job and pursue my passion and my dream. The reason why I did this is because, for the past 14 years, I've had the pleasure of, either being I'm from Michigan and moved down here about eight years ago, but I have a higher education background and I've also worked in corporate America. When I was in those areas, I constantly worked in a talent development space. In 2008, I was at Davenport University and I worked with non-traditional students. So, if any of us went back to school, that's who my audience was. When I was there obviously the recession was happening, the auto crisis and the financial crisis. The reason why that this is so important to bring up is because people were debating on who they were and how they were going to show up in this world. For many decades prior, most individuals knew what their career was going to be, but now in 2008, they were being questioned as to what job that they were doing and why they were doing that job.

I moved back to Central Michigan University and obtained my master's in educational leadership and at the same time built a one-hundred-person volunteer program in career services. Because what I see happen all the time is that people doubt their natural skills and abilities because they think that their experience has to come from one way. So, for example, athletes, Greek life, residence life, think that they don't have experience because they're not paid for it. So, I wanted to be able to give them a pep talk. I wanted to be able to give them the transferable skills and the communication to understand who they were and how to be able to articulate that to others. I chose as a single female, not knowing anybody in Charlotte, to come here on my own. I'm very grateful for the opportunity to do that as I obtained a job at UNC-C (University of North Carolina at Charlotte). I quickly moved over to MetLife Insurance when they came to Ballantyne and I hired 350 people in four months for them and there are two questions that I only ask in an interview process. One is, how do you lead from a follower position? Two is, how do

you work with individuals that have different personalities or perspectives than you? Those qualities will showcase to me that somebody knows who they are, but then they can be adaptable and nimble in situations.

I then moved to Bank of America, where I led the Internship and Leadership Development Program for Human Resources, Procurement, and consumer. Then I moved into CFO (Chief Financial Officer) and built a one hundred-person internal consulting team. I tell you all this information because I kept seeing there is a gap, there is a gap between where people are and where people think people need to be. The disconnect is, do we understand who we are and can we communicate that out loud to another and recognize that change does not occur overnight? But if we choose not to put one foot in front of the other and have that dialogue and conversation, we're not going to be able to move forward.

I now teach as an adjunct at Queen's University, their career connections course. I speak around the country, I help individuals with their careers to better understand themselves so that they can show up and make an impact in this world, and I do consulting gigs as well. I tell you all this information because my motto is to think to talk, to walk. We do a really great game in this life of constantly talking and typically we're talking about something that we need to change our perspective on. We talk about what we know from the past and we talk about what we want in the future. But what we forget to talk about is how we're functioning right now and that's what we're talking about today when it comes to big ideas and North Stars.

We have the opportunity today on your day two to think and to communicate your thoughts out loud, recognizing that the ideas that you have and the way that you're feeling about something is valid. But can we get it across so that everybody can understand what you're representing? Being present in the moment is not natural. A couple of thoughts for you. Did you know that you think of the same thoughts 90% of each and every day and 80% of those thoughts typically are negative? They also come from past experiences for what you anticipate to happen in the future. So, what happens is that we don't take the time to think about how are you feeling and thinking right now and how are you being able to connect the dots? We have to learn how to navigate the gray, which is the present moment, which is what you get to do today.

Here's the deal, this isn't about me. I just wanted to give you a little bit of background about myself. This is about you, and so what I'm going to ask in a minute here and the majority of our time is going to be spent with you is that I'm giving you a warning. The warning is this. I'm going to ask you to talk in the minute. Mr. Graham, you and I connected this morning, and I'm hoping that you can help me in a minute. You don't need to know any information because it's only all about yourself. Mr. Egleston, I'm asking you that you would go after Mr. Graham and then I would like you to pick somebody to that communicate next. So, I'm just letting you know that it's coming. So here's the thing is that as a human-centric professional, we have the ability to help individuals all day long and we focus constantly on what we're doing. Typically, we're focused on what's the next

tangible result that we can get to. But here's the thing, you make magic happen in this room today that will show up in years and decades to come. That is why we need to be able to pull ourselves and be able to see above the trees and recognize that we have more in common with one another than we are different. That's what we're going to do here today.

Here's what I also know to be true as I coach and teach and speak around the country, people only know what you tell them. So, if we don't break down and be able to dialogue amongst one another to hear the big ideas that we have in our head, to be able to articulate it not just for ourselves or the media people around us, but to the community and see the bigger picture, we're going to have a disconnect because the disconnect is they'll only see the end result. They won't be able to understand the how and the why, which is why we have to talk about this. What is your ripple effect? This is the meat of being able to understand where we're going when we think about what our North Star is that we want to achieve as a team. My why is recognizing that people choose to try to be somebody else from the get-go. When somebody applies to the application, they're trying to figure out what the company wants them to say. In the interview, people typically don't even want to go through an interview process because they're already anticipating what they think that somebody wants to hear from them. We need to recognize that there's an opportunity to dialogue and to be able to understand how and what we're feeling today is important because that is a bigger piece to our puzzle of who we are as a person. So, Mr. Graham, I have a question for you and the rest of you, I hope that you choose to engage with us. Pick one of these. Let's talk about this. The only thing that you need to know is who you are as a person. Mr. Egleston will go after and then I would like you to popcorn or punt it to somebody else. Let's just dialogue. I know that this seems warm and fluffy, but this is the important stuff. This is the way this is the reason why you've been here for the past two days and you continue to be on this journey, a part of the Council. This is the reason why I'm here today, is because I recognize my legacy is going to show up in years and decades to come. This is what we get to do as a part of Charlotte. So, Mr. Graham, which one would you like to talk about and give us some dialogue?

Councilmember Graham said Let's go with number three.

Ms. Stevens said all right. How would a community member describe you?

Mr. Graham said I think a community member would describe me as being personable, sharp, and candid.

Ms. Stevens said okay, why is that important to you?

Mr. Graham said well, one, I think it's important that you've got to like people right. Where the people business and so you have to have a personal relationship with individuals in the community so they can know that that you're genuinely interested in helping them. Sharp, I think I do my homework. I try to be as prepared as possible and candid, I try to tell people what they need to know versus what they want to hear.

Ms. Stevens said how do you gain those confidences in you? That came from somewhere, right? Was it repetition? Was it experience? Like, why are those core qualities that are important to you to exhibit in your life?

Mr. Graham said well, I think it comes through the experience right. Through trial and error, doing things the wrong way. But more importantly, I think it's just the fabric in my DNA. I'm a people person. We talked about that. We struggled in terms of how we were going to greet each other, whether it was an elbow bound, by fist pump that we both said that we were basically huggers, that we can't do it and so it just being able to authentically communicate and be responsive to people.

Ms. Stevens said thank you. Thank you for going first. I appreciate it. All right, Mr. Eggleston, who are you going to pick after this?

Councilmember Eggleston said probably Mr. Bokhari, because I know he's chomping at the bit to participate. So any of these?

Ms. Stevens said any of those?

Mr. Eggleston said number two, I guess, why do you choose to serve the community? I think, for me, at the time that I decided I wanted to serve our community, I realized how fast we were growing and how much our City was changing and felt like the decisions that were made over the course of this decade or two, we're going to have huge implications for the future of our City and all of its citizens. I felt like and still feel like more good people need to engage in this work and be a part of this process so that hopefully the decisions we make are the best ones possible and steer the City, point us in a direction of prosperity for more of our community. So, that's my why.

Ms. Stevens said all right, are you from Charlotte?

Mr. Eggleston said I'm from North Carolina, but not from Charlotte. I grew up in Winston Salem.

Ms. Stevens said okay, so what was the opportunity that you saw for yourself to step into a Councilmember role?

Mr. Eggleston said I felt like there were people in the part of the community that I represent that were looking for a new voice, and I felt like I had the experience and the networks in the City to be a viable option for that.

Ms. Stevens said experience keeps being the word that shows up. Right. Thank you. All right, good sir, you're next. Who are you going to pick after that?

Councilmember Bokhari said can we pick the City Manager or no?

Ms. Stevens said you can pick anybody in the room and virtually too.

Mr. Bokhari said actually, I changed that, I pick the Mayor.

Mr. Bokhari said my gut makes me want to go with three because I would answer it as both smart and handsome and humble is probably how they describe me. But I'm going to go with one actually, My Definition of Success because I think I have a very clear kind of mindset on success where it's not the amount of effort or how much we talked about something or how many headlines something got. It's truly measured in outcomes, like what ultimately is the thing that we're pointing at to achieve, right and did we do so in a measurable manner? So, that's how I kind of define success. It's not how hard you work to the journey of which you took to get there, It's what you were setting out to accomplish in the first place, and did you actually do it?

Ms. Stevens said how do you communicate to others that journey along the way? So, I hear you that you're saying the outcome is really important, but in between. Right, that gray space in between, how are you bringing people along? What in you do you use in order to get a group of people to be able to see your perspectives since obviously your journey or your end outcome will take a while sometimes.

Mr. Bokhari said yes, I mean, it is not easy. I think the tools I've used in the past surround yourself with the team, with people with complementary skill sets, but that are all lined up to the same outcome and let them loose on the things that they do well. So, everyone's contributing and I mean, it goes back to the theme have been high-performing teams for several weeks now. I'm a huge believer in that. It is the team that ultimately achieves it, not any of the individuals, but you have to be a high-performing team in order to achieve that kind of stuff.

Ms. Stevens said thank you. All right, Mayor, nice to meet you, by the way. Thank you for having me here.

Mayor Lyles said I will take What is the Legacy That I Want to Leave in the World and I was saying I grew up not 100 miles from here and I came to Charlotte when it was a small city and watching it grow, my legacy in this world isn't really about what I do as Mayor. It is about the people that I surround myself with to make sure that those people, mostly my family, my friends, this community, feel like they have the opportunity to make this place better. I always want to be a platform. I want to be able to take risks, but every step of my life has been about how do we make it better for the next generation going forward? I hope that we get to do that and that's what I want my legacy to be.

Ms. Stevens said Madam Mayor, may I ask what if I asked your friends and family, how would they describe you to me?

Mayor Lyles said well, I don't usually ask them that question because maybe perhaps because it's always tough to have people describe who you are as opposed to who you

think you are. But I would hope that people would describe me as being kind and I would hope that they would describe me as being inclusive. I would hope that they would define me as someone that thinks we can do anything if we work together to get it done.

Ms. Stevens said thank you. I appreciate that.

Ms. Watlington, who are you going to pick after you?

Councilmember Watlington said I'm going to pick the City Manager. I pick a number, four, and I'll say the legacy, it's more for viewers. [inaudible]

Ms. Stevens said I just want to make sure that I heard you for those in the room and for clarification for me. So, it is for everybody. Is this what you want from an inclusive perspective is your legacy? Sorry, it was just a little muddled.

Ms. Watlington said no, I'm saying I want more people empowered to play their role. I see my role as enabling folks to leverage their skills and abilities towards passion.

Ms. Stevens said how do you leverage other skills? What do you do that allows other people to feel elevated or to be able for them to leverage their own skills? What do you do?

Ms. Watlington said well, I have to first recognize what their skills are and so I try to watch them and then I invite them to do.

Ms. Stevens said thank you, Mr. Jones. Who are you picking after you go?

Marcus Jones, City Manager said absolutely, positively, the Mayor Pro-Tem. So, I would choose number two, Why Do You Choose To Serve The Community, and it's absolutely, positively because of my parents. We didn't grow up with much, but I never felt as though I went without and what was very important is what you gave back. So, it gives me this great opportunity to effect change, give people hope, but also to make sure that there's an opportunity to prop other people up so they can be the best they can be.

Ms. Stevens said thank you. What common themes are you hearing in this as we switch from one person to the next? Are you hearing something? What are you hearing that people are saying about themselves when it comes to this group?

Mayor Lyles said I hear it didn't start with the place that they are today but started way before it was an idea of what could be possible going forward. It wasn't that they got elected and were undecided about what they would present. Clearly, the conversation is about who we are to our core and what we can do with that core as a result of being elected officials here.

Ms. Stevens said yes, absolutely. You're talking about intangible skills. You're talking about your core, right of how you choose to show up. As a single female, my random fact is I have a horse. I'll just say that, is I have a house, a horse, a dog, and a car. It was this inner tap that constantly was happening inside of me, and the dirty truth is that I've had 10 jobs in 14 years before I decided to go work for myself. The reason why that I think I had so many jobs is because my inner core tap was not able to flourish in some of the environments that I selected myself in. I saw the good that I could do for the group. But was it reciprocal to me too? What is a mutually beneficial relationship that we were having with one another? That's what you get to do when you're here, is that the ideas that are in the heads of the individuals that choose to be a part of the Charlotte community, you get to put in a tangible result, but it has to start intangible. It's important to talk about what we are talking about right now. I get it, it doesn't give us an end result, but it allows us to slow down and be in the present moment to understand why we're choosing to show up today. That's what this is about. Think about what people have said about the experiences they bring to the table. It's what they can do for the individuals or the people around them. It's the ideas. It's recognizing that there is an opportunity to continue to create a path. That's what we're doing here today.

Councilmember Eiselt said I will choose number two as well, and the next person I would choose would be Braxton. I would say why I chose to serve the community is because I was also brought up that to whom much is given, much is expected. It could even be in terms of I grew up in a big family with tons of first cousins and a lot of love and always somebody around me that I knew I could go to. When I see young people who don't have that, that just naturally draws me to help young people who are at risk and who don't have those safety nets in those warm families to go to. I feel like I'm pretty self-aware as to who I am and what I have and what I came from. I feel that what I have to offer the community is being a bridge, being able to take those experiences, and even though to some people, being a moderate Democrat is not a good thing, to me, it means that you can be a bridge-builder to communicate with those maybe who we would like to have more dialogue with that see things differently than ourselves and have a conversation that helps us to all work together for the good of our community. So, that's just that's really important to me to be aware of who I am, what my limitations are, but to use my strengths to try to bring the community together for the good of the greater portion of the community.

Ms. Steven said thank you. When did you start noticing that you were a bridge, because there's a pattern, right? In order to be able to vocalize something that you feel a certain way, it means that's not your first rodeo, that you walk through that experience, that you're starting to collect data on yourself. So, when did you start really realizing, like, I am a bridge, I get the opportunity to be here and to connect pieces together?

Ms. Eiselt said I think probably my earliest experience was, I mean, I grew up west of Milwaukee in a very white sort of rural suburban area where we didn't have a lot of experience with diversity. I then studied languages in high school and college Then went to live in Spain and all of a sudden felt like an outsider because even though I was at the

table, I couldn't understand the conversations. I couldn't keep up. That is why I loved studying languages so much, was because it gave me this entree into a different world, into different cultures. But also it gave me the ability to have an understanding of how people might feel that might be sitting right there but feel very much as an outsider and aren't being included. It's just life experiences going through a violent crime and being able to say, I know how that feels, but then to be able to say to others, but I don't know how it feels for you I'm willing to listen and willing to advocate for you, because that must be very hard and a painful experience. So, I think if we all put aside our labels of each other and spent more time trying to understand other people's experiences as adults, we've all had enough experiences in our life that we should be able to connect that to something and say. okay, I understand where you're coming from, and at least we're not going to change each other's minds, but have a better understanding of where people are coming from and the perspectives they have.

Ms. Stevens said absolutely. Thank you for that. What you're saying is empathy versus sympathy, right. The empathetic nature of being able to listen to what somebody is saying and stand in your own truth and recognize you don't have to take their perspective. That would be perspective-taking but being able to hear what they're saying then rippling out that affect even more to recognize we are more similar than we are different at the end of the day. The more we link arms with one another, the bigger we can make an impact. Thank you.

Councilmember Winston said I'd say, What Is The Legacy You Want To Leave In this World? That he fought, worked, and achieved a society that provides for the equal protection of rights under the law for all people.

Ms. Steven said why is this so important to you?

Mr. Winston said because I think that's the American dream. I think that's the promise, I think that's what we all deserve and the only reason that we haven't been able to achieve it is because people that have been in power in the past have not wanted it. It's my duty and my legacy to my [inaudible].

Ms. Stevens said thank you, Mr. Winston, who do you pick next to go?

Mr. Winston said, Councilmember Johnson.

Ms. Stevens said which one would you like to pick and talk about and then who would you like to have gone after you?

Councilmember Johnson said I want to choose Ms. Ajmera and I will answer number two.

Ms. Stevens said all right.

Ms. Johnson said Why Did I Choose To Serve The Community? Well, there was a moment; I've lived here in Charlotte for five years and it was four years at the time. I was working with a young man who had suffered a brain injury, which is the population I work with and he also had a felony record and I was looking for housing for him. There was no affordable housing without, [inaudible], that I could find. I'm pretty sure [inaudible]. So when the former Councilman Phipps was retiring, the seat became available and someone mentioned it to me and I didn't let fear stop me from running. I didn't have any political experience, but I'm a nonprofit founder. So, I had been serving the community for a long time. So, that's why I chose this role. Initially why I started serving was after the passing of my mom. I know the experience that I went through, I just wanted to help others in that journey and not have that pain.

Ms. Stevens said thank you. I have a follow-up question for you. You said that someone spoke to you about the opportunity to run for the seat. What do you think that they knew or saw about you that they decided to say something to you? That takes courage on their side as well, right. Because you could dismiss their idea, but you didn't. So why do you think that they chose to say something to you that you should run?

Ms. Johnson said she an advocate for others. I'm an advocate for vulnerable populations. So, they knew my work and thought that I should run. I always fight for the underdog.

Ms. Stevens said perfect. Thank you. And who did you pick to go next,

Ms. Johnson said Ms. Ajmera?

Ms. Stevens said all right. And after we will then move on to the next slide. So go ahead.

Councilmember Ajmera said I will pick Mr. Newton after me I will go with number two Why Do You Choose To Serve The Community? As someone who is a product of upward mobility, grew up with very little and as an immigrant who didn't speak English 15 years ago, I'm very grateful for the opportunities that I've been given by the community, and the community had invested in my future. So, after I lost my father in a sudden heart attack, I decided to find my purpose. It's to really tackle the upward mobility dream. So, people, as Mr. Winston said it made their American dream and that was the American dream that my parents immigrated herewith.

Ms. Stevens said thank you for sharing. We are going to wrap up in just a moment.

Councilmember Newton said I'll pick number, geese, everyone has said such wonderful things. Number two, I would say that I choose to serve the community to make a difference in the community. I think I'm probably the exception to the rule, a bit of a unicorn. I grew up here in Charlotte, and I'm the fourth generation so I've heard the stories growing up about Charlotte expanding. My granddad grew up downtown back before any buildings existed. When he was growing up, he lived where the Duke Energy building is today. It was like I've seen pictures of what really amounts to unpaved streets here

downtown. I've always had a real appreciation for our City, its growth and at the same time, I think I was instilled with the sense to serve and to give, not necessarily to give back, so much as to do what I can to help those in need. I think as we've grown as a City, we've certainly, I've known this my entire life, we do have a divide between the haves and have nots. I want to be a difference-maker, even if it's just my voice, within the conversation to elevate the voices of those who have the most need and really be a conduit for those folks as well. I'm an attorney by trade so my training and background is one where I have to figure out the pieces, the system and help people navigate that. I guess more specifically the intimidating nature of the court. I really take a lot of pride in that and to be able to do that on a grander scale to help the residents of my District. But I think more broadly, the citizens of Charlotte navigate intimidating, somewhat confusing aspects in this context, the City and all it has to offer, to help is somewhere else where I see myself making a difference as well. I pick Councilmember Driggs.

Councilmember Driggs said I thought I'd talk about the success. I have a lot of the same feelings that others do about serving the community, which was what I considered talking about. For me, success is basically entering any situation and making it better. When I was working, success was the performance of my group and the career progress of the people in my group. But it's also little things if you can make somebody's day better or if you can just be helpful to them and they appreciate it. I think I spent a year tutoring at Waddell high school and eight students who were going to fail math and might not have graduated all passed math and did graduate. I regard that as one of my biggest successes, frankly. So, I think in general, just leaving any situation you enter better than it was when you arrived is a measure of success.

Ms. Stevens said Mr. Driggs, what did those eight students see in you that they decided to continue to put one foot forward in front of the other and accomplish and graduate? What did they see in you?

Mr. Driggs said well, I was part of an organization called Communities in Schools that arranged tutoring. So, they were all struggling in math, and we met because that organization put me together with them. I started with one student and a week later that student showed up with another student. I think they appreciated that I was able to explain the math to them in a way that they had not understood before. It sort of gave them a window onto something that they thought was incomprehensible. That's, as I say, the satisfaction for me. I mean, I studied mathematical economics and to kind of just make it accessible to them and for them to watch them go, oh, wow, really, that's it. It was just a hugely rewarding experience.

Ms. Stevens said I hope this was a moment for you to be able to hear yourself out loud of what you say in your head all the time to vocalize where you come from and for your peers to continue to learn who you are. That's what big ideas are about, is finding the core or the root to yourself and continue to recognize that you are your own North Star. We are way more similar than we are different. I've heard words like experience, people, idea, bridge, advocate, elevate, intangible skills, and accessibility. Thank you for the

opportunity to meet each one of you today and thank you for the opportunity to be able to communicate your thoughts. I wish you the best on the rest of the day two, and I look forward to seeing you in the Charlotte community and being a partner to you as we continue to grow and elevate.

Mr. Winston said we have one more minute. If you would just reinforce this notion of the why.

Ms. Stevens said the why. So, I've had the pleasure of being able to interview about 14,000 individuals in my career, hire 6,000 people, and manage about 2,500. When I am inserting my why by being able to understand another person, I have to recognize that we will continue to build and grow together for years to come and the seeds that I'm planting within them and in their life might not show up when we have a partnership, it might show up for years to come. But if I take that moment, if I build that bridge, if I become that advocate, if I listen to what they're saying, if I have more empathy than sympathy, then we will be able to continue to link arms together. So, for example, as an entrepreneur, I cannot have a judgment or an expectation of how a situation is going to come up. I'm currently running a program and a year and a half ago I met somebody in a presentation and now she's showing up to be in the engagement that I'm doing. I have to recognize that I have an opportunity to plant a seed of significance when I show up like I am this morning with you, recognizing that we will continue to build this City together if we continue to understand who we are, which is our why, recognizing that is intangible, but it will show up tangible later on.

Mayor Lyles said I read ahead in the deck about head trash and big ideas. I think that those are good questions for us. I don't know if you have time to do it. I want to respect your time. I'm happy to show that.

Mayor Lyles said do you mind if we could just have a little bit of leeway. I think these are good questions for us to think about.

Ms. Stevens said absolutely. So as this slide is coming up and you'll see in your deck, there's this word called head trash that's very interesting. Head trash is the notion that we have fears limiting beliefs that dictate our mindset. It comes from what either has happened or what we think could happen. That's why when past and future are buddied up next to one another, and we don't take the opportunity to create the space in between, we just keep repeating the habit again and again. So here's the thing, a conspiracy theory, if anybody's familiar with Berna Brown, she says it really well in her rising strong podcast with Oprah. A conspiracy theory is having limited or factual, nonfactual information, but you are believing something to be true. We do this all the time because we place an expectation on one another that we already know what somebody is already thinking or what they're going to say, so we limit the opportunity to dialogue with one another. The other thing is, is that we do not dialogue well with one another because we punch our perspective or our motion back and forth one another. A simple and easy tool that you could do today is leading your thought with a question first to make sure you have enough

information. This is how you verify your head trash thoughts. If you start a question with who, what, where, when, why, or how, you will gain more factual knowledge back because you need to make sure is your perception really reality or do you need to ask a couple more questions to figure out what reality is that person is thinking? Please remember that labels and stereotypes are formed by three personal definitions and so we need to verify are we on the same page? Are we looking at it through the same lens? If we're not, then we have an obligation to be able to ask for more information so we can gather factual data. Head trash does not work well for us because it's typically a habit or a condition that we have done to ourselves or that we have been influenced by outside of ourselves. Does that help or how do you feel about that?

Mayor Lyles said I just thought the way it's put simply it is very helpful. Yeah. We all know that we built stories around one incident versus the universe of incidents, things like that I think it's helpful for us.

Ms. Steven said absolutely right. Sometimes our North Star or our big idea gets lost because we're already anticipating what we think somebody is going to say. That's head trash. It's like, for example, I don't know any of you minus Marcus in the room, Mr. Jones and I had to pep talk myself this morning. Am I going to be an effective individual if I place an expectation that you get to determine if I'm effective, I'm at a loss, I'm going to go down the rabbit hole of do I believe this to be true about myself and why am I the chosen one who gets to stand up here and to be with you all this morning, right? I have to recognize, like Mr. Dan said, that my North Star is that there's a bigger purpose to being in this room with you all that I chose because of you, all in the work that you do to become an entrepreneur in this City as a single female. I recognize that I have to check myself or I'm going to wreck the opportunity for my future if I don't continue to put one foot in front of the other and stand in my truth and recognize I might not know what my North Star 100% is, but I know my core. It was a beautiful experience to be able to hear each one of you talk about why you show up and how you show up and what you want to do with your time here as a group.

Mr. Winston said thank you, Mayor, for pointing out this slide. I think it's important for this group from an optimistic standpoint. Obviously, in politics, we can get these conspiracy theories, but I think what this group does, really, I was speaking for myself, is that because of those answers to those questions, sometimes we have these big ideas and we start having academic conversations. While it's not trash, it's not a conspiracy theory. It's not something that takes us away from the big idea. It's not always getting us closer to the big idea. Sometimes I know I have to check myself to say maybe it's not trash, but put it in the parking lot, as we talked about yesterday. I think that's something that as we improve on, we'll be more successful towards those big ideas.

Ms. Stevens said thank you for saying that.

Mr. Houston said may I be so bold to even recommend for the selection of a new person that you think about these four questions. A very, very good interview and questions.

The meeting was recessed at 10:09 a.m. for a break and reconvened at 10:25 a.m.

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ITEM NO. 8: CLOSED SESSION

Patrick Baker, City Attorney said we need to have a closed session with you on two grounds, one for Attorney/Client Communication under 143-318.11(a)(3) and to discuss matters related to the location of expansion of industries or other businesses, pursuant to 143-318-11(a)4(4).

Motion was made by Councilmember Driggs, seconded by Councilmember Newton, and carried unanimously to go into closed session pursuant to G.S. 143-318.11(a)(3) to consult with an attorney employed by the City in order to preserve the attorney-client privilege and to consider and give instructions to our attorney concerning the handling of a claim or judicial action and (B) pursuant to North Carolina General Statute § 143.318.11 (a) (4) to discuss matters relating to the location of an industry or business in the City of Charlotte, including potential economic development incentives that may be offered in negotiations.

The Council went into closed session at 10:35 a.m. for a closed session and returned to open session at 11:39 a.m.

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ITEM NO. 4: SETTING THE STAGE

Dan Houston, Facilitator said what we're going to do is look at this, the notion of this video, I should say, a vignette that's only about a minute long, but it begins to talk to cast a vision of how folks in the community see the City. Let's see what Fred says about the City. Fred Whitfield, who is president and vice-chair of the Hornets Sports Entertainment Company. The video was shown.

Tracy Dodson, Assistant City Manager said Fred's a great partner and I love his thinking and go big or go home. Taiwo and I are going to walk you through setting the stage. I'll tell you that last year when we did this somewhat exact same presentation, it was probably my hardest presentation this year. It's the one that I'm so excited about because it shows how we're all working together, collaborating together and the even more monumental things that we're able to achieve. So, very quickly, this was the exact slide that we had last year as we kicked off a presentation and it outlined corridors and employment centers, it's been an incredible year and related to both of those areas. So, we want to do a quick reminder of what we presented, and then talk about how we might look at a new year. The methodology in our approach to problems and opportunities is the same. This is what we led with our new approach to corridors and this process led us to an inter-departmental collaboration. This is the horizontal versus the vertical. If you look at the middle one, for example, consider it's how we get to impact, how we get to real

results. Again, this is the approach that we used even with corridors and now we're getting to implementation. We tried new tools, we looked at different ways to customize and how we do things, we look more holistically job creation to physical improvements in areas, to public-private partnerships, to how even Charlotte Future 2040 layered in and how we are balanced and equitable. Later on, I'll show you a couple of case studies to outline from last year and this year. Again, this is the same as last year. We moved things around slightly. We had last year, I think we talked about layering in our policies at the end and we talked about corridors, employment centers earlier. This year we want to start with the Comprehensive Plan and talk about our corridors, which you know the great success we've had, but then talk about our employment areas. I'm adding in something new this year, which are the Districts.

Taiwo Jaiyeoba, Assistant City Manager/Planning Director said thank you, Tracy. She said, leading with Comprehensive Plan and that's kind of how we've been looking at this. I always say that there are two types of cities, the ones that we plan with projects and the ones that we have a plan for, and then projects help us to get towards that goal. Which is, for example, when we started talking about corridors of opportunities, we ended up having to understand what exactly are the divisions behind each corridor. It's really about leading with that, not starting. Tori Stevens talked about that earlier on today, how that inspiration, that beacon of hope, of where we are headed toward in terms of our land-use plan.

That's kind of how we've been looking at it, Comprehensive Plan that it's really more than enough stuff for us and that you have the temptation to want to do everything but understanding that there's only so much it can do because it's primarily a land-use plan and therefore lays the foundation for a number of other things, such as economic development plan, jobs creation plan, our transportation plans where fire facilities go, police services, environmental and sustainability. If there is anything at all we should understand about our Comprehensive Plan, it's really this slide here that touches everything because everything touches land-use at the end of the day. How might we do it in such a way that we're still building that City, that we really want Charlotte to be an equitable City, authentic City, integrities City, resilient City, where everything is defined their way in terms of those key elements that make Charlotte be that City where people feel that they are included. A diverse City, but also prosperous Innovative. That's why yesterday I think Tracy talked a lot about the comprehensive jobs plan that we're embarking upon, and that is to continue to keep us at the edge, at the forefront of what we're supposed to be as a City. All of those things fed into those 10 framework policies. You've seen this a number of times. I will not necessarily belabor this, but it's very important that when we look at each one of these, the question we should ask ourselves is this, for example, if we're creating 10-minute neighborhoods, what's the point if the jobs are not available close-by? What's the point if housing is not available? What's the point if the transportation tools are not available to get people there? As we talk about whether they be along corridors or they be in districts or they be in employment centers, it's really together creating that city where wherever you are, wherever the businesses are located, at the end of the day, we're creating a diverse and resilient city with various economic

opportunities for people. So, while we've been working on the Comprehensive Plan and land-use, have been working closely with our economic development, our colleagues as well, to make sure that we don't go way too far ahead and we continue to be in sync. So, it's not just about housing, it's about jobs, is about recreational facilities, and then it's about the means of connecting all of them. As you go into all these other places, whether they be corridors or employment centers or districts, is having the same goal behind all of them as to what are the things that will happen in these places as we're creating and how can we continue to be that vibrant City of the future.

Councilmember Watlington left at 12:00 p.m.

Ms. Dodson said Corridors of Opportunity, I think we can all agree it was an amazing year for our corridors and we shined as a team. You guys pushed us and I believe we have started something great. We're not done, and I don't think you want us to be done. I have to call out the coordination, the collaboration that happened with us, from Planning to CATS (Charlotte Area Transit System) to ED (Economic Development) to Neighborhood Services, CMPD (Charlotte Mecklenburg Police Department), CDOT (Charlotte Department of Transportation), to IT, to Denada Jackson, Constituent Services Division Manager led the way in a lot of our efforts on the corridors as well as Cherrie Grant was very helpful in getting us organized and it really has been a great year. You know this was a new approach. You know it was unique and customized and It was very collaborative with the departments. It's intended to be collaborative with the community. I think we have more to do in this area as we're trying to get ourselves organized in the first six months, but still a huge focus on the collaboration.

Then again, we what we've done as a geographically focused investment so that we achieve the outcomes everybody wants to see. Again, we're just getting started. I want to use the case study of Beatties Ford Road and LaSalle Street, and you don't have to read everything on the screen. The point that I want to make is that this is where we've started and we've invested \$7 million into this area. That's through the housing. That's through public-private partnerships. That's through infrastructure projects. Placemaking, that is through the Charlotte Equity Fellowship program. We have done a lot in this area and I think it has created a lot of excitement. I think it will create a lot more community pride and you'll be able to see something that is really, truly different in a very short amount of time. We want to keep doing this. We're not done. The community, we think, is starting to see this, too, from the groundbreaking with Chris Dennis and e-Fix Developments to facade improvements that our business matching grant., We're building deeper relationships with the community and creating deeper partnerships for an opportunity in this.

We're not done. Like I said, there's a lot more to come in 2021. I'm really proud of what the team has achieved in a very short amount of time. If you think about it, we had this conversation a year ago. However, you didn't approve the budget and we didn't go into action until July. And so we've done a lot in six months and we will continue to keep our foot on the gas. We've got to try to figure out our capacity, because I don't want to take

our eye off of Beatties Ford Road, even though we've already done a lot there, we want to keep growing in our corridors as we continue our look at West Boulevard, I-85, and Sugar Creek Road. Now we're going to turn towards Central Avenue and Albemarle Road. And so we've got to figure out how we continue to add more to our plate. But it's not moving around the City and taking our eye off of what we've already started in other places. It's an ongoing initiative that we will continue to work through.

Employment centers and we call these out last year partially because we believe in them. The point was, I think last year's Retreat was it's not an either-or, it's a both-and, and. You shouldn't have to feel like you have to choose between employment centers that might be successful or sustainable today over parts of our cities that have more opportunity or need more attention today. It should be a both-and. We also knew what was coming down the line. Our successful employment centers have to stay strong, but we knew that there were new opportunities. Last year we called out the University Area that has over 70,000 people working in it today, South Park, which has over 65,000 people, uptown, 123,00 people pre-COVID, then Ballantyne, which Ballantyne's proper has more than 17,000 people. There's a need to protect and preserve this.

I think last year when we had our meeting, we knew that Ballantyne was in the pipeline and was able to finish that and secure the City investment of a tax increment grant as well as a CIP (Community Investment Plan). That leverage over a billion and a half of private investment. We were able to achieve park and open space, affordable housing in MWSBE (Minority, Women, Small Business Enterprise) utilization, and right of way preservation for future transit opportunities in this area. That's what it is, I think, in the scheme of things, while it's a big investment, it's minimal in what we're able to achieve in protecting Ballantyne as a major employment center in our community.

Next is SouthPark and SouthPark is an employment area that's been going on for quite a while in the conversations and there's a \$10 million C-NIP (Comprehensive Neighborhood Improvement Program) that funds four key projects. It's the cultural loop, which is a 12-foot multi-use path that is mapped around the SouthPark area and intended to really connect the commercial areas as well as the neighborhoods. There's the Berkeley Down Sidewalk Project. There is intersection improvements that help pedestrian mobility in the area. Then there's Symphony Park. The reason I pulled SouthPark and wanted to highlight it, though, is because we're building on years' worth of partnerships where we're leveraging private investment to help us build out the cultural loop as redevelopment is happening out there and new developments are happening and also building partnerships to think about how Symphony Park can become this core to the community as a community gathering space and even strengthening that. I think Councilmember Bokhari will tell you he believes that 2021, and I agree with them, will be a pivotal year in formalizing some of those partnerships to move the vision for SouthPark forward and keep it a strong employment center.

This is the case study, though, that I'm so excited to share with you because it really highlights what the City can do. This is the first time we've really shared this with anybody.

It's still in the works. It's not fully vetted yet but I want you to see the collaboration that is happening among the teams because it really is so impressive and so incredibly exciting. There are four major components to Centene. One was the business recruitment. We all love announcements. Those are great and we could stop there and we could say it was enough to land one of the state's biggest projects. But we went further. We wanted to coordinate with them on land development we knew and building a relationship with them that was one of their triggers. They want to get people to work here faster than we had ever done before. Then they had transportation infrastructure improvements. We could have just said, like any private sector development, do your thing and that's enough. Right. But we started early and developed a partnership, Then we took it a step further and started talking about how do we change the commuter culture.

So I'm going to walk you through these pretty quickly and talk about the headquarter recruitment. Again, largest job creation investment, JDIG investment in state history. When they announced they announced 3,200 hundred jobs? If anybody paid close attention, the CEO on the announcement talked about 6,000 jobs. I'm going to tell you, they were here. The CEO was here the first time less than a year ago. It was at the end of January last year. They announced on July 1st, and I'll show you in just a second the momentum and what they've been able to achieve since.

We aren't taking our eye off of this. We want the headquarters, to be really clear about that. We want the headquarters here. It's establishing a long-term partnership with this company from everything from how they build out their campus to their workforce development initiatives, to their hiring in the community, all aspects of it. We have stayed close to them to build that strong partnership. On the land development side, I can't say enough about Taiwo's team, Shannon Frye, Nan Peterson, Alison Craig. I have a quick video. But the big thing here is they have already poured four floors in a matter of six months on their site. That doesn't happen, y'all. I mean, I've been in the real estate world and development world and it's amazing what the teams when they've come together to really make something happen and coordinate something, it is amazing. It's ten seconds. But I want you to see this is the site from December. This is a major campus and again, over a billion-dollar investment and they have already made tremendous strides in getting under construction and getting things going. The video was shown.

So, then the next thing we started talking to them about transportation improvements, and I have to acknowledge Liz and the C-DOT team, Ed McKenny for leaning in early on and saying, how do we look at this differently? Again, any typical private development, we could have said, here's your transportation improvements and have a nice day. What we did instead was a start to develop a three-pronged approach about transportation and mobility out here and where you see the number ones, we started to talk to them about doing a public-private partnership. If they could improve the interchange at I-85 and Mallard Creek Church, which had already been identified as a future need by NC-DOT (North Carolina Department of Transportation), but it was not a funded need, and they could make some other improvements along with Mallard Creek Church Road that didn't just benefit them, but it benefited the greater area. So, it wasn't something they by

themselves were going to have to do. We then could go and make sure that the bridge proposed project over I-85, this number one that's on the closest left-hand side of the screen, the bridge over I-85 from the J.W. Clay light rail station directly into the research part could stay on track and on time. That's a joint NC-DOT and City project. We started to talk about how we build these things, right. Improve in interchange. It helps everybody. Keep a bridge project on schedule and on time. But then what does that lead to? The conversation about mobility. Now what we are working with Centene is this idea about creating mobility hubs and really tackling the last mile. CATS has run pilots out here looking at the last mile. But with that bridge over I-85 and Centene's commitment along with a partnership with the University City Partners and other employers out there, we're starting to look at things like this. This is an example of the mobility hub that they have proposed.

It has autonomous vehicles, or last-mile circulators. We looked at utilizing the greenway for scooters for PED's, how all of this system works out and works together to connect the research park to the transit line. They want to do this now. They want to set the culture when that campus opens so that it's ingrained in their employees that they have options other than just driving to the site. That's a long and very fast way to explain that, but we could have stopped just recruiting the business. Instead, we have an incredible team between planning and CDOT and CATS and so many others that said no, wait a minute. We'll lean in. It might get more complicated. It might get messier, but we have a bigger opportunity here. And back to what we talked about yesterday, about the jobs that we recruit and the companies we are recruiting here. We're looking for these types of partners. I wanted to lay this out for you so you can all see how we think about this and how we look at the partnerships and the opportunities it might start with jobs, but it ends with mobility.

The new area we want to talk about today is districts and their districts with momentum. These are unique places. They can exist in all parts of our City. They're places that have private-sector momentum. I think from our perspective in the City, we can choose to either sit back and let it happen on its own or we can lean in and leverage the private-sector investment and leverage the most out of the opportunity. Identified just to get us started and just to kind of start to share the examples, identify potentially four right off the bat. You have the Foundry and Gateway District. I'll use that one as a case study in a second. Then you have the 7th and North Tryon with Discovery Place. We've talked about that before. You have the Hornets / CTC and vacant land around there. There's an opportunity there. Then you have Atrium Health Medical District. You just approved last year a major rezoning, talking about major improvements on their campus and they also have the medical school. What happens with all of that and what does that want to look like in time? So, using the Foundry and Gateway District. We know that we have the Gateway project, we also have TOPS, it is no surprise, Tepper Sports has talked about an entertainment district for a long time. What does that look like? How does that work with Gateway? Then Charlotte Pipe & Foundry, we all know has announced they're moving and building a new facility in Stanley County and so we need to think about how do these work with each other? There's major transportation. We talked about how does the Silver Line wants to

work through here, what works best with all of the stakeholders? We need other infrastructure. Stormwater we have spent a lot of time looking at through here. We want to make sure that we look at this in a way that we almost blur the lines a little bit and we don't think just the Gateway project to what happens with Tepper Sports to Pipe and Foundry. We really want to think about how do we make this and how do we be proactive about making this the next great place in our City. In thinking about these districts, the last thing I'll say is my career started in South End and somehow somehow has always been based in South End. South End didn't happen unintentionally. That's a perfect example of really starting to think about how do we coordinate our investments, right, and again, back to the Comprehensive Plan.

Councilmember Graham said first, I want to thank you personally, Tracy. I know last January we were going back and forth. I was a hard ass and I just really want to say publicly that I really appreciate the work you did last year on the Corridors of Opportunity and you accepted the challenge and exceeded. So, I really appreciate that. I also appreciate the comments you made in your presentation in terms of not stopping the momentum in terms of what we're doing on West Boulevard and Beatties Ford Road that we're still keeping our eye on those areas because, again, there are no quick-fix solutions to those things, notwithstanding the fact that we made a lot of progress last year that we have to continue to focus on and do more work on the public safety side and some of the social service sides that we really have to, again, we've been saying this over and over again, find a real way to work in conjunction with the County to kind of get some of this stuff done. But again, this is a city-wide program and so I'm excited to see what we do this year in other parts of the City related to the Corridors of Opportunities. Hopefully, we can have a budget discussion at some point Mr. Manager, in terms of what does that budget look like on July 1, in terms of how do we replenish those funds so that we can make sure that we have some fuel in our car, Mr. Larken, so we can continue to move forward in terms of keeping that momentum. So I'm really appreciative of that.

So, the other thing is in reference to other City projects. I just don't want to get about hopefully the amateur tennis complex. I think there's some momentum behind that as well. So, where that fits in, I'm not sure but I think there's some momentum from the private-sector to kind of help us with that as well. So, I just want to kind of make sure that doesn't slip off the radar.

Ms. Dodson said we can put that in place, what we call horizon projects. So, things like that are on our radar. But I also want to thank you for your words being a hard ass, because you heard me say it yesterday, corridors have now becoming a great passion and their own unique little puzzles. But I think that our team has gotten into a place and this is with Ty and Pam and Liz and so many others, we lean into it, right. The puzzles are unique. How do we best solve them? And so, again, it's become one of the things that I enjoy the most.

Mr. Graham said well the success last year was just really thinking out of the box. I mean, going right up to the line, Mr. Attorney, and really trying to answer the question in reverse.

Let's say yes, right, and versus no and find a way to get it done. So, I really appreciate their creativity. I won't be a hard ass this year, I will just be hard.

Councilmember Johnson said thank you, Tracy, for your excellent. Thank you for helping to make this District 4 a home of the jobs. You've raised the standard. You haven't just set the stage, but you set the standard. So, thank you for that. Along with the standard, what this employer has done, he's basically gone above and beyond. So, the kind of standard that I'd like to see Citywide in our development and our economic development and our zoning petitions. Something Mr. Winston said recently, hear Charlotte, and we can set the expectation for that. So, that's sort of what I would [inaudible] have the developers that are applying for rezoning and kind of saying infrastructure, it's not their problem because it's not acquired to improve the area, but these are the kind of [inaudible] I'd like to can see in zoning and all of our operation. I also want to talk about the Centene Last Mile Project. University employees have been asking for our Last Mile solution for a long time, such as Wells Fargo, CIAA, and the other employers in that area. Is this last mile project, this Centene is creating can that [inaudible] the other employers in that area? They've also offered to assist with funding or collaboration, or what can be done, but we know that is a door-to-door option. Someone riding the train to the University stop if there was the Last Mile solution for those large employers in that area. So, can this mobility hub, can that be expanded to all of the employers in the area or are you looking at that?

Ms. Dodson said Councilmember Johnson, we definitely are looking at that. I think what we have with Centene is a corporation that's willing to be a leader in this, but their hope is and our hope is too, that other employers definitely come along with this. I think the real success of it is it's not just a mobility hub that goes to one employer and then back to a station that it actually works through the entire research part and that side of I-85 eventually connecting the employment that's really one side of I-85 to the light rail station. I think we're in a good place as I mentioned earlier. We're at the very beginning of this partnership with them, but we're in a good place, I think, to get them to work with us, as well as University City Partners (UCP) and Darlene to bring in some of the other employers to be partners with us as well.

Ms. Johnson said that's great. I met with Darlene over the last year and on the UCP board and the other employers, they're ready. This is something they've been waiting on for a while. I've spoken to Taiwo about that. So, I think that's something that we can get started on sooner or later. This is a model. We have willing participants and they're willing to bring something to the table [inaudible] aberration. That's something to look at this year.

Councilmember Eiselt said thank you, Tracy. This is some of the most innovative work we have going on in the City and that I've seen, so thanks for your hard work on this. One question I have, where is that mobility hub going to be? Is it located right next to the light rail?

Ms. Dodson said what we've looked at and begun looking at really with the team is, the hubs that you saw a picture of would be what was in the Research Park and how then do we work with the station itself, and what does it want to look like at the station so that you have the different opportunities? The image I showed you is what Centene was proposing adjacent to their campus and can we use that as a prototype to look at other hubs in the Research Park and then thinking about how does that ties back to the station itself?

Ms. Eiselt said okay, that makes sense.

Mr. Jaiyeoba said if you will look at it then, I have to take you back to Charlotte Moves work again. But the pocket and roadway network has identified a number of mobility hubs, including in the University City Area, this particular one, but also multiple. All we are trying to do is to tie them to employment areas and probably now districts as we look at that. So, the investment as part of Charlotte Moves, if you look at the roadway network, is to use those mobility hubs to make connections between the last transit station or a major bus station like Eastland, for example, to connect to other places around it. So it ends up being like circulators, so to speak, or maybe the autonomous vehicle that will operate that way within this small area. A three-mile radius, I think.

Ms. Dodson said can I ask you a question really quick? Do you think that mobility hubs themselves have different characteristics based on where they are in the City? Liz, I have had those kinds of conversations. So, what's in the University Research Park might not be the same thing that you have uptown or even at Eastland?

Mr. Jaiyeoba said yes. So, there could be employer-based mobility hub or employment-based mobility hubs, commercial-based mobility hubs, in some instances even residential, depending on the number of residential units we have in that area. Understanding that a mobility hub is not necessarily a light rail station of itself, but something that people can use to connect to where they need to go without having to drive. I will call it a pedestrian accelerator, in other words, allows you to get there faster if you choose to use it rather than walk. But these hubs will be depending on where there will be very different. I think this will probably be the first one that we will have most likely. Fingers crossed. I think it will set the model for us but I can see a lot of places in the City where you can use them to mitigate traffic congestion.

Ms. Eiselt said okay, thank you for that explanation. Just a comment that I just don't think we can overstate how important this is to business recruitment. Centene was the biggest win we've had in our state. I've heard them say it is because they're excited about what Charlotte is committed to doing on mobility, to be able to give their employees choices of where to live, to be able to have a city where you can get around and go to the theater and to go to different things. That's just not a platitude. That is a commitment a major corporation made because we are a City willing to do that. So, as we think about Charlotte Moves and I know we have a lot of questions still out there that are weighing on our minds but let's remember the bigger prize here, the bigger goal when we talk about not only

making the quality of life better but making this a place that employers of all sizes want to move to.

Ms. Dodson said I think you say it really well, Ms. Eiselt. I mean, it's all connected, right. It's the quality of life. It's mobility. It's so many things that these businesses look for when they're looking at Charlotte or other cities. It is important for us to kind of look across the whole spectrum again, back to Councilmember Bokhari, it's the horizontal, not the verticals, and how they all play on each other. Centene is what I hold up right now, is the poster child of being a good partner, right. There is the type of company, not only I mean, forget about their rankings, right, as a Fortune 50 company and things like that, or the number of investments or the number of jobs, they have similar beliefs. They believe in mobility. They believe in economic mobility, and they offer that in. So, it was already, one, the type of company that shared the same priorities as the Council and our community. So, you start there, and you build the relationship to strengthen the investments so you can get to things like the mobility hub.

Councilmember Winston said I just want to level set this conversation a little bit. One of the dangers of the economic development narrative, especially in Charlotte, is that it's focused on growth and its focus on bringing businesses here, employers here. The narrative is not focused on the development of current residents in perception, right. For too many people, perception is reality. So, we have to make sure that our narrative, I believe, should be always primarily on upward economic mobility closing an economic mobility gap of people that already exist here because that kind of means Charlotte, we are a City of growth, but not for the people that have existed here but always for people that want to move here. So, I think we need to be very conscious of that, especially given this year, given the year that we have last year, that is the overwhelming narrative of why we're doing our investment strategies in a way that would especially give that we are going to be asking taxpayers for some pretty wide buy-in with some economic development stuff for this year. So, let's just be conscious of that, which I think sets up my first question. I have two questions. Please, can you provide an update on the request for displacement and gentrification mitigation strategy for the Corridors of Opportunity? And how do we then kind of pivot from a strategy to a policy for all City involved economic development projects?

Ms. Dodson said let me clarify something as it relates to Centene because that wasn't it, that's not outward, that is a company that is not in Charlotte coming to Charlotte, that does not mean that they won't hire local citizens that we have and local residents that we have here. Of their 3,200 jobs, that they announced over 1,200 of those, I can't remember what the job title was, but over 1,200 of those were at \$77,000 a year. Those were local hires. So, I just want to make sure that just because we say we have a company coming from the outside doesn't mean that's not local hire opportunities and local hire focused on our citizens here. So, that's the first clarification.

Mr. Winston said just to clarify, that's why I was saying perception, right. We need to make sure that our narrative, externally and this is really for Councilmembers as we're going

out into the community and talking, that we're able to, and staff you can help us, how we're able to center other people of Charlotte in telling the story of what we're doing with their taxpayer dollars.

Ms. Dodson said okay, got it. We try to keep that lens on for you and can help anytime we announce a company, whether it's local growth or an inbound company. On the strategy around displacement, we are still pulling together a strategy. We're looking at different initiatives that we can do within staying in place. Then we also are getting closer to being able to roll out the information that we have looked at in the research that we've done about jobs in corridors and how to reduce unemployment in our corridors. I think what's really important about that is that those two things work together. To me, that's how you really get to avoiding displacement, is when you look at what are the jobs, what are the career paths that we can create in the corridors as well as the housing and staying in place opportunities. Do you have anything to add to that?

Mr. Jaiyeoba said very well said. I think that at the day it is about trying to mitigate displacement, business displacement, and residential displacement. As we look at this, right. It's just not just about what mitigation strategies that we are employing from one corridor to another, but how do they become policies that we can apply citywide? And again, that's where the Comprehensive Plan comes in, in terms of providing those policies that can keep people in place even as the place develops over time. So, the investment we make in those places does keep people in those places for the foreseeable future and that's the end game here.

Mr. Winston said my last question goes back to the understand, identify, consider, analyzing, implement slide, wondering just housekeeping, I guess, parking lot perspective, is there a way or do we have maybe a parking lot for big to medium size kind of economic development ideas that folks may have that are within priorities? Mr. Graham mentioned the tennis center. I talked to Ms. Dodson and other folks, for instance, Ms. Heater up in the University about how do we give a huge park or a botanical garden built up in the Universe Area. It doesn't have any parks. The ideas being floated from the community about this Queen's Park along the rail yard and things like that? Is there a way that we can, I guess, consider these things or talk about them in an effective manner? So, especially when you guys are able to say, hey, all of a sudden, you've got some land here. We got this mobility project, we got some economic development dollars. It matches this thing on this list. Let's bring something that makes a lot of sense?

Ms. Dodson said what I would say first is it's somewhat organic. But I think that when you hear me emphasize the collaboration that we have, it moves us to exactly what you're talking about faster and more easily and it becomes a part of our natural culture. But having said that, also, I know that Mrs. Flannery and Mr. Bergman, with the Budget and Effectiveness Committee, also looked at kind of what is policy procedure for using our tourism dollars and things like that. And so, we're starting to establish processes. I think it's good to have the process, but I also think that just to what you said is it's all somewhat organic where an idea or an opportunity comes up and it fits and checks multiple boxes.

So, we look for a way to bring it to you and move forward. It's a little bit of both, but I think you've got to have the first that culture of collaboration, or else we miss those opportunities and we don't think beyond what's just brought in front of us.

Councilmember Ajmera said Tracy, kudos to you for great work. I remember in 2017 when I had started serving District 5 on the City Council, I would have residents tell me with doubt that Eastland would ever happen. After years of raids and promises, you helped us deliver on that that vision. So, certainly very appreciative of your leadership on that. Also great to see, the economic development opportunity along the Beatties Ford Road corridor and other initiatives throughout the City. What I would like to see is a comprehensive view of economic development initiatives that are underway, or at least in the planning phase, whether that's Corridors of Opportunities, mobility hub, and so on. If we can have just one big or high-level vision for our City, that would really help. I know we have multiple slides. We saw a couple of slides for Beatties Ford Road, one for University, one for Eastland, South Charlotte. If we can just see that in one slide, that would be helpful. So, I'm interested in really seeing how there are multiple activities or multiple initiatives that are going on to tackle the issue of creating good-paying jobs and also helping existing businesses to thrive.

Councilmember Newton said as we talk about multi-modal forms of transportation, I just want to provide a reminder of the importance of our greenways and our trail system and their ability to connect people, and also the economic benefits of greenways and trails as well. I noticed that when it came to our materials regarding Centene, they're connecting to the Mallard Creek Greenway. I just wanted to state the importance, I think, that we should be placing on that as a form of transportation, certainly, once again, economic benefits associated with it. I think the propensity to connect people to their destinations, but also there's a recreational aspect to it. When we talk about our Corridors of Opportunity, I think it bears noting that greenways and trails are also low-cost and eco-friendly. So, moving forward, I just want to interject that and hope that we also include that in our plans when we talk about these hubs and we talk about providing incentives to companies that come to town and working with the companies that are already here to provide better forms of transportation and connectivity.

Ms. Johnson said I just wanted to kind of piggyback off Mr. Winston's question. He asked the question about anti-displacement policies. While we see this, we know that economic development is something to celebrate. There is a balance in balancing the gentrification and what a lot of our residents have experienced with the growth of Charlotte. So, I've spoken to our City Manager about some tools or our policies for the anti-displacement because Hidden Valley is an area in my District that has concerns. Mr. Jones, while we're on the subject, can you just elaborate just a little on what the City is planning or are thinking about in reference to the anti-displacement policy and the goal for this year?

Mr. Jones said sure with the anti-displacement strategy, as I mentioned, I think it was at the January 4th Council meeting and went back to a corridor toolbox, 60 plus programs. We think 16 of them would be applicable to an anti-displacement program. We used

Rebecca Haefner and some of the data that we have around the communities that are ripe for displacement. We believe that by focusing on those top 10 communities, one of which I have talked about, which is Hidden Valley, that taking multiple tools, putting them together to provide an opportunity for people to remain in place, as well as take a longer view about those corridors where we may see a rail come through and to even get out in front of that also. Our goal is to have the pilot by the summer.

Ms. Johnson said thank you. I look forward to that.

Mr. Houston said what I'd like to do, is to quickly throw another vision Vignette. It'll take us about another minute or so and then we'll go into the next part of the agenda. We actually have two more items on today's agenda and we want to thank folks for really being mindful of the time. We did get through that in less time than was allocated. So we can have the next video. My understanding this is Gris Bailey from the Latin Chamber. The Video was shown.

Mayor Lyles said it's really good to see these folks kind of just talking about us versus having that request.

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ITEM NO. 5: WORKING LUNCH: EMERGING TECHNOLOGY IN MOBILITY LANDSCAPE

Taiwo Jaiyeoba, Assistant City Manager/Planning Director said actually, that conversation we just had set the stage nicely for this very next one. So, we've been actually having a conversation with you since yesterday with regards to Charlotte Moves and what's next. We know that technology is an important aspect of that. We just talked about autonomous vehicles as part of the University City area mobility element. Also, we talked about Mobility hubs as well. So, it's very important to know that the rapid advance of transportation technologies, including electric connected automated vehicles, will be very impactful in how our residents and our region and our City, move to jobs, to schools, to health care, to recreation, to friends, and even families. So, you've seen and if you've read the Task Force report, technology integration is essentially part of that. A better understanding of it, though, in terms of where it is today, where it's headed will better inform our thinking as we have the conversation around that transformation and mobile network, and ultimately our discussions and decision making. So, it's my pleasure today to introduce you this afternoon to two of the country's leading experts in the field of Intelligent Transportation Systems, Jim Barbaresco and Greg Krueger both work for the HNTB Corporation. I've actually worked with Jim on another project like this in Jacksonville, Florida. As you know HNTB is a key partner in advancing critical highway tolling, airports, transit projects in our region and nationally. Jim is the Senior Vice President for Intelligent Transportation and Emerging Mobility Solutions for HNTB. Greg is also a Vice President with the company as well. Both of them are known globally and internationally, having worked in multiple cities. What you see on the screen actually shows a number of cities where they're talking about future advancements in

transportation. Now that actually compares to what we're doing in our Charlotte Moves. So, I'm going to spend the next 15 minutes asking them questions, and then I will leave the rest of the time for Mayor and Council. If you have questions regarding 5G or autonomous vehicles or how this really works with our Charlotte Moves Transformation Mobility Network.

So, the first question obviously that most people want to know is what exactly is emerging technology? What is an Emerging Mobility Solution and how will they differ from what you've seen from your experiences, how will they impact cities like ours, Charlotte, and indeed our region? So I'll turn it over to you, Jim.

Jim Barbaresso, National Practice Consultant for Intelligent Transportation and Emerging Mobility Solutions at HNTB said thank you for inviting us to participate today in your Retreat. Listening to your session today, it appears that you've already made significant progress toward building a modern multi-modal environment in Charlotte. The Task Force report that was mentioned earlier presents a framework really for future mobility. As mentioned, significant disruption was occurring that will continue to occur well into the future. That report really kind of provides a fairly comprehensive picture and mirrors some of the best practices and key principles from other cities across the country. We're going to talk a little bit about that.

Cities like Charlotte are proving grounds for innovation, especially when it comes to mobility and technology, of course, plays a huge part in the development of these comprehensive multi-modal urban mobility strategies, like the proposed mobility hubs you talked about earlier are great examples of the types of innovation needed. Taiwan mentioned connected automating electric vehicle technology and their disruptive impacts on urban transportation. It's important to turn that disruption into an opportunity. That means looking at investments that support safe, resilient, and future-proofed solutions. When we meet with cities across the country, and in those interactions it's been clear that over the past year that there have been significant disruptions because of the pandemic. It's forced them to look at advanced technology, to deliver transportation services in a more safe, efficient, and equitable manner. It's important to start with a solid plan and a strong technological foundation. Some of the elements of that foundation include, for example, advanced traffic and weather sensors and data acquisition systems. Those could include, like, for example, traffic sensors on the roadways, cameras at intersections, and even data sharing agreements between different departments of the City and with other agencies.

This is a big part of the Smart City Program in Columbus, Ohio, where the sharing of public health data was used to support prenatal service applications for the Smart Columbus Program. So, that's the kind of development and advances that can be made by sharing data. Another element is advanced communication networks. I know you've focused a lot on broadband and the expansion of broadband into underserved communities primarily. Many cities have developed extensive fiber optic communication networks and they're moving into a 5G environment. So, these are all critical elements for

reaching into those underserved communities. But they also lay the groundwork for future mobility solutions.

Another big element is the data management and analytics platforms that are going to be required in places like Smart Columbus, but also San Diego, L.A., Chicago, elsewhere. They're looking at these analytics platforms and data aggregation platforms where they collect all this data and they develop services based on that data to support mobility. That includes not just mobility as a service application, for example, but also the potential for new payment platforms for transportation services. Then there are the information delivery solutions, mobility as a service, and even the dynamic message signs that are on our highways. So, those are kinds of examples. It starts with a modern and upgraded traffic signal control system and even signage and pavement markings to enable things like automated vehicles, but initially, even transit signal priority, which is giving buses the greenway to get through intersections so they can remain on schedule but also to protect pedestrians and other vulnerable users of your transportation network.

Finally, Taiwo mentioned electric vehicles, and that requires a robust and redundant electrical grid and the expansion of electric vehicle charging infrastructure throughout the City to support the growth in electric vehicles that are coming. Smart Columbus is another great example where they've entered an agreement with American Electric Power to deploy charging stations throughout the region for example. You already also have a solid legacy system on which to build your system. The Links Blue Line, light rail, and your streetcar system can be the core of this multimodal landscape to serve area residents and businesses and provide that transit-oriented development and have that vital city going forward. That's really key. So, when we look at urban mobility in these emerging mobility solutions, we have to look at them through a new lens that takes into consideration the technological disruption, but also the disruption from other sources like the pandemic and social equity issues to implement an urban mobility strategy for the future. What I want to do is handed over to Greg now to talk a little bit more about some of the specific technologies around connected and automated vehicles.

Greg Krueger, Vice President of HNTB said thank you, Jim, and thank you for hosting us today. Appreciate the opportunity to be here with you. You mentioned there's a lot happening with enhanced mobility, with transportation. Transportation is an amazing part of our infrastructure,

Taiwo said I wanted to share with our audience, Mayor and Council that's listening, that Greg actually used to work for the Michigan Department of Transportation, where they've implemented a number of these and they've piloted and tried them. I think the example is going to be sharing from some of the cities that are really worth listening to and learning about what they've done in some of those places. As some of us know, I worked in Michigan as well while Greg was at MDOT (Michigan Department of Transportation). He got some really fine examples that are very comparable to some of the things we can't really implement here in the Charlotte environment. So, Greg, back to you.

Mr. Krueger said thank you, Taiwo, and thank you for having us today. Yes. As mentioned, there's a lot happening within transportation with connectivity and automation. Connectivity specifically is how do the vehicles talk to each other? How do the vehicles talk to the roadway? We're seeing places like Atlanta, Georgia, the state of Michigan, actually, not just the city, but the entire state developing programs to start to implement or deploy connectivity in every traffic signal or intersection within the city, within a region to be able to permit some of these communications for safety and for mobility along the roadway.

So, the traffic signal broadcasts the information about what's happening at the traffic signal. If it's red, how long until it turns red, if it's green, how long until it turns green, which the automakers are beginning to use to build into their vehicles, whether it's the automatic engine off that will be turning the engine on the half-second sooner than you hit the gas, which is one of the annoying things if you've ever driven one of those, or it may allow two vehicles that are approaching the intersection, if the traffic signal realizes one of them is about ready to run a red, it can send a warning to the other vehicle that there is an imminent crash ahead to start to think and have the driver of the vehicle, ultimately an automated set, start to apply the brakes. So, we're seeing cities such as Atlanta and others deploying this technology region-wide in advance of where the automakers are, which will be coming here over the next three to five years we'll start seeing widespread distribution with Ford probably leading the way in 2023 and others that have committed to follow as well and about that same time frame.

Within automation, that's the thing that we keep hearing about with a lot of cities and a lot of the car makers across the globe, where are we going to see self-driving vehicles. We're starting to see components of self-driving vehicles, whether it's automated parking vehicles that could park themselves. We've seen the commercials, I believe it was Hundi that had the ad here earlier this year or last year at the Super Bowl. We're seeing trucks that can drive themselves across interstates. We're seeing things happening at ports or on college campuses, whether it's moving goods or people in an automated fashion to be able to provide that service safer and more efficiently.

So, we're seeing as we just heard, the presentation about what's happening with mobility hubs in Charlotte to look at some of the automated vehicles to do that first mile, the last mile drop off. That's happening across the country and we're starting to see like Jacksonville, where they're taking a look at that technology and saying, can we deploy this on a wider scale and not just on campus, not just in the port, but have it operate over the entire network as opposed to just that area. So, we're seeing more automation happen. As Jim mentioned, we're seeing electrification and shared, I think, the announcements out of CES today from General Motor, I think we may have seen them change their logo. They're all in. General Motors has changed their logo, focusing on electrification. So, that's a component that we have to think about, whether it's gas tax revenues, which the NC-DOT report talked about, but also in terms of charging and the transportation network and the electric grid work together is now a component that we have to start thinking much more deeply about. So, with that, Thank you, Taiwo and we've got a couple of other questions as well.

Mr. Jaiyeoba said thank you very much, Greg. Between you and Jim if you could drill down to a couple of examples. I think Jim talked about the City of Columbus. I think they won the Smart City grant a few years ago. If you can talk to us because we're comparable to Columbus, I think we're the fifteenth-largest city in the country and Columbus is like 14 or so. But they are doing a lot of good work right now between the city, their transit system, and the Ohio Department of Transportation. Maybe Jim could drill a little bit down into that example and then maybe talk about San Diego's big five moves. That's a good one and then, Greg, I know you worked with Jacksonville on updating their automated people mover system. So, let's bring it down to some specific details as it relates to the work that we are looking at doing here with the transformation and mobility network. That's something that I think we want to know how that happened, maybe cost information. I know that Columbus experience went into some underserved neighborhoods for example, how do you address inequity, digital divide? So, Jim, I'm going to pitch it back to you, Then you can piggyback back to Greg to talk about the Jacksonville experience.

Mr. Barbaresso said in Columbus and what was really critical in Columbus was the partnership they established early on, even before the grant award and the Columbus Partnership was key to winning that grant. In addition to that, it was really a solid foundation they established with a region-wide, actually fiber-optic network and upgraded traffic signals to create this connected environment. So, in Columbus, really, there were four main technology suites that were deployed and the first one was the Columbus Connected Transportation Network, and that included the connected and automated vehicle solutions that layered on top of that citywide communications and traffic signal network. One of the key elements of that really was to reach into this underserved community, the Linden neighborhood along Cleveland Avenue. So, what the city has done is created a BRT line on Cleveland Avenue with mobility hubs within the Linden neighborhood, and at those mobility hubs, they have automated shuttles that actually reach into the Linden neighborhood and provide that first last-mile service within that underserved community. That's been very supportive in terms of getting those underserved residents, young mothers, and others to different opportunities for education or jobs, certainly for finding good sources of food and groceries and for medical attention. So, that's one of the key elements of the Smart Columbus that has really been critical. It's been based on user needs and it's been data-driven, which is really key also.

A second element is what we call the enhanced human services suite of capabilities, and that includes specific data-driven applications for persons with cognitive disabilities. I mentioned the prenatal trip-support app, but event parking, as you might know, Ohio State is located in Columbus and there's a lot of events in the city itself. Then payment solutions also, especially those that support a cash-based community. The smart Columbus operating system, which is that I mentioned a data management platform and analytics platform earlier that's so critical due to modern mobility. That's really the data engine of the Smart City. There are all these microservices that exist and layers in that operating system. So, it's not just a data aggregator. It's also a functioning operating system that helps deploy some of these services around the city. The last technology suite in Columbus is the Electric Vehicle Infrastructure. That includes grid modernization and

charging stations. As I mentioned, American Electric Power. They contributed close to \$200 million for upgrades to the grid and for the deployment of charging stations throughout the region.

As I mentioned, this project started with a \$40 million federal grant, but it's grown to more than a half-billion dollars through public and private partner investments. That's really been the key to the success of Smart Columbus. So, with that, I'll move on to San Diego and San Diego, because they have another program that parallels much of what you're doing in Charlotte. They call it their five big moves, which is really about five suites of mobility solutions to support multimodal regional mobility strategy. The first of those is transit surge, which is really all about high volume, high capacity, high-speed transit corridors. These would be like your Blue Line light rail system, for example.

In addition to those transit corridors, they're looking at smart green corridors, which is a second move, and that is the integration of all roads and all modes within these transportation corridors, these select Corridors of Opportunity you mentioned earlier. Well, it's very similar to that where these corridors exist and they're leveraging technology and environmentally friendly solutions, within these corridors to move more people, not necessarily more vehicles because one of their goals is VMT reduction. Then flexible fleets. Really what this is, is a mix of modal solutions, including everything from micro-mobility and micro transit to even hyperloop solutions. They've been talking about the possibility of some of this high-capacity, high-speed solutions within that region, depending upon the user's needs.

Then mobility hubs. You've got that going on already, at least a vision for mobility hubs within the Charlotte region and these are the facilities really that are the glue between the various corridors and the various modes of travel. That's really key is that these mobility hubs are the connective tissue that brings all of these things together. Then finally, like Columbus, they have what's called the next operating system. This is really the data management platform, as I mentioned, needed for that comprehensive urban mobility strategy and mobility as a service going forward. With that, I'll turn it over to Greg to talk a little bit more about some of the other cities that we've been working with.

Mr. Krueger said thank you Jim. I want to focus on Jacksonville briefly that the city of Jacksonville and JTA (the transit authority) had built about 15 years ago, 20 years ago now a dedicated guideway of aerial skyway for their transit system to operate throughout downtown. While the concrete and structures are in relatively perfect condition, the challenge they found is the vehicles operating on it are no longer built or supported by the vendor. So, they had a legacy issue there as well as they have this extremely valuable guideway that can only basically handle those vehicles. So, what they did is embarked upon a study about five years ago and took a look at what are some of the options they could do with that skyway and how can they start to modernize it to look forward to the next 20 or 30 years of its life. What they've decided on is and we're working with them on that is to convert from an automotive people mover system which is very focused on the type of vehicle and the roadway or the roadbed that the vehicle operates on to a more

general-purpose automated shuttle. So, using a rubber-tired vehicle that could operate on any pavement, whether it's pavement in the air, the pavement on the ground, or pavement in a tunnel, and take advantage of that guideway. By doing so, they allowed themselves to do a number of different things. They're looking at how they can deploy this over time. The first phase of it is they can extend that skyway system to operating at grade by simply building ramps to the ground, developing new operating processes and procedures, and they can now operate their transit system. They could take the mile and a half, two miles dedicated skyway, and they can extend that to be able to reach more parts of the community, to bring more people into where the jobs and hit different disadvantaged communities within the city of Jacksonville.

The second thing that I find very interesting that they can look at is by taking advantage of a dedicated guideway and not having that focus solely on one specific type of vehicle. They open themselves up to opportunities to partner with innovators in the automated vehicle space, such as maybe a U.P.S. or FedEx or others who want to move goods. Now they don't have to operate on the roadway. They can operate at grade, which has a couple of things. Number one, it takes advantage of that debt capacity on the skyway so they can use more of it.

Number two, it gets those vehicles off of the main roadway network, which reduces congestion in their downtown area. But number three, it potentially longer-term now provides them with a revenue source. So, when they actually can provide automated service to FedEx or U.P.S. at all, or even an Uber and Lyft to allow those automated vehicles on that skyway or on that dedicated right of way, because it's an open pavement condition, they can now potentially monetize some of that by charging user fees to those very specific users who have those very specific vehicles. So, that's their long term vision, but they found through the development of this that they're seeing community interest and industry interest in Jacksonville by different industries wanting to come in and talk about smart cities and bring smart city development and an actual number of incubators that are starting to be built within the region as well, that are looking at transportation and looking at ways to basically become the Silicon Valley of transportation. It won't ever quite get that far, but that's what they're seeing, is they are seeing some of those investors. They are seeing those incubators focused on transportation because of what they're doing.

Taiwo said Jim and Greg, at this point, I think I would open it up to Mayor and Council if there are questions specific to these. I know we didn't get to the 5G. The role of 5G, but that may be one of their questions. But if they don't get to it before we wrap up, you just quickly want to talk about the role of 5G is.

Councilmember Eiselt said that was a really fascinating presentation. It definitely makes me envious of what some of these other cities are able to accomplish. I think the biggest thing that comes to mind for me in looking at all of these initiatives is how important it is to have your state as a partner. I'd like your opinion on that, because as I think about embedding the technology in our infrastructure to have cars be able to talk to each other

at intersections, and we've talked about this at the state level on the N.C. First Commission, to be able to have the roadways track the vehicle information for the purposes of perhaps charging vehicle miles traveled, that kind of thing. I don't see how metropolitan areas can do this by themselves, but if they can, what's the best way to start? Because at the moment we have a State Department of Transportation that's just trying to close the gaps on their transportation needs and funding to fix roads and bridges. I'd love to see them pivot and say we need a Smart North Carolina department that combines the technology with infrastructure investment. But for the moment, what can we do here locally that's going to have the most impact and put us on our way to that?

Mr. Barbaresso said I can start by saying that it is critical to have that partnership between the local community and the state DOT. The state DOT, of course, has significant resources and of course there's the opportunity to leverage those resources to support this urban transportation strategy. Freeways bisect Charlotte, they circle Charlotte and it's important that they be part of the dialogue. That's one certainly. Two, in reading the report that they just released, the North Carolina Commission.

Ms. Eiselt said NC First.

Mr. Barbaresso said yes. I looked at that and it does have, I'll call it a recommendation, to establish like an office of innovation or something to that effect that would focus on these new mobility solutions, which is really gratifying to hear. Many states are going that way. If you look at Ohio, drive Ohio as a partner with Smart Columbus, for example, and that's a state-formed body. Then in Michigan, they have what's called Planet M, and they have a new national office of technology innovation, and electrification that is part of that whole initiative, too. It's all focused on mobility and new mobility and investment and new technology to support mobility. So, yes, other states are struggling with that balance between managing what they currently have and looking at the future of mobility. If you don't have a vision at the state level, it's really difficult to be able to gain the kinds of investment needed to support this, I'll call it an urban mobility strategy for the future. So, it's important to have that dialogue and it's important to create that partnership and express the need, especially in light of the pandemic, in light of social equity issues, in light of climate change. All of these things are impacting mobility, It's important that we leverage technology to come up with new solutions to overcome those challenges.

Mr. Krueger said Jim I make a good duo because we don't always agree on everything, So, I'm going to give a little bit of a different perspective on that, which is, while it's important to have the DOT as a partner, you need to do what's right for you as a City and we've seen that happen over and over. Columbus, for example. Yes. ODOT (Ohio Department of Transportation) was a partner with them, but Columbus moved forward with what Columbus needed to do to serve their citizens and the people within the City of Columbus. Jacksonville is the same way. FDOT (Florida Department of Transportation) is a great partner of Jacksonville and what they're trying to do and what JT is trying to do. But at the end of the day, JTA and Jacksonville have to serve the residents of the City of Jacksonville. So, what they're doing and the way they're moving is they realize that

DOT is a great partner. But sometimes there are two problems. One is the DOT is looking at the entire state. They're not necessarily focused on that specific area of that specific region. Some of the things that Jacksonville or Columbus or Charlotte would want to do, get lost in the weeds. Another is that the DOT is focused solely on transportation. What we've seen and Jim pointed out in Columbus, and we can talk about what's happening in Jacksonville and San Diego and others is a Smart City or smart region program start to very, very quickly go beyond what's happening within transportation. When we start dealing with broadband, we've seen programs in Jacksonville that just the conversation about smart cities has affected the electric department, the electric utilities. It's affected a group that's just away from my house a little bit for canines for warriors, in terms of bringing in new technology Ideas for them as well.

So, you see things happening because you're able to move a lot faster. I think that's the last thing is you've got specific issues within Charlotte and Jacksonville and Columbus and others where you can actually attack those specific problems and address those specific problems, whereas DOT, you're trying to boil the ocean sometimes and doing everything it once. It makes it's very difficult to do. So, it's important to have them as a partner, but you can do things without having them right next to your side by using open standards, by using open concepts for what you want to do, and by just making sure that they're informed along the way. A lot of times the things that you do in Charlotte may wind up driving what happens at the state. You'll wind up being the leader in the state and others within the state will start to adopt what you want to do. So, it's a fine line between the DOT is a great partner, but at the same time, you have an objective to meet the needs of the citizens of Charlotte. So, you don't want to get lost in that of those weeds either.

Councilmember Bokhari said thank you guys for a great and timely dialogue for us to be having. I'm just going to make a comment and I'd like you guys to respond to it. You guys look like you tell things the way they are. Just perhaps either cut it up and tell me where I'm thinking about this wrong or point us in a direction where we can go get more detail. Because right now, as you listen, we have this Charlotte Moves discussion, really what is arguably the largest bet in Charlotte's history, being contemplated on investing in its future. I don't think there's anyone in the world who could sit here and say with certainty that it is or isn't the right bet to make right. I think their cases can be made for both.

The angle I've been trying to bring up I'm so glad that the Manager and the Staff and everyone have incorporated you in this discussion is it's easy to sit back and kind of invest in and spend time around where you're most comfortable. History is littered with examples of disruptive innovation and how Polaroid is one of my favorite examples, how you sit back, and they were synonymous with the word instant photography. Even today you can say, oh, it's a Polaroid. I guess if you're old enough to say that, and that means the same thing. Even though they had an R&D shop with digital photography and the ability to analyze that going on in their R&D shop since the 1960s, they couldn't adapt fast enough. They weren't thinking and at the end of the day, they made a bet that said people will always gravitate towards hard copy prints and we believed that. They stuck with that. That's why Polaroid isn't the thing, right. So, that's a drastic example. But at the same

point, I feel like we're at this crux decision at our own part where we have our own R&D shops thinking about different things. The question now is where will the future of transportation and moving people, and then the byproducts of those things, whether it's on light rail or cars or whatever, where will that take place? Where were the byproduct benefits be? Will that be in fixed rail? Will that be on roads or will that be in the sky?

Unfortunately, we haven't really dug deep into that question. So to me, when I think about the cost of all of this, we only have money to do one of these things right. We can't we can put our toe in the water and say we're doing all of them. But at the end of the day, we're going to focus on one core competency. I think we've locked in and understood the gravity of an impact of rail. So, we've got an amazing storyline of the economic impact that the Blue Line has made. I think anyone would argue that was something of great magnitude, but the world and technology has changed. You can look at what it cost a cab to operate 10 years ago, what it cost an Uber to operate today, and the ability for 4G to enable that world to exist. So, 10 or 15 years from now, which is when this stuff is going to be usable, what is the cost of, let's say, autonomous vehicles take off the way we think they are? What is the true cost of moving somebody from point A to point B? Because if you take out the human cost of Uber, then you have the autonomous piece, cars that scale, I mean, we're talking about pennies on the dollar. When we talk about 90 minutes on average to get people in public transportation where they need to go, it is the most direct path you could possibly have. If we subsidize that, it would be a fraction of that ultimate cost. Which then leads us to the question of, well, what are the other impacts of all that? Of course, light rail has an impact on land-use and development and all of those amazing kinds of benefits we see. But is that the benefit we want or is it the businesses and the jobs and the ecosystem that comes along with autonomous vehicles and being 5G ready and being that kind of City in the fact that we're investing in our streets? Then commercial logistics, you mentioned that and Urban-Rural stuff. Us taking care of our City, which I couldn't agree more with.

But the fact that we can connect the 74 corridor and autonomous trucking line from the state's largest city to the state's largest port. So, there's a whole bunch of things that go into all that. But I guess my premise is, and maybe I'm right and maybe I'm wrong, is we can only go all-in-one of these bets and maybe there are flavors of different things. But if we decide to go all-in on the autonomous vehicles and people will be moved on roads other than investing in roads, the infrastructure around the hardware and the software necessary to make that happen, the electric grid, the Internet connectivity, all the governance, and law changes, we have to make. Some rules of the road enforcement insurance, the road planning, and how our city is set up right now. All of that is all-encompassing. I believe, one, we need to pay attention and do the right research to come to the right conclusion. But am I right or wrong from your perspectives that if eight to 12 billion dollars is the largest bet, arguably in our history, that there's not enough money to be all in on a fixed rail approach and to be all in on saying autonomous vehicles and the roads or even the skies are where this stuff is going in the future?

Mr. Barbaresso said one of the things that I mentioned was the need to lay this foundation for the future and that includes all of those technology elements, including the communications, but also the infrastructure that's going to be required by data management platforms because regardless of the mode of travel, those things are going to be required. That's an investment that's going to be mandatory going forward. But where the future goes, it's really on a timeline. Automated transportation solutions probably are 30 to 35 years out with regard to being somewhat pervasive. So, can you wait that long? Generally, what we talk about is laying that foundation, getting prepared for that ultimate outcome. But you still have needs that the community has right now that have to be addressed. So, you have a solid foundation with the Blue Line, streetcar plans to extend some of your light rails, and maybe by 2035 we'll see enough vehicle automation, so to speak, that some of that will support certainly the light rail lines, as kind of the spines of your urban mobility solution set with first last-mile type connectivity services performed by automated vehicles or, and Greg is working on a number of projects that encompass. As you mentioned three dimensions, looking at mobility in three dimensions with overhead underground and on the surface, looking at new tunneling technology and aerial unmanned aerial vehicles for delivery.

Then ultimately aerial taxi services. All of those and each of those has certain ridership characteristics that will say, all right, well, it'll be able to pick up a portion of the mobility needs for the region, but it's not going to be the total solution. When you're talking about all in, I see that you need a more comprehensive approach that incorporates these new technologies, but you really need this foundational solution set that builds upon your legacy solutions now but leaves room for future growth, and in these new mobility solutions. So, automated, and connected vehicles and to establish that solid foundation now and build it over the next, say, 10 to 20 years so that you're prepared when these new mobility solutions like vehicle automation really become prevalent and can be supported. Greg, maybe you can elaborate a little more, given your experience with, say, the SBTCA and all that.

Mr. Krueger said yes, I'll take a slightly different route as Jim, but I agree that having that foundation is critical. The foundation that I see may not necessarily be mode-specific, but it's having the infrastructure or the guideway available for those. So, whereas Jacksonville and JTA, they had a guideway that could only be used by one type of vehicle. By opening that up to a flat pavement that could be used by any kind of approved vehicle operating on tires, they can now change their ridership. They can use it for freight. They can use it for other items on that guideway. So, in terms of where you're going, I think you're asking the absolute right questions. But having that guideway is absolutely critical because that now gives you the ability to do what you need at grade. As Jim mentioned above grade is something that comes very quickly, whether it's aerial taxis or Uber drones or Amazon drones and Amazon air delivery, you own that right away. They're going to need that space between the ground and 400 feet above. You own that and you can manage that and you can potentially even monetize that long term as well. So, in terms of moving forward, that's absolutely critical to have that.

The other piece that Jim didn't mention, but I think he'll nod his head in agreement as partnerships are going to be absolutely critical in the coming years for these emerging technologies. 5G is one example. It's not something the City has to deploy, but it's something the City can work with, Verizon and AT&T, and the American towers of the world to leverage City assets, to allow them to deploy and generate benefits for your residents, but also potentially generate revenue or in-kind services as a result of providing that infrastructure to them. Partnering with, and we're seeing this in Las Vegas, we're seeing this in Southern California and others where groups like the Boring company and others are coming in, developing private transportation networks below ground or some even potentially above ground where they think they can move people more effectively. But they need a strong partner at the local agency or the City or the County. So, we're going to see more partners show up within transportation. Uber and Lyft are perfect examples. Transit agencies are beginning to partially fund rides and Uber and Lyft for first mile, last mile, and for underserved communities. So, those types of partnerships you need to be open to and those will all be leveraged based on that core high-volume transportation network that you're looking to develop.

Mr. Bokhari said yes, just to follow up point to say because I think one thing that was said there, that is I agree with a lot of those points. I think there's one piece of consensus that has not been arrived at, which is the time frame for ubiquitous autonomous vehicles on the road. I think there is a scenario by which if everyone sits back and doesn't do anything, yes, it's 30 to 35 years. There's also a scenario that is being discussed that if a city leans in, if a region leans in and creates the environment, that these things can operate every car company, but also every company with an R&D shop that has been playing around with 5G and Internet of things technology is going to come there. They're all going to drop down on it. So, to think in a world where what's happened in a fraction of 35 years, private companies are flying into outer space. So, to think that 35 years, oh, well, let's do this now and we'll circle back to this in 20 years, there will be winning cities and losing cities in this battle. So, I just don't want anyone to walk away thinking, okay, we'll check the box, that it's 35 years. That's the timeline by which this is going to happen because that is not something that has been agreed upon.

Mayor Lyles said if implied that, I'm sorry, I did not. I think what we're talking about for our community is we want to build something within 10 years that provides the guideway and the spine but does still allow for all the innovation that's coming. Particularly what I was fascinated by, was the idea of what's above and what's below and looking at every part. If we don't own the right-of-way, then we are not a part of that discussion. Owning the right-of-way for guideway and a spine really can dictate. This ties to the UDO and the Comprehensive Plan. If we don't lay out our City in a way that it's not just transportation, but it's thinking about those things that I call fascinating, I think that we miss an opportunity and those are decisions that have to be made today, are being made today in other cities. I heard almost every city that you've talked about has had that kind of thinking, where it's in our book, all of the checks are being made in these places, we don't have those checks yet. So, it's how do we get there? Ms. Johnson lived in Columbus and I'm sure she wants to talk about that.

Councilmember Johnson said you're absolutely right Mayor. Thank you. It was a fascinating presentation. I'm actually from Columbus. I served on CODAS Mobility Advisory Board so I'm familiar with transportation. I went to church in the Linden area. Linden is comparable to our corridors. It will be a Corridor of Opportunity. Interestingly enough, I haven't mentioned it, but I think our facilitator is from Columbus as well. I recognize him. Anyway. These are great solutions. The challenge and we're always compared to Columbus, but the challenge for me that I see is Columbus is an established city. Columbus has been a big city for a long time. So, I don't think, I wasn't involved in politics or public administration so much or in transportation, but the influx that Charlotte deals with is something different. So, yes, we need to develop creative solutions and build the foundational solutions, but we have a struggle that we are gridlocked now, that we need solutions now. So, while this is a great mobility plan for the future, we are already overcrowded and our streets are overcrowded. So, we have to lead for tomorrow but manage for today. When I see our sister cities, I think of cities like a suburb. Like Pickerington or a New Albany, that was developed and had that quick explosive growth. I would like to see our sister cities or at least from some perspective look at cities like that. How did they solve those problems? What can we do quickly to solve the problems? [inaudible] . We're looking at a \$12 billion referendum when we have areas that don't have buses today and we have transportation challenges today. So how does a city address that from your expertise?

Mr. Barbaresso said many cities are experiencing growth. There's a lot of urbanization going on and much of that is in the suburbs. Of course, providing transit services in suburban areas is much more difficult than it is in a condensed urban environment like a European City model, for example. But it's still critical to provide services in those areas, whether it's through road improvements or through transit services. Most cities are facing challenges that are quite similar, even to Columbus. They're probably the fastest growing city in the state of Ohio. But it's important still if you want a vital metropolitan area to concentrate on that, I'll call it spoken and wheel type framework and to enable citizens and residents of the region to come into the City and to provide also that opportunity for City residents to access the new jobs that are in the suburban areas. There's got to be that two-way connection. It's critical to have those high-capacity transit connections and highway connections, all roads, all modes approach to enable that. Then to have that those spokes and those spines within the city be the core of this regional transportation network. You have then that first and last mile or middle mile type of solutions that will serve those corridors but also reach into those new neighborhoods in those urban neighborhoods within the city to provide that connectivity.

I think many cities are looking at this, but they're also looking at, all right, we have an opportunity to reach these suburban areas with services and with new mobility that we didn't before because our cities have already this infrastructure in place. Now can we extend that light rail line further out by looking at bus rapid transit rather than a rail type solution or new mobility like, for example, some automated bus platoons potentially within these corridors on the dedicated guideway, as Greg was talking about, or dedicated lanes within the highways, because many cities are looking at that as dedicated lanes for transit,

but also now for automated vehicles and platooning of automated vehicles or conversion of those HOV lanes to that for the future? But having that lane reserved for special use is really critical to extending those lines further out and providing that opportunity for that connectivity to the city and for the city residents to actually reach into the neighborhoods for that access jobs and other activities, whether it's sports, entertainment, shopping, whatever.

Mr. Krueger said really quickly to what Jim had, it's that being afraid to do something different. We've seen successful cities and transit agencies that have taken their entire transit map, blown it up, and started from scratch because the dynamics of the city changed. We've seen cities retime their traffic signals every two or three years because traffic patterns have changed so dramatically that even that minor, relatively low-cost improvement, especially once you have the signal system in place, can provide significant mobility benefits. There's a difference in looking now once you have some of those tools available, but it's not being afraid to do things differently than you've always done them in the past. As an engineer, that's sometimes very hard for us. But it's also sometimes the most successful thing is the simplest things really quickly, knowing that there are going to be a significant change, but the relatively simple to implement.

Councilmember Driggs said guys, really interesting presentation. I was amused at your reference to GM's logo change. Now, I wonder if that has anything to do with the fact that the [inaudible] is personally worth about three times as much as the entire market cap of GM. But what I'm trying to do is relate everything that you've told us to the plan that we're contemplating, our mobility plan. I'm not convinced that it's about putting all of our money into one basket or another basket. But I think there is a question about the sort of the balance of modes, say and the way think.

Due to technical difficulties, there was no audio of this [for this portion of the] meeting.

Mr. Driggs said the large majority of our investment that is going to go into rail doesn't offer any flexibility? So, we're going to make a decision and we're going to put three quarters or something of the money that's in our plan. From that time forward, we are committed to certain routes and to certain technology and of course, it won't be built out for 10 years. It's not going to be paid for 40 years. So, is there a reason, based on the issues you've talked about, thinking in terms of what portion of our transportation plan ought to be in the form of this thing? What can we safely commit to that ridged long term? Are we better off setting aside for investments that can evolve over time based on kind of changing geography, changing technology, and a whole bunch of things that we can't really recognize yet?

Mr. Barbaresso said it's really hard to put a number or percentage on that certainly. I mean, many cities have looked at this question, should we go with light rail or a more flexible model of travel like high capacity BRT with the capability ultimately of automating that to tuning the buses to really provide more high capacity and lower headway service.

Then that allows some flexibility because those buses could then potentially use other roads and aren't necessarily restricted just to that specific rail line, for example. But the stations for those BRTs are going to be intact. They're not going to move, at least at this point. Those mobility hubs are going to be critical infrastructure going forward and again, like I said, connective tissue for many of these modes and for the corridors. So, it depends. I mentioned the extension of a light rail rather than extending it to provide a BRT line to extend it as a possibility. That includes any new light rail line. There's this tradeoff between what a BRT solution or an automated transit solution ultimately can provide for rubber tire type transportation versus a more fixed rail type solution in that corridor. Then you have, as part of that trade-off the transit-oriented development that was mentioned and the impact of that on the economic vitality of the city, the growth and such, that needs to be taken into consideration.

Some of these things will be considered during the NEPA process. I'm sure, as you look at and alternatives going forward. If you've already gone through the environmental process, then you may already have the answer to some of that. I would say try to be as flexible as possible going forward. Use what you have currently as the core of your urban transportation network and build upon that. There's no need to tear out what you've got but leverage it and build upon it. Greg, I don't know if you have other thoughts on that too.

Mr. Krueger said continuing to refine your plan. So, you've got a great plan way up here and you need to keep getting more and more detailed over time in those questions that you're all asking can start to be answered in terms of technology right-of-way, what is the best solution. But you have that vision. Now it's a matter of continuing to refine that vision and making some of those tweaks and adjustments to language vehicle type, getting ready for engineering and design Implementation.

Mr. Driggs said a large-scale rail project is does not offer that much scope to that. Once you start down a path, you're putting a lot of money for design and engineering and you can't modify it meaningfully compared to, say, bus rapid transit, where you could put a lot of vehicles out there. They would be superseded by vehicles incorporating newer and newer technologies. At the end of the day, you could have a variety of vehicle sizes operating without a driver and providing a greater density of granularity of service than you could never achieve with rail. So, I don't know when that's going to happen or if it can happen. But when you're dealing with the amounts of money we're talking about, potentially you have to do things on a large scale is huge.

Mr. Barbaresso said you hit the nail on the head with regard to flexible opportunities with regard to transit and with BRT, and ultimately, as you automate that solution, the use of different sized vehicles, different purposes for the vehicles, et cetera. I mean, that's really part of this future that we're going to face when it comes to urban mobility.

Mr. Driggs said great presentation, thank you.

Mayor Lyles said I just wanted to say the advice that we've heard from places like Austin and L.A. is that you must commit. When you're asking people for their hard-earned money, you must commit to a plan. What I hear you saying from the technology side, your plan has to have certain flexibility because it's going to go through the federal process. Your plan has to have flexibility. The idea of like how do you do one lane for dedicated buses, but how do you think about automated cars? So, I'm wondering if someone can help us, and I don't want to answer it now, but there's a creative tension there of saying you must tell people how you're going to spend the money, but you want a system that works when 10 years comes by or the automated cars are coming and build on that. So, I heard the guide ways I've heard the spine. But I'd like to hear the difference between you must tell people exactly what you're going to do to get them to understand and buy into your plan and you must have the ability to be flexible for technology. So, that's just something that we could explore.

Councilmember Winston said well, Mayor, I always say you help me out in terms of getting my point out. You kind of teed me up right there. I believe this is an excellent discussion, an excellent presentation. To the colleagues and the staff, I want us to be cognizant of what we're talking about yesterday. How do we be always doing work to be a high-performing organization and team and make sure that we're always moving the conversation forward, especially when it comes to how do we translate these ideas into policy positions? We've had a similar presentation at last year's Retreat as it relates to automation in a couple of cities in Arizona and different cities around the country. This is something that continuously comes up every time we have a Charlotte Moves conversation. I'm wondering, is there a way that we can facilitate? These are deeply important conversations to have. Some of the questions that I hear Mr. Driggs and Mr. Bokhari presenting are what I hear from constituents all around the City. So, is there a way that we can facilitate these conversations so they're not just simply academic, but they are effectively guiding us on policy positions that we're taking?

I talked to Mr. Bokhari about this a couple of weeks ago I thought he was going to speak to it. I would like to see, especially as we kind of facilitate conversation around Charlotte Moves, what is the interest of creating a Council committee that specifically looks at disruptive emerging technologies so that we have a place because it's considering that is different than as it was said, the investments that we're going to make next year versus five years versus 10 years versus in 25 years? But wherever the technology emerges, whether it's in five to 15 years or 15 to 30 years, we do have to make some decisions and understand where we are now. Is there an appetite to create a specific committee and a venue to have these discussions and consider? Is that something that can work within our framework of a high-performing organization?

Mayor Lyles said discussions when we come back with this Retreat reports to say this is a recommendation, ask the staff to look into it, Taiwo to look into it, and we all talk about it but put it as one of the tentative things to come out of this Retreat. Is that acceptable?

Mr. Winston said that's quite acceptable.

Councilmember Ajmera said you're one of the last speakers and most of your questions have been addressed, usually gets addressed. My questions around short-term versus long-term solutions was addressed by Ms. Johnson and really collaborating with the state was also addressed from yesterday's conversation around what and how? That's the question I want to ask our panel. I'm not sure if they have listened to our discussion yesterday, but we are in the very beginning phase of our Charlotte Moves conversation. Overall Council agrees that we do need to invest in our infrastructure, and that is great. The challenges is how and the details. So, at what point we can say, let's focus on what for now and then we will get to how as we move forward or as we sort of evolve. As you said, we have to be flexible because this is really a moving target here. So, just really like to understand from the planning perspective as to when you think we should really dive deeper into how once we have consensus on what from our various stakeholders?

Mr. Barbaresso said I have a little bit of trouble hearing the question, but the question seems to be, all right, we focused a lot on what, but not how and how do we move from defining what is part of the plan to how we implement the plan. Really it is critical to take that step. That's the critical step is moving to an implementation plan. One that actually defines how you're going to meet the requirements that have been set out in the plan. When we talk to cities and other agencies about this, we talk about putting together one, technology roadmap and an implementation plan around that roadmap. Greg has a great example from Jacksonville where we built this road map. It was time-phased and It dealt with the various technical elements that are going to be required to move to that automated guideway transit solution in Jacksonville. Then the implementation plan deals with not only the technical elements but also the regulatory and barriers that need to be overcome. That's going to be critical too in North Carolina and other states to move the ball forward. It's important to not just look at the technology, but then also all the regulatory barriers that need to be overcome and work with your legislature, work with your local policy at the City Council here to develop the right regulatory framework to move the ball forward.

But all of these steps do need to be laid out in defining how it's going to be done and the implementation plan. It includes a road map, it includes a specific implementation plan that has, and this is critical to again, going back to that other question, we need a specific plan that we can present to the public for a referendum to support and invest in this plan. That's really an important piece of this, is having that implementation plan in place for not only getting public support but also to lay that vision out in a realistic manner that's time-phased and includes all those important technologies and regulatory actions that are necessary. Greg, do you have any other comments on that?

Mr. Krueger said no, I think you've covered it.

Ms. Ajmera said so that brings me to my follow-up point for our Planning Director. Certainly, I think we've come a long way and the Task Force has done great work in putting together this vision. What I hear from Catalyst now is that now we have to go farther into developing this roadmap, followed by the implementation plan that will include

a timeline and all of this regulatory consensus that we have to build so that we can actually take it to our constituents and say, here is what the plan will look like, that includes the timeline so that we can get buy-in from many of our constituents.

Mr. Jaiyeoba said [inaudible] today from the City of Austin, Texas, and while this particular session has dealt with Emerging Technology, we wanted to speak to those who have actually connected their Comprehensive Plan to their regulatory plan and their Strategic Mobility Plan, went to a referendum in November 2020, succeeded and are now about to translate their roadmap to something that's going to be on the ground. So, the question that Councilmember Ajmera asked is a really good one, and hopefully, Gina and Anika on and they are listening to that. But once we get to that point, I'm sure that they will be able to speak to that even further. But that will be our last session for the day. Whenever we're ready.

Thank you very much, Jim and Greg. Thank you very much for speaking to us about the Emerging Technology piece.

Mr. Krueger said I appreciate it very much. Have a successful Retreat.

Mr. Jaiyeoba said I'll say that as the beginning of the conversation, we're definitely following up on what Councilmember Winston said will be bringing them at some point TAP to also speak more about the Emerging Technology and some of these and really go into details.

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ITEM NO. 6: CHARLOTTE FUTURE 2040 AND CHARLOTTE MOVES: IMPLEMENTATION STRATEGY

Taiwo Jaiyeoba, Assistant City Manager/Planning Director said this next segment really combines our Comprehensive Plan and Charlotte Moves effort. There's a lot of questions you may want to ask that really about impracticality, especially when it comes to a mode of choice, balancing today's needs with tomorrow's future needs, talking about the funding piece, and all of that. But before I turn it to them, for the last two years, we've been working on the Comprehensive Plan and we're now getting to that point now where we're talking about a public hearing in March and adoption in April. As a matter of fact, today we had almost 200 people show up for a community conversation on the Comprehensive Plan. So, we've engaged the homebuilder's industry today in another conversation as well and we continue to do that.

It's very important to you, obviously, to understand how all of this connects together. Before we look into that future, it's really about when we're talking about the 1998 referendum, there was a 2025 population and employment projection that was made for Charlotte and the towns in the county. It's interesting to note that by 2017, we had exceeded those expectations tremendously. So now we're saying that in 20 years' time,

Charlotte's population will grow by another 385,000 and we will have over 200,000 jobs. We know that before we get to 2040, we will have exceeded his expectations too. Yesterday were talking around and planning and working on some numbers and we found out that in 10 years' time, The town of Mint Hill will double its population and will be the fastest-growing town in the county just in 10 years from now. So, when we're thinking about our future land use, where we are today, and where we're going to be, we will be over a million people just thinking about it in 10 years' time. And so the Comprehensive Plan is really about, well, if that's the goal, then where do we go? Where do all these people live? Are they going to be living along corridors? Are they going to be living in the urban areas or in the suburbs? Are they going to be living in some of the surrounding towns? But it's not important to address where we grow, but also how we do it. What are the regulatory process is by which we can make sure that we grow in a manner that's smart, compact, not sprawl? Maybe focus along some transit corridors for the most part, maybe focus around employment centers? We talked about that earlier. I could live in [inaudible] districts that is a new concept for how we're going to be attracting jobs. But it's very important that the Comprehensive Plan talks about where we grow, where those corridors will be, how we grow? But more importantly, my mind is how do we connect all of this, which is where the Charlotte Moves comes in. I truly believe without a successful Strategic Mobility Plan that's really multimodal in nature, it's going to be very difficult to implement our Comprehensive Plan.

We've heard a lot today about not just thinking about that what that 20 years look like, but also really what should we be addressing today? In 2017, Council adopted what we call a Transportation Action Plan, which is what Council has been doing since 2006, I believe every five years. The one that was adopted in 2017 was multi-model in nature. You recommended at that point a \$5.1 billion investment in our transportation network through 2042. Between 2017 and 2042 recommended that we should have an investment in transit, in bikeways, in greenways, in trails, including some of what we've had a conversation around today. But since we started the Comprehensive Plan in 2018, we felt it was time for us to retool that Transportation Action Plan into what's called a Strategic Mobility Plan that not only about integrating some of these plans and policies, but also how do we make sure that when you integrate them, they are aligned together in such a way that they meet today's needs and future needs? And to also set some new goals for us as to how do we move people, especially in open space?

A lot of what we've said today, Included in that Transportation Action Plan. So, we do have some of those policies today. But they were not necessarily tied to a cohesive citywide plan, which is really what a Comprehensive Plan is about. That Transportation Action Plan, which will evolve into the Strategic Mobility Plan; the efforts started with the Charlotte Moves Task Force, which is really looking at the Transportation Action Plan, looking at the 2030 Transit System Plan, looking at the work design around greenway's trails corridors and really pulling them together, understanding where the issue of policies related to technology integration comes in. But not only that, though, it's also about how do we achieve our Strategic Energy Action Plan goals and how do we make sure that Vision Zero is also included in that conversation? So, I felt that today, as we discussed

that Comprehensive Plan and as we talk about our Charlotte Moves, we should talk to some of our colleagues who have been there. They've also had a Comprehensive Land-Use Plan. They've worked on the regulatory piece, and then they develop this Strategic Mobility Plan that eventually led to a \$7.1 billion referendum in Austin, Texas, last year. But they also set goals that mobility was about moving people, not just moving vehicles.

Today, we see that in Charlotte, about 76.6 % of people drive alone. Austin is just a little bit better than we are. But we set a goal that in another 20 years, they want that to be about 50% of the people, while the rest will be like a phrase that are Councilmember Driggs used by balancing the modes. Investment in how we balance all these different modes so that it doesn't swing in one particular direction. So, I'm happy to introduce Gina Fiandaca and Annick Beaudet to you today. Gina is the Assistant General Manager for Mobility in Austin, Texas, and Annick is the Project Connect Planner who actually led the efforts to get Austin to where it is today. They will share a few slides with you. Then you will definitely have the floor to ask them the questions that you want to. They've gone through this. They've gone through the same experience of exceeding their growth. They were investing incrementally for many years in transportation, and they also set in motion target until they decided a couple of years ago that it was important for them to do something transformational. So, hopefully, today we will learn something that really would help us in terms of helping to shape the Charlotte Moves strategy and really impact where we are headed with regards to our Comprehensive Plan as well. So, Gina, I'm going to turn over to if you're going to advance in this slide for then.

Gina Fiandaca, Assistant City Manager for Mobility, City of Austin, Texas said thank you so much for inviting us here today. As Taiwo said, I'm Gina Fiandaca. I am the Assistant City Manager for Mobility Service outcome for the City of Austin, Texas. I will be joined here today by Annick Beaudet and Cheyenne Krause.

We are excited to sort of share the Austin version of what we've done to advance transportation and specifically the Austin Strategic Mobility Plan. We appreciate the opportunity to talk with you about how you can approach your own mobility challenges and move forward and planning, not only your infrastructure related to transportation and all things active transportation, but capital projects as well.

Today, Annick and Cheyenne will provide you with an overview of Austin and our approach to mobility. Then we will discuss our Strategic Mobility Plan and our capital programs. We will leave a significant amount of time for questions. I will let at the beginning of this presentation that I'll be dropping off while Annick and Cheyenne go through their portion of the presentation. Then hopefully, I'll join you back for questions.

First, an overview of the City of Austin. Like Charlotte, we are a rapidly growing City. Our MSA is regularly among the fastest growing in the country. We went from sort of a sleepy college town in the mid-1980s to the 11th largest City today. We have a strong and diverse economy. We have significant technology sectors and companies in the medical industry, educational institutions, and all levels of government that are strong drivers of our

economy. We have beautiful art and entertainment culture here. We are proud of that in particular, and we take great pains to promote our local economy. You'll see that in other aspects of how we view mobility, supporting the economic vitality of the City. We certainly have our political tensions with the liberal and progressive local leadership and deeply conservative state leadership, but that doesn't mean that there's not an opportunity to find common ground and to work with our partners. I think what you'll see in some of our presentations here is how we have sort of leveraged those opportunities to find that common ground to support our mobility challenges. Local stakeholder participation and finding opportunities for civic engagement with a really savvy consumer that we have in Austin. They're used to being able to participate, to come to our Council meetings, to our Boards and Commissions and we go to them. That's part of our approach to advancing the Strategic Mobility Plan and all of our sort of initiatives here that have led us to the success that we've had with various bond programs and most recently, two propositions that were approved by the voters just this past November that you hear about later in the presentation. We take great pride in our sort of approach to civic engagement. We've had some challenges with declining affordability, population diversity that causes increases in traffic congestion and just puts more pressure on our mobile systems. Like any other major city, we face challenges around the sort of intersect between land-use and mobility. That's been sort of a common thread throughout our approach to mobility as a service for the City.

Austin's approach to achieving mobility sort of parity, I'd say, in our City and we're a home-world City with the strong Council-Manager form of government. I'm the Assistant City Manager over the Mobility Outcome. I oversee six departments. Transportation, Public Works, Street Mobility, Aviation, our Corridor Program, and most recently, our Projects Connect Program Office. We have Strategic Direction 23, which is sort of the overriding outlook for the City. Under that umbrella, there are other various plans that sort of set the compass for our development over the coming years. The Strategic Mobility Plan is under that umbrella. We work closely with our partner agencies our state agencies, our regional agencies, all of our counties, and our nine school districts. Importantly, we work with other state agencies and City agencies, and our partner agencies across the enterprise.

This is a busy slide, there's a lot going on here, but the intent is really to demonstrate that we've had many significant milestones that have occurred rapidly. It's sort of in five-year increments and from about 1995 when our previous Transportation Plan was adopted until 2014, we really were sleeping when it came to mobility and our approach to mobility. We didn't have a Comprehensive Strategy and we weren't unified with our community, and we missed a lot of opportunities to truly listen to what are our voters, our constituents, our residents, our businesses needed in a mobility system. Our focus shifted in 2010 when we had a voter-approved General Obligation Bond that included funding for our Corridor Programs. This was the first time that we started to think of our streets comprehensively and completely and change the way that we approached mobility.

After that shift, we had another sort of shift in thinking that occurred in 2014 with the failure of a transit and roadway referendum. That shift sort of culminated with a shift in our local

government structure. That was a time that we really believe that the 2014 investment failed because weren't really unified in our approach to what our community needed. There was some tension between the City and our Transit Authority, and our voters sense that. So, we took a year to do some soul searching and to regroup as a City internally. What that meant was that within our own Transportation and Mobility Service group, we sort of went to the community, we listened to the community, and we put a bond referendum before them. That bond referendum was very successful. It really launched the Austin Strategic Mobility Plan that is in effect today, and that was approved in April of 2019. That was the largest bond in Austin's history, dedicated to mobility. We had continued and great success with that, but really, it was a result of our shift in thinking and listening to our community. What you see here is that in April of 2019 when that Strategic Mobility Plan was adopted, we sort of set the stage planning for what happened this past November with passing Proposition A and Proposition B and establishing sort initial governance around how we would fund a Transit System to building on those early successes was key to how we approach the future of mobility and what you see here before you today. I will turn it over to Annick Beaudet to just walk you through the Austin Strategic Mobility Plan.

Annick Beaudet, Mobility Officer at the City of Austin said thank you, Gina. Austin's Strategic Mobility Plan as Gina said it was adopted in April of 2019, it was described at the time as being perfectly bold. When we think about transformational projects and being unified, that is really what we're striving for with the Austin Strategic Mobility Plan. We had a unanimous vote at Council for the plan, which really spoke a lot about our Council and our community's confidence in this vision.

What were the challenges that were trying to solve with this plan? Of course, safety first. We have a strong Vision Zero program and that is the first chapter in the plan that you will see. We set out to solve for transportation safety. We set out to solve for multimodal. All of our streets should be an all-ages and abilities network and look at serving the diverse community that we have in Austin. By doing that, by making our streets work as hard as we do in our transportation portfolio, as I like to say throughout the process, that our streets can do more, our streets can carry more people, not just vehicles. We need to look at that, especially when we started looking at the data. As Taiwo pointed out earlier, our population doubles every 20 years. So, how are we going to move around in 20 years when we're trying to answer that question? How are we going to do it for the different needs throughout our community?

You all just heard a lot about technology that was really also a big focus and hot issue, as we're starting on the planning process and what we did with technology, we were scratching our heads on how to plan. How do you do planning around such an unknown around automated cars, that sort of thing? What we did was talk about travel demand management, and we really put it into assumptions around how was it going to help us with the demand on the network that we had. If anyone wants to follow up with me on more technical questions than that, we can certainly do that. We want it to be financially

and environmentally sustainable. Of course, we're trying to solve those issues that face cities.

Then, as Gina pointed out, collaborating not only with our community first and foremost but with our partner agencies and organizations to make these decisions together as we walked through the planning process but most of all, in government, we all know that we have limited time and limited resources always. So, we set out at the beginning, the Transit Authority and the City of Austin, we set out in this planning process together, focused our limited funds and limited time and limited energy on sharing voices we haven't heard in the past in planning processes, elevating the voices of the whole communities, [inaudible] and underserved in our capital programs. We felt that if we did that right and we did a good concerted effort to do that, we would bring up the rest of our community. That was what we did and really tried some new things in engagement.

Our goal is a 50/50 vote-share as Taiwo pointed out. This came to be through a data-driven process. Lucky for us 50/50 is not only where the numbers fell with regards to our population projections and our travel demand model done by our Metropolitan Planning Organization when we started doing some technical moving around of what is the mix that needs to happen in 2039, 20 years from the adoption of the plan to keep traffic the same as it is today in 2019 or it was, but we will have doubled our population. That was a statistic that really resonated with our public as were out with public engagement. That could really understand. Then also when we said 50/50, it was fair or balanced. People said, well, I am going to need to drive my car and see myself teleworking. I don't see myself doing other things and we said that's fine. We're going to strategically add roadway capacity where we can in partnership with our DOT as I mentioned earlier in the day. They move cars. Our DOT also is in the business of moving cars. So, the 50/50 resonated, not only was it the data-driven number that worked for us as planners, but it also seemed fair to the public. Then the mix of 50% of people driving alone during peak hour to work and then the mix of how many people would bike or how many people would telework, we really did our best estimate, but that will go at the speed of trust with how you build out those other systems. Right. How much funding are you putting into your bicycle systems, your internal systems? What do your policies like for telework? Seventy-four percent we're a little bit better for the drive alone from this statistic. Now post COVID so much more teleworking. Right. I'm hoping that as a transportation professional resonates throughout the nation with the part of the pie in 2039 being a lot more telework. We were relying on high capacity transit, which I'll get to the second to really move the needle on that 50% other things. But now I think we can really rely on telework as well.

How do we get there? High level, our Strategic Mobility Plan built with our community contains 126 policies. I would say bold policies around parking and other controversial things that we know are very difficult to talk about with the public but have to be talked about. We did and we were able to vet those with the community through this planning process. We have hundreds of multimodal projects and those are contained in a street network table that I'm going to talk about in a second. But every street in our city is cataloged in our Strategic Mobility Plan, and the element of the system that it serves is

recognized on the street segment and accounted for in the plan. Then how wide the street needs to be in a perfect world to accommodate all the segments of our systems, whether it has its part of the bike network. Of course, it will have accessibility and sidewalks as part of our Transit Authority Network, or is it part of our local Bus Network, et cetera. The amount of space we need ties directly to our Unified Development Code.

That is how we have the teeth to ask for land or right away from the development community along our corridors and other streets as development happen so that we can be sure and have the space to make our much-needed transportation improvements ongoing and ongoing. Of course, we have action items, target indicators to be able to measure our success. Unlike our past plan that Gina talked about that was adopted in 1995 and did not have a significant date until this one, we are not going to sleep on our laurels any longer. We're going to keep mobility active in the minds of the public and do probably a five-year update to the plan every five years and keep it in the public's eye.

The important elements from a technical standpoint are our priority networks, so for the first time, we have elevated the different systems and the key networks that we want to elevate in those systems. The most important one is our transit party network. You have been talking about transit a lot. It was a big discussion in Austin, especially after the failed referendum in 2014. How do we have a united front with our Transit Authority towards a vision? Project Connect, which is The High Capacity Transit Vision which passed on a referendum this past November, the \$7.1 million.

We started out in our planning process with our Transit Authority and the Strategic Mobility plan in the City together with the idea that was going to include the Transit Priority Network, the High Capacity Transit Priority Network in our cities plan and have it be adopted by ordinance and that was going to be our Transit Priority Policy. We'd never done that before. Our City Transportation Plan prior to 2019 did not include transit at all. It was left to the Transit Authority and there was no connection. That was a huge, as Gina pointed out, step in the right direction to unify a vision that the public could then see that we united towards a vision and they could believe that it would happen. So, we have our maps of all of those networks. Then the Street Network Table is an appendix to the plan that is an inventory alphabetical order. As I said, that anybody from a designer to the general public to a City Council member can lookup streets in their district or in their neighborhood and see what they are today or what they should be tomorrow and what elements are included so that when we T up projects out of our Bond, there's no surprise. What the vision is and how it leads to that 50/50 mode-share is all in one place.

These are the tough strategies that at the end of our planning process came to the top. And again, safety first, reducing traffic fatalities and serious injuries. Then I'll point out two things. The last slide, which Taiwo pointed out is a shift to moving people. How do we move people to the places they need to be? Jobs, health care, outdoor space, parks, and open space and education were the four that kept coming up that the public was interested in, which makes sense from a planning perspective. Then addressing affordability linking housing and transportation elements. We were also working on a

comprehensive update to our land development code at the same time. So, both of those two sides of the same coin are being discussed at the same time. Then right sizing and managing parking supply, which is still a very controversial subject in Austin, but one that we incrementally keep working towards and educating folks about the nexus between free parking and driving and how that will affect our 50/50 mode share.

Then lastly, before I pass it on to Cheyenne to finish up, the three things that I'll leave you with is that our Strategic Mobility Plan is the transportation element of our imagined Austin Comprehensive Plan that's required by our City Charter. It took individual mode-plans that we have done over the years, a bicycle plan, a sidewalk plan, an urban trust plan, and the transit plan being produced by our Transit Authority and took it all into one plan under one ordinance for a unified vision. It's an aspirational plan and that doesn't include dollar amounts or project costs. It just shows the outcome that we are striving for in order to manage our mobility. It has all the ingredients there. So, when we do an annual budget, annual capital planning, and our annual budgeting or we go to referendum or for a bond election, we can pull those ingredients together into either signature name, signature projects, or buckets for individual mode systems with the trust being in the plan and that funding is going to go towards those networks.

Then lastly, it's a singular policy document approved by ordinance, which gives us the authority to ask for right away through the development process, through a unified development code and it is also important as we go out for grants and other partnerships with the community that we have a unified plan that has been vetted by the community. Now I'm going to turn it over to Cheyenne to talk a little bit about how our capital programs work underneath the umbrella of the plan.

Cheyenne Krause, Assistant to City Manager at the City of Austin said I am a policy aide in a City Manager's Office working for Gina Fiandaca and I had the pleasure of working with really great mobility outcomes across our six departments. We're all really committed to achieving the goals in the Strategic Mobility Plan and in our strategic direction 2023.

So first, we just wanted to provide a kind of overview of the significant investments in terms of capital that have happened in the last four or five years. We've had four voter-approved referendums and I'll go through those a little bit more in detail. The first one, the 2016 Mobility Bond and really is what started us on this path. It was the foundation for community engagement, for the dropping of the Strategic Mobility Plan. It really mobilized our community around capital investment and kind of modernizing our thinking about how we invest as a community with voter-approved dollars. It was also the largest single proposition that the City of Austin has ever put in front of voters and that it was successful. We subsequently had two additional bond packages, the 2018 bond, and the 2020 Proposition B, and we also had in 2020 Taiwo, Annick, and Gina alluded to, proposition A, which means for Project Connect tax [inaudible] election and I will go into that in more detail.

First up is the 2016 Mobility Bond Program. I already mentioned that it was the single largest voter-approved proposition that the City has ever had. It was really a monumental shift in how we do business. It was created after significant public engagement throughout 2016 following the failure of our 2014 voter referendum. The community really identified needs in three categories regional, corridors, and local mobility. Regional are those roads, kind of exactly what it sounds like. Those are roads that are maybe connecting people to other cities. They might be more highway environment, less residential, less urban, higher volume, the higher speed tends to be. The corridors are imagined Austin Comprehensive Plan calls for centers and corridors where we have neighborhood community centers like you see here in the photo. HEB is a Texas-based grocery store. This is an HEB near downtown that has a shopping center around it with banks and things like that also connect several neighborhoods. So, the corridors are those links between neighborhoods that tend to be more urban. They tend to have a really nice mix of people walking, biking, driving, tend to be high volume roads as well.

The last one is our Local Mobility Program. These are sidewalk and bikeways, programs, urban trails. We have a Safe Routes to School Program that focuses on connecting particularly elementary and middle school children to schools in a safe way so that they don't have to be driven by their parents. Our Vision Zero and Transportation Safety Program as well. What we experienced in Austin is that for the first time in 2016 there's a shift towards programmatic investment. So, for the regional projects in our Corridor Programs, we had very specific parameters on spending. We had specific named roads. You see a few of them under the regional category there, but we're really boxed in, whereas, with the Local Mobility Programs, our City Council entrusted us to spend that money in line with our mode plans like it's talking about.

So, for example, the City Council directed us to promote equity via geographic dispersion, but other than that, there weren't a lot of priorities or parameters put on how we spent the money. This was the first time that it was like that and the way that the City Council did that is through what we locally call a contract with voters. 2015 is the first time we had a contract with voters that I'll get into more about what that means here in a minute.

For the 2018 Bonds we had one of many propositions for things like parks and libraries and affordable housing was Proposition G, which was focused on transportation. Following the success that we had with the 2016 programs, the City Council, and the community entrusted us with only allocating funds on a programmatic level. So, in 2018 the Bond program was not a named project at all. It was totally allocated, for example, to street reconstruction, urban trails broadly without having a specific bridge or specific trail in mind. This is really what we believe, it demonstrated the commitment that we had made to the community to follow the plans and priorities that they had supported and that showed with our policymakers as well.

In 2020, as Annick alluded to, following the success of our Strategic Mobility Plan and our two previous general obligation bond programs. We embarked on an effort to create essentially what can be the most impactful transportation investment this community had

seen probably in our lifetime. So, our City Council, following the success of the S&P, the creation of the Transit Priority Network. They directed us to figure out a way to support Capital Metro Project Connect high capacity transit investment. As alluded to Capital Metro is our partner transit agency. They are an independent agency separate from the City. If it's relevant to they're funded through a portion of the local sales tax, and not through property revenue or anything like that. So, they have really strict parameters on how they can spend money and that type of thing. What we did following the support or following support from our City Council and the community is we partnered with Capital Metro to put in front of the voters and an increase in the City's overall tax rate, and that proportionate increase, which is 8.25 cents, was dedicated to Project Connect. That money will flow in perpetuity towards this investment and it will be used for both design, construction, and ongoing maintenance and operation and the state of good repair. The system includes, like I said, a really monumental investment in transportation and mobility in our community. The new light rail expansion of our existing rail system should be a transit tunnel under downtown, new rapid bus routes facilities, new neighborhood circulators for some of the neighborhoods that are not as densely populated. One of the things that we're really proud of is that it also includes \$300 million for transit, supportive, and anti-displacement funding. Again, it's linking transportation and land-use housing in a way that we believe is possibly the first example of this in the country. So, we're very proud of it. We try to emphasize that we know transportation investments, significant capital investments can impact and impact, particularly those who are financially unstable. We have a duty to do our best to ensure that they can take advantage of the investments as well so, we're proud of that \$300 million.

What we also did was created a new local government corporation that is independent of the City and Capital Metro, but jointly created by both to implement Project Connect. So, the flow of funds is that the tax rate revenue will come to the City and immediately be transferred by ordinance, essentially to what we call the Austin Transit Partnership with the Local Government Corporation for implementation of Project Connect.

We also had Proposition B in 2020, and this was a general obligation bond program for transportation safety and mobility. What we wanted to emphasize here is that again, we're investing in programs rather than main projects, which really puts emphasis on a strong, robust planning process that the community supports and that the policymakers understand. The only exception that we need and Annick alluded to this is our large capital delivery. You can see on the slide here that we have a few specific main projects and what I like to refer to them as is that these are really signature transportation projects. These are projects with significant community engagement in history that are very well defined through their technical engineering, design, environmental processes, and are widely supported by our community as an existing transportation need. The photo on the slide is of the Longhorn Dam Bicycle and Pedestrian Bridge. This is a project that will provide much-needed access across the Colorado River. Right now, people are walking and biking across a very, as you can see it on the outside of the rendering, a very narrow dam over the Colorado River. It's really unsafe and we know that. We've prioritized this investment with the community. It's been a very long process to get us to this design

consideration. So, that was a signature named project that we chose to include in the 2020 proposition B. That's where we feel it is appropriate to name projects and be specific when they really have that name recognition and involvement in the community.

We wanted to transition and just note that there are some keys to success and lessons learned if you will. The first one is our investment in programmatic spending rather than name projects. Annick used this phrase when we're building this presentation and it really stuck with me that programmatic spending is the artistic side of capital planning investment.

This is essentially an opportunity for us to enter art and creativity into a very technical process. So, yes, we have a sidewalk plan that says exactly what priority each gap in our sidewalk system is, but we have significantly more gaps than we have available funding even with our recent referendum success. Therefore it's up to the staff to put on it to be creative and use their professional judgment to identify the very high priorities. What comes to the top and what can we do? It provides us the opportunity to use our professional staff to identify the needs in real-time and make partnership opportunities a reality that otherwise we might miss out on. This also makes our dollars go further. So, for example, if a developer was only going to build a sidewalk in front of their building, leaving a gap between the new sidewalk and a transit stop, we can come in, use our flexibility to recognize that need, and use the program dollars to fill that gap. This is more impactful and thoughtful than if we just focus on projects that we as one entity could deliver from end to end. It really allows us to have that flexibility. But I would just reiterate, this is responsive and transparent to our community. We're not misleading and we are sticking to our plans but being flexible within the parameters that our City Council and the community-supported in those plans.

I also touched on Contract Voters a couple of times that I wanted to just offer some guidance regarding what these are. So, essentially starting in 2016, when we put a bond ordinance or a voting ordinance in front of the residents of Austin, the City Council in Austin has started passing what we call Contract with Voters Resolution that accompanies the bond or proposition. So, the resolutions are usually a few pages. They outline the priorities and the intent of the City Council specific to the proposition at hand. So, for example, in 2016 was the first one, and the City Council at the time, and I'm improvising here, could say that the priorities are the geographic dispersion to make sure vulnerable communities receive that benefit, to only implement the very highest priorities within our local plan. So, those types of parameters. It's an opportunity to build trust by outlining our intentions and sticking to them in a way that the bond ordinance, which is very technical in Austin, is really derived by state law and the ballot language, which is often limited to the number of characters you can have on the voter screen cannot. So, the challenge, though, is making the Contract with Voters Resolution a guide, not a constraint.

Our first one, like I said, was in 2016, and we do have lessons learned about what didn't work with that first one. For example, if prioritized equity, geographic diversity within our

local mobility programs. But it didn't overly constrain the program manager by adding specific projects or project parameters that would have to be incorporated into the Project Deliverance. So, they didn't say you need to go spend X number of dollars in this district or at this location or at the school or anything like that. It was really high-level goals that were also citywide. On the other hand, though, it did overly constrain our regional projects by stating that the regional dollars could only be spent on those main regional projects I showed you earlier. So, we had an opportunity come up where our partners at the State Transportation Agency came in and said that they could pay for a project in full and that is great. But we weren't able to use those, quote, freed up dollars on another project because the Contract with Voters said that those dollars could only be used on those main three regional projects. So, that flexibility didn't exist, and we missed out on an opportunity because of it. Subsequently, Contract with Voters resolutions have really walked the line well between guiding and constraining. We're happy to provide you all the copies of this resolution if it's helpful.

Finally, implementation is key. Our programs aren't anything if we can't implement them equitably and efficiently on behalf of our community. These historic investments required us to rethink how we do business. Like I said, the 2016 bonds were our largest infusion in transportation dollars that the City has ever seen. So, we really had to scale up our activities and think about how we were going to make this happen. The other thing I should have mentioned about the Contract with Voters is that each of them and you saw that on the slide, had a provision in there that said how quickly the City should spend those dollars. So, this was to try and still trust in our community that particularly certain stakeholders that the City wasn't going to authorize these bonds in 2016, still have an outstanding in 2050, for example. They really pushed us to implement them quickly with six and eight-year time frames depending on the bond program.

So, we focused on building capacity in our staff and contracts and we've leveraged staff augmentations where we partner with the private entity and essentially have them work as City staff alongside us on project delivery with our staff overseeing their work. We also use creative contracting mechanisms such as indefinite-delivery, indefinite-quantity to help us be more flexible, nimble, particularly on programmatic spending. We're accelerating our programs and doing internal reviews and workshops by identifying and eliminate bottlenecks, making sure that, for example, our street paving teams are really well synced up with the teams that are doing the roadway design so that we're able to take advantage of each other. We're coordinating more now more than ever, both internally and externally with our partners, but the other agencies with the school for private development or deploying creative delivery options to minimize our risk of not being on time and on budget. Most of probably, most importantly, we're being fair with the community by stating what our priorities are, how we plan to meet those priorities, and then delivering. We're really proud that five years into this program, all of our projects there were recently funded through the Capital Programs approved by voters are on time and on budget. So, we're very happy about that. I think that was my last slide. So Annick and I are available for questions and [inaudible] and Gina Fiandaca was going to rejoin,

it looks like she has or will be back in a minute. We're happy to take any questions that you have.

Mayor Lyles said we all consider Austin one of the places that we compare ourselves to, the opportunities that you have and the things that we see that you are doing help us lead in terms of what an urban community can be, so thank you for the presentation.

Councilmember Driggs said thank you. We appreciate the presentation. I was wondering what the property tax rate was for the increase?

Ms. Krause said Councilmember Driggs, I can pull that up for you right now, unfortunately don't have that number memorized. Give me just one moment I will tell you what it is.

Mr. Driggs said I'm just curious to know what the percentage increase was.

Ms. Krause said the city's tax rate was 20% of the overall tax bill was 4%. So, obviously, we're one of many taxing authorities in the area. That was something that we honestly had a challenge with during the election or the campaign season was making sure that people understood that we are one of several taxing authorities and that this increase was only applicable to the City's rate and so like I said, it was 4% of the overall tax rate for all taxing jurisdictions, but about 20% for the City of Austin rate.

Mr. Driggs said right. So, you are in a range similar to ours, I guess. We're at 36, 37 cents now and that would be equivalent. Where there any state or federal funds involved in these projects?

Ms. Krause said yes. Annika and Gina can certainly jump in as you feel necessary. For Project Connect we along with Capital Metro, which is the SBA designated recipients are assuming about 45% local match. We are anticipating and are hoping to secure federal dollars for Project Connect. On the other bond programs, it kind of depends on the project. So, from the 2016 bond, that was significant, our regional programs, most of those we treated as the match funding for state dollars. Several of those roadways or highways that are under the control of our Texas Department of Transportation. What was approved by voters as part of the 2016 bond was sent to the state for advanced funding agreements as partnership dollars? We did not absorb the full cost of a lot of [inaudible].

Ms. Beaudet said I would add that throughout the history of our bond programs we have always leveraged those dollars from the bond election by partnering with the state on their programs throughout many different categories that they have from safety to highways and then also using that money for a grant match to our MPO to build on those dollars, so yes, always combining and leveraging.

Mr. Fiandaca said I am sure Cheyenne and Annick went over this, but we started the process of capital metro to position the Austin Transit Partnership through Capital Metro to be eligible for matching FTA funds for the build other Project Connect to other cities.

The full buildout of the system is \$7.1 billion. We anticipate at least 40% of that coming from the federal government.

Mr. Driggs said and the property tax increase funds the entire local portion, that is it. Your deal with the population is that you are not going to come back for more.

Ms. Fiandaca said correct.

Mr. Driggs said okay, thank you. Very interesting

Councilmember Eiselt said that was really interesting. I do have a couple of questions. It was a lot of information quickly, so I apologize. Did you say that you have a Local Transit Authority or a Transit agency that was developed specifically for this, that manages the funding or the projects? That's not specifically a city department?

Ms. Fiandaca said Capital Metro is the current transit provider and they are not a city agency. They're an independent agency. The City of Austin partnered with Capital Metro to bring to the voters a referendum that asks them how they want to pay for a transit system to fund it. So, they approved this property tax increase that the funds from that increase will go to a new entity, a local government corporation, which is the Austin Transit Partnership that will build the system. So, Capital Metro will continue to operate it. The City of Austin will fund it through this property tax and we will support the building of it through the Project Connect office that Annick Beaudet is heading up and the Austin Transit Partnership will implement and builds the system.

Ms. Krause said we do have some kind of flow charts that illustrates that and we're happy to provide those if helpful. But our Texas Transportation Code allows us to create this local government corporation. The way that we have structure is that we will have agreements with a Capital Metro for kind of touchpoints with the Austin Transit Partnership. So, we jointly appoint board members and things like that? Ultimately, the Austin Transit Partnership is responsible for implementing Project Connect, not the City of Austin, not the Capital Metro. Though Capital Metro will contribute STA funds should they be successful in getting those and the city will contribute the tax revenues approved by voters.

Ms. Fiandaca said the challenge early on was that Capital Metro cannot go to the voters to raise revenue through any sort of tax. The City can do that, but the City is in operating a Transit System or not building a Transit System. We will assist with that. So, the partnership was really key and setting up this independent local government corporation was also a big confidence booster in terms of the voters having that sort of independent entity that's responsible for these funds and responsible for building the system with a new board that is appointed and accountable to the voters.

Ms. Eiselt said and that an independent local government corporation is that Capital Metro or are they a regulatory agency also?

Ms. Fiandaca said it's the Austin Transit Partnership, so it's a new entity and, Cheyenne Krause is actually one of the incorporators. We have five members, and some are from the City, some from Capitol Metro that are the founding incorporators of the new Austin Transit Partnership. A totally new entity, a five-member board that was just seated and the first meeting will be next Wednesday.

Ms. Krause if I understand your question correctly Ms. Eiselt, I don't believe it's the regulatory authority, the policymaking still happens with the City in terms of land use, how we use our streets, those types of things and Capital Metro continues to be the transit operator. It is a vision that once the system is built, that [inaudible] new local government corporation will actually do essentially an interlocal agreement with Capital Metro and to operate the system, to operate the assets.

Ms. Eiselt said but you all have passed other mobility bonds before that without having that local partnership. Was it because of the size of the bond, building voter confidence? Why is it that you felt necessary to do that right now?

Ms. Krause said I think you nailed it. I think it's it is voter confidence, and this is specific to Project Connect. So, our other successful bond referendums, the 2016, 2018, and 2020 are all on general obligation bonds programs, those are being implemented 100% by the City, not through this partnership, but because Capital Metro is a separate entity from the City, and there is a storied history between City and Capital Metro as partners, we felt that it was appropriate given the size and to instill trust in the community that this would be done properly and to establish some local government corporation. Again, that is kind of the creation of Capital Metro in the City, but is really independent, has its own independent board of directors that will oversee it.

Ms. Fiandaca said the other issue that we needed to address was not just capital dollars and bond programs can fund capital projects with a lot of success. But to find a funding mechanism that would allow us to address keeping a transit system in a state of good repair, building it, and also operating it, so there'll be funds that are transferred from the tax rate revenue that goes to the Austin Transit Partnership, back out to Capital Metro and back up to the City of Austin to support the building on that and support the Project Connect program Office on the City side, but also certain functions on the Capital Metro side that are related to operating the system. I think in prior proposals, that was why the voters didn't embrace the proposal, because it really didn't include that operating in the state of good repair funds that you needed and the independence of a separate organization to build it.

Ms. Eiselt said that's really interesting. The last question I'll yield to my colleagues. What was the timing difference between approving your Comprehensive Vision Plan and this bond referendum?

Ms. Fiandaca said a year and a half. Well, the planning and the community engagement probably started sometime in 2018 for the Austin Strategic Mobility Plan and Project

Connect. Then the Strategic Mobility Plan was approved by the Council in April of 2019 and the Project Connect System Plan, the community engagement process continued. It was unanimously approved by the Austin City Council and the Capital Metro Board in June of 2020. We brought this to the voters this past November.

Ms. Eiselt said what's the name of your land-use Comprehensive Plan.

Ms. Fiandaca said there's the Austin Strategic Mobility Plan.

Ms. Eiselt said oh, that is your Comprehensive Vision Plan.

Ms. Fiandaca said that's the mobility plan. Correct.

Ms. Beaudet said we have a match in Austin as in our overall Comprehensive Plan, and It does have our growth concept in it for land-use growth.

Ms. Eiselt said okay. All right, thank you very much.

Mayor Lyles said okay, thank you very much, Taiwo, and to our guest. I think we've heard clearly. We know the staff is presented to us the original recommendations of a Task Force for Charlotte Moves. We also know that we have four adopted plans that this Task Force effort is built around. We've heard about what we think the future in terms of automation, autonomous, 5G it's going to be. We've heard a little bit about that. We've heard from a City that has done a very successful job in putting together a mobility plan and its Comprehensive Plan. Right now, what I would like to do is just open it up for any comments, questions. This is in the Transportation, Planning and Environment Committee for discussion.

Mr. Driggs said I just wondered whether the plan operates entirely in the City of Austin, or are there adjacent communities or jurisdictions that are also served? If so, are they involved in the planning and funding processes?

Ms. Beaudet said that's a really good question. The way that Capital Metro operates, the surrounding jurisdictions around Austin have to participate. You have to opt in to participate. And so it's really up to them if they become part of the service area. As far as the Austin Strategic Mobility Plan and Project Connect and building that high capacity transit program, it's a program of projects. Yes, there are two rail lines, but there are also improvements to bus rapid transit. There are a park and a ride. It's a comprehensive regional plan. So, it was very important to the Capital Metro Board and to our City Council to include our regional partners in the vision overall. But as far as how that will operate, we'll have to see how that builds out over time outside of the City of Austin surface area. It's mainly in the City of Austin service area right now.

Mr. Driggs said thank you.

Ms. Beaudet said you're welcome.

Councilmember Eggleston said I was just wondering if before we launched into a Council discussion on the topic if we could get an update from the Manager on what our game plan is for the rest of the agenda because I feel like it's probably not what we're looking at on our agenda?

Dan Houston, Facilitator said it's right now, it's building a road map to the future, which you guys have been discussing all along. But we've set aside some time for that for almost close to an hour for that. Then after that, we just have a Madam Mayor, just in terms of your whatever summary you have for prioritizing resources and allocating to provide opportunities, that's an open discussion other people can have. Then finally if you're still going to have a closed session. That would be the conclusion of the retreat. As I see it here with my agenda, we could have one other. There's a vignette that we've had from one of the community members which would kind of give us a vision of it. I see it as pretty much an option if people want that.

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ITEM NO. 7: BUILDING THE ROADMAP TO THE FUTURE

Mayor Lyles said so we do have a closed session. My understanding is we're working from the sheet that if you'll go back to where Julia Martin's last pages is, page five under yesterday's presentation of year in review, is that correct? Year in review, the last sheet in that we talked about our 2020 Annual Meeting Council direction to the Manager. What you see on the other side of it is an Annual Strategy recommendation for Council Action. We have addressed the Corridors of Opportunity. That's a priority.

Our Strategic Employment Plan for the workforce, and the planning for jobs of the future, that was a priority. We gave direction to the Budget and Effective Government Committee on what we saw as the recommendations for governance and what we want it to accomplish there. We added arts and culture as a priority, both, I believe, short term, as well as trying to figure out perhaps a little bit more of a longer-term solution. Looking at Council's participation in that right now. Then the last thing on our Annual Meeting was to give the Manager direction on Charlotte Moves to come back with a Strategic Plan for discussions around legislative actions for Charlotte Moves.

So aside from this, I think the only thing we haven't had the time for everyone to talk about is Charlotte Moves before we go to the closed session. It's your time, so we want it to be your time. That's what we had left, I'm with whatever you think we need to cover if there's something that hasn't happened.

Councilmember Watlington returned at 3:18 p.m.

Councilmember Winston said yesterday of course Mr. Mitchell resigned, he stated that he was supposed to give a presentation on the Family Justice Center. That never happened yesterday, as well as we haven't had any conversation in these two days about talking about the next steps in violence reduction in this City. I know all we've been talking about Charlotte Moves and everything like that. Again, if we're not successful in addressing some of the things, people don't see that this is on our agenda, we have a real commitment to it, it's going to be hard for them to see how we can push other things upwards in the priority ladder. Is there space to talk about one, the overall strategy as we move forward for this next year around violence reduction, and two, what about that presentation about Family Justice?

Marcus Jones, City Manager said with the violence reduction, I hope this answers your question. I know there's a lot of additional work to do. With that said, last January, we started off with this violence reduction framework, violence as a public health crisis. So, we do have this infrastructure in place. The collaboration with the City and the County. So, that's a work in progress that we'll continue to build. I would suggest, and I have had a conversation with the County Manager as we deal with the Family Justice Center, how can that also build into this framework that we have built around violence reduction? So, I would hope that if there are some additional items that we should take into consideration, we build them into the framework because the infrastructure is in a place where the City and the County are discussing this a couple of times a month. I also believe there's an opportunity for the CJAG (Criminal Justice Advisory Group) Councilmember Winston, to have more collaboration between elected and some of the other individuals involved. I from a staff perspective, we are trying to build on this framework.

The other thing I will say, and that's why I had to step out a bit today, is that in terms of the six strategies around Safe Charlotte, we have already let the RFP. The RFP, I think is being reviewed tomorrow. So, everything from how we recruit police officers to how we can have fewer sworn officers handling some mental health issues. So for me, it's more of a daily thing. If we're not communicating enough to the Council about where we are, I'll own that, but I think we are further along with violence reduction than some of the other items we've discussed.

Mr. Winston said well, I will say it is not up to the City manager and the County Manager to determine how City Council constructs our strategy for the year ahead of us as it relates to anything, especially community safety. I asked for the ability to talk about this and to talk about yes, we did do work last year about the framework, but how to continue to have to look at our strategy, the ability to course correct. Again, we put a lot of effort into one specific area of community violence, and that was gunshot wounds and repetitive violence, especially among most youth around retaliatory homicides. We have not put any effort into it right now to go out to our community to say, okay, how are we going to build on this past year's framework, how we are adjusting to the things that we've learned, that our strengths and weaknesses? Maybe I'm the only one that feels this way. So I think I've made my point clear, but I hope that we find time this afternoon, the next couple of hours to, I don't know, do that work.

Councilmember Watlington said I just want to [inaudible] that I actually was expecting a lot more specific information. You all know that I've been looking up violent crime reduction, particularly in our Corridors of Opportunity. What I have not seen beyond a framework is very tactical beta-based mitigation plans outside of the Safe Charlotte work that speaks to a specific type of violent crime. I was hoping actually to see more of that today in the get more specific about what the policies that we need to look at, whether it's zoning. I offered up some reapplications from other cities in which they use zoning as a tool to prevent an over-concentration of alcohol outlet density, which we know has a high correlation with violent crime. I'm just not seeing the next level of analysis, I know that CMPD has done. I presented in the Intergovernmental Committee a couple of months ago, some initial insight. I was hoping that by this time we would see a little deeper insight there. Whether it was the type of permanent type of store or what kinds of regulations might we investigate? Who do we need to work with at the state level and with our local law enforcement, with our ABC board, and the benchmarking opportunity, because we know that we've got to put government regulators stores that we don't see this level of increased violence around versus our private stores? I was expecting something more tactical in terms of our understanding of crime because if we're going to reduce violent crime, we really need to understand what the initial factors are. And so I was hoping to see a multi-cause analysis or something. So, I don't know if as we go into each Safe Community Meeting that we need to have this as a standing agenda item, but it needs to be ever before us. So I'd love to hear the City Manager's take on that.

Mr. Jones said absolutely. So, a year ago, the Council approved a framework to address the violence that included intergovernmental collaboration, investment, and community-led efforts, interrupt violence, community collaboration and priority areas, and the use of data and evidence. So, that's a framework and we are working through that, using data to try to find an evidence-based program to reduce violence in the community. So, I applaud the Council for giving us direction to follow that framework. If there are some additional items such as racing and things that came up yesterday, I thought that what we're doing was to find a proper place for it, to continue to discuss it over the course of today or the next days and months through the Strategy Sessions or through Committee work or through Budget Workshops.

Ms. Watlington said I would like to respond to that. I don't disagree with what you're saying. I'm just looking for the action associated with that strategy. So, maybe it's what you said earlier that we just are not aware of the day-to-day progress against it. So, what I'm asking you is that progress be very evident when we meet.

Mr. Winston said I also have some specific that the Manager never answered, about that presentation around the Family Justice Center that Mr. Mitchell said he was going to give to us yesterday before he left. It never happened and the subsequent slides that were supposed to be presented to each Councilmember, which has not been sent to us yet. When does that happen because I was under the understanding that was going to happen in these two days?

Mr. Jones said so we have that and Ms. Jackson has that. She will deliver that to Council.

Mr. Winston said so we're just not going to have the presentation that we said we're going to have yesterday?

Mayor Lyles said I think when Mr. Mitchell gave us the presentation yesterday, I'm not sure when we actually got it, but I don't think anybody has read it, including the people that are quoted in it, to be able to make sure that what we've got is correct. I think we need to be able to see the presentation and the Manager should have the opportunity to review it. I don't know who wrote it or who submitted it. I think this Justice Center is really an important thing for us to do and deal with. I think that one of the parts that I'm so encouraged by is that they are projecting the ability to have a trial of how it might work or do kind of a small part of the most important or the most abusive cases. I don't know how to describe it, but that we're working with the Police on. I just want to make sure that our Police Department and all of that takes place. But I think that we need to go ahead and schedule it. I don't know if we have if you feel like we have to do it today or that we put it on our first next Strategy Meeting so that we can have Chief Jennings come in with the right people and talk about it. But I think you're right. We got to get it out there and discussed. I don't know that we have had a chance to look at it, but we can get it to everybody today. It hasn't been reviewed by anybody on the staff. I don't know if I should say this. It has not had a chance for review by the Manager's office since it came in yesterday. I'd like it to be a really good discussion. I think it's an important thing to do. We can either get that out to everybody today and have it on the next meeting that we have that's coming up. I don't know if you want it today or later, that's fine, but it needs to be done.

Mr. Winston said well, we have it. I don't know why it can't be shared now. Again, I think this is a missed opportunity, not just even specifically for the Family Justice Center, because, again, I think that is what we talk about in the past is one particular tool in an overall larger subject of intimate partner, domestic violence, and child abuse. We have an opportunity to talk as a full Council to work through things in a strategic way. That's the point of these two days. We don't have any opportunity to really, as it gets said over and over again, to do this again. In communities is not a place where we can do this as a full Council. Our number one or two top priorities are being good stewards of taxpayer dollars and insuring safe communities. We talked a lot about being good stewards of taxpayer dollars over these two days. We have not really talked about anything about how to ensure safe communities. So again, I hope I'm not the only one that is beating this drum. But I think it's quite important that we do that strategically.

Mayor Lyles said Mr. Winston, I certainly agree with you. You're not the only one beating this drum. We all really deeply care about our violence prevention and domestic violence, especially. I'm going to be a little bit blunter. Let me just be blunter today. We have a meeting every first Monday that allows the Council as a whole to talk about any strategic discussion we want to have. It has kind of evolved into a report-out session versus one that's like this. The whole point that we created those first Monday strategy sessions was

not to just, I think what we did with it last time when we had the session when we said, what's the most important issue and what do we have? That's something we can manage. We and maybe I haven't done it, speaking for myself. Maybe I haven't managed it. Maybe I've said, oh, yeah, let's have a report. Let's have a report. But the intention of every first Monday is to have a Council dialogue. If we wait just annually to have these kinds of two-day sessions, I don't think that's a really good way of staying in touch with each other and having these dialogues that we need to have. If I can better structure an agenda that makes it more clear that our Strategy Sessions are about strategy and not report-outs, I will do my very best to make that happen.

So I would those are two points. One, I think the Justice Center presentation is important, but I also think that we have more control over how we utilize our time than we exert. Sometimes we default to the easier, the thing that's already happened, but this year we can commit to elevating our strategic discussions every first Monday of the month. I believe that's us. It's not anybody else. It's us.

Mr. Eggleston said I was just going to say as that the Chair of that Committee, I think what Mr. Winston and Ms. Watlington are saying and then your sort of idea of maybe getting back to what you envisioned the Strategy Sessions to be when you initiated them when you became Mayor. I would ask and I would assume in advance that there will be some preference that this will be able to happen sooner. I don't know when it could happen sooner and be as robust the conversation as it probably needs to be. If our next Strategy Session as a Council, a large section of it, or potentially the entirety of it could be carved out to have that more robust discussion because I don't see how we have it today in addition to the other thing we're supposed to do in a closed session in any real meaningful way or with the amount of time I think it will take to have. If we plan to have a large portion of that next Strategy Session on this topic and updates on to the Manager's point, the work that's being done, that's maybe not being communicated in a way that is best for Councilmembers, it'll give certainly more time for them to be prepared to come with all the information that's being asked of them.

Mr. Jones said so, I'll try to be helpful here. I just don't know how anybody can present the document, having not read it, but you're about to receive it. I will tell you that maybe it's helpful to talk a little bit about the City's participation in the discussion around the Family Justice Center. That has been at a very high level.

Mayor Lyles said and a couple of years ago, it seems like.

Mr. Jones said it started a couple of years ago. So, I do believe that there's this opportunity to have an in-depth discussion about it. I just don't how we would present it today because it just slides.

Mr. Winston said well, again, I thought at a higher level, this is just my idea that if we focus on intimate partner violence, domestic violence, and child abuse reduction strategies as a focus of our violence interruption strategies, then you start to look at not just the Family

Justice Center, but how you create an overall strategy. Now, again, I would love to present this discussion and hear what other colleagues have to figure out what is the message that we're carrying out this year or what is our strategy to deal with it? Because we can't just keep saying Cure Violence, Cure Violence because that is something that we did last year. We implemented it now. Now we've got to keep pushing forward. I don't know where we are on that.

Mayor Lyles said on the frame for Cure Violence, I think that's what the manager just committed to doing. If you'd like to have this both at a tactical and strategic level on our first Monday in February, we can certainly do that, or we can just do the Justice Center in February or I think it's coming out. The deck is coming out to you, but It's already out. But again I would not feel comfortable. I don't know who wrote the deck. Maybe this is just something that I just don't know enough about to be able to say, let's go. This is what this meeting is about. How do we figure this out? So, I hear Mr. Winston saying intimate partner violence is an important part of our Safe Charlotte Strategy. I think that intimate violence as a presentation of what I've heard is a capital investment versus a model for dealing with intimate partner violence. Both of those topics need to be discussed so we can do it. Tell me what the preference of the Council is. I want to make sure that I have said [inaudible] about this.

Councilmember Ajmera said we had our last Safety Committee Meeting, we canceled because we're going to have a presentation today with an update on our Violence Interruption Model and just an update on all of the agenda items we have. So, what I'm hearing now that we no longer have the presentation and you're just going to have to wait for our next Safety Committee Meeting. So, if that's the case, that's fine. But I would just like an update from our Manager on the work that's going on in the Safety Committee. I understand the RFP is out for Violence Interruption. Is there anything else that was supposed to be presented today?

Mr. Jones said yesterday, the last Committee report out was the Safe Communities Committee, and that was the work of the committee over the course of the year with opportunities for Council to discuss Safe Communities.

Ms. Ajmera said so, what I'm hearing is, other than that, we have no additional update from the work?

Mayor Lyles said Ms. Watlington just asks for additional information that took it beyond the plan to the tactic. Ms. Watlington has been clear about what her request is, and the Manager said, yes. I think that what Mr. Winston has said, I think he said it yesterday, that intimate partner violence was needed to be a part of the Community Safety Plan. I think we may be doing this a good bit with the workforce, with James Mitchell, not no longer her, there was a deck and he sent it to the staff. I think what Mr. Winston is saying is that he thought that would be presented, but there was no ownership of it at the time and no review of it in the time frame that we have. So, I'm just trying to figure what do Councilmembers want to do? I just want to figure out what you want to do.

Ms. Ajmera said I was just going to respond to your question. I'm okay with us looking at the presentation at our next Strategy Meeting, if the staff is not ready right now, I'm okay with waiting till our next meeting.

Mayor Lyles said is that an acceptable solution to the group? I can only see Ms. Ajmera on the screen right now and I don't see everybody else, because there's a slide up. I see the people in the room feeling comfortable with that. Are that accurate, guys?

Everyone said yes.

Councilmember Johnson said I just want to elaborate on something you said regarding our monthly or Strategy Meetings. Can you describe the process of a Councilmember getting something on the agenda that they would like to talk about?

Mayor Lyles said generally, the agenda rules apply to the saying to all meetings. I'm not going to be able to quote what it is. Mr. Baker, help me out. But it applies to all official meetings where you can ask for something to be on.

Patrick Baker, City Attorney said you can ask for something to be on. You can either do that formally in a Council session or it's the Mayor and the Manager that actually put the agenda together. So, you could ask them to put something on informally if you'd like.

Ms. Johnson said just honestly, that's kind of, I think that's where there might be a disconnect or some of us feel that there's a disconnect, because if we ask for something and other Councilmembers opposed to it, then does it actually get to the agenda? Right now, if I'm correct, it takes six members, in order to get something on the agenda, even the future agenda, does it take six members?

Mr. Baker said yes, say, for instance, if you asked for something to be placed on the agenda today, you would need the unanimous vote to be able to do that. If you didn't get the unanimous vote, you could simply ask the Manager to place it on for the next agenda, which he would do unless there was an objection by someone on the Council. At that stage, you would have to then vote and a majority vote, once you got to six, would put it on for the next agenda.

Mayor Lyles said I'm just going to add this again. Maybe I'm just at this point. I have been Mayor for almost three years now. I've never taken any time that I have actually said even in the most difficult times, that I can really remember that we have had as this Council a question about putting something on that was a surprise that required a vote. That's where I have kind of like my North Star, as you say, that says that everyone should be able to have time to absorb the information and material. But I can't think of a time that a Councilmember came to me and said, I want something on the agenda that I have not figured out a way to get it on. So, I don't know if there's a disconnect between that. But I ask you to think about that. Is there being something that didn't get on an agenda that you've asked for? It has been the timing to say, do we do it right away versus others? So,

I think if what I'm saying is, please ask me if you don't ask. I don't know and I need to be asked and the Manager as well.

Ms. Johnson said I'll go through notes and let you know if I need to follow up.

Ms. Watlington said there is a couple of things that I'm hearing here. I know there have been times where there's been a discrepancy between what folks wanted to discuss and what was on the agenda. I don't think the point is to have to dig through each and every piece here, but there have been some misses and I'll just leave it there. Whether this was intentional or anything like that she brought it up for a reason. So, I myself can personally attest. That aside, as we look forward when we talk about strategy, how do we become more collaborative in our Strategy Session? I think that a tool that we could use, I'm not sure what happened to our Council topics, I think since weren't virtual, they've gone away, but that was an avenue to bring up something that a Councilmember wanted to discuss that wasn't already on the agenda. So, I'd like to see us return there if that's possible because I think that helps to prevent that restriction we saw even yesterday, wanting to discuss something and not even being able to talk about what we want to discuss because someone disagrees with what they were going to vote before we even got to discuss it. So, those are some of the things I think could contribute to better collaboration. The other piece of that, I think is really an understanding of our policy. I would challenge each of us, including myself, to be able to just go back and read through those policies and understand how they work and offer up in a real, substantive way, ways in which we can change our policies to enable better collaboration. So, there's that. I will say specifically to the safety piece, something that I think will help in this instance and also in general, as we're having these conversations, we all have our passion place points. It's difficult to have a discussion where we don't have the foundational data, right. I think about all of the great work that we've done with the dashboard.

I think about like, the City Manager mentioned, the framework. But if someone asked me right now to pull an [inaudible] analysis of what are the top five causes of violent crime in our community, I wouldn't know where to point it. I think that has got to be the foundation of a real meaningful tactical discussion because we can talk about the pieces that we believe are important. But unless we can all say we know that 20% of our violent crime is related to X, then it's very difficult to figure out what the priority is in terms of what to go execute. It's difficult to track against our violent crime statistics based on the work that we're doing. I don't know if there is a program manager, in particular, that is looking broadly at this, not at the strategic level, but at an execution day to day level. If there's not one, I would highly encourage the City Manager to find one. Maybe it's the leader of the CJAC group, I'm not sure. But that seems to be missing from an operations piece on this.

I haven't seen a place where we can go and see where are we on violence reduction across the board, and what are the specific actions, and who are the key stakeholders for each one of those items. Until we get to that level of rigor, I think that we're just talking about ideas. And again, that may exist somewhere, but it's not readily apparent. I am not

sure what the thinking is around that. But I don't understand how else you would move forward with managing a program except get to that level. So for me, as we prepare to have a more in-depth conversation, that to me without it is a non-starter. So, I'd love to hear if that information is available. If it already exists somewhere. If somebody is already looking at it, because other than without that or me, I don't know how we do something that is going to be meaningful, that moves the wheel. I was asking the City Manager, I really was wanting an answer to get my question.

Mr. Jones said Ms. Watlington, I believe we're doing exactly what you've asked. We have this framework to address the violence that is using data and using evidence-based programs in order to help us deal with this rise in violence. We are a year into it at best. But even when we get to the Family Justice Center, I would hope we would use that same level of rigor for evidence-based solutions. So, we do have the dashboard, we can provide more information to you. But what you're asking us, we are doing it or attempting to do it around violence. It just happens that one of the first programs is Cure Violence. One of the first programs is the partnership with Atrium. The next level is we are working with our grassroots organizations, putting almost \$2 million in their hands to help us with violence reduction. But again, through this evidence-based lens. So, I would just say we built this pretty fast. I believe we built it the way that the Council wanted. You did approve of it. And we are starting to have programs come out. I think that the Family Justice Center is another opportunity to work within the framework in which the Council approved.

Ms. Watlington said I appreciate you saying what you said. There's a piece of it, though, that I'm not hearing. I hear evidence-based databases as you look at the solutions. So, that to me says you've got high confidence that the solutions you're picking will work. What I have not heard is what impact will that have on our violence reduction? Are we expecting a 20% reduction in violence based on what we know are the factors that drive violent crime in our community? That's the part that I don't see data for. A crystal clear connection to what to expect in terms of results. I do believe that the solutions that have been assigned are going to have some impact. I'm not clear about the size of the prize for each.

Mr. Jones said absolutely. We just are beginning to launch the programs. I'm not sure that outside of Jumpstart that we have any programs that are out there. So, as we launch these evidence-based programs and collect the data, we are down this pathway to see this reduction in crime. Is it 10%, 15%, 20%? I can't tell you that today, but we can make sure that you are aware of where we think we will be because of these programs working in collaboration.

Ms. Watlington said and this is the last thing I'll say on that because I want to make sure that I'm clear because you guys are doing a lot of great work and I don't want you to hear me saying that you haven't shown us anything. That's not what I'm saying. We had how many homicides last year?

Mr. Winston said 123 at least.

Ms. Watlington said how many of those are a result of intimate partner violence? How many of those were a result of retaliatory gang violence? How many of those were a result of alcohol-related violence? How many of those were a result of road rage? That's the answers to the questions I'm looking for because 80 of those 123 violent crimes or homicides were the result of the same thing, well, that's where we should be hunting. I'm not saying that work hasn't been done. I'm saying that I can't tell my constituents very clearly the answers to the questions I just asked.

Mr. Jones said we can get you the data from the Chief in terms of what happened homicides last year, and how they were categorized. That is something we'll get to you this week.

Ms. Watlington said thank you.

Mr. Winston said I think Ms. Watlington hit the nail on the head. Mr. Manager, something that you said in relation to what Ms. Watlington said, I want to push back on. You mentioned that we are taking these evidence-based approaches to things and we have evidence-based strategies. But you also said that you can't tell us what type of expectations we can expect through using these evidence-based design programs and strategies. I think this is where the pushback is. The reason that we've employed this evidence-based approach is that through year over year, day after day we can adjust and analyze, as Ms. Watlington was getting at, what is the best and highest use of our effort, of our dollars, of our ask of the community. That's what I'm saying, what I expected to be able to do when we adopted this strategy last year is how do we see the evidence and then decide what is the best guidance that we can give to you guys on what we want to see in terms of our approaches to community safety? And where's the disconnect there?

Mr. Jones said I agree with you. What I'm saying is that we haven't launched any programs yet, so I can't tell you what the results of the programs are.

Mr. Winston said but what I'm saying is, no. I hear that like we can't tell you what the results of the program of Cure Violence are because we don't talk about it all last year to get violence interruption strategies on the street, in the hospital, get us comfortable with it, give the community comfortable with it and get it started. Cool, that's getting started now. Now, what is the next segment that we're looking at. We should be able to, as Ms. Watlington said, look at the stats, look at other stuff that is out there and guide you guys on what we're going to work on to kind of up and running and get the community to get behind and eventually put money behind. Like I hear, we haven't started the programs that we did work on yet. But what about we need to be doing work on identifying the programs that we are going to be we're going to be talking about implementing at this time next year?

Mr. Jones said I'll take a shot at that. Some of the programs that you'll be talking about next year will be the grassroots organizations that are trying to assist the City and the County with violence reduction. Some of the data you will get will come from what we're

doing around Jump-start grants. Some of the data will be what we're getting around some of our other partnerships. So, I would say that I understand where you're coming from in terms of getting the data and what's next. I do believe that part of that has been this framework and some of the opportunities that we have are just getting started. I hear you loud and clear what's next and how can you make sure that those dollars are getting the outcome that the Council wants, which is a desire to have a reduction in violence in our community?

Mr. Winston said yes, that's correct.

Councilmember Newton said I hate to steer us away from the conversation regarding violence reduction, domestic violence in particular, to both very important topics. But I would agree with my colleague, Larken that we wouldn't be able to do those topics justice here right now. There is a presentation that I suppose no one can really give us yet. So, it is better to wait to get the presentation so we can have a real thorough discussion with the facts that exist that we just haven't been told yet. I will say this preliminarily, looking at the slides of the presentation, I'm big on collaboration here. I notice that there is mention of the trial court administrator's office. I would hope that as we move forward that we also include the District Attorney as well as the Public Defender in what we do because I think their collaboration input will be very important and very valuable in this context.

I think Spencer Merriweather had come in last year and had spoken to us briefly about his office, their experiences, and their plan. I found that very helpful. So, hopefully, we continue to include Spencer, his office, as well as Mr. Toli, and the Public Defender's Office.

But I was raising my hand to speak more about Charlotte Moves. I think more specifically, the Strategic Mobility Plan. I think Taiwo ducked out. Maybe this is probably been about 15, 30 minutes now. So, I don't know where Taiwo at. But I just wanted to reiterate some of the more salient points pertaining to the Strategic Mobility Plan that I think we have discussed over the past two days. When I think about that plan, we're talking a lot right now about the funding mechanism. But when I think about the plan, it's been my experience that we've really been painting it with very broad strokes and have yet to really nail down the details. I know that there have been questions from colleagues pertaining to what specific projects are going to be involved in that plan. More of an itemization, I would suspect, of what the plan will include. Don't know exactly. So, I think the time period that's been batted around is maybe having something finalized. Taiwo is here. So, thanks for coming back in. Don't know if you caught everything, I was saying Taiwo, but I'm talking about the Strategic Mobility Plan and about specifics within that plan. I think here over the past couple of days, we've kind of batted around the idea of some sort of an itemization of what projects would be included. I think you said the time frame on this might be as early as April. We might have some sort of plan in front of us. Does that sound right? Assuming it does, the point I wanted to get at was just a continued engagement with the community at large about that plan, about what's going to be included. Let's not

forget their voice. But is that correct? It's April or is it going to be a little bit different than that?

Taiwo Jaiyeoba, Assistant City Manager/Planning Director said we said that we will do refinement of the funding strategy. We won't get into the conversation around that today and provide that to Council between now and April. Originally, were going to conclude the Strategic Mobility Plan itself around the same time frame, so it can go in front of the Council at the same time that we're bringing in the Comprehensive Plan, but we feel that may not be the best path to doing it, especially if we're thinking of project prioritization being part of Charlotte Moves. While we may have some draft projects, it's best to do that during the CIP, FY2022 budget process so that you're able to see everything together. But I'll say that you can't really successfully do a refinement or a funding strategy without, first of all, understanding how much is it going to be every year and all of that. I do agree with you, while we have a lot of the projects right now because we are not starting from scratch, why do we have that in one bucket, or the other community engagement of those projects will be very important in this process. That's part of why the Council gave Manager Jones the direction yesterday. We're going to be working on what that looks like. When we come to you in April, we have a good idea of what these things look like.

Mr. Newton said that's fantastic. I definitely don't want us to lose sight of that. I also won't touch on just inclusion or at least some deference given to greenways and trails as a part of an overall multimodal plan here, incorporating the County in that regard and making sure that they're partners with us as we move forward. I've had numerous conversations with Commissioner Jerrell. He's my County Commissioner by the way, and he's fantastic. That's something that I know they're willing to partner with us on so we can have the trails, greenways as Connectors as well for the citizens of Charlotte and throughout the County, frankly.

Then lastly, I just wanted to touch one last time on that Last Mile concept because I brought it up a couple of times. I don't think I'm the only one. I just want to make clear that's my understanding that within the Charlotte Moves recommendations when there is mention of the Last Mile, that's not necessarily the network going out to the border of the City of Charlotte. I just want to make that. So, that's my understanding. I want to maybe get clarification or confirmation that, that there is still a buffer of space between what is mentioned as the Last Mile and the true border. So the true kind of last entrance exit into the City. There is still some space therebetween that last mile and the edge of our City where we there some gray territory there. I don't want that to be forgotten as we're moving forward, particularly if we're talking about this large-scale endeavor here. That's what I mean when I say let's go beyond that Last Mile and look at those areas where you can make the argument the transportation infrastructure needs, just doesn't exist whatsoever. In that regard, maybe are more of a priority than inside the City core. So, just wanted to bring that up. If you could give more if you could speak to that, too, I think that would be fantastic Taiwo

Mr. Jaiyeoba said the plan, again, has greenway's as part of its bucket, and we've been working with the County on the MECK playbook, which I believe will be adopted this year. So, we're going to continue to have that conversation. So, the conversation is not just with the towns, but also with the County when it comes to the MECK playbook. On the First Mile and Last Mile, I'll be very careful how I say this. So, that doesn't sound dismissive of what you said, but at the end of the day, it's all about ridership. We're not going to take a shuttle that has space for 20 people to go run up and down to pick one person. When you're saying Last Mile, First Mile, it's typically there's a lot of people who go to, for example, a Social Security Office, but there are about two or three miles away from the nearest transit stop. But there's a lot of people we definitely need to provide a service. So, it's not just about the geographical boundary as much as where these services are. With regards to geographic boundaries, thinking you're talking about extraterritorial jurisdiction could be, for example, they may not even be within the City, but the people who live there work within the City or they could be within the City, but it pushed the boundary between this City and [inaudible] like a no man's land. We will have to look at analysis as we walk through this process. But it's not going to be dismissive. I'm just going to be very careful that at the end of the days about ridership on cost-effectiveness. So, it may be that one of those things where we look at ISTS services as part of CATS that has to capture people within a half-mile radius of a particular corridor. If you look at the Mobility Network Report, it actually talks a little bit about how we're going to approach that. But I like the way you phrase it beyond the First and Last Mile. And somehow, we're going to take a look at that and I'll update you when we will be able to give you more information.

Mr. Newton said I really appreciate you bringing up the STS service, too. So, for anyone that doesn't know what that is, that's bus service for the disabled. It's a special bus service that's provided by CA that isn't necessary, just to put it bluntly, there are disabled residents within the City that don't have access to that because it doesn't go everywhere within the City. So, to the extent that we can ensure that the option for public transportation, even within the Last Mile. So between the first and the last mile is accessible to our disabled citizens. I think it behooves us to do that. I think we had this really brief conversation about what we know today as opposed to what we know the future will be. There are areas where development is exploding. I can tell you in my District, I don't think that we're unique in this regard, in my District, there are areas out in what used to be the very rural territory where development is booming. So, Harrisburg Road, I've probably said this a million times, but we have roughly 15 to probably 18 new developments that have yet to be built there. We know that they're going to be thousands of units coming in and there are no sidewalks, no streetlights, very limited public transportation options. Down Plaza Road Extension, for example, no public transportation whatsoever. Once again, 15 to 18 new developments. I think that includes by right, but for all we know, that could increase with additional by right. So I don't want us to lose sight of where we're going to be tomorrow because we can look at where we are today and say, hey, maybe things arguably are fine. But if we have all of the factual data, the information to suggest that tomorrow there's going to be a problem, let's go ahead and get ahead of the curve.

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ITEM NO. 8: CLOSED SESSION # 2

Motion was made by Councilmember Driggs, seconded by Councilmember Newton, and carried unanimously to go into close session for the purpose of discussing an economic development opportunity or expansion of a local business. That's pursuant to 143-318.11(a)(4).

The meeting was recessed at 4:12 p.m. for a closed session. The closed session recessed at 6:10 p.m.

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ADJOURNMENT

Motion was made by Councilmember Egleston, seconded by Councilmember Newton, and carried unanimously to adjourn.

The meeting was adjourned at 6:13 p.m.



Stephanie Bello, Deputy City Clerk

Length of Meeting: 9 Hours, 06 Minutes
Minutes Completed: March 1, 2021