

The City Council of the City of Charlotte, North Carolina convened for a Fall Strategy Meeting on Monday, October 25, 2021, at 2:15 p.m. with Mayor Vi Lyles presiding at the Marriott Hotel, Winston Salem, North Carolina. Councilmembers present were Tariq Bokhari, Ed Driggs, Larken Egleston, Julie Eiselt, Greg Phipps, Victoria Watlington, and Braxton Winston, II.

Staff Present: Marcus Jones, City Manager, and Tracy Dodson, Assistant City Manager.

ABSENT: Dimple Ajmera, Malcolm Graham, Renee Johnson, Matt Newton.

The first day consisted of tours of the Innovation Quarters and various sites in Winston Salem, then dinner and the reception which ended at 10:15 p.m.

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The Council reconvened on Tuesday, October 26, 2021, at 8:20 a.m. Councilmembers present were Dimple Ajmera (phone) Tariq Bokhari, Ed Driggs, Larken Egleston, Julie Eiselt, Malcolm Graham, Matt Newton, and Braxton Winston, II.

ABSENT: Councilmember Renee Johnson

AUN: Councilmember Victoria Watlington.

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David Phipps, Facilitator said good morning, welcome to Part II of the 2021 City Council Strategy Retreat. I run an Innovation and Consulting and Training Firm in Charlotte called Faster Glass and I get the honor and responsibility of facilitating or attempted facilitation of your Retreat. My job today is basically to try to keep the trains running on time. I think we are like 0 for 5, but here is the thing. We've got a couple of opening bits, but our aim this morning is getting in at 8:45 to start our first working session, so that is our goal. As you get into your conversations some of these things like wow, I don't know if this is productive or not productive. I'm constantly going to be looking to the City Manager or the Mayor when we get close to time. Do you keep going or do you pause here? If you keep going it means that time has got to come from somewhere else, so I will look to them for guidance. My job is to help you make the most of your time together today. Part of that is the time manage, but the other part is equipping you, you've got staff doing what they always do like capturing the conversations. You also have my trusted sticky notes and sharpies at your tables. At any point during these conversations, there is a really good chance we are going to run out of time before you get all of your comments, questions, ideas what have you down. The best way to ensure they get captured write it yourself, your voice, your pen, your hand, you get it. We will make sure and capture them on the flip chart sheet hanging out for each section.

One change, or maybe it isn't a change, I can't remember what we did last time. We don't have a parking lot. I think most people understand the parking lot is where things do die. So, instead, we have a fridge. I don't know about you, but in my house, if it goes in the fridge it is coming out. So, we've got the fridge and anything you want to throw on there, that is the place to put it. So 8:45 is what time we are aiming. Mr. Jones, I'm turning it over to you.

Marcus Jones, City Manager said we will start off as we do traditionally with the Mayor with her welcoming and open thoughts.

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ITEM 1: WELCOME AND OPEN THOUGHTS

Mayor Lyles said good morning everyone. Katie stop; everybody knows that Katie really is the person that runs the 15th floor because if any equipment goes down, who is there?

So, Katie thanks for what you do. Actually, thanks to the whole team for putting this together.

It has been a year for us. When you think about over 24 months of COVID (mild to severe respiratory infection caused by the coronavirus); we have gone through something that I think most people that are elected in almost every city, county, maybe not the federal level, I'm not quite sure that they quite get it yet. But I think when we are the people that hit the ground running, we know this pandemic has done and particularly for our City, what it has meant for small businesses, the hospitality industry, what it has meant for our schools and the children, even though we are not in charge or that we see it from afar and we know what is going on.

Think about it; Gibby Harris must be getting ready to retire right now. Imagine walking out of the door. I bet she feels like she is just taking 50 pounds off of her shoulders. But we are still here, and we are still making a difference and we didn't forget that we were really the City Council governing over almost 900,000 people. The staff gave me a list of achievements that I really want to talk about. One, a unanimous Non-discrimination Ordinance, and the work done by each of you to make that possible was tremendous, dependence and all of that. And now Patrick, I think many of the towns and counties that had not adopted it are using the ordinance for the City of Charlotte to do so.

The other thing that we continued to do and focus on is affordable housing. I think the last count on the projects that we had approved was like 3,000 units. Of course, my [inaudible] reminds me that I make numbers up, so if it is made up somebody else will tell us what it really was. But it is a sense that people in this community have that we are solving a problem that we've identified, and they see that happening. We've continued to deal with our Corridors of Opportunity, particularly around the safety aspect of them. I think that is one of the most challenging predicaments across the country today, besides the pandemic and vaccinations and all of that. If you have to listen to some of the people that I engage with across the country, and they talk about what is going on in their communities in terms of safety, this Council, with the assistance of many people in the community, stepped up and stepped out and got out in front of things before they became really problematic, and there is a lot to be said about how that was done.

Then the infamous 2040 Plan; people tell me I've been in government a long time and I really have, but the 2040 Plan was probably the most difficult decision that I've seen in my time in Charlotte, and that is a long time. The idea that we were making that kind of change and we struggled with it, that we dealt with it in a way, and I know that there is still a lot of work to be done, but you've got to take the first step, and the first step was saying we are going to something. Now we just have to figure out how to make it all work and that in itself is a huge accomplishment. So, I want to say and acknowledge.

But we've also got some things that we didn't do so well. I think that we've all been impacted from being away from each other. It is easy to call people names or to characterize people's behavior when you are not with them. It is a lot harder to look someone in the eye and have a dialogue about what we are doing and what we are trying to do. So, today I hope will be a time that we begin to think about how we can do that. Honestly, I'm almost like I was so glad to see the Council meeting last Monday because Malcolm and Tariq became friends. Taiwo said he didn't want to be your friend so; you've got to keep working on it. Really, I think that the dialogue at the dais, seeing citizens and residents come into the Chamber and have a conversation, a public hearing with us about the work that is being done by the Redistricting Committee, I thought it felt better and it felt right. So, I'm looking forward and I'm hopeful that everybody continues to get their vaccinations, everybody continues to follow the rules, and that we are able to conduct the people's business with the people available to us with their comments.

We also know that coming up this year is the politics part of what we do. Now, I think most of the people in this room have already made a decision about whether they are going to run or not going to run, but no matter what we do with the political part of this what is most important is that we continue governance. There is a difference between running for office because I see where we are out talking to people and campaigning and talking about

what we want to believe and what we want to accomplish. Governance is when we come together with all of those ideas and make a decision. We can't stop governance now. As much as I would like to pause the world so everybody would just get out and campaign. We cannot do that, we have to continue to do the work that is on the agenda every week, the zoning decisions and we've got some big deal things coming up. So, I've run for office now four times and this is what I say about the people in this community for me, and Julie actually reminded me of this. She said as long as people think that you are trying to do the right thing, you can make a mistake, that is okay, they are going to forget one another, everyone wants to forgive you for, but people will see beyond that as long as they know ultimately, we are trying to do the best thing for this community. I would hope that during this political season, I know there are lots of names that people call and I've heard the media call it the silly season or whatever. I don't think Charlotte has time to be silly about anything. We need to be about governance and the people that live here. So, let's try to remember that as we get closer and closer; filing is December, but there is a lot of time between filing and a March Primary. I don't know who is going to be on the ballot, it doesn't really matter as long as we as a Council continue to work together about governance. As soon as we convince Greg Phipps to run again. He has already told me 15 times that he won't so I guess I will just take that as an affirmation that he is really not going to do it. I think he is actually planning on going to Florida.

With that, I hope that today we will see the good work that we should be continuing to do, and we will do this work in the consensus manner that we have for governance and that is what stays first and foremost in our minds. Thank you very much and now I'm going to turn it over to Marcus Jones.

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ITEM 2: REAFFIRMING COUNCIL PRIORITIES

Marcus Jones, City Manager said what I will attempt to do is in four slides try to accomplish what typically takes 30. What we are trying to do, and this is very good for us as a team when we are able to check in with Council about whether or not the priorities that we are working on are still the Council's priorities. We tried to do this in a visual if you will, so basically over the course of the last four years we've focused on, I would say six areas and those have been affordable housing, the Corridors of Opportunity, which if we go back in time the Corridors of Opportunity, there was a really an intersection and we started to talk about hot spots. Then hot spots became priority areas, then those priority areas became these Corridors of Opportunity, and it changed from a safety aspect to even an economic development aspect as well as a housing aspect. So, we keep Safe Charlotte within those Corridors of Opportunity. The Transformational Mobility Network which we will talk about today. We have been working on that for a while as well as the 2040 Plan and the UDO (Unified Development Ordinance). Then over the course of the last Strategy Session or Fall Strategy Session, we talked a bit about Arts and Culture and Hire Charlotte.

But, within all of that what we are trying to do, and Shawn is working on this with the team, is how all of these are interrelated. So, it is not such that when Pam thinks about affordable housing that doesn't also intersect with let's say the Corridors of Opportunity or even Hire Charlotte. What we've done on this matrix is really think about how those priorities cross intersect with some of the City's key initiatives. So, the priorities which have been in the budget books, the Great Neighborhoods Safe Community, Transportation, Planning and Environment as well as Workforce and Business Development, you can see that some of these are primary connections with it, but some are secondary, but they are all connected. With that, we also have our core services because we want to continue to provide exceptional core services as well as have a well-managed government.

Again, we are just trying to reaffirm today that these are the priorities that you want us to continue to work on. What we also want to show you is that while these are so important to the team because you can see that as we started to talk about housing back in FY2018 and FY2019 then there becomes major investments, and we took the Housing Trust Fund

from \$15 million to \$50 million every bond cycle and we even had the private sector come in and match that. The same concept with the Corridors of Opportunity, we are having Council two budget cycles ago we were able to put \$24 million into the Corridors of Opportunity and we are starting to see the private sector also come along there.

A lot of work today will be related to the 2040 Plan and UDO as well as mobility and we are focusing on that today, but we also know that Arts and Culture and Hire Charlotte, while we started those conversations last year, if you go a year or two in the future, we have a track record if we are able to discuss these during the Retreat, good things follow.

Conceptually, we had a conversation with the Budget and Effectiveness Committee about the items for today and we just want to make sure that as we go beyond today that these are the key initiatives that you would like us to continue to work on and we will work hard to make sure that we provide for not just you, but the entire organization how these intersect. So, we would like to make sure we are on track. David, I will turn it back over to you.

Mayor Lyles said I think one of the most consistent efforts we have is our housing efforts and to see how that is in our capital plan consistently, I think we've got one of the best programs in the southeast. I know that Pam and her team really worked hard on keeping it current and I will turn to Malcolm to see if that is verifiable from his perspective as he sees and does a lot of this work. I think that the economy, just even with COVID, keeping people and the rental initiatives, all of those things they to me represents, that is affirmed. So, to start at the top for me is the Housing piece.

Councilmember Graham said if I can chime in, one correction; I think it is probably in the nation, I think what we are doing here in housing is really significant. We certainly have taken care of the low-hanging fruit during COVID in terms of housing assistance, rental assistance, mortgage relief, utility relief. That work continues, even the work that we've done with the part of the community and the County in reference to homelessness. I think that work is good, and I think there will be some movement on that in the next couple of weeks on those efforts. So, certainly, I think housing is a reaffirm in my opinion. I do challenge the Manager again as I did several months ago; I really believe we have the capacity to do even greater things around the housing issue, out-of-the-box thing. We just can't rest on our laurels so hopefully again I won't give the same speech, but hopefully, we really can think about how we can really move the needle on publicly owned land, land banking for housing. Those things that historically we've done, but we hadn't really focused on and so hopefully moving forward we can do that.

Secondly, I look at the list and the things I've been really most involved in is housing and the Corridors of Opportunity and really excited about a lot of the things that happened, particularly in my Corridor, Beatties Ford Road, that I won't be selfish, since Councilmember Watlington and Johnson are not here as well, the things that we need to do in those Corridors as well. Every Corridor is uniquely different, and I think the work we've done, certainly on Beatties Ford Road is significant and that same time of energy, attention to detail needs to occur certainly in Victoria's District in her absence as well as in Renee's District so I'm really happy about what is happening and what is about to happen as it relates to Corridors and our communities.

Councilmember Driggs said I wanted to clarify it says corridors up there. We have a major priority when it comes to safety so that refers to Safe Charlotte. I think we should emphasize that keeping the community safe is an ongoing priority for us, it is an ongoing challenge and I'm assuming that we wrapped that into the corridor's line there, but I just want to emphasize that addresses a lot of issues including things like street racing and other behaviors that have been a major irritant for people. We are very mindful of that, that is among our priorities and we will keep working on it.

Councilmember Winston said I think these are great priorities, but one priority I would like to add is around governance like you mentioned Mayor. I think back to a lot of the work that we have done over the past 19 to 20 months. A lot of it, although it has been difficult as the Mayor also said, we've had to temper our relationships to some point. The

stuff that we have gotten done and the only reason we got it done was because we figured out different structures to work in. So, thinking about initially using the taskforce kind of method along with our committee structure, thinking about how we got to a Safe Charlotte Plan and the way we did that kind of deep dive on all our kinds of parallels. Thinking about how we continue to meet and really lead on how to operate differently. I don't know if we necessarily codify some of it, even the discussions we are having around redistricting and the possibility of more districts, of how Councilmembers can work together in different kinds of ways. These are things that we've been kind of putting together as we've figured out, but we are at the place where if we want to get some of these major things done, especially around TMN (Transformational Mobility Network) and even looking back, maybe if we had gone about it in different ways that we know how to do now, maybe we would have different types of outcomes. If we really focus on making our governance structure and structures within us and figuring how to work together better, we can be even more powerful and do even more, especially as we are starting to come back together in person. I don't know how we actually go about doing that, but I would like to see us collectively really take that on.

Councilmember Bokhari said I would second that as well. I think we know why we can't get more district seats and maybe less At-Large done for this go-around of March, April with the census and the redrawing, but there is no reason in parallel. If we are looking at what we do well versus what we do poorly, I think one of the things we do poorly is strategically get ahead of conversations until they are a fire that are right in front of us, and we have to make a decision. There is no reason why we can't be saying well this redraw of the maps, this is this census year, but by 2023 we'd like to go, as Braxton and I have been talking about to 11 District Council seats and one At-Large seat, making it 12 and that At-Large is the Mayor Pro Tem and maybe that goes along with four years, as others have discussed, for the Mayor term and some other things. I think that solves a lot of problems and if Braxton and I can come together for different reasons and both kind of align on that I think it is worth us starting to have a proactive conversation. So that is one point there and I think the second thing I would add is I think that is a slide that covers a lot of information right there, and I appreciate it. I think the problem is, and I'm glad to see Hire Charlotte on there for discussion now, but it is missing a star next to it. I think we almost do those things backward. Hire Charlotte is the job, it is the small businesses, the companies, the workforce training that ultimately powers every single topic that is there, whether you are designing it or you are working in a corridor, or you are working on a housing solution and we've kind of put that off a bit.

Tracy and team, I know have been working for a long time on Hire Charlotte and there is more to come out there, but for the last month or so we've been working on some elements that could be marquee for that as it relates to small businesses and all of those that are struggling. So, the timing is now and if we leave here with a star next to that on planning where it is not just, we are talking about it and ultimately there will be a star and a checkmark in some year to come, but it becomes the urgent nature of what we are going to do. I think that has got to be number one, these small businesses need retooling, it is the perfect opportunity, and it relates to every one of those other topics. So, I think that is one thing I would definitely recommend we leave herewith.

Mr. Jones said Mr. Bokhari, I love the way you teed that up. There will be a conversation later this morning with the stimulus funds and if Council approves one of the strategies then the star goes there almost immediately. So, the concept is trying to get to a place where we move beyond discussing but having funds behind it. Then to Mr. Winston's comment, this is the last slide and I thought it is more so for you than for me, but this is kind of how things work right now. There is Council direction and policy guidance and sometimes it will go to a Strategy Session or Action Review, sometimes it will go to a Council Committee or sometimes it comes just to the team to come back to you with some type of analysis. Maybe Mr. Winston, what I heard you say is there is another box there in terms of how things get done from a governance perspective. This is what we've been operating under for at least the last two years.

Councilmember Eiselt said I guess a couple of things to add onto what – I have three points, one with Hire Charlotte and I don't know it as in-depth as you do Mr. Chair, and

the committee, but I really hope that we are focusing on that variety of jobs. We get so excited about all these high-tech jobs that are coming, fen tech jobs and that is great, and we say that for every one of those that create X number in the service sector, but the fact of the matter is we've got to make sure that we are also promoting investment in good-paying jobs at lower levels. We don't want to become a Seattle or San Francisco where it is the working homeless. Seattle is a smaller city and they've got 10,000 homeless people, way above ours and that is because of the average wage in that city. I really hope that our focus is also on those really critical jobs that pay \$80,000, and \$70,000 and to that mobility. We have to continue to understand how critical mobility is. Affordable housing is critically important, you can't do anything unless you have a roof over your head. But mobility broadens our definition of what is affordable housing. If you can live in Gastonia and take a bus rapid transit in or whatever, that all of a sudden is a whole different calculus. If you can get to work in downtown Charlotte in 25 minutes on a rapid transit bus, so mobility is like Safe Charlotte, I think as critical to every investment we make in this City because if you can't live here affordably and in North Carolina, it cost \$7,000 to operate and manage a car so it is probably higher in Charlotte. We've got to drive that down. That is the second most important component of people's disposable income, so I hope we continue to hammer how important mobility is, different options for mobility.

I just want to say Arts and Culture is sort of down the list a little bit, but I think this could really be a game-changer for us in Charlotte. We often kind of laugh, what is Charlotte's brand. Charlotte has got a lot of what, but the fact of the matter is we've got some incredible talent in this City and our model has not allowed us to broaden that and to use it in a way that attracts people to come to Charlotte to invest in activities that bring more people here and highlight the amazing local art we have here and bring in world-class art. So, I'm really excited about what that future is going to look like for our city because it is very clear the support is here for our Arts and Culture sector and I look forward to seeing what that can really blossom into.

Councilmember Ajmera said I have a couple of comments here. I agree with what Ms. Eiselt just mentioned about mobility investment and I hope we have a star next to it along with the UDO because not only that information will help us as we plan for [inaudible]. It is so important, and this is a major initiative that we are working on. [inaudible] I do want to highlight one topic that we have added to our agenda from the Budget Committee discussion last week was the traffic safety. Is that part of Safe Charlotte Mr. Jones?

Mr. Jones said yes.

Ms. Ajmera said I just want to make sure that we are continuing to work on that. We have seen increased fatalities and the committee had briefly talked about how we need to add that to our priority list, so I want to make sure that continues to be highlighted in our key initiatives. Also, for Corridors of Opportunity, I know Mr. Graham mentioned the great work along Beatties Ford Road. I want to make sure also we are including Central Avenue and Albemarle Road in our Corridors of Opportunity.

Councilmember Phipps said as far as corridors are concerned, I think one of the things that really frustrates me about the corridors is the slow rollout that we have of them. I thought that we were in a position to have a more concurrent rollout of the Corridors of Opportunity. I don't know what the schedule is, but I know we've got the Beatties Ford Road going on. Is it a capacity thing with the neighborhoods and their playbooks or whatever, but I really do think there are a lot of things going on in those corridors and I hope we can get away from this incremental implementation of the corridor strategy and a more concerted rollout across the City with these corridors. So, I would like to see that? As far as the makeup of these priorities I don't really see them as I don't know if they are supposed to be in some order or not, but I see them as all-important, and just because Arts and Hire Charlotte are down below, I don't consider them down below. I think we've got some good opportunities to move forward on a lot of these issues, but I think those are the issues that we've been focusing on and they need some more focus. No way that they are anywhere near as complete as we would like so I think they deserve to be there. I think we are in good shape in terms of the priorities and what we want to focus on.

Mayor Lyles said I just wanted to add one other thing. This goes to what Braxton is bringing up around governance and how we structure this. I get a chance to look at all the committee assignments and what people are doing and the referrals and often our referrals don't reflect our priorities. We tend to go down deeper into a programmatic aspect and I'm going to say this because I think we have a team of people that do a lot of good work, that are educated, trained, licensed to do a lot of work and I wonder if we are keeping our eye on the things that we really want to push as a priority versus, and no offense to anything, but I think sometimes I look at something and I think well this ought to – we spent months and weeks appointing an Arts and Culture Committee, just the people on it. That was a Council Ad Hoc Committee meeting a couple of times. We talked about it a couple of times at Council and was that really where we ought to be pushing up the thinking on this Council and should we be giving a lot more of that accountability to the Manager and the people that are actually accountable for those things and say how do we use our Strategy Sessions to be more about the things that we want to accomplish and committees feeding into that or should we just make the Strategy Sessions around those like housekeeping governance, how the Manager is working and committees go to the higher level.

I'm just trying to figure out what makes this governance structure work as we walk out of this room today a little bit differently. I just really believe that we spend our time often with redundancy and I think if we could just think about that some and think about what does the Strategy Session do and accomplish. We can make it whatever we want it to be. Would it be more effective to say these are the things that we operationally want the Manager to accomplish? Mr. Jones tells us where they are and then we focus on how are the Corridors working, are they resourced appropriately, are we getting out to engage the community? Because I think we are missing the boat when we don't talk about how Councilmembers engage in the community. That is just thinking about the governance, maybe a small step today, whatever we decide would be something that would make us more effective.

Mr. Driggs said I just wanted to point out the sharp-eyed observer might look at that and say what about the environment. What are we doing about the environment? I want to emphasize there for one, we have in place a very robust Strategic Energy Action Plan, the ongoing implementation of that is our commitment to the environment, but also when you look at things like the 2040 Plan, the UDO, the Mobility Plan environmental concerns pervade everything we do. So, it isn't a separate committee and a separate topic, it is Transportation, Planning, and Environment, it is intergrown to a lot of this, so I don't want people to think that we have somehow dropped that priority. It is very central.

Mr. Jones said what I would like to do to answer Mr. Driggs some questions that were happening today, it is just that the Arts and Culture and Hire Charlotte are a bit newer in terms of the discussions that the Council has had. If we go back one slide, this is where we really want to be, an integrated system and within that, you see the SEAP (Strategic Energy Action Plan) as you said is such a part of the UDO and the 2040 Plan and so what we tried to do, if we had 20 priorities it would be very difficult to do them all, but almost to what Mr. Bokhari said earlier, there is a lot embedded in this, but we do believe that we are covering most of what you want us to cover, and we are trying to do it in a concise way that people can understand it and that it what is Shawn is going to work on even with the matrix how do we understand what success is like along these? And then to Mr. Phipps question in terms of the corridors, we did do a three-year rollout so within this fiscal year will be the last two corridors and I think I have this right Tracy the last beginning kick-off of a playbook will be in the January-February timeframe. So, we were a little slow, but I want to I guess cast it a different way, we wanted to make sure we engaged the community and understood what they believe is important and not just top-down.

Ms. Eiselt said I don't want to jump ahead of anyone else, but I'll just add to what Tariq said that he and Braxton and working on and I hope that we will seriously revisit the recommendations the Governance Committee made. We asked a group of citizens to work as volunteers to make recommendations and they worked really hard at that and I think we owe it to them, (a) to revisit those recommendations and (b) I support what they

did including four-year staggered terms because anyone who is in the office now knows it takes a while to learn this job, so I support that work you guys are doing.

Mr. Graham said could I throw something on the table that may cause a fire? If we are going to talk about governance let's talk about governance with a big C, Community Governance and that is the entire community, Charlotte Mecklenburg. If we are really going to have a strategic decision about how we govern ourselves, and right now I know we are talking about how the City of Charlotte governs itself, I get that. But if we really want to have a strategic conversation top-down and take some things off the table, I think the first thing we talk about is this government working appropriately? Should it be Charlotte Mecklenburg versus the City of Charlotte, which is the conversation that we've had in this community for years about consolidation? If we really want to have a conversation about governance let's have a conversation about governance, and if we alleviate that because there is nobody from the town or the County says no, or the citizens say no, or the corporate community says no, or we just can't do it, then I think we take a look at ourselves and say okay how do we govern ourselves in the most appropriate way?

I've just not bought into stuff yet. I probably can get there, but I think if we are going to have a governance conversation let's have a governance conversation.

Mr. Winston said I agree with Malcolm. I think we have to approach the conversation from a community standpoint about a consolidated government and I think we can do it in a very responsible manner. I think there are some folks in the County that have some ideas about it. I know there are folks in the private sector that have ideas about it. I think we just have to be truthful about some of our work and this is where I think Mr. Jones' staff can really help. Like for instance when we talk about our Safe Communities and our public health approach, we know that we are trying to make two bodies work together and there are some efforts that some colleagues are doing to do that extra work between meetings with County Commissioners and such. But we know it is very hard to integrate the public health system and law enforcement. When we talk about the offices and the resources the County is putting, not that it doesn't match, but again there are two different systems that don't necessarily talk together well and if we are going to deal with the things that we need to deal with, if we are going to deal with affordable housing and, homelessness we start with Tent City. If we are not running in line together all of those systems bad things happen to our community. I don't know how we don't have an effective governance conversation without broaching the subject of some type of consolidation and being smart about it. To say that we can hear everybody's concerns in our community, there are many different ways you can go about forming a governance structure that actually works and serves the people in it. Democracy is always changing, and we always have to work on it, so it shouldn't be a big surprise that we are at an inflection point in the time and growth of our community to think about something else.

Mr. Philips said just a couple of observations; one, Tariq, you mentioned this slide [inaudible] communication system, so I don't know who is responsible for these, but clear indications to help you all make better decisions, so well done. The second thing, I see Hire Charlotte, when I close my eyes and I hear Hire Charlotte I feel like I'm an evangelist, but there is something there. There is something there about Hire Charlotte. I'm going to turn it over to Denada and Marcus for the next segment.

Mayor Lyles said should we put the fridge up now?

Mr. Philips said yes, you got some stuff for the fridge?

Mr. Jones said the next discussion topic, and we really appreciate the feedback on the first one, is just working together so as you know there is going to be a spring election which is very different than anything that I've experienced since being here. We thought it was very important to talk about the current policies around election season and the use of staff time, but just as importantly there is a big decision related to the budget and when this Council would like to vote on that budget or is it up to the next Council because there will be an election in the middle of the time period in which the budget is typically

introduced and approved. With that said I will turn it over to Denada to go over some of the election-related items.

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ITEM No. 3: WORKING TOGETHER

Denada Jackson, Constituent Services Division Manager said during election season which typically falls between July 1 and until after the election, the City of Charlotte employees a few best practices for all election candidates. So, the first set of those practices are these election norms which will begin with the staff interaction and then the building usage. City staff are not committed to participate in political activity or an elected official as a part of their work duties. That means starting November 1st you can all stop calling me. No, I'm joking. This just means that during work hours the City Employees are not able to help you with any political activities and speech writing, any type of activities where they would help you with media things that would involve your campaign. After work hours they are able to assist you if they so choose.

The second piece of this is political tasks should never be performed using City resources of property, so if you are not in your official capacity as a Councilmember you are not able to use things like CMGC (Charlotte Mecklenburg Government Center) to host a media event or you can't use property like microphones or podium or things of those natures. So that is something that is in the guidelines of things that you cannot do.

Councilmember Eiselt said we had that issue a couple of years ago; maybe this is for Patrick. Before you were here a couple of years ago, we had that issue with an employee of the City who was working for Councilmember off-hours, running her campaign. It was Claire, and I thought the decision was that you can't do that.

Mayor Lyles said he was an intern, I don't know what he was doing in the campaign, but we had a person that hired a Firefighter as an intern in the office. I'm not really sure if I can remember who the internship program worked, but she brought him into the office as an intern doing Council work and things like that, which may be different from political activity, but that is what happened in that case. There is some documentation about it.

Ms. Eiselt said that surprises me that that would be okay because I feel like maybe staff doesn't feel this way, but it feels like it would staff in a very awkward position. Just my opinion.

Ms. Jackson said the Mayor mentioned for those viewing, it is an intern situation, and I can speak a little further to that. If you do have an intern that is working for your political campaign, we can't give them any City resources as well, no laptop, nothing of that nature.

Councilmember Driggs said Denada, if I could just comment quickly, to Ms. Eiselt's point I think from an appearance standpoint, not having staff members engage actively on behalf of political candidates in their spare time promotes the perception of neutrality on the part of the staff, which is something that I think is a valuable asset. It may be permissible, but I don't think it is advisable personally. I think it really looks better if the staff is not visibly engaged and there have been instances of a political type of postings or utterances by staff. We had one case that led to a court thing so the lower the profile of staff on the pure politics I think the better, legal, or not.

Mayor Lyles said I also think we also need to be aware that many of the staff have professional certifications that would cause them problems with their own work licenses and certifications and professional things and could put them in a position then that is a very difficult thing for them to be able to say no, but at the same time, I would agree with Mr. Driggs. I think what you can do is very different than what is appropriate to be done, especially with our staff that are administrative to us. I think that is the most vulnerable place that we have and we all ought to be very careful about that.

Mr. Driggs said Denada, be sure and be on time for my fundraiser, okay.

Councilmember Bokhari said just a point of clarification question in there; as an example, after November 1st, is a staff member or one of our support staff members, for example, are they allowed to communicate on our behalf, like e-mail responses under the guides of the person or send letters and things like that?

Ms. Jackson said that is a great question; It is your official task if you are answering City service questions and about how we pass on things like a water main break or something that is [inaudible] that is okay. But if it is something like thank you notes and other things that is a little in a gray area.

Mr. Bokhari said so gray area as in no.

Mayor Lyles said it is no gray. You've got to help people know what are the boundaries. What do they say now, the new word is a guardrail, what are the guardrails? Thank you notes.

Ms. Jackson said so starting November 1st every Councilmember information request will be uploaded to the online candidate portal. So, this is simple things like your Q (Questions) and A's (Answers) that you get before a Business Meeting and other items, but it also is in addition to that are the e-mail requests that you may send, you may want a stat on something or additional information about a particular item because sometimes we get individual requests. If we get those requests after November 1st, we are going to upload them to the candidate portal so all candidates would have access to that information.

Altered Town Hall Guidelines – This won't be the first time that you will see this, but I'm going to highlight a couple of things. Up until October 31st, which I believe is Sunday, you've been able to enjoy two Town Halls between that time period. So, after that, starting November 1st, and this is up for discussion because I know this came up in the Budget and Effectiveness meeting. November 1st through April 30, 2022, we would stop the Town Halls, which is normally what we would do between that time period of July 1st through right after the election so that is generally what we would do, and it is about the same block of time. That is kind of where the April 30th date came from. Then as we look beyond in 2022, starting May 1st through December 31, 2022, because that would still be an election year, we are looking at no more than three Town Halls. That is different from what we normally do because there is an extra two months in what would normally be a year, so we are just offering that additional Town Hall. There is a caveat in there that speaks about only one in-person virtual Town Hall. So, I will say this, and in-person virtual Town Hall is something that a lot of people like to do now, they want to offer options and it is fine, but they have to be in GMGC because it is extremely difficult to wire an entire room. There are opportunities in the community, District 3, I hosted one at one of their community places, the church did it for her and we just promoted it. So, it was an opportunity for us to just promote it for her and the church did everything. We didn't touch anything other than plugging it into our social feeds, so we streamed it on Facebook and YouTube, we were able to send them that signal. It will have to be in the building if you want to do a virtual combo because it is just too hard to try to wire an entire room.

Mayor Lyles said the one that you mentioned that you were able to just plug into, that really requires accessibility; what if only one person has accessibility, does that matter in the decision-making?

Ms. Jackson said accessibility in terms of the ability to have that type of technology.

Mayor Lyles said the ability to have that type of technology; I think that is the question, so if Julie has it and I live in a district and I can't find it or can't get it, is that the same decision that she continues to do it and I don't or do I just go to Julie and say Julie you have to plug me in too?

Ms. Jackson said in the past before COVID what we were doing is similar to what we have now, a little bit upgrade today, but [inaudible] It would be very difficult to go out in the community and have the ability to engage in terms of people being able to ask

questions and have that sort of experience. [inaudible] you could hold it at CMGC and those folks who could not make it [inaudible]

Mr. Driggs said one concern I have about this is that we are right in the middle of our 2040 and Transportation Mobility Network Plan process. The UDO and as the public becomes more aware, they see that happening, it would be great if we had the opportunity to meet with our constituents so I think the idea of this blackout where I can't just sort of say okay everybody if you have questions about that come to my Town Hall. There is a conflict there, but this is a really bad time to be blacking out Town Halls. We should all be planning them at this point, and I guess my only question is could we have something at least where the staff can organize some [inaudible] we've seen this on road projects, etc. the staff actually organizes a meeting and maybe the Councilmember is not front and center at the meeting, it is a staff sponsored event, but the Councilmember can request these meetings in their District so that flow of information interaction with the constituents can still occur. We've just had the Policy Map released and the UDO has just come out and people are probably on page 220 by now and it will take a while to get all the way through it. So, I don't want to be completely cut off from group meetings while we kind of informs the public about that.

Ms. Jackson said I'll let Taiwo speak to it, however, with the 2040 Plan and the UDO items there are between 15 and 30 meetings happening per month in the community already that you can absolutely [inaudible] front and center and they are for different areas.

Taiwo Jaiyeoba, Planning Director/Assistant City Manager said the Comprehensive Plan policy that you voted on in June, the engagement led into that is so different than now when we are getting into the details. They don't lend themselves to Town Halls, that is why we started working on community conversations. We've probably had about 30 or so of those to date, and I'm looking here between now and October 31st we have six more meetings for Policy Maps, and we have three for UDO. We have more than those beyond October 31st of course, but between now and October 31st we actually have about 10 meetings. However, my challenge is that they are so well attended because we are the ones who are trying to drive people to them, that is where we need your help. You can actually attend this community conversation as well and you can use the opportunity to ask your constituents to join because if you ask them to, they will. I think probably the best one we had last week was for South Charlotte, we had about 17 people attend that one. I know there are four taking place right now today as I'm speaking, there are two going on, and tonight there are another two. Then we have make-up sessions over the weekend, which are not even included in what I've shared. So, if you will attend those, we can send them out to you and then also drive your constituents and that will be very helpful, but we've got more beyond October 31st as well. If you drive your constituents to them, we can educate them. The reason why those are so important is they can ask pass-through level questions, details about blocks, about Place Types, things that don't lend themselves to why Town Halls. So that is what I would suggest.

Mr. Driggs said I would just say that Taiwo, I would like to be able to actually propose a time for a meeting like that and be involved in the scheduling of them and also, I haven't personally received notices that I'm aware of, saying we are doing this in your district, you should come. So, maybe a little more effort to alert us or include us in it and we can avoid kind of being hosting the whole meeting and letting it be a political event. I just want to be more active in creating these meetings and I can help. I've got a mailing list, but I haven't been using it because no one told me and notify people and then use my personal kind of network to promote participation. What is happening is people are then hearing about something, what, no more single-family? Wait a minute, what does that mean, and I need to be able to react to that and say okay, have your whole neighborhood come on this date to a meeting and the staff will explain it to you.

Marcus Jones, City Manager said we can do that. I think the key is to make sure that we are communicating with the Councilmembers when something is happening in their districts and I think that would be what you are asking for Mr. Driggs.

Mr. Driggs said right, and we can also help promote it then, and possibly even propose a time if there isn't one scheduled.

Ms. Jackson said Taiwo offered this as well so every Friday for at least the last four weeks there is a session [inaudible] but we can take a step further and start placing additional information to let people know what district it is for.

Councilmember Phipps said I'm aware of at least three people currently on Council that are not seeking re-election so why should we be subject to this blackout from November to April 2022?

Ms. Jackson said that is something that we can discuss as a group, but we don't know who those people are until December.

Mr. Phipps said so you can't take our word of honesty?

Mr. Driggs said oh no, not this group.

Ms. Jackson said we can have this discussion no, but I don't know how you all feel about this.

Councilmember Newton said I think the whole point here is to make sure that there is no unfair advantage given to someone who was being challenged. So, certainly, we may not know until December who is running, who might be challenged, if someone didn't know the race, which I will be in, I don't know if I will be challenged, or whether it would be fair for someone in another race because that might help them get some exposure above and beyond a competitor. I think that is really the question we should be asking here and to the extent that there are Councilmembers who don't file and don't run for re-election or particularly Councilmembers who do file, but have no competitor are running unopposed maybe there is room for further conversation and exceptions to the rule.

Mayor Lyles said I also say that same case where you are not running, your good friend is running, you hold the Town Hall and they show up so there is an advantage thereby saying an incumbent member who is not running has a Town Hall and perhaps that could be someone that has filed that would say oh, I'm at this Town Hall instead of it being a political event where you have to organize it and have one of the parties or a fundraising organization do it. For this one, I try to air on caution more than not. I think that people assume that there are people that people support and people that don't and that could be an advantage.

Mr. Newton said to Ed's point too, it is about perception. At the end of the day, it is perception more important than anything else.

Mr. Driggs said yeah, I could unopposed and turn my meeting over to Braxton for example. Think of all the angles here.

Ms. Jackson said so what I am hearing is are we okay if we add the District information to the list that we send on Friday, you can participate in those, our 2040 events and those UDO items, and then if you are not running at all you cannot host a meeting, but you are more than welcome to join and tag onto the 2040 meeting. Mr. Phipps is giving me the glare. Are you good? Okay everybody is good.

Let's talk about 2023 because that is also an election year. So, from January 1, 2023, to June 30, 2023, and I will tell you that I did make a typo when I first sent this out to you all a few months ago. It had July 31st, it is not July 31st, it is June 30th because we will be back on schedule at that point and so those months you can have two Town Halls and then we go back to our regular blackout until after the election. Does everybody feel good about the next two years?

Mr. Driggs said are we assuming the new Council will be seated on May 1st? What are we assuming about when the new Council will actually be seated?

Mr. Jones said not that the Council has to make a decision today, but I did want to at least alert you to the fact that unlike in previous years when the Manager introduces the budget in early May, and the Council adopts the budget in mid-June this year there will be an election that takes place prior to early May and the seating of the Council, I have no idea. Just looking at what has been happening in the past, it is typically like a month later. So, on the screen, you have just some examples of how to handle the budget and I'll just do it real fast. The first one is basically having the budget introduced let's say a month earlier, and the budget being approved in the May timeframe which one could make an assumption that that would be the current Council. Then the second option would be to have the budget introduced in early May as it typically is, and approved in mid-June which it typically is, but again I'm not sure if that is the current Council or the next Council. The third example would be to have the budget introduced in early May and voted on in late May, assuming that that would be the current Council. I guess the big question is what is this Council's philosophy on this, should this Council vote on the upcoming budget, or should it be the next Council?

Mr. Driggs said I have some thoughts on that, we've talked about it. I think it would be very awkward to try and do our Workshops and all the runup to the Council vote and then have brand new people participate in the vote on it right after they take office. Our normal sequence is the new Council works on the budget for six months, the new members have that much time to kind of get up to speed and then they live with whatever they have adopted for six months or the remainder of that year. In this case, I really think it makes more sense to have this Council because of all the work we've done on 2040, because of the many things that are going on right now be the one to decide about the budget for the coming year and again, the majority of the members of this Council will also be on the next Council, but in terms of having either three veterans or more in the vote versus three people who have been in office for a couple of weeks and didn't participate in all of the kind of runup to the adoption of the budget I really think it makes more sense to try and get the budget done. There may be a couple of issues whereby voting that early we are not final yet, so there could be a little bit of contingency around it, but by in large, I really think that this group is going to get a better position when it comes to May/June to vote on the budget that the new people will.

Mayor Lyles said I also have a question because I remember when we were going through this, the swearing-in could be the day after the election and so Marcus has it in the examples as late May or early June, but there might be some new people that are elected and say can't we do it tomorrow. I think we ought to figure out how to keep it with the current Council and not set an expectation, so people know. It is all about making sure anybody running for office knows this is where we are and what their responsibilities will be. I think that is an important decision for us to communicate to people on that portal that we are going to have about the budget. This is where you can participate, you can come and sit in on the meetings or listen to all of the meetings but to say the vote is going to be on this date I think it is an important thing to decide and communicate after filing in December. Am I right Patrick, like if you get elected on, the election is on April 26th, you could get sworn in?

Patrick Baker, City Attorney said it is after the certification.

Mayor Lyles said so how many days is that?

Mr. Baker said that takes some time, but I don't know exactly how long that takes.

Mayor Lyles said so two weeks later.

Mr. Driggs said the other thing is it is quite useful to have at least a month to kind of take a crash course and get training on the legal issues and some of the other stuff. We get that book; you get the orientation. Walking into the Chamber the day after you get elected is bad enough. I remember a month late.

Mayor Lyles said I agree with you Ed, I think we ought to try to do this in a way with the current Council, make sure that we inform people that file that this is what we are doing

and have made this decision, but I don't know where we make that decision if we can make it here or other people feel like they need to weigh in on it. What would be the best way to make a decision around it so they could be communicated and put on the portal that we would have for candidates?

Mr. Jones said Mayor, to your point earlier, if this is where the Council would like to go, the vote being with this Council, is this a referral to the Budget and Effectiveness Committee to establish maybe a calendar?

Mayor Lyles said we usually adopt a budget calendar from the committee so let's refer it to Budget and Effectiveness to come out with a calendar and you've got the examples and we will go from there. Whatever decision is made by the Council after the committee reviews it then we will post that for all candidates.

Mr. Bokhari said I just mention this as the asterisk, this is a tough one. It feels a little weird us making that decision, what would normally be another Council's responsibility, but I understand why given the timeline. I'm just picturing different scenarios here in my mind, if it is a calm budget that is not very controversial, I would see that is probably okay. But, if it becomes a controversial budget in any aspect, I think there might be people running for office for specific reasons by which we could bypass and so there is probably no perfect scenario and we are where we are, but I think that is something we need to contemplate as we go into this budget. If we are going to raise taxes by five cents that would not be a good thing to do going into something where we also voted for ourselves to take that vote before the next Council got on board.

Mr. Driggs said I agree with that. The only thing I would say is I actually think the likelihood of that is not that great. Looking back over seven budget cycles we've had a couple of issues that ended up being the focal point, but we always try to avoid the tax increase. I hope we will be able to do so. The Capital Investment Plan is always a topic of conversation, but 90% of the budget kind of rolls from one year to the next, and although that is a very valid concern, I'm hoping in practice we won't actually encounter that problem.

Mr. Philips said Ed, in practice being abundantly clear why you are doing this.

Ms. Eiselt said yes, that is why it is important.

Mayor Lyles said yes, are you good Ed?

Ms. Eiselt said that effectively takes that example too, correct? So, when are we going to decide on this?

Mayor Lyles said it will go to the committee and then come back. Ed, I don't know when your committee is meeting but I think [inaudible]

Mr. Bokhari said I think as you discuss it a nice counterbalance for us doing it is this Council would be having that public hearing before the general election so that at least the train is too far gone, at least the public has a chance to weigh in should they see something they believe is controversial.

Mr. Driggs said we would do that anyway before the adoption. I think that will be on the timeline for the budget process.

Mr. Bokhari said the difference I think between one and three is that only.

Mr. Driggs said yes.

Mr. Philips said I hate to say this because this may be a bad interpretation, but it appears by the agenda that I'm looking at, we are way ahead of schedule. I would just mark for the record. Do we want to go ahead and move into the Financial Condition and then take an extended break before lunch, do you want to take a break now? I'm seeing some

yeses and I'm seeing some nos. We've got a scheduled break at 10:15, so we are good with that. Alright, I'm going to shove it to Marcus and Shawn about Financial Conditions.

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ITEM NO. 4: FINANCIAL CONDITIONS

Marcus Jones, City Manager said I will try to keep this rolling. So, to Councilmember Bokhari's point and Councilmember Driggs, the way that we put the budget together for the current fiscal year, was actually a two-year budget because we always look forward to FY23 or the next fiscal year, so we have a structurally balanced budget, we fully-fund our reserves and we maintain our capital affordability, still triple, Triple AAA Bond Rating. As you voted on the FY22 budget we actually looked a year ahead to FY23 and have a bit of a surplus if you will or start it from a positive standpoint looking out in an additional year. So where do we end in FY21, we basically ended with a \$7 million surplus, and typically what we would do with that because that is one time, we would roll it into PAYGO (pay-as-you-go), so in other words, we would not take that surplus and apply it to salary increases. So, the good news is we've ended the fiscal year with a \$7 million surplus, we will roll that into PAYGO and basically, we are upon two fronts. So, as we begin FY23 budget deliberations we don't foresee anything like a property tax increase to keep us running in FY23 and because we sent so much time on the priorities this morning, we don't see anything that is different from those priorities other than to continue to invest in those priorities.

The other thing that we occurred in, the question was any fee increases so, this is the General Fund and typically what you will have are some fee increases as it relates to Water, Wastewater, the Airport, Stormwater so we have a typical schedule and we wouldn't see deviating from that typical schedule, okay. In the CIP (Capital Investment Plan) which was great with this current budget while you did not approve, if you will, the FY23 which is calendar year 22 bond, this was the first bond cycle, the four bond cycles that we didn't inherit something else, the Big Ideas, so we've gotten through that and again we applied all of your principles, your priorities as related to infrastructure, roads, affordable housing. And so, what we see going forward is basically what is in the budget book currently that you would approve for the CIP. Now, could we get better in terms of maybe as we look at the financing of that, absolutely, that is what we always try to do, so could we do potentially something more as Ms. Ajmera would say, with lighting or Vision Zero. So again, I think the main thing as you start to think about the elections and when you vote on the budget is that we don't have any surprises in the budget.

Now, let's go back to February of 2020, we said the same thing, and then April came about, and we had COVID, and everything changed. So, absent something like that we feel very comfortable that the FY-23 budget is really dealing with compensation. So, if we can go back to some of the drivers, so much like last year when we came before you, we had a budget gap, and a budget gap is only because of using a typical salary increase, and we feel comfortable just like last year that we can close that gap. And some of the ways that we are doing this is coming out of COVID is really looking at the services that we provide and prioritizing those and seeing if there are some things that maybe we can get out of the business of doing. That doesn't mean layoffs or massive layoffs, it is just we've learned a lot with COVID, and we think with technology there is some improvements we can have. So, that is a quick way of doing two things, one is setting you up for Shawn to have a discussion about the ARPA Funds which I think is really what you want to talk about this morning but also trying to set the stage that we are in great financial shape. The main thing we would have to address is compensation for FY-23 and as we always do in the Budget and Effectiveness Committee, we would come back and have discussions. So, that is a quick way of setting up with Shawn, but also giving you a snapshot of where we are in terms of ending the fiscal year and going into FY-23.

Shawn Heath, Assistant to the City Manager said this presentation bundles a few COVID-related topics. Last week at the Budget and Effectiveness Committee meeting there was a request for an update on how are we doing on rental relief and evictions in the community and also an update on Charlotte Water with delinquent accounts, and how

things are going in that regard. First, we will start with a slide which will look familiar, this is very similar to a slide that I covered on September 7th, I just updated it for some additional money that we've put into the community in terms of rental and utility relief. Just as a reminder, if you reflect back on the last year and a half with all of the stimulus funding that has gone through the City of Charlotte, the single largest investment category relates to the rental, mortgage, and utility relief at about \$75 million. It really drafts everything else, even with what we did with the Access to Capital, Small Business Program.

In terms of the current state, there has been a lot of activity over the last eight weeks. The eviction moratorium expired at the end of August. In September the court system started to work through the backlog of eviction filing cases and this has been a natural progression as expected and then in October our Community Partner, Dream Key Partners has been receiving a lot more applications for relief than they have in the past. The number of applications has been significantly higher as expected. So, our objective has been and continues to be to find ways to support the community. Willie Ratchford's Community Relations Dispute Settlement Team has personnel that are at the Court House five days a week working on mediation and conciliation with residents and landlords. That is an important aspect of our support and then of course we are continuing to find opportunities to provide financial relief as well.

On this slide, there have been multiple applications under the CARES Act (Coronavirus Aid, Relief, and Economic Security) and the American Rescue Plan for rental, mortgage relief, utility relief assistance. The blue shaded element of the third bar is the amount of money that is still left to put into the community, so about \$25 million from the City of Charlotte is still available. Dream Key Partners will administer that funding on our behalf. When you add in the resources that are being made available by the County, I spoke with Dream Key the other day and they have about \$60 million in total when you take the City and county resources into account. So, any members of the community that are continuing to struggle with their rent payments, utility payments, call 311 go to rampcharlotte.clt, those that are eligible can work through the process. It is a well-oiled machine at this point.

Councilmember Bokhari said can you pause for a second there and go back to that last slide if you would. I think this is a perfect articulation of the point I was trying to make when we first kicked off, which is obviously, this is an important topic but we consistently focus all our time and capital on housing, rental, we attempt transportation and land use and we never focus in as much on jobs, on small business on the other side of that equation entirely, of which the workforce and the small businesses and the jobs are the factors that the economy requires jump-starting and touches all these other things. So, as we are going into conversations about future deployments of federal dollars and programs and priorities, I do hope, these are great charts to look at, but we don't have those charts on where we deployed that capital in a way to retool the small businesses that drive 60% of all the jobs in Charlotte. That is a snapshot that make that abundantly clear to me in dollars and I really wanted everyone to take a second to look at that.

Mr. Jones said that is a great point. One of the things we talked about earlier was Hire Charlotte and we look at these two buckets of federal funds and we wanted to get the Hire Charlotte work done this year so we can have a bigger focus on jobs in the next bucket of federal funds. So, that was the concept.

Councilmember Graham said I get what you are saying Mr. Bokhari, but I think it is really important that we are narrowly tailored in terms of the support that we are doing to help people. Certainly, jobs are an extremely important factor as well, but I think what we've done over the last 18-months with the utilization of these dollars is just what we have to do on the ground immediately to help people understanding that what you have articulated for the last couple of months is really important and that it should be considered as well, but I don't think they may be mixing apples with oranges maybe, I don't know, but I would love to see a clean report in terms of the resources that is deployed directly assisting citizens knowing that citizens are business owners too, so we've got to help

them as well. This is kind of where the people's power is I kind of see it, but I get your point, but I just think we still need to be narrowly tailored.

Mayor Lyles said I think that is a great point, Tariq, that the idea of now we at least have data around people that have gone through eviction and maybe we need to sort that data by who is it working for and got evicted and what kind of jobs would be available. I think it is good data for us to get to understand evictions are a result of a number of different causes, but by just doing this system we don't know what the answers are, and I think what we are trying to figure out is are people evicted and they are working every day? Are people evicted because they were always on the edge and not able to, and I don't know how to do that data collection, but it seems to me we have lots of information and I just wonder Shawn if we pose that to Dream Key, even it is just for the \$25 million as a sample? That might be a good way to figure that out.

Mr. Bokhari said that is well said and said another way when those emergency assistance programs stop how many people then go back and we just kick the can?

Mayor Lyles said right, and I've seen some data in other communities when the programs stopped, they moved immediately to another existing subsidy program. So, what are your pathways as a result of this pandemic? We need some data around it, we need to know, and even if we could just check the \$24 million applications that are coming in and say are you currently employed, something like that.

Mr. Bokhari said it goes back to the old words even when we started this when the pandemic started off to survive and thrive and this bleeds survive. The thrive part, the sustainable part is the hard part. It is super hard, but we've got to attack it with as much gusto as we attack the survive part.

Mr. Heath said there was a report released by UNC-Charlotte (The University of North Carolina at Charlotte) and Mecklenburg County two weeks ago estimating that there were over 28,000 members of the community that were behind in their rent with an average arrears balance in excess of \$3,000. If we can do the math, these are big numbers in terms of arrears. I would also remind everybody [inaudible]

Councilmember Phipps said these funds. Mortgage relief, are those funds available to landlords, or is that another bucket of money?

Mr. Heath said the mortgage relief was really more of an investment during the CARES Act [inaudible] it goes directly to the landlord or [inaudible]

Mayor Lyles said what I've understood from other communities is the issue the check has to go to the landlord, but the application has to be made by the tenant and it is very difficult for the tenant sometimes to get the information or if they miss a step, it has gotten to be a terribly difficult complicate process of who applies and who gets paid. In Columbia, they've started writing the check to the tenant now and having the tenant agree that they will give the check, so people have had to modify and that why some of this rollout was so slow because it wasn't working, and landlords were not able to get the money and they just felt like it was just too onerous a program. But I think we've all addressed that I hope in Charlotte as well as other communities.

Mr. Heath said moving on to Charlotte Water, this is a question [inaudible] on the status related to delinquent accounts. Before I really get into the statistics I want to share [inaudible] which is Charlotte Water stated focused on everything they can to [inaudible] customers and Angela Charles [inaudible] credibility issues. This is a conversation we've been having for over a year and a very intentional conversation for nine months because of the October date we are resuming disconnections. It is something that we intentionally signaled quite some time ago. So, a lot of work has been done during the last month to really aggressively communicate to customers to determine that their bills, to help them on months past. One is, put them on a payment plan so some are on a payment plan and they are honoring that payment plan, even if they have a large arrears balance, they will not be disconnected. And/or align them with eligible community resources, the Dream

Key partners, or Crisis Assistance. So, I'll get into some of the specific outreach, but one statistic that I'm constantly asking from Angelia's team handed over 20,000 direct person-to-person calls to individuals who were behind on their bills. That is person to person, there are a lot of automated calls that happened [inaudible] being scheduled for disconnection. So, it has been a very aggressive engagement strategy. [inaudible] when October arrives, we want to be able to say we put on a [inaudible] to make sure the customers were aware of what their options were.

In terms of the statistics with the disconnection moratorium which ended October 4th and had been in place for 19-months. We've seen a fair amount of positive movement over the last four to six weeks so you can see here in September we had a high of about 18,000 residential customer accounts that were eligible for disconnection so that was our peak during the pandemic. As of Friday, of last week that is down to 13,600 and that is on a base of about 266,000 residential customers for Charlotte Water, so we are talking about roughly five percent.

In terms of total past-due and total arrears balance, we also have seen a very significant drop in that for the four or five weeks. It is down to about \$10.5 million as of Friday. One important point here because there are so many customers that are still eligible for disconnection. [inaudible] is to help a slow wrap up of disconnection so pre-pandemic on average we disconnect about 3,000 customers per month. For October we are on schedule to have 800 disconnections, slowing getting back to that pre-pandemic level over about a six-month time period. [inaudible]

I have already touched on a bit of the communications strategy, multiple channel social media, the website, door hangers, all sorts of opportunities to get the word out working with all of our community partners and there is a new federal water relief program referenced here at the bottom of the slide. The Low-Income Household Water Assistance Program is just not being set up. It is exactly clear how much money will make its way into Charlotte Mecklenburg, but our Charlotte Water Team is working closely with the County and with the State in order to ensure that we are in a position to receive as much of that funding as we can. Once again, any Charlotte Water customers that are currently struggling and don't know where to start, don't know where to go, call 311. That is the best place to get started.

On the final slide here related to Charlotte Water, a real emphasis on continuing to be customer-centric, both in terms of having the 19-month moratorium on the disconnections. Now, the Governor put in place an executive order very early in the pandemic. We had already put the moratorium in place before his executive order was passed and we kept the disconnection moratorium in place quite sometime after that executive order expired. It is also important to really reinforce that one part of being customer-centric is an emphasis on revenue collection because revenue collection is how we maintain our system. That is how we operate, maintain, and invest in our system as an enterprise fund so it is something that we just can't discount. With that, I will transition to American Rescue Plan.

This is also a slide that is identical to what I shared on September 7th, so just as a quick reminder, there were a lot of branches under the American Rescue Plan, there are two particular allocations that provided for community-facing investment opportunities which are shown here. The \$12 million for homeless assistance, is under the HUD (housing and urban development) home program, and then the \$142 million associated with the State and Local Fiscal Recovery Fund. As I have shared before with the State and Local Fiscal Recovery Fund you get half of that upfront which we received in May of 2021. We will receive the second half in May of 2022.

Most of what I will focus on today will be the Local Fiscal Recovery Fund which is \$71 million as we've said before, will devote \$60 million of that to Community Facing Investments and \$11 million to City Operations. But, before we leave this slide, I did want to give you a sense for where we are at on the homeless assistance piece. In July I made reference to the 2025 Homeless Strategy that is in play in the community that you heard directly from Gene Woods about in mid-September and in July you may recall that I'd

indicated that staff's recommendation and our intent is to align \$10 million of federal stimulus funds under ARPA with the 2025 homeless strategy. That strategic plan for that work will come out within the next 30 to 45-days so essentially our recommendation remains the same, that we continue to hold a placeholder of \$10 million to support that work. We will see what kind of opportunities and recommendations come out of that work and will look for an opportunity to align ourselves with the ones that are the best fit with the City of Charlotte priorities. With the balance on that homeless assistance bar, that \$2 million, staff's intent, kind of building on some of the things we did over the CARES Act, the Salvation Army, not related to their temporary shelters and the Relatives supporting some work that they are doing relates to use and crisis.

What we plan to do is put together a \$4 million package that supported the Charlotte Rescue Mission, so \$2 million would come from that first far on the slide, and then \$2 million would come from the only remaining balance we have from the CARES Act which was the DCBG funds at \$2 million still left that needs to get spent. I know all of you are familiar with the Charlotte Rescue Mission, they are in the process of expanding their Rebound for Men Program. It is something that staff really believes in. Rebound for Men is focused on substance abuse, they work with about 400 men on an annual basis. It is a 120-day treatment program, and they have successful outcomes in terms of sobriety, housing, employment so we see that as a great opportunity to put federal stimulus money to work. While the 2025 Homelessness Strategy isn't done yet, this is just the sort of thing that we think will be supportive of the kind of recommendations that come out of that report.

Moving into the \$60 million, this is what you saw on July 19th so just as a reminder with the spread across the three primary categories, Housing and Homelessness, Workforce Development and Employment and Community Vitality. The suite of recommendations that we are bringing to you today are very consistent with what we discussed on July 19th, very, very consistent, just a few changes, and at the high level what you see here may look identical to the previous slide, but today what we are sharing is housing at \$17 million instead of \$20 million and Community Vitality at \$27 million instead of \$24 million. One question Mr. Driggs, I believe you asked in July was how did staff determine these allocations and I would just reinforce that our attempt was to really focus on Council priorities. We leveraged community feedback from the Taskforce last year, there was community feedback built into the FY22 budget process and then just staff perspective on community needs. We attempted to be as deliberate and intentional as possible, but there is clearly judgement built into all of this which is why we are here today.

Councilmember Driggs said Shawn could you remind us what Community Vitality is?

Mr. Heath said it is kind of like others in a way. You might call it another category. As we were looking through the set of recommendations in July, we felt like there were certain things in the housing category, certain things in workforce employment, but then there was a collection of other things that we felt like they are not necessarily directly related to one another, but they are all in different ways shapes forms to help supporting the strength of the community. So, it includes grassroots non-profits support, potentially public safety, arts, and culture.

Mr. Phipps said I have a question. With these Anti-displacement strategies here, how are we informing affected communities of their availability?

Mr. Heath said I would say we are still in the middle phase for this work and the idea with the Anti-displacement at the top is so you know in your FY2022 budget you've got \$7 million set aside for neighborhood stabilization essentially and with staying in place, which Rebecka Heffner talked to you a little bit in July, in particular you might recall a conversation on the dashboard that has been developed, basically the displacement vulnerability dashboard. We are leveraging that information to launch a pilot program in three particular communities, Washington Heights, Winterfield, and Hidden Valley. So, the idea is that we are leveraging the dashboard to ensure this is data-driven and now we are engaging the community in a conversation to ensure the types of programming that we are offering as part of our toolbox of Anti-displacement efforts is community informed. So, the benefit

here is taking \$7 million which is a wonderful start and really providing a tremendous amount of resources to activate on that programming with the next commission being stood up, clearly, there will be opportunities for the Council to weigh in on the highest and best use of the funding, but with a City of our size, \$7 million only goes so far. We are hopeful that \$17 million can really help make a meaningful impact in that area.

Mr. Driggs said could I ask a question about that Shawn or Mr. Manager, are we going to talk at greater length about how we expect that to work because I had a question during the entire 2040 Plan process about the risk of gentrification arising from other provisions of the Plan and what we were going to do about it and the Anti-displacement was an answered to that, but as you point out \$17 million in the context of the magnitudes that we are talking about in our housing economy is not a lot. So, I hope we will be able to talk in more detail about what authority the Anti-displacement Commission has and what kind of uses we have in mind for this money in order to try to stem the gentrification of the neighborhoods that I think will be the most exposed because of 2.1 to redevelopment and not with affordable housing.

Mr. Jones said what we are trying to do with this is really two-fold. We had a nice plan and then the 2040 Plan happened, and the Anti-displacement Commission came about, and our goal was to take that \$7 million and look at our toolbox and see which strategies actually work and could we do some things that were out of the box. Some things that if you had certain restrictions on the use of federal funds, could we use the PAYGO funds to do something different. As Shawn mentioned we just know \$7 million is not going to really help so we tried to push as much of this first bucket of ARPA funds toward housing and this is specifically housing so we will have \$24 million which I believe will build a bridge before we get to the next bond that you will vote on. But also, as I think Shawn indicated earlier, we are going to take some of the ESG (Emergency Solution Grant) funds some of the other stimulus funds and use that for the homelessness piece which comes out of this 2025 Plan. Look at them together gives you more flexibility for what I would say is the City Council's sweet spot which is housing and specifically your Anti-displacement. It will come to the committee and it will come to the Council during a Strategy Session also.

Mr. Driggs said I just think we are going to have to make some tough choices in terms of interfering with the workings of the market in order to drive towards our intended outcome either through ordinance or coercive measures or through financial incentives and subsidies and I'm just concerned that we kind of get down to specifics about how that is going to work in order to avoid the unintended consequences of the 2040 Plan.

Mr. Graham said I agree. I think this is a very, very good first step and while I know all the tools in the tool chest and I know that has come before the Council before, certainly, I think a review of those tools Mr. Manager would be appropriate to see what we've got and seen what needs to be sharpened and what needs to be released because it is out of date, not working, and what new tools we need to include so hopefully, at some point we can kind of have that discussion. Because once the committees just throw information in terms of what they do and how they do it and to the extent of how they work resources will certainly be part of the solution to solving some of the issues that are out there. Especially in terms of the Anti-displacement strategies that are going to come, I think with a price tag for sure. I think Councilmember [inaudible] asks the appropriate questions.

Councilmember Eiselt said I have a question on this; obviously, that section under housing is going to take some more conversation and work by the committees that have been stood up to do that work. Shawn, if we've got some of the categories under Community Vitality that are ready to go would it make sense for us to make decisions while we here on those categories so that we can get some of that \$60 million deployed right away. There is a lot of need in the community, we've talked a lot about, Councilmembers have brought up the YMCA (Young Men's Christian Association) Programming as one, the support for food deserts, I don't know, whatever you have stood up ready to go. Could you let us know because they need to get going on those things and if we are ready to make a decision let's do that and then dedicated the time needed for those other more complicated lines?

Mr. Heath said yeah, I think today we are hopeful for feedback on everything, and we are hopeful for your support for as much of this as you are willing to support. We can move quickly on all of these and I will say some of them are shovel-ready and we could start spending money tomorrow. We staged a lot of this, but we haven't entered into firm commitments on any of it with the exception of the \$2 million for arts. Things like the housing of course will take some time to play out.

Mr. Jones said the staff's recommendation would be to get the whole \$60 million approved today.

Mayor Lyles said I thought we were talking about voting today if we are ready with the \$60 million so that the ready projects can get in place and begin to be used. We don't want to have this money sitting around. We are convened and seven of us are here so if we need a motion to approve the \$60 million as recommended that is what we would do. I know some things like housing may have to do more work, but we don't want to delay the Digital Divide [inaudible]

Mr. Graham said I'm ready to vote right now, knowing what we said earlier. There is some more work to be done, dotting i's crossing t's as we move forward. I don't want to delay anything.

Motion was made by Councilmember Eiselt, seconded by Councilmember Graham, to approve the \$60 million as recommend.
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Mr. Bokhari said I don't think I can support that right now, and it is not because I don't think they are topics that are all great up there. I don't necessarily agree with the allocations based on the need. When I see a small business with \$5 million in it right now the most critical thing in our community is the 10,000 plus small businesses that provide 60% of the workforce in the entire community are the ones that are struggling the most right now. They need retooling, they need not survive, but thrive based solutions across every vertical industry that is there and there is a lot of work inside Tracy's shop going on with Hire, and this is a component of that, but I think there are some other things that I could argue in any of those buckets that what is in small business should be prioritized over anything else there. I'm just not sure that the dollar amounts match ultimately where the need is for sustainable solutions.

Mayor Lyles said let me make sure that I understand a little bit more about this. We are getting the first share that has been here. When did it arrive?

Mr. Heath said in May.

Mayor Lyles said and this is money that is sitting when there is another segment coming in May of 2022, so I think that these are programs that have been defined and ready. It doesn't mean that we shouldn't be doing exactly as you say, Tariq, we need a program for our small businesses, but I'm assuming that this is something that we can see value in and not excluded small businesses but in the next round address that because I think there will be a plan by then, right. I'm looking at you and Tracy and thinking is there going to be that vertical innovation for the small businesses ready by next May that would say this is how we are going to go.

Mr. Bokhari said yes, but there could be even faster than that if we allocated; I'll put it like this, there is as much of a plan for small business as there is for Digital Inclusion right now.

Mayor Lyles said we might see that differently, but I think at the same time this is just about the dollars when they come and when is the plan ready to be deployed and I believe that these plans are closer perhaps than where we are with the Hire. Maybe I'm just not getting where it is because it has some money for the planning for Hire. It is the planning process that you guys are going through. I think by next May, and if it is not next May, there is cash flow in this organization to make things happen as we need to move forward,

so it is really what are we committing to, housing, community vitality, and small businesses are a key part of it. Help me understand better why we wouldn't use what we have now and be ready to move forward in May.

Mr. Bokhari said because I think this City staff prioritizes their efforts based on allocations of money and they will prioritize if we approve this right now. I know you've done a bunch of work with the private sector on the digital inclusion side, but they have what they are running with for example, which is the hardware, the training, the access to the devices, and we are left with access to internet and accessibility from our topic. That is about as figured out as that is for that \$10 million right now, so I'm just saying they are going to go and leave here and say alright we've got to figure out how to spend this \$10 million more specifically on digital inclusion when it a reality if \$20 million was a small business they would take the framework and skeletons of plans that we have in different places, the collaboration amongst the private sector who are all doing different things and they would make that a priority. None of these I believe, except for maybe things we are duplicating like anti-displacement strategies that we've already done are ready for prime time I don't think. They are directionally correct.

Mayor Lyles said my difference isn't that it is ready for prime time, but we know that it is a value-added that is going to be addressed in multiple ways with actual matching opportunities, and if we don't do that then where does that leave us and leave the people that have also said we want to get it done, we are working together on it in a collaborative way and the collaboration seems to me especially around digital divide, and especially around arts and culture and the mixed-use team impact. I guess what I'm trying to articulate and maybe I'm not doing very well. We have that same commitment for small business folks and if this comes faster than we have the additional money coming, but should we have the opportunity to do all or more and not say well, I don't think there is anything on this list that I would take off as a result of doing small businesses, knowing the amount of money coming in with the next payment and funding. I think the opportunity and commitment around collaboration and the work that we've done and say these are ready to go shouldn't stand in the way of what we are preparing for with small businesses.

Mr. Bokhari said at a minimum, maybe a compromise there, is it possible for us to at least within the buckets of small business and workforce have flexibility in those allocations for the \$10 million?

Mayor Lyles said I think the plan will decide what flexibility you need to have. I don't think we are locked in; you have business innovation \$5 million, workforce \$5 million, the hospitality, CRVA (Charlotte Regional Visitors Authority), and hotel relief, that might be a little bit more ready, but you've for the study at a million and the open for business strategy, I don't think the staff is saying that these are ready to go. I think it is the Community Vitality, but these are the categories, and are they the categories that you are working in?

Mr. Bokhari said I think the broader point is if the dollar allocations reflect where the greatest need is and where we are emphasizing it, right now those dollar amounts don't reflect. I understand what you are saying, six months ago, get going there will be another round, show more, but there are things on there that are as mature as where we have a small business right now and we are allocating dollars like in larger amounts.

Ms. Eiselt said can I just say something; I think as a Councilmember who votes on it, we don't know much amount what you are talking about. So, we've got \$60 million and from what I see there is \$12 million there that if you are working on this with staff it is fundable once we approve it and so you could do that, but as a Councilmember, I want to get this money out into the community especially Youth/Teen impact, Food Insecurity, Arts and Culture because that is small business. All of those things are just being held up for honestly a plan that we don't know what it is.

Mr. Bokhari said anything that you just listed, I think there is a difference. There is two things, there is money that just goes out the door, and those things you just listed are that. I don't have any problem with that right now because they are smaller amounts, and

they are going to other established entities that know how to spend them. There are other things that we have to execute in some form or fashion and that is the small business, workforce, not hospitality so much, Digital Inclusion, public safety, but I don't know specifically where that public safety money is earmarked for, but those are things that it is not just like okay, we will cut the check. It is we have to do work that have strategies but maybe don't have the next detail of execution that staff will immediately go and then work on.

Mayor Lyles said okay, staff will be working on right.

Mr. Jones said I will try to level set a little bit. With the exception of public safety, which is a place holder; the last time we had a discussion I believe it was Councilmember Johnson wanted something to be set aside for public safety, and basically if the Council wanted to collaborate with the Umbrella Center that is the \$5 million for that. If you don't want to collaborate with the Umbrella Center you could use that money to help implement different programs that are a part of Safe Charlotte, but outside of that I believe everything else, and Shawn you correct me, has some collaboration, for instance, the food insecurity, that is a collaboration with the County. I will say the Arts and Culture funding in support for projects and corridors as the Arts and Culture Board is being established, one of the conversations we had with Priya is could we deploy funds immediately because it will take time to get some of those infusion funds out, so we believe that is a great opportunity to do something now. The digital inclusion, that is collaboration, the Library is involved, Queens is involved, so there is a lot of work. Mr. Bokhari, what we did with the workforce and all this is the best work that staff could come up with given all that we know, and with always the concept being the next bucket would have a heavy influence on workforce and business development because it would be after the Hire Charlotte Plan is done.

Mr. Driggs said could I just comment on that too Mayor; so, I think Mr. Bokhari makes some very good points and the way I would put it, I think as a template that this is something that we can adopt and in order to proceed because I think the fact that it has been so long since we got this money puts pressure on us. The community has needs, they are wondering what we are not taking more urgent action to meet the needs. I get all of that, on the other hand, I haven't seen the kind of information I would normally want in order to be able to justify this particular allocation, like what is the situation of these businesses that we want to help? What needs of theirs are we addressing? I personally think that we should have a little bit more for the hospitality/hotel relief fund than just \$1 million, personal opinion. On Digital Inclusion, before we actually go out and spend \$10 million, I would like to know more about what particular uses we have found for that money. So, I think if we do adopt this today if we could kind of view it as a template and understand that more information will come to us about the specific uses that are intended for this. Like we are going to give \$500,000 to this organization, we are going to conduct this program, there is a lot of stuff that isn't reflected in here that we normally like to have before we make a decision of this magnitude. So, can we regard this as an interim step, can we say yes, this is the big picture, these are the priorities we want to address, and leave ourselves some room as the details evolve to make modifications?

Mr. Bokhari said that is perfect, that is exactly what I was trying to say which is I don't want people to walk away and the next time we get an update was a look back on how this money was deployed when probably I would say most of us around this room could not describe more than what is in the bullet point there.

Mr. Driggs said also don't spend to the \$10 million targets on inclusion, like let's invest in inclusion, let's see what the opportunities are and if it evolves that we have a more productive use for the last \$2 million of that somewhere else, let's kind of be open to that. I did want to mention by the way as a point of clarification, it says \$2 million for Arts and Culture in here. In case anybody is paying attention that is the federal portion of \$6 million that the City is investing in the Arts, the other \$4 million are coming from our General Fund Budget and that is matched by the private sector. So, we've talked about a \$12 million-plus investment in the Arts, this is a portion of that. I'm just trying to figure out how we can move ahead with at least a qualification to the effect that there will be a continuing process to optimize the use of these funds.

Mr. Bokhari said I support that.

Mr. Jones said we are getting mixed signals from Council. We need some help. This is not the first time we've presented this. There are two changes and that is where \$3 million bucks, Arts and Culture which is great for the corridors and food insecurity is collaborating with the County. That is what you asked us to do. I think anything other than approval; I just don't know how to operate.

Councilmember Winston said I agree with you Mr. Jones, and to be completely honest this is what I warned about when Shawn made this presentation this summer, and this goes back to the governance part of what we spoke about this morning. The issue here like Mr. Bokhari and Mr. Driggs are saying and I believe them is that these are things that we've been working on since the beginning of the pandemic in one way or the other. We've been working on it from a framework, but when you presented us all this information my suggestion was, okay we need to break these things out into some kind of committee structural how we did the taskforce where we are looking, where we are kind of able to go under the hood and do whatever Councilmembers need to see. I said that we are going to be here in a couple of months, and nobody is going to claim to not know what is going on and give you mixed signals. We need to approve this money we need to push this forward. We have been given guidance over time, but it has been literally a pandemic, a slow-rolling pandemic where we've been figuring this out with our partners. But what I also hear Mr. Bokhari saying, looking we are here at the budget meeting, we are where we need to give staff guidance over what the next 12 to 18 months are going to look like. So, I think we need to approve this because we have been working on this, but we need to give more guidance to staff about what the future spend is going to be like. If we want the jobs to be the focus of this budget this is where we should start level setting this work and giving them that guidance to make it happen because we didn't give them the guidance this summer for us to be working under the hood like this.

Mr. Bokhari said we've seen the same level of information the entire time. Just a show of hands, who can describe how \$10 million in Digital Inclusion will be spent over the next six months?

Mr. Winston said I can speak to the work that has been going on behind the scenes with Digital Charlotte.

Mr. Bokhari said I know about all that work as well. I'm saying how does \$10 million from the City's money get spent in the next six months on Digital Inclusion? Does anyone who is about to vote to give them the go-ahead to spend it and then circle back to us when it is done know how that money is going to be spent?

Mayor Lyles said the thing about this is that you've forgotten the \$10 million in allocations. These things will have contracts and plans as they come forward. We are trying to move \$60 million in allocations, and we are not lowering the [inaudible] about operating procedures. So, the question would be yes, we would have a contract with Digital Inclusion and how it is structured [inaudible] So, the question is I think is somewhere it is not an assumption, Julie used we are comfortable, Ed used templet, you said [inaudible] well the question is are you willing to allocate what you know about? It is not the actual execution of a contract and operational plan; it is whether or not you are ready to move forward in these same categories and there will be operational requirements. [inaudible] So we can say to the County [inaudible] that we are going to provide computer and internet service to kids that have lost a full year and a half of education. That is not all kids, but there are a lot of them that have lost this, and if we are not willing to commit to working with our community for those types of things that happen.

Mr. Bokhari said is that what the digital inclusion money, that \$10 million is for?

Mr. Jones said my understanding has that Shawn has been working with the County and school system on this Digital Inclusion, one of the lanes for the City would be internet access. Do I have that correct?

Mr. Heath said internet adoption. You are right Mr. Bokhari, the three spend lines, internet devices, and then digital literacy. The thinking here was that we would kind of like with access Charlotte in the CARES Act we would channel most of it towards internet adoption but that doesn't preclude us from doing things around devices and digital literacy. I think digital literacy is an area of great importance.

Mr. Driggs said I just want to mention, when we got the first batch of CARES money, we convened three working groups, we had an outreach to the community, we spent a lot of time. We don't want to do that again. I think there is probably agreement about that, but this abridges that process by a lot and there are some things in here that we didn't address then. So, I guess as a way forward I would say if we authorize the Manager to proceed here Mr. Manager will you be looking out for opportunities if they arise to redeploy some money and come back to us. So, we give you the authority, but just keep in mind what we are concerned about is making sure that the productivity of each of these investments as the individual details emerge is on sort of an equal level. At a minimum, I would be willing to trust you just to look and see with the passage of time and as you get into more detail if a change from these allocations is warranted would you come back to us and just say this is what you approved, this is what I'm seeing right now so I request Council approval to do this. At least have the feeling that through some mechanism there is a little flexibility in these very general allocations as the details of how we are going to spend the money emerge.

Mr. Jones said if I understand what you said Mr. Driggs, and I will use one example. For instance, if the Umbrella Center doesn't come to fruition and again, that is clearly a placeholder, I would bring that back and I would say there are some other opportunities, maybe under public safety, but I would say things that are spelled out like food insecurity, if the County in that relationship didn't happen absolutely, I would bring it back. But the YMCA, Arts and Culture, the grassroots support for non-profits, and digital inclusion I don't foresee bringing those back.

Mr. Driggs said I wouldn't necessarily expect that. I think there are a couple of areas here where the certainty isn't as great so again, you've got a big block of money that goes to the workforce and things like that. You have this \$10 million so I just want to feel that there is an escape route somewhere in this process, so we don't spend to those numbers rigidly when as the opportunities present themselves it becomes apparent that we could be doing something a little different. So, I'm going to trust you to just keep an eye on that, think about that and come to us if any reapportionment is necessary, and provide you authorization today so we can move.

Mr. Graham said I agree with Mr. Winston that we should move forward, and I think we should move forward without handcuffs on the City Manager. A lot of this work we've been talking about before. As a member of the Council, I want to hold staff accountable, not get in the weeds of the details. Details are important, I get it and I understand it. I think there have been a lot of conversations on all three of these buckets going forward. I think by consensus, I don't think we took a vote, but I think it was by consensus that we agreed that we would not do the task force before because a lot of the work, certainly on the housing side, I can speak to that, was repetitive. It is just ongoing work that the citizens, the community has already weighed in on and that we have to move forward on. I think there is a motion on the floor.

Mayor Lyles said there is a motion on the floor, a motion and a second and I think Marcus has given the reality of how we interact. [inaudible] the request is if there is any deviation from what is on this page with an understanding that the Manager would come back and we all have the ability to ask questions about how and those things will take place as we inquire and Shawn you just have more reporting to do and more explanation each time.

The vote was taken on the motion and recorded as follows:

YEAS: Councilmembers Ajmera, Driggs, Egleston, Eiselt, Graham, Newton, Phipps, and Winston.

NAYS: Councilmember Bokhari.

Mayor Lyles said so the motion passes. Thank you very much for the discussion, it was a good one, so we are moving forward in the direction that the Council adopted. Thank you, Shawn, for a lot of work. Are we ready for a break?

Mr. Philips said two quick things, we are going to take a long break because our next segment starts at 11:45 and you have panelists, so I think I will honor that schedule to make sure they've got time to be here. I've had the honor of doing this multiple times, I've been with some of you for a while now. Incredibly healthy debate, that is really cool to see. As a citizen, as a business owner, as a homeowner, as a parent, and all those things it is really cool to see you guys working together and having the tough conversations you need to have as you get that shared understanding. That is real consensus but shared understanding. The second thing, again as a business owner particularly, when COVID hit everything we did prior to COVID was in person so we just went to zero like quickly. Some of our clients had the same problem and I immediately started thinking about Ed, kind of like you mentioned earlier, unintended consequences. What is going to happen, then what is going to happen? Some of our clients got hit hard and I couldn't help but think because of all the work I've done for the City and the County over the years say okay, it won't hinder me, but the rolling effect of this is going to be bad. Tax revenues go down, how does the City make money, water collection, payments, all this stuff like at some point it is going to hit.

I've been sitting here listening to the presentation this morning about the City's budget and financial and going forward. I pause to ask Marcus, is this normal for cities like Charlotte's size because to me this is remarkable, and it is an achievement that I think both elected officials and our staff should stand up and cheer like applaud and celebrate because I would not have expected that at all. I would have thought you guys were going to say okay, what are we going to cut and how bad, how deep. And you are talking about not that.

Mayor Lyles said thank you for reminding us of that because sometimes we forget how hard we work and how great our results are, and it is in large part to the work that is done by everybody in this room so thank you for the reminder.

Mr. Phipps said yeah absolutely. So, it is 10:30, lunch is coming at 11:15 in this room. Then we will reconvene here at 11:45 for the next segment.

The meeting was recessed at 10:36 a.m. and reconvened at 11:42 a.m.

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ITEM NO. 5: DEEP DIVE: REGIONAL MOBILITY INITIATIVES

David Philips, Facilitator said I have the distinct pleasure for this next segment; we are going to do a Deep Dive on Regional Mobility. I have the pleasure of introducing Assistant City Manager Taiwo Jaiyeoba, he has the distinct pleasure of introducing all of these fine folks who are gathered here at the front.

Taiwo Jaiyeoba, Planning Director/Assistant City Manager said we've got a lot of people working on this Transformation and Mobility Network, but before I kick it off to Manager Jones, I would like to introduce a set of teams, and everyone will kind of talk about different aspects of this Plan. One person of course that is now with us is Tracy Dodson, but she and I have been working on this project together internally, but we felt that today our focus would really be on the technical aspects of the work that the Alliance has been doing as well as the Regional Council, the work they have been doing on this since the last time we presented to you. On my left is a Team of InfraStrategies of Amanda Vandergrift and then Carolyn Flowers I believe is on the phone, or if not, she will join us. And then we have Roland Kooch and our [inaudible] from Davenport who will actually be speaking to the work that we've been doing, not just on how the program will be phased, but also how it will be financed and potentially funded over the next several years. On by

right of course is our Team with Kelly O'Brien from the Business Alliance and then Geraldine Gardner from the Regional Council and then my colleagues to the far right, John Lewis of CATS (Charlotte Area Transit System) and Liz Babson from the Charlotte Department of Transportation. I will kick it back to the Manager to start us up.

Marcus Jones, City Manager said one of the things that we presented to the Council where we were with the TMN back at the end of June, and then we intended as a City took a step back and allowed our regional partners to take over, and that includes the Alliance and the Centralina Regional Council. There has been a lot of work that has occurred since that time and we thought that this would be a good time to bring this back before the Council so that you can have a discussion, but it was very important to get the pulse of what is happening in the region both from Kelly and Geraldine and to some extent my conversations with the County and Town Managers. So, here is an update for you, and we said we would come back in the fall and talk about scenarios, we will eventually get to that, but this is an opportunity for us to engage with you to get feedback. With that said, I believe Kelly, you are up first.

Kelly O'Brian, Charlotte Regional Business Alliance said I really feel very, very blessed to be here and to work on such an exciting project. I come from the Chicago area and I wanted to share when I started doing some regional economic development work in the Chicago area, there was a study that was published and it showed that it was published in 2012 and it looked at right up until the great recession to maybe 10 or 15 years before the great recession and it showed that if the Chicago Region, the GDP (Gross Domestic Product) had just grown at the national average that region would have had over 600,000 more jobs to [inaudible] the great recession. So, the cost of doing nothing is real and that is why we are so excited to be able to be a part of doing something and doing something that truly is transformational. So, as it relates to mobility in Charlotte and Mecklenburg County, there is a cost of not doing anything and that is what you see on the slides behind me.

We published in partnership with NC State ITRE (The Institution for Transportation, Research and Education) and UNC-Charlotte's Urban Institute an Economic Impact Study at the end of August. Both the executive summary and the full report are available on our website and you are welcome to e-mail me and I'm happy to send those to you. Looking at the medium impact scenario you can see that if we don't do anything, we can expect to lose approximately 126,000 jobs, about \$10 billion in wages, \$78 billion in economic output, and \$3 billion in tax receipts. That is really the cost of not doing anything to control the congestion problem that we are experiencing and will only get worse if we don't adopt a sensible Transformational Mobility Network.

It is really an exciting time for all of the leaders in this room to be a part of history and to be a part of doing things that will help people work, live, learn and play in the Charlotte and Mecklenburg area. We are really one piece of a larger puzzle and to my right, Geraldine is going to be talking about the larger puzzle.

Geraldine Gardner, Centralina Regional Council said I am really pleased to be with all of you today to talk a little bit more about Connect Beyond, our Region Vision Plan for enhancing mobility choices and connections. What you see behind me is the study area map, it covers two states, about 2.5 million people, 5,000 square miles, and what this study area represents is an incredible opportunity, as Kelly mentioned, an economic opportunity, environmental opportunity, and an opportunity for the residents of our region. We know that we are growing rapidly. The Census results bear this out, we have already increased our population, but by 2045 1.4 million people will be in this 12-county region, and 56% increase in our daily trips by car. So, we cannot build more roads to solve the current congestion, we have to offer people more choices.

What does offering people choices get us? It enhances our economy; we know that people who move to this region for jobs and opportunities are coming from places where they have the expectation of not having to have a car and can get around by different modes of transportation. We also know that housing and transportation are the two largest costs of the household and right now in our region 52% of household income is spent on

housing and transportation costs and in Charlotte it is 51%. So, we can help our residents by putting more money back in their pockets by expanding their choices.

What you see on the slide behind me are the five building blocks of Connect Beyond. We call them Mobility Moves. When I briefed you all in August on this plan, I kind of went into some details about the specific recommendations that are a part of Connect Beyond, but in general we are trying to create a total mobility network where you can take different modes of transportation and get around the region to destinations where you want and need to go seamlessly. So, one point to make sure that we are all understanding with regard to the vision, it is not just about laying a new streetcar track or light rail track or extending our bus network, it is also about improving the systems. We have 17 different transit agencies that serve this region. We have four different Transportation Planning Organizations as an incredibly complex ecosystem of planning, funding, and operation. So, think of the rider, think of the individual who is just trying to get to work or a visitor coming in from our Airport, our region economic engine, trying to get downtown or a senior citizen that wants to get to a specialized medical appointment if they are living in one of our rural counties. It is about those choices in terms of planning their trip. Maybe they want to use an apt to move through that system, maybe they want to purchase one ticket that allows them to go from Salisbury to Charlotte. These are the type of system investments that we need to be doing as a region because all of our competitors are doing it.

On the next slide, you will see a map of the High-Capacity Transit network so one of the things that we did as a foundation for this plan is to use the CATS 2030 Plan. So, Connect Beyond as you all know is a joint effort with John and his team and the MTC (Metropolitan Transit Commission). We use the 2030 Plan as the base, but we also looked at where are those corridors where it is right, where they are ready to expand the high-capacity network out into the region. By high capacity we are not just talking about light rail, we are talking about commuter rail, we are talking about high-speed bus or bus rapid transit. So, there are 13 recommended regional corridors that are currently ready for an expansion of high capacity and 24 emerging corridors around the region that at one point in the future, if we are successful in expanding ridership, those destinations could eventually be connected. There are four commuter rail corridors and three emerging or long-term commuter rail corridors in the system.

I will just wrap up by saying that it is vital to our region's success that we have a strongly connected transit system in the core of our region which is Charlotte Mecklenburg County, but we cannot stop there. We have to connect Charlotte to the region; we have to connect our regional residents to Charlotte and in between because we know that 60% of our workers live and work in different counties. So, I'm here to appeal to the Council that we work together as a region on this, that we speak with one voice, and that we don't let the progress that we are making as a region stop with the implementation of TMN, that we look to continue the work with our regional partners. I think that is the only way we are going to be competitive as a region and that we are going to make strides in improving equity across the region.

Mr. Jaiyeoba said thank you very much, Geraldine, I appreciate that. The next couple of slides before John and Liz will jump into this really is a reminder slide. There are a couple of reminder slides of what the Transformational Mobility Network is. It is the intentional use of the word "mobility" but also an intentional use of the word "transformational". Mobility because it is not just for one mode of movement, like Geraldine said it is going to take a combination of different modes to get the work done. We can't transform a city or a region with one mode of connectivity, it has got to be multiple. Not everybody will rely on light rail, not everybody will rely on the streetcar, but a lot of people rely on buses. A lot of people rely on bicycles or greenways and so all of that will take a lot of investment.

I think Kelly started us right by sharing the example of Chicago and we can repeat that same story in a lot of regional cities across the country. Austin is a good example; Denver is another good example and how we invest in that obviously will take a lot of financial injection into what we currently have. So, again while this is a mobility network, it is not just about rail. It includes it, but it is a lot about buses. We had from you in interactions

with you that that is very important. If you were to ask John Lewis what percentage of our riders weekday/weekend use the rail versus bus, John is going to say 80% of our riders today depend on buses to get them where they need to go. So, whether they be seniors or be disabled members of the disabled community, or they be low income [inaudible] or minority groups 80% of our riders today will use the bus system. How we prioritize that over the next couple of years is very, very important. Remember I said a couple of years, not necessarily decades. Investment in our bus system is going to be important that we do that as soon as we start.

I will turn it to John to walk us through the next slides that really define what our transit is, but again when you think that transit this slide obviously talked about the rail corridors but [inaudible]. One other thing I would like us to do rather than wait for us to finish this presentation is to feel free to jump in and ask questions. We don't have to finish the slides, the important thing is that we get the message across, but also can clarify points. So, John, I will kick it off to you with the transit slides.

John Lewis, CEO of CATS said as was mentioned earlier the CATS 2030 System Plan served as the core of the Connect Beyond Plan. The 2030 System Plan is not new to anyone in this room, we begin with the opening of the South Corridors, the Blue Line which opened in 2007. We followed that up immediately with beginning planning and engineering work for the Blue Line Extension from Uptown Charlotte to the University of North Carolina at Charlotte. At the same time in 2015, the summer of 2015 we opened Phase 1 of our Gold Line Streetcar System and pivoted immediately to engineering, design, and construction of Phase 2, which was opened in August of this year.

During that time, we've continued to work with our Board, the Metropolitan Transit Commission, and our riders in the community to continue to move the concept of rapid transit forward updating studies. We changed the Silver Line, the Silver Line during that time were two corridors, it was the South Corridor from uptown to Matthews and beyond and the West Corridor at that time had begun as a Streetcar Line to the Airport. As we continued our conversation with the community and the MTC it was decided in 2018 that we combine that corridor into one contiguous rail line and right now we are in the midst of preliminary engineering design of the Silver Line project from Matthews to the Airport. During that time, we heard from our regional partners again, moving forward with this regional commitment to mobility that the partners in Gaston County and Belmont and Gastonia and in Union County, Indian Trail and Stallings wanted to be a part of the Silver Line. So, we did some early planning that would allow us to consider extending the Silver Line into Union County and Gastonia, although the engineering work that we are doing now is only within Mecklenburg County, that project continues to move forward.

The MTC over the last couple of years has decided to extend the Blue Line once more from Pineville into Ballantyne so, that the 2030 Plan has evolved over the last couple of decades from a series of bus rapid transit corridors, commuter rail, and light rail to an all-rail program. While we spent a lot of time and well deserved focusing on our rapid rail program, as Taiwo mentioned earlier, the vast majority of our riders, pre-pandemic used a bus to get from their origin to their destination each and every day. In 2018 we implemented the Envision My Ride Program recognizing at that time that the current structure of our bus system was not meeting the needs of our riders. I talked a lot about the moving transitioning from a Hub and Spoke Program that required so many of our riders to board a bus at their origin on the outskirts of the City or of our region and have to come into uptown Charlotte at the Transit Center, get off one bus, walk across the platform, get onto another bus and head to their final destination. Highly inefficient structure of our program.

If you are a customer of CATS and needed to take more than one bus to get from your origin to your destination your added trip was 90-minutes or greater. I have challenged in all of our public meetings just to think from a public standpoint if your daily commute is 90-minutes or more in the morning and afternoon, think of the different choices we would probably make. Either find a new place to live or find a new place of employment, but so many of our customers don't have that option on a daily basis and so have had to endure three to four hours of transportation just to continue their access to opportunity. In many

cases, one missed trip could be the difference between getting a job or holding and maintaining a job. So, that was the basis of Envision My Ride, a three-pillared program that revamped and re-visioned our bus system. Based on three pillars, as I mentioned, the structure being number one, moving from that Hub and Spoke to a grid system and we implemented that in 2018.

Over the last couple of years working with the MTC and you as City Council, we have incrementally added additional frequency to our bus system. Using a transit term, The Headways, that is the interval between when buses come to a stop. At that time more than half of our routes in 2018 had Headways of intervals of greater than 45 minutes. So, imagine if you are standing at a bus stop and you miss that bus by one or two minutes and you have to wait 45-minutes or an hour before the next bus comes. You probably had a different thought about the efficiency and effectiveness of our bus system. So, the frequency was the second pillar of that program. Then third, reliability. If we got the structure right and we put more vehicles and more frequency on the system, but all of those vehicles are stuck in the same traffic that everyone else is we still fall short of the mark. So, part of this program is looking at ways that we can utilize technology and/or innovative means of transportation to bring a level of reliability to our bus system that our rail system enjoys on a daily basis. How do we do that?

We've piloted twice on Fourth Street and Central Avenue Bus Only Lanes and the bus priority study that my staff is working on now will lay out a series of corridors that we can consider using those kinds of technologies in the future. Also working with our partners at C-DOT (Charlotte Department of Transportation) bus queue jumpers and so when a bus gets to an intersection there is a little pull-off on the side that the bus can get around and through an intersection faster than the personal occupied vehicles. Then third, using technology, having signal priorities. Again, when a bus comes to an intersection the red light or yellow or green will recognize that vehicle is close, hold that green light longer, or cycle through the system faster to allow that bus to get through the intersection faster.

Understanding that Envision My Ride was key to providing reliable mobility options for the Charlotteans, what the TMN allows us to do is greatly accelerate that program. As I mentioned earlier, we have been incrementally adding frequency to that system, but under the current one-half cent sales tax it would take us probably a decade to reach the goals established under Envision My Ride where our 22 high-frequency routes would have headways of 15 minutes or better all day, not just during the morning and afternoon commute. We would have a minimum of 30-minute headways on other lines that don't have the ridership or the demand that those high-frequency routes have, and then establish 15 new routes in our system recognizing the rapid growth of our suburban areas and the edge of our Center City.

So, how would we implement this? We would do this over four years so on day one if TMN passes when those first resources began hitting CATS, we would be able to increase frequency on about a third of those bus routes. Why would we do that? In the beginning, our current bus fleet has the capacity within it, we have the 20% spare ratio that will allow us to increase frequency on day one, and then on the first year, in FY25 we will acquire 40 additional expansion vehicles that will allow us to further add frequency to our routes, in FY26 an additional 35 and in FY27 an additional 26. It would take a minimum of 100 vehicles to reach the overall goals of Envision My Ride.

Lastly, why are we doing this over a multi-year period? Because at some point in the future, 10 to 12 years, we would not want a future Council or a future Executive at CATS to have to bear the burden of replacing 130 to 150 vehicles in that fleet. That would be almost a quarter of the fleet that we are projected over the next decade. That would be a hurdle that I think would be too high for any agency to deal with at one time and so we are transitioning into the full implementation of Envision My Ride over a four-year period.

Next, as I have talked about frequency, reliability, and structure, we also recognize that adding amenities and mobility hubs is an important part of increasing mobility options. First and Last Mile which we've heard a lot of discussion about has really become an impediment to people who had otherwise wanted to use transit. How do I get from my

house to that rail station or bus station and at the end of my trip how do I get from that bus station or rail station to the end of my final destination? By investing in mobility hubs that range from a bus stop with shelters, other amenities such as seats that are attached to poles, all the way up to major investments in transfer stations that will have, not only charging stations for scooters or electric bikes but also provide opportunities for the mobility providers such as Uber and Lift and others to be able to provide First and Last Mile connections to our customers. That will be what the TMN would bring to our customers if we decide to move this investment forward from a transit standpoint.

Liz Babson, Transportation Director said so John just talked to you about the TMN strategy, I'm going to focus more on the non-transit side, but again just recognize these are both mutually supportive of one another so you are going to hear us use a lot of the same language as we talk about investment in both of those systems. Again, we know that we need to build a better network to respond to today's needs, but also building that network to respond to today's needs provides us the capacity to respond to what is coming in the future. So again, it is the things we are all familiar with and we are already investing in these parts of our system. We are looking at expanding our bicycle network because we know that is an important way that we want people to be able to travel in the future. We want to improve pedestrian walkability by providing more connections for those people to walk safely and then we want to continue to invest in our roadway network, not only for the cars because we know that is how most people drive today, but investment in that street network also supports this transit investment that John has just talked to you about.

Then last, but not least we are seeing a lot of opportunities to really expand that greenway system and leverage that investment because that provides a protected transportation network for our pedestrians and cyclists to travel on and it helps them access some of those same destinations.

So how could those transportation dollars be used more effectively? We can accelerate the road projects that we already have in our Advanced Planning and Design Program and there are more to come. We all know that we've got lots of needs out there as we travel around in our City because we are still fairly congested. It also gives us the opportunity to build more complete streets, again not only focusing on cars because that is the way people travel today, but those complete streets provide those connections for safe transportation for our pedestrians and cyclists and also those are the same people that need to access our transit system as well. Again, the greenway could provide us the opportunity to support the Mecklenburg County Greenway Plan which leverages that system as a transportation network for our pedestrians and cyclists.

The transportation dollars could also be used to accelerate the programs that you Council have continued to support and are familiar with. That is focusing on sidewalk and pedestrian safety, our bicycle program, congestion mitigation again, which helps us as we transition from a fairly car-centric environment to one that is more focused on providing more options. Last, but certainly not least is Vision Zero and that is our traffic safety focus where we can accelerate projects like street lighting and neighborhood traffic calming.

Councilmember Ajmera said so this will be transformational, and I appreciate staff went through other investments such as Vision Zero, streetlights, and sidewalks. I'm trying to understand how that would address the backlog that we have. Would we be able to get through the huge backlog that we have for our sidewalks and streetlights? I want to make sure when you are putting investments into our transit and our bus system, we want to make sure that people, when they are standing at the bus stop, there is a well-lit area and there is a sidewalk, so it is safe for someone to ride our bus system. I know that is an issue, I've seen many buses stop there are no lights, especially as it gets darker during winter and really there are no sidewalks while there is a bus stop there. I want to make sure we prioritize those investments prior to other investments.

Mr. Jones said Ms. Ajmera, I think that is a perfect Segway to what I was going to do also. As the Mayor has said to me from time to time don't bury the lead and so what I would say is that the gain of this presentation was basically designed to say that this one-cent

sale tax increase is very different than the half-cent sales tax increase which only dealt with transit. So, when you think about transit, and John blew through that slide, the point is when we think about transit it is not just rail lines, it is the bus system also. So, each time we use that term I think what is happening is our constituents are hearing the rail line or the Silver Line, but in reality, as John said, we can transform the bus system on day one of that sales tax increase. Also, in terms of transportation, to Ms. Ajmera's point, is that earlier today we talked about the Steady State and we were proud that we were able to have four bond cycles of \$198 million but within that, it is what it is. It is constrained and so yes, the first year in 2022 bond we take the sidewalks from \$15 million to \$50 million, but it is not sustainable. It is not in every bond cycle. We talk about Vision Zero which helps us with the lighting and is that \$4 million Liz, did I get that right? But it is constrained over those four bond cycles.

With the sales tax increase the transportation piece which are your bike paths, your greenways, your sidewalks, your roads that can have an infusion on day one. So, when we start to go in this transition the update from June 28th was first of all we wanted to spend time talking about things other than the rail lines because I think that is where we got caught up on June 28th. This is so much more than that. So, before I hand it over to Amanda a few of the updates that we have, as I said back in June, we had a 90/10 split between transit and transportation. We've built a program and as Mr. Driggs will say, this is only one, we have multiple scenarios that we will run, but we are trying to continuously run a scenario that had at least 20% transportation, again greenways, sidewalks, bike paths, what have you. So that is where we are today. The other thing that is important is that what we heard back in June was a lot of concern about the Red Line. So, in this scenario, we have built a case where the Red Line continues to be a priority or the priority however, for whatever reason if it doesn't come to fruition there is an opportunity for the northern Towns to increase their transportation allocation. Either option doesn't change the model which is extremely important.

We've changed the growth rate, thank Mr. Driggs, to reflect the history of the sales tax collection, we've included a TIFIA (Transportation Infrastructure Finance and Innovation Act) loan opportunity that Roland will talk about and we've altered the sales tax start date. I will do one more slide Amana and then I will hand it off to you; again, we are just trying to put it out there, when you think about it, and I wish didn't say non-transit, I wish would have said the 20% transportation allocation. It is many of those concepts including lighting that are in our CIP that is constrained right now. The 80% transit portion, again not just the rail lines, but we are talking about the bus system and can we go back. John, you had a slide that I'd like for you to talk about a little bit about innovation. Mobility hubs, so there is so much more than even just better frequencies for the buses. There is innovation around the transit piece and John can you just touch on the innovation piece just a little bit?

Mr. Lewis said as mentioned, the mobility hubs we are looking to identify and construct 50 mobility hubs throughout the region that as I mentioned, start as small as bus stops where two bus lines may come together, two major transfer centers at rail lines, and at the Transit Center and elsewhere that would have opportunities for autonomous vehicles, for private shuttles to connect, for electric bike, scooters, again, anything that we can invest in that will help us bridge that first and last mile obstacle that has become such a challenge for many of riders. Now, that is from a mobility standpoint, we are also investing in the future of transit from our own vehicle fleet and we've talked for quite some time about our transition from diesel vehicles, hybrid vehicles to an all-electric fleet and the TMN will also help us accelerate that investment. So, we are not just building for the rider of today, the demand of today, but also trying to future-proof our system so that we are ready and able to meet the demands of future customers.

Mr. Jaiyeoba said before I turn it over to Amanda, I mentioned earlier that we have two teams of consultants that have been working with us [inaudible] but I will elaborate a little bit on why they are really very important companies to be doing this. InfraStrategies and Davenport, but I will elaborate a little bit on why they are really very important companies to be doing this. InfraStrategies has been working on similar projects in other parts of the country whether they be Atlanta or in Nashville or in Chicago or Austin, pretty much

nationally. As a matter of fact, I think that they were in the Virgin Island in terms of even talking about innovation funding modeling for that. Davenport not only has experience in Charlotte and North Carolina but across the country in terms of financing models that could work for a huge undertaking of this nature. This next set of slides is where the rubber meets the road in terms of what does it even look like overall this program. So, Amanda will walk us through that, and again I will remind us that Carolyn Flowers is on the line and she is very savvy when it comes to the US Department of Transportation, specifically the Federal Transit Administration. What opportunities are there today, what are in this cost in Congress, what is the likelihood that if we do this well, we position ourselves to take advantage of what is happening nationally. [inaudible] innovative ideas like electric vehicles or charging stations of if they be for traditional mobility systems like we are talking about here today. So, Amanda can kick us off and Carolyn can jump in, and then I will transition to Roland when it comes to the TIFIA Loans which again we did not present last time as the Manager said and we are going to walk through too.

Amanda Vandergrift, InfraStrategies said on June 28th we presented an initial baseline model to you and we talked a lot in June about all the assumptions that we put into the model and how those assumptions we expect would change in the future as we learn more. And, as has happened a couple of months went by and we have been refining and making changes. The City Manager mentioned a few of the high-level changes and I'll talk through a few additional ones.

So, between June and October we updated several baseline assumptions and today we are presenting to you an example scenario of what the TMN Financial Plan could look like in the future, based on several assumptions. I will walk through some of the changes between what we talked to you about in June and what we are talking about today in this example scenario. One of the biggest changes is the Silver Line cost estimate. In this scenario, we are assuming a Silver Line cost estimate for Phase A that terminates in Downtown Matthews, and John will talk about this more in a moment, but there is a lot of terminus options being discussed right now that is ongoing. This is just a sample example using that terminus.

Another big change we've received new numbers; the fiscal year 2021 cost and revenue numbers have come in since our June presentation and we've incorporated those into the model. On the costs side, like the rest of the nation, Charlotte is experiencing abnormally high-cost escalation due to the COVID-19 pandemic. We wanted to make sure and include that current market condition in our cost estimate so that has now a higher cost escalation for 2021 that reflects actuals is now in the model. We now estimate \$3.5 [inaudible] moving forward. That is generally conservative if you look at the 20-year average cost of escalation for this region.

On the operating costs in the federal assumptions, those remain the same as what we presented to you in June. We are using those general match rates on the federal side and applying them towards the new cost estimates that we have in the model. On the revenue side, we did receive new fiscal year 21 actual numbers that were very robust for the sales tax. The existing Article 43 Transit Sales Tax, the revenue collections were \$117 million in fiscal year 21 which reflects an 8.2% growth year over year. We used that new starting base, and we are growing at a 3.8% growth rate. I will talk more about that change and assumption in a moment.

Finally, one of the big changes as the City Manager mentioned was, we doubled from 10% to 20% of our non-transit or transportation allocation to go to Mecklenburg Greenways, to the City of Charlotte, and to the Towns, so that was a big increase in the transportation example scenario. We did shift everything back one year to reflect the new revenue collection assumption that would begin in July of 2023, so everything now begins in CATS fiscal year 2024. Finally, on the financing side since June the City has engaged Davenport [inaudible] is CATS' financial advisor, and the debt modeling consultant for the City to do a more detailed financing assessment of the TMN program. We had previously seen a very high-level financing assumption that everything would be local revenue bonds and since then based on the detailed financing assessment they have recommended adding TIFIA to the baseline which is a federal financing tool and that allows the TMN to access

lower interest rates and more flexible repayment terms. Roland will talk more about that in just a moment.

One of the changes that we made was we decreased our growth rate assumption for the sales tax to be a bit more conservative. We had previously assumed a COVID recovery period for two years which is actually low, 1.5% for two years and as I mentioned earlier you just saw 8.2% growth so much, much higher than what we had been assuming. But instead of having that COVID recovery period and a 4.4% growth, we've knocked it down to 3.8%. The 4.4% growth is really a 20-year average of the existing transit tax, Article 43 Tax Receipt so if you go from 2002 to 2021 it is about 4.4% growth. If you add an extra year it is 3.5% growth, so we wanted to take that full history of Article 43 Tax that includes three recessions, the .com recession, the great recession, and the ongoing COVID-19 recession.

Roland Kooch, Davenport & Company said thank you Amanda, and as was previously discussed and again by Manager Jones in terms of one of the key changes here and as Amanda alluded to, with respect to the TIFIA Loans that is leveraging federal opportunities [inaudible] an opportunity for this TMN Program to really access the Build America Bureau's Program that provides for potential credit assistance for qualified projects of regional and national significance. At the current time, it is important to note that there is an opportunity there. The Build America Bureau is looking to expand its transit portfolio, transit issues across the nation have utilized and are seeking access to this as well. This program is innovative, but not unprecedented. The City of Charlotte CATS system did access this program back in 2015 for its Blue Line Extension so there is precedent for that, however, this would be a slight nuance to it an expansion of the access to funds. We would be looking to utilize what is called a master credit agreement approach, the master TIFIA approach so to speak. Really allowing for multiple kinds of a basket of projects to be built into that funding mechanism and really allowing for access to that funding over a duration of time of multiyear as those projects are ready for funding.

Again, this program does allow for and provides for flexibility in terms of repayment as well as access to potential below the market cost of funds. We will go into that a little more on the next page after we talk through and how that 80% is used.

Councilmember Eiselt said TIFIA was not in the original June plan. Why is that?

Ms. Vandergrift said we originally did at the time in June, we prepared the first initial baseline, and our cut included a very high-level assessment of the financing. We include as a baseline assumption local revenue bonds. TIFIA is something I would typically run as one of the scenarios to show you how you could better leverage your sale tax, so we are using that now as a baseline.

Mr. Kooch said it is a program that does provide for flexibility and access, so we think it is a prettier approach to include. We have assumed that as Amanda said it is a part of the overall credit structure when we are looking at this and discuss on the next page, it is just a type of financing that is built into the overall credit approach. It is an opportunity that exists, we think it is still a conservative approach here in terms of the funding and we will talk a little bit about the number and kind of the sensitivity on the assumptions.

Councilmember Driggs said TIFIA is a loan right, so what we are really saying is that in the borrowing structure, a portion of what we would have had to borrow privately can be obtained on more favorable terms from the federal government. Is that right?

Ms. Eiselt said that is why I wonder why we didn't look at it from the get-go.

Mr. Driggs said it is actually in that sense, something of a detail. The terms are more favorable, it is still a loan, we still have to pay it back so the borrowing requirement is the same, but this can improve the analysis in terms of what the cost of that borrowing is if we are able to get those funds.

Ms. Vandergrift said we showed you a very similar slide in June and now we've made several refinements to the assumptions that are baked into the sales tax revenue estimate so here is a revised sales tax revenue estimate same one-cent countywide sales tax increase for the TMN. We have a start date that is one year later with revenue collections assumed to begin in July 2023. A 3.8% growth rate across the board and 20% of those revenues which is the gray bar down at the bottom, would be taken off the top and would go to the Towns, the City of Charlotte, and Mecklenburg County Greenways. After that, the remaining funds would be available for the transit improvements and that is the bus service improvements and the rail service improvements. That would go to operations and maintenance costs which are included in the model as well as the capital cost and debt service payments.

Mr. Kooch said getting a little more into the weeds here in terms of what the 80% supports and how this stand-alone credit structure works. What you see on this graft is essentially the 20% on the bottom portion of this which is the transportation portion, but the transit portion is above in the green bar. What we are talking about here is a separate or a new financing approach using a special tax credit revenue structure. The goal and objective of this is to help insulate the City of Charlotte's general tax-supported credit structure. Under the current approach that Charlotte uses right now, or has used for CATS, that has been essential reliance upon the City's general supported tax credit. What we are talking about here is a new stand-alone credit structure backed by the sales taxes in terms of being able to issue the revenue bonds. This is not an uncommon approach, it is used by transit issuers across the nation, major issues such as Dallas Area Rapid Transit, Marta, Seattle, Los Angeles so it is a very common approach used for really large-scale transit investments.

This does assume when we look at the financing approach, we are talking about the key assumptions here of using both revenue bonds that are non-TIFIA and potentially TIFIA access still TIFIA loans but falling under the revenue bond credit structure. We have in looking at assumptions and we talked about on the earlier pages using the cost of funds, essentially a 4% planning rate for the revenue non-TIFIA, 3% for TIFIA. One thing I would like to point out as well is when we looked at this model and looked at the cash flows, we also wanted to stress test this. If in fact, the TIFIA didn't prove to be an advantage, everything works. We've run it at plus 50% on the TIFIA side. If everything is assumed to be a 4% it still is a viable case. If we look at a plus half a percent on both sides, we've stress-tested the entire thing at plus 5.5% and it still works and still meets our coverage targets of a minimum of two times coverage, fully funding reserves as life cycle here equivalent to we are targeting a maximum debt service reserve and greater in terms of the later years when we look at the allocation of these resources over a multi-decade approach.

In looking at the green bar when we think about how those funds are disbursed and allocated from the 80%, about 37% of it is really to fund the debt service and infrastructure, debt service for the infrastructure over the life cycle of this timeframe. Another third of it roughly is allocated to the L & M related to these new projects and the balance, about 31% to 32% is really allocated towards reinvestment in the system. Those funds are designed to be there over the long haul as we move past the initial implementation we would obviously think about and need to be thinking about capital reinvestment. That is how that green bar is really allocated amongst the anticipated uses over this multi-decade horizon.

Ms. Ajmera said I have a couple of questions; on slide 11, Transit – is that the order where it is the Gold Line, Red Line, and Silver Line at the end. Is that the order or is [inaudible]?

Mr. Lewis said Ms. Ajmera, I think the question you are asking is the list of projects in order priority order. The slide is not based on any priority.

Ms. Ajmera said okay, on slide #16 where you have pedestrian walkability; I want to make sure I heard this correctly, it does include streetlights. Is that correct? That is the immediate impact of this Transportation Mobility Network.

Ms. Babson said yes ma'am.

Mr. Driggs said the way I interpret this is we are all trying to get our arms around this thing, and we are advancing on several different funds and I understand that. I mentioned a couple of times that it would actually be helpful for us to get more insight into the model. I think it would be great if we could have a workshop for Councilmembers who are interested to actually look at it, see a spreadsheet, and kind of get a better field for how it is put together and how it reacts to different assumptions or inputs we might suggest. I will point out one thing in particular; look at slide #25. You see how jagged that line is and now go to slide #27, organ pipes. We are not going to get organ pipes; we've never had organ pipes. At the same time, we are making assumptions about a Steady State increase at costs. In fact, if you look at recent history the costs experience has been very different from the Steady State assumption that we are making. Once again, point to a kind of volatility so there is a danger in smoothing a 20-year history and then drawing organ pipes from that. What that implies is that your whole plan has got have kind of buffers in it, it's got to be responsive to shocks and to variations and departures from a line like that. So, the question is, have we kind of built-in any assumptions about what responses we have to the shocks and how our progress towards the ultimate goal will be affected by irregularities that occur. It is only one instance, I don't necessarily need an answer to that because I have a bunch of questions, we don't have time for, but by way of illustration we need a deeper understanding of this modeling process and we need to have the ability in my mind to reach a level of confidence that we have allowed for. Real-world kind of considerations and that is why as I said I would strongly urge that we have some kind of a workshop where the Council can look at and get more familiar with the model, those who are interested and then maybe say what happens if you do this? Just illustrate the point also, the way the model is being described to us, it basically answers a yes or no question and the yes or no question is can you pay for this plan with a one-cent sales tax increase? It isn't just that you can't look 50 years into the future and just reach a yes or no conclusion that says yeah, we can do this. The truth is you have a range of probabilities around a lot of this, you have a need to kind of build in contingencies. I think we are now starting which I think is a good development to break it down a little bit into phases and not as we were for a long time talking in terms of let's build the Silver Line, 26-miles all at the same time.

I really appreciate what I'm hearing today and what you've done, and we are getting much closer than we were for a couple of years frankly to being able to have the kind of conversation we need to, but I just throw those out as a couple of issues that I hope we can continue to work on going forward.

Ms. Vandergrift said to answer your question on the volatility, that is exactly why we want to use a very conservative assumption on the sales tax. That is why we knocked it down to 3.8%. That is why we are using a very conservative assumption on the cost escalation of 3.5% which is much higher than you've seen on the 20-year average. It accounts for that volatility. For example, the sales tax numbers this year was 8.2% growth year over year we are extending the 3.8% so that the accounts for the years that are higher, the years that are slower, we've already accounted for that by assuming a much lower growth over the time period.

Mr. Driggs said my point about the buffers were though was if you are actual experience is this and not that, then you have to have cushions, right. You have to have sinking funds of other mechanisms for smoothing the revenue or conforming the actual receipts to the occurrence of the costs.

Mr. Kooch said part of that Mr. Driggs, is the reserves that CATS not only maintains right now but in addition to that we are using the monies that come in overtime to build up additional reserves. I think that is a key factor that as we go forward one of the things that is implemented in whatever financing mechanism is put in place is the ability to make sure that the policies that are looked at today are really applied to the overall concept as bigger programs are put in place how do those reserves need to be augmented or added to protect against those [inaudible].

Mayor Lyles said I think Ed's point about really understanding the model is important. In the past, we've tried to figure this out and now we are at a different place and I really have that same appreciation. I also say that because we are a financial town and because this is something that would have to go to the voters that not only would it be appropriate for the Councilmembers to have a workshop, but perhaps we could invite some of our banker friends in to look at this model and get an opinion because this isn't just about our understanding it is about the community's understanding of it and acceptance of it as well. For me, I would say when the Council works on this that perhaps there is some opportunities to invite some other folks that would be in or available to us to look at this. I think we did this for affordable housing at just \$50 million and here we are at an entirely different scenario and so I think just adding those two together would be really helpful to opening this up and having expertise in it, not just our awareness, but expertise for those that would look to say where is our blue ribbon, where is our place that people have validated this. Let's think through that and see how that might work.

Councilmember Watlington joined at 12:42 p.m.

Councilmember Bokhari said there is a lot more micro questions that we could ask having learned from the lesson of the last couple of years on this. Some of this feels a little bit like a rebrand of what ultimately was the same core before that we stumbled on a little bit. We could talk about how was our outcomes with the Towns going to be different or with the General Assembly going to be different or with the voters in a referendum. So, there is all these tactical questions of how you get from here to a transformational investment, but I think the biggest question that we as a Council need to be discussing amongst ourselves and debating is, is the right decision overall for us to be making? Because we know that these investments have huge outcomes, but we learned in South End with the Blue Line those outcomes are economic development outcomes. They aren't transit, they aren't people moving outcomes when you look at the materiality of those two topics. If we are sitting that one-cent sales tax and all the model and everything, well ultimately it is a foregone conclusion this is to solve congestion in transit 20 or 30-years from now. Many would argue that is not the case, it is about making amazing economic development returns in different parts of our community which one would argue I think it was easier to get around South End 20-years ago than it is today. So, we still have to solve the transportation problem at hand, and I just feel like we've jumped over that entirely and we added a couple of things of a pool that while that 20% sounds like we could be doing autonomous vehicles and all the things that are where the puck is going to be for transportation, it is ultimately going to get eaten up in negotiating offline with the Towns. Because that is what is going to take to even have a shot at the General Assembly of which I think is highly unlikely too. I think we need to learn from our last go at this and call a spade a spade and if this isn't an amazing economic development return opportunity, not necessarily the transit solution that we are going to be looking for and it is a path that is littered with potholes to get from here ultimately to execution of something like this that we didn't quite get right last time.

Ms. Eiselt said I think that is a valid argument because it has been a progression and we've finally got to the point where we are admitting that this is a great part of the economic development exercise, however going back to what John said earlier about the buses. That is really good information because it isn't just about economic development, we've got to move people around. I was at a concert Sunday night and at 11:00 on a Sunday night that light rail car was absolutely packed of people leaving uptown. So, it is moving people around and, in our future, when you look at the whole system, not just the light rail, but the buses, it has got to be about moving people around or we are going down the wrong road it is not.

I think John, I appreciate that you gave us that schedule we had to ask for that. I think it should help all of us that if we understand that it is really going to be a couple of years before we can meaningfully invest in our bus system, then we know that. We know that when we look at approving projects with parking uptown, we've got that in our head it is not going to be next year, it is not going to be the year after necessarily for the transit portion of it. I don't think we can lose sight of the importance of this being about transit as well.

Ms. Ajmera said I wanted to respond to some of my colleague's comments, yes this is economic development however, it is also addressing the issue around meeting our SEAP goals where the majority of our carbon footprint comes from our transportation sector so addressing that as well as the transportation that Julie mentioned. I just want to highlight that. I appreciate what you all have presented here with a schedule of projects, especially for our bus system. Can you also get similar schedules for our other projects, other than the transit? We already know about the transit we have the Red Line, the Blue Extension, the Silver Line, etc. but what other projects this will help us address specifically for roads, sidewalks, greenways? I've asked for this multiple times [inaudible] I'm looking for getting that schedule and also Vision Zero.

Mr. Jones said thank you Ms. Ajmera. We can look at it this way and Liz if I have this right let me know. Within your current CIP, there are a number of projects that I believe are identified or funded with additional resources and based on the priorities of the Council we could instead of drawing the line at \$50 million for sidewalks you could potentially draw it at \$70 million. I'm just using that for an example. There are some projects that lend themselves for that. Ms. Ajmera, I'm not sure that all of our transportation projects are that way so Liz, can you help me out?

Ms. Babson said yes and if you recall in your Safe Communities Meeting just last week you asked for some of that information, so when we come back to you through that Committee referral, we will provide that information. We do have a list of our street lighting backlog, our sidewalk backlog, those were two of the ones that you asked for. We have done some preliminary work with our bicycle infrastructure so we could start to provide you with a list in that transportation system as well.

Ms. Ajmera said that will be great, thank you. Also, I think that would cover everything except the greenways.

Mayor Lyles said Mr. Jones, could we get greenways from the County? I don't know how that would work.

Mr. Jones said sure we can check in with the County.

Ms. Vandergriff said for this example scenario example that we are showing you today, this is the assumed phasing for the full TMN program. So, on day one we would have revenue available on July 2023, in this scenario for 20% would go to the Towns, to the City of Charlotte, and to the Mecklenburg County Greenways on day one. So, allocations would begin in perpetuity. At the same time, you would have all of the bus improvements that John talked about earlier, Envision my Ride, Bus Priority Corridors improvements, improvements to I-77 BRT (Bus Rapid Transit) all of that would begin occurring as revenue began flowing in 2023. After that all of your major corridor projects, your I-77 BRT project, and all of the rail projects below it, of those would begin advancing into Planning, Engineering, Design then they would enter the capital investment grant program which is the federal funding program for major transit corridors, then they would enter into construction and then open into revenue service. In general, it takes about five to 12-years for a project like that to go through the process and to open to revenue service. Some projects like the Silver Line take even longer that because they are higher costs and they are more complex than the typical project, so we are reflecting that in the timeframe.

One thing that has changed significantly since June is that we are now showing the core capacity improvements for the Blue Line Corridor. Those now occur nine years earlier, opening in 2032. We are also showing Silver Line opening two years earlier in 2035 for Phase A and then Phase B would open one year earlier in 2039. John, I believe is going to talk to the next slide about Silver Line.

Mr. Lewis said as mentioned earlier, we are in the midst of preliminary engineering and design for the Silver Line, we've had several rounds of public outreach as we continue to refine the corridor, where the stations are going to be, are they going to be at grade or elevated, is the corridor going to be in the midst of, in the middle of a street or on the side,

in front of properties or behind. So, that is the normal work going through the Silver Line, as a rail corridor, but just as important, as we look from a transit standpoint of how do we design and implement a rail corridor is how do we set up that project to receive the highest ranking possible in the competition for scarce federal funds. Phasing is an important part of that. We phased, Councilmembers will remember the Blue Line, there were two phases and moving into a third phase of the Pineville to Ballantyne. We broke the Gold Line into three phases and now we are at that point where we are going to take the entire corridor of the Silver Line, solicit public input and the input of our partners along the Corridor, and figure out what is the best phasing that we can come up with to compete for federal funds. Some of those guidelines that we will have to consider is ridership, the cost of that phase of the project, environmental concerns, coordination with other projects. We have talked a lot about the rail mobility options, but the Silver Line crosses 12 major highway construction projects along the corridor so coordination with NC-DOT (North Carolina Department of Transportation) is an important part of it. We've talked ad nauseam about the economic development benefits and other City in and regional goals and then finally the connectivity of the project.

So, as we continue to refine the cost of the project it is not just about to build ability, but also our ability to receive federal funding. Lastly, and we will remind you that the Blue Line projects and the Gold Line the federal government were 50% partners in that. So, that is a very important consideration as we move this process forward.

Ms. Vandergriff said John can you add clarification on what the core capacity is compared to the Blue Line Extension.

Mr. Lewis said yes, I'm sorry, core capacity is a transit term, but we will remember that the South Corridors of the Blue Line was constructed originally for two-car platform trains. As we continue to grow, and ridership continues to grow we need to provide to retrofit those stations for three-car platforms. The Blue Line Extension was built for three cars, we will need to go back and retrofit the South Corridor Stations to accommodate three-car platforms and core capacity project.

Ms. Vandergriff said so that is what we are saying has shifted forward nine years. Next Steps, so today we showed you one example scenario of several that we could run for City Council and we also have heard last week that there is a lot of interest in what is going on at the federal level, actually this week, fingers crossed maybe we will hear more information, hopefully, the good news which will make the center even more interesting. We could run a scenario where we ramped up our match rates for all the capital projects and we receive more federal discretionary grants. Right now, we are being very conservative on how much we would receive in federal support so we can run that scenario as well. We are also looking for any additional feedback on this example scenario and any additional scenarios you would like to see run.

Mr. Jones said Taiwo, if I could before you get into facilitating mode, could we go back two slides? I think it is very important, a couple of years ago the Council allocated \$50 million for the design of the Silver Line and that is going to get us somewhere around 15%, is that right John, and because of that we can begin this process, that is not true. We have to 65% design, could you explain to everybody the process and I say that because if we go back to the next slide, it doesn't mean that Blue Line Extension to Ballantyne/Pineville is the least important, it is just that we have no design with that so, in order to even get to that level of design the one-cent sales tax will also help fund that. That is why it is so important to get a revenue stream in so that we can be competitive for these federal dollars.

Mr. Lewis said I also add one other aspect of that before I answer that question. The federal government will also look at the ability and capacity of the agency to deliver multiple projects. CATS has done very well with delivering single projects, we are now looking at a program of major investment and timing of that and our ability to handle a multi-project program is one of the items we have to take into consideration with that. So, the federal process I will describe, we are in the first stage right now of preliminary design and engineering, and that preliminary design and engineering has a long shelf life to it.

The next phase that we will go into is project development. Once we go into project development that is our first discussion with the Federal Transit Administration that we have a viable project that we can fund that we want to compete for federal funding. That has a two-year window on it. Once you enter project development, when you come out at generally 65% design, we need to be ready to bid on that project and move into construction. Why we wanted to make that initial \$50 million investment, number one to get us to this point, two maintain a somewhat of a competitive edge with our sister agencies nationwide. Roland talked about some of them that are moving forward with similar programs and three, to coordinate with those multiple NC-DOT highway projects. We did not want to allow those projects to be further ahead than the Silver Line that would create other obstacles for delivering this project in the future. We are right at the perfect timing to consider how we fund and how we compete for federal funds to move this forward.

Ms. Vandergrift said Carolyn, I know you are on the line if you wanted to add anything else about federal capacity and building a program of projects.

Carolyn Flowers, CATS said what John is talking about is the federal FTA (Federal Transit Administration) [inaudible] of risk assessment and then look at the probability of these projects being on budget and being on time and being delivered. All that he has been emphasized here is that as you go through this process to get the federal commitment, you have to demonstrate your technical capacity and your capacity to have the support in terms of staffing and ability to deliver these projects and there are multiple projects in this program and so that addresses the capacity of the agency. Large agencies have been able to deliver this; LA, Seattle, Denver but CATS would need additional capabilities to ensure that they deliver the program and that they go through the process of being competitive and being positioned to be able to deliver these projects. There is a financial commitment from the local side as well as the financial commitment from the federal side to deliver these projects. The federal capacity for funding and financing is all going to be contingent upon the passage of future infrastructure programs, the ability to fund those projects, but it has to be matched by local funds, and the ability for the local municipality to put in their share to match those projects.

Mr. Driggs said I wanted to confirm that we are working still on the assumption of 40% federal, 60% local, and no state funding. Is that where we are right now?

Ms. Vandergrift said yes, that is correct. There is a caveat that any project over \$3 billion based on the historic data we knock the match down to 35% for those megaprojects that are just larger costs and generally they are matched lower for the feds.

Mr. Driggs said okay, but that is generally where we are in terms of our understanding of federal infrastructure programs and the existing programs, etc. is something like that. I want to mention in general, there was a reference to outreach about the Silver Line, I felt during the 2040 Plan development and on this occasion, a lot of the outreach we have to the public attracts the attention of certain interested parties and the response we get is not necessarily representative of the kind of broad population. For the 2040 Plan that was kind of okay because it is within our authority to adopt the Plan if we feel it is in the interest, but there are two big hurdles for this one that we need to acknowledge. One of them is we have to get the General Assembly to authorize the referendum and, the referendum has to pass. So, I don't think we should hide our head in the sand for too long about those two because we can do all the planning we want, we can talk all we like, if we don't clear those hurdles we are going to back and do some pretty major recalculating.

I've emphasized in the past that I think it is helpful in terms of the General Assembly to have kind of an ongoing conversation and a stream of information to them about what we are doing. I had occasion to talk with a couple of leaders there very recently and said how much do you know about this thing and they said not much, not really. The people who control these things are frankly not on board in my opinion. So, we should be working on that. We should not assume that we can push this thing way down the road, finally get all those other people involved, which we will need to, and then start to talk in Raleigh.

The other thing is I would propose or I'm asking I guess, is it your intention to conduct opinion polls to try to get a preview of the outcome of the referendum? I think the only way we are going to get any look at whether the population is majority on board when they are asked the question are you prepared to start paying what I recon is about \$600 a household in additional sales tax, and I don't know if that is a back of the envelope guess, but something like that in order to realize this vision, this long term plan, recognizing that those payments will start immediately in 2023 as we are now assuming and the kind of product, a lot of the benefit of the Plan is going to be realized over a period of a couple of decades. So, it is not an easy question, we are going to have to market that thing and I think the sooner we start to get a feel for the mood of the public about joining us in the adventure the better because otherwise if it turns out that the public is not supportive on this grand of a scale, we will have put in a lot of time talking about something that we can't achieve. I'm not suggesting that I don't think we can achieve it, but I do think that we should be realistic. That is a big ask right, and I don't have confidence that it will pass. I'm not suggesting it won't, but I think we should find out more about that.

Ms. O'Brien said thank you and I will let you know that the Charlotte Regional Business Alliance is very interested in the answer to those questions. We are working to organize a pole so that we can get a better idea of the initial opinion of residents, and as I mentioned with this economic impact study, we had dozens of focus groups with north of 100 people from throughout not only Mecklenburg County, but the counties that touch it, but really specifically Mecklenburg County and I will tell you that there was an overwhelming interest in getting something done. The theme over and over was we don't want Charlotte to become Atlanta. So, we do understand all of the work that is ahead, and we are very excited to work on behalf of this important initiative and of course, part of it is making sure that there is an agreement between the City and the Towns as to what the one penny will fund and that will legislators in Raleigh understand why this is such important vote for them to authorize. Then there is another step and that is going to the Mecklenburg Board and getting authorization to be on the ballot. Then yes, it is up to the voters and we do feel that when the voters hear the story of the social mobility, the economic development impact, the foundations of both transit and transportation that this will be successful.

Councilmember Egleston said as often as the phrase we don't want to become Atlanta is brought up when talking about Charlotte, I think we've got a big one layer beneath that statement I figure out what people actually mean because I think there are probably people who when they say that are saying we don't have this immense amount of congestion that you see when you drive through Atlanta, but I don't think any of what we are proposing is actually going to eliminate the congestion of Charlotte. It is something to give people an option to get out of that congestion if they choose to use that option. I hope that in the way we are running our polling and the way that we are doing our marketing we are not creating either actively creating or possibly not attaching the notion that people might falsely have that what we are doing is going to somehow free up the roads for them to drive on. Does that make sense Taiwo?

Mayor Lyles said I think everybody gets that, that we are not promising that we are going to free up the road.

Mr. Egleston said I don't think we are promising that. I not hearing anyone say anything to that effect, but I think there are probably voters who might think oh if we build all this stuff it will take all these people off the roads, and then I can drive my car 55 miles an hour again. I think we need to be very upfront and honest with people that that is not the goal because that is not achievable. The goal is to allow people options to get out of that. So, we don't want to become an Atlanta thing, I think people just kind of casually say in response to questions about transit because they somehow think that we are going to cure congestion and prevent the kinds of things you see when you drive through Atlanta.

Councilmember Graham said I guess the question is, and I heard what Mr. Driggs said in terms of who is doing the coalition building. I understand the poles, I get that, but who is doing the on the ground coalition building, talking to Legislators talking to the Town members, talking with grassroots folks at a third-grade level to make sure that everybody is understanding where we want to go and how we need to get there. That is the first

question and then the second is I think Raleigh is just inherently broken when it comes to urban communities. Blue state, blue community, Charlotte, Greensboro, Raleigh, Asheville, purple state. These guys can't make the connection right with Charlotte being basically a donut community to the state. You would think they would want to invest in our future, so how do we begin to clear those, and they are political hurdles, that is the way it is so how do we clear the political hurdles Ed to get these folks who are a different party from me. It is a partisan conversation, but it is a reality conversation, right to understand that Charlotte kind of [inaudible] in other urban communities what is happening in the state for them to believe that is a good thing to invest in these urban communities. And that is a political question that you probably can't answer, but it is one that is staring us right in the face that is handicapping us to move forward. So, I will take the first question first, that may be a lot easier.

Mr. Driggs said Mr. Graham could I just quickly say one thing to that? I appreciate your comment and I just wanted to say in my opinion this outreach that I'm promoting lessens the danger of a hard partisan confrontation because if we move forward with this conversation and we are not talking to the majority party in Raleigh that doesn't kind of put them in a good frame of mind to deal with us when we do go there. So, it is a related point to the one you are making. I would hope that we can dial back the politics as much as possible and sort of recognize you know Mecklenburg County is 10% of the economy in the State of North Carolina. It is not like these are different interests, we are a big section of what they do, but unfortunately, we have this Great State of Mecklenburg history. We have the different partisan majorities in the two bodies and our goal is to stay focused on the needs of the state, the needs that we have locally and not let personalities or politics obstruct a productive conversation.

Mr. Graham said I agree to a point, but I think there has to be a realistic understanding of the hurdles that are in front of us, and I think we just need to be honest about what they are because of what we are trying to do I believe is in the best interest of everybody. But there are hurdles and I think we cannot be afraid to look at the man in the mirror and critique what we see and then do what we both are suggesting, how do we build this community coalition of people, politics aside to get to the objective that we both want to get to? That is the tougher question, so I'll take the first question first.

Mr. Jones said I would like to take a shot at the first question. So, one of the reasons why we haven't spoken with you about this since the end of June is because one of the strategies is this can't be about Charlotte. That is why we have Geraldine here today, that is why we have Kelly here today to make the business case for this being about our region. It is everything that everybody has talked about. This is the biggest economic development project in the history of the State of North Carolina and so part of the strategy has been to build the coalition on the front end as opposed to Charlotte trying to, I'm choosing my words carefully here, impose something on the rest of the region. So, a lot of the conversations that have been going on and the research has been outside of the City of Charlotte and we think that is part of the winning strategy.

Ms. O'Brien said thank you, and I would just add that the business community is so supportive of it and privately funding the work that the Alliance has been doing this year in terms of having consultants from both sides of the aisle being able to review and look at how we work with both sides of the aisle and how decision-makers understand what we are trying to do, why it is needed and guide us to a successful outcome.

Mayor Lyles said Geraldine would you comment on Mr. Jones' comment?

Ms. Gardner said the way we build the coalition is by ensuring that stakeholders across the region and in Raleigh understand that the TMN is grounded in a regional vision and the regional vision is grounded in the TMN. The two go together and that if our partners in Raleigh have concerns about how do our rural areas benefit from transformational investments that answer is through Connect Beyond. How do our suburban communities benefit from investment in mobility, that is answered in both the TMN and Connect Beyond and how do our urban residents benefit from these transformational investments is also in both documents. So, I think it is about creating a holistic vision where people win and

we can build more infrastructure and offer more choices, but we have to do it together as a region. I agreed with Mr. Egleston, it is not about Atlanta. Atlanta doesn't have the type of transformational investments, they are still working on it and we have the opportunity I think to do better, but we have to work together.

Councilmember Watlington said much of what I wanted to discuss has just been covered. I agreed that there needs to be a regional approach. What concerns me a little bit is that as I look at the Plan with the different transit lines, with commuter rail, with mobility corridors is when you start to get further out from the urban core, the real question is, is the benefit worthy of the cost? What I'm essentially looking at is existing highways, as you look out into more rural areas. My chief concern as I look at Steele Creek and I know that Highway 160 is being funded through the [inaudible] and maybe that is why it is not included here, but as I think about what residents out in Steele Creek and towards the State line are battling from a congestion standpoint. The conversation has been since the last go-around, well what is in it for us? So, I would just really like to see us paint that picture up, yes, it is about the region and we understand that, but it is what is the individual going to get out of it for the extra money out of their pocket actually going to be valuable enough for them to pony it up. I see if you live closer into Mecklenburg County, yes you get access to new transit lines, you get the high-capacity rapid transit buses and if you are going from a place that happens to be on the line to another, great, but if you are not how do we think Park and Rides or whatever it needs to be to make that practical so that somebody out in Steele Creek or even in the upcoming River District, how do you make it an actually valuable solution to get to where they are trying to go? I think it is a little more difficult to sell as you move further out into our region and you look, and basically, it appears we are highlighting existing roads. Unless that is going to come with a substantial increase in capacity or some kind of adjustments to the streets that allow multi-modal transportation, I don't know that it feels or looks any different to folks further out. Does that make sense?

Mr. Bokhari said just a couple of quick things; one I don't want it to go unnoticed that multiple times now in this meeting people have called it and referred to it as an economic development related strategy and outcome, which 30-years in this community there was a refusal to accept that and now that we are saying it, I think it is a huge step forward in a kind of presenting it as it is. I think that is a big deal that I just wanted to mention has been necessary for a long time. Two, with the Raleigh front we need to be proactive there and the fact of the matter is we have an Intergovernmental Relations Committee where there are Co-Chairs from both parties who have relationships with people in both parties up there. We are literally not doing anything in relation to this topic. I don't think there is any reason we shouldn't be proactively part of the strategy rather than punting and I know there are Ad Hoc one-off meetings occasionally, but if you talk to folks like behind the scenes like Ed said what do you know, it is a lot of like yes, somebody met with me one time. Why leave that to chance, why not put the same kind of strategy and spread the workload amongst those who are the same part of the majority up there and can do some serious work to help push the ball forward as long as again, the broader plan aligns for that?

And three, in the same vein the Intergovernmental Relations Committee is another good example of where we could formalize our touch points with the towns. I know there are a lot of town conversations going on in the background and all of the stuff like that, but we were talking earlier about doing policies and seeing republic policies and all that stuff. The greatest possible indication of if this will pass and if there are support, it is happening right now in a lot of the towns with the election cycle, and they should be talking about this and everybody who has voted should know their positions because there are things on there that some are in negotiation point still in flux. I understand that, but if I'm looking at that and I was promised the Red Line years and years ago and now I see it is going to happen parallel with some things, but there is a cost to get it out, I would be asking some serious questions. If we wait until after an election that may be more the politically expedient thing to do amongst the powers that be. If we track towards something that ultimately then goes to a referendum after all those other kinds of stuff are hit and it loses that is a lot worse.

I guess my punch line is if you are running for an office in the towns and your voters out there haven't asked who is planning on doing what to this, you've got a week to get those answers to figure out and that will give us an indication of what the true appetite will be when this hits a referendum.

Councilmember Winston said I hear what all the colleagues have been saying today and really over the last couple of years, but again I think this is another issue that comes down to governance and the way that we operate, or we don't operate. We have the power to make things happen, but we don't always know how to go about doing it, and I think that is why we are still here a couple of years and haven't been doing elected to an elected outreach on a kind of regimented basis with all the folks that in this 5,000 square miles that were put up there. So, I would suggest that as we kind of push forward, and I have forgotten which slide and who actually responded, but as we have multiple projects for instance staff is going to have to show different types of capacity. We are going to have to have different types of workflows that literally just don't exist today. We should be thinking about how we work around this; how do we interact with our TAP Committee for instance? We know that getting updates on this every quarter with a bunch of information doesn't lead to great discussions. It doesn't lead to great guidance, it leads to mixed signals, it leads to more confusion and frustration that the thing I asked for six months ago didn't get caught up in this presentation and we actually didn't get to make a referral to budget to look into the model and look into the spreadsheets. Maybe there is something here where TAP (Transportation Action Plan) is structured differently that has the ability to cross-reference Committee assignments to say we need to look at this in Budget and Effectiveness Committee, we need to look at as Ms. Ajmera keeps saying, lighting and priorities around community safety and Safe Communities. How do we work with Intergovernmental Relations Committee to say hey, the Co-Chairs or the Committee members are going to make stops and visits to all of those communities that our system is going to be the heart of and speak to those kinds of parallel electives in those areas just to have a coffee, get to understand what the makeup of their geography is and how do we kind of build those relationships over time? That would be a workflow and a relationship with staff that is more intense honestly than we are used to, but if we want to achieve those things, if we want to get those pieces of information, I think we as electives have to go about our work a bit differently. Maybe it is having staff members that just staff committees and we as Councilmembers are working on that work, getting those answers that are important to us that we know are important to make those connections in those different communities while they are still going along building a Transformational Mobility Network.

I hope that we will kind of step back and really again look at this conversation around governance and see how it can practically affect these big things by the kind of breaking them into smaller pieces of work. I think there are plenty of examples again, look at the way Congressional Committee's work and how work gets done between the meetings, so people are more informed, and you can organize around those ideas as you keep building the project.

Mr. Egleston said I agree wholeheartedly we need to do more engagement with more of our peers across our region, but I just want to make sure that everybody understands and as our representative on the Council Governance at Centralina, this is something I am hyper-aware of but maybe not everybody is. That is why it is so important for Centralina to be a part of this is because those conversations are happening with all of the people in our region, or at least their designated representatives, and so to your point, maybe we need to make sure that is being disseminated amongst their peers in their municipality or their county.

Mr. Winston said like you said, we don't even know the day-to-day work of Centralina let alone our constituents. What we are, we are 12 experts.

Mr. Bokhari said there might be a false understanding just based on what you just said Larken.

Mr. Winston said we are 12 experts of communicating with our constituents. Some of us have constituents that overlap, some have constituencies that parallel, but when it comes down to it, we have been proven by the campaigning and election of our constituents that we can communicate information and gain understanding from people in ways that nobody up here is necessarily qualified to do. So, we have to figure out how do we do our part better and then hold them accountable to using what we are bringing to the table to make this a success. I think that is again, what governance is, and we identified this several years ago when Driggs and LaWana were preaching from the same hymnal. We were like we want to do this, but we don't have it in us, we know this is going to be hard, but we haven't fixed that governance structure to get these answers that we are qualified to go out and get more than these folks that are working for us.

Mr. Egleston said I just wanted to make sure nobody left thinking that we weren't keeping other people in the region up to speed on what we are talking about.

Ms. Eiselt said just to back up a little bit, I don't know how we go forward and go to Raleigh or go to the Intergovernmental Committee to talk to anybody about this if we don't understand it first. We are not being asked for any action, today are we?

Mr. Jones said yes, back in June we said that the next time we came before Council we would talk about the transportation portion of this as well as get input from you for various scenarios. For example, and if go back a couple of slides, the Silver Line, so as John has said phasing the Silver Line and the discussions that he is having in the community can impact our ability to do more maybe on the transportation side. So, you may say to us Marcus, is there a scenario where it could be a 75/25 split between transit and transportation, and we would model that to see if we could. We've tried, we haven't been able to get there without significantly changing something so that is why we came back to you to ask for input on scenarios. We just didn't run four scenarios, come back to you, and say here you go, and to Mr. Driggs' point maybe you are not ready to give us input on scenarios, because maybe you want to understand the model more. But, for us, I hope what you are telling us is to continue on. No one is saying stop and that is the guidance, the check-in that we are having.

Ms. Eiselt was right, and to that point, we have to understand it first and we needed this deep dive before we can go out and talk to anybody else about it before we can ask Intergovernmental to start setting things up. So, I appreciate this conversation and the ability to ask these questions. I just don't think we should move on to the next phase of engagement until we all fully understand. Victoria had questions about her area and until we can answer those questions amongst us, I don't know how you move on.

Mr. Bokhari said Julie, I think the issue with that is like it is groundhog day, we do this all the time, we say we need the details, and then we say we don't know ourselves; we need to figure it out and that is literally what just happened earlier today with the federal dollars and \$60 million and what we are going to do from that stuff where we had that same discussion, we don't know, we need more detail and the next thing you know we are voting on something. That is, unfortunate, I agree with you we don't know the things, but we just have a track record of continually jumping over the part where we actually get involved and we start at there is not enough detail and we always end it, let's vote.

Ms. Eiselt said this is the detail that Mr. Jones will have.

Mr. Jones said maybe I can help. This is in the TAP Committee and I think as the Mayor said earlier today, there is a great opportunity for a deeper dive at the Committee level and discussions at the Committee level so there can be more information shared amongst the Council, but that is where I think the pathway forward is with additional information.

Mr. Winston said I don't understand what you mean what are the details, we don't the details. There is always more information to be gotten, but what are we not understanding right now? What are we not grasping about this from a Council level?

Ms. Watlington said in light of what has just been discussed, let me tweak my comments. What I'm saying is not only do I want to know what is in it for Steele Creek, if I don't see something, what I'm saying is not only do I want to know what is in it for Steele Creek from a data-gathering standpoint, if I don't see something in it for Steele Creek I'm not aligned to move forward.

Ms. Eiselt said can I respond to that? I hope we are all looking at this as to what is good for our region. We've got to look at this as a regional solution and it could be that there is transportation dollars for Steele Creek because Steele Creek's needs are different than where the Silver Line is going or instance, but I hope that we are all looking at this and making good decisions for our region.

Ms. Watlington said I understand that, and I don't disagree but when the voters go to that ballot box each individual voter is going to be voting on it individually so we've got to be able to articulate why when you go to that ballot, you should be voting to increase the dollars coming out of your household. I agree that it needs to be regional because frankly, I think that is where the value is, but if we can't help each individual voter understand that I think we will be talking a great game and then get cold busted when we get to the ballot box and that will be unfortunate.

Mayor Lyles said it is really tough and I think this is a point. I think we talked about it would cost, Ed said \$600 per household, but nobody said what would it cost the household if you don't do it, which might be \$10,000 or \$1,000. It is just that we talk about this and we are always kind of hammering on what we are doing, but I would say that these questions that are on Page 31 deserve some thoughtfulness because if we stop what is it going to mean for us if we don't do this. I don't know the answer to that, but it is one that I can imagine. If we were all saying we have the best bus system and the most rail that we need and our transportation needs are met, we wouldn't be having this conversation. But we've got to have a conversation somewhere that gets this moving forward and that is what my concern would be is that at some point we can hammer on what is on the table, but unless somebody is going to say I'm okay with where we are, this is how we are going to be, then we need to keep working at it.

Councilmember Phipps said I've been enthralled with the conversation we've been having, but one of the questions I have is I want to go back to something that Mr. Lewis said earlier in his remarks. This is about the Blue Line, and I was there when the Blue Line was going and it went through my former District 4, but I'm talking about the maintenance of the Blue Line. You said something about we've got to retrofit portions of South End for I guess new platforms from two to three. And I'm also aware that we are going to be putting in a new Light Rail Station in South End, so do we have residual funds leftover with the Blue Line construction to handle those. Are we talking about using some of this one cent, if we get it, using some of that to do some of these things or what?

Mr. Lewis said that is a great question Mr. Phipps so I'm going to give you a two-part answer. As you know when we opened the Blue Line Extension in 2018, I won't ring our bell, on time and \$60 million under budget. We were allowed for the first time in the history of the Federal Transit Administration, this is a national policy, the FTA is allowing transit agencies to recoup the savings that they made. If you've been good stewards of the public dollars, and you've had cost savings. In the past, it would go back into the federal treasury. We have been allowed to retain those funds, so we will add a portion of those cost savings to build the new Station in South End at Publics. The core capacity program that was mentioned that goes beyond that funding source so the one-cent sales tax will be a funding source for that, the other eight stations that we will have to retrofit.

Mr. Phipps said okay, my final question so what you just described, would that be an example for somebody else on the panel said the FTA or whatever would be looking at our capacity to be able to manage projects in a way. The fact that we were able to come in under budget on the Blue Line would we get some credit for that in future considerations in our competitive nature over these funds?

Mr. Lewis said I'm a little biased in that I think so maybe I will defer to Carolyn on that, but I think it would, I would hope it would when most projects do not come in with cost savings. I would hope that would be a factor taken into consideration, but I think Carolyn would be a better place to answer that.

Ms. Vandergrift said unfortunately Carolyn had to drop off, but I would say yes, that typically is something in the back of their minds. They like working with agencies that have done it before and it is less risk associated with it. You know that they've done it before, they know how to do it, they know that their projections are generally in line and they have a history that they are making the right projections into the future when you are making that case to the FTA for each project.

Mr. Driggs said I may be able to help a little with that, but I wanted to mention first of all my predecessor Warren Cooksey used to like to quote the syllogism, we must do something, this is something, therefore, we must do this. What I mean is the alternative to this plan is nothing, the alternative to this plan is a different plan and so if we are debating this plan, we are questioning whether we should do this or something else. There is no question about doing nothing.

Mayor Lyles said I don't know that that is true Ed.

Mr. Driggs said in my mind.

Mayor Lyles said in your mind maybe, but I don't know that we've actually said well what if we do nothing.

Mr. Driggs said I've always had a concern that hasn't actually considered different plans and chosen the best one. It has always been this plan, this was the only thing that was brought to us and from which we have conducted our conversations and maybe we should have considered Plan A, Plan B, and Plan C, but we are on and possibly by doing that not found ourselves in the position that we are in now. What I wanted to say to the panel is I'm very appreciative and encouraged by the expertise and the engagement of all of you. I think what you've seen today is much discussion among us, not as many questions as we might have asked you, and there are a ton of questions that we could have asked you and it is because of this plan that has been in the works one way or another of years. The 2030 Plan, Mobility Plan, is now coming into sharper focus, we are now getting down to the immediate prospect of action and that gives rise to a whole bunch of questions among us, so I think the value of the conversation today, which I really do appreciate, is to kind of align what you are doing with our world and to make sure that collectively we are all kind of proceeding towards the same destination.

I don't think today I heard a message from this group that you should discontinue what you are doing, whether we think that the plan that we are talking about makes no sense. You have heard some apprehension about the feasibility of the plan for a number of reasons that kind of infects our thinking I believe and there are also differences like about the importance of rail in the future, which we didn't even get into today. But I think for right now, and I don't necessarily speak for everybody, but I think for right now what you are doing is good. I hope you took away from this some stuff that we can use in order to help us kind of move with you on this project and so I just wanted to say thanks, good job today.

Mr. Bokhari said I have one item Madam Mayor, just real quick and I just conferred with Braxton and he is in agreement. Why can't we refer this to the Intergovernmental Relations Committee to get deeper in the weeds on the plan that is going on in the Transportation Committee and then take ownership and accountability for designing and implementing both the General Assembly and the Towns strategy from this point forward? If this is the most transformative thing we are going to do in the history of Charlotte before and after I think it would make sense for some of us to get more engaged, particularly in the topics that we sit in. Is that something we could do? How do we get that ball moving?

Mayor Lyles said I guess the ball moving would do we have a model that we feel like we could push. I don't know that we have that so where I was actually going to ask if you are willing to sit down with the advisors and participate in looking at models and adjusting for models that we do that first and foremost and just put your name up that you are willing to participate in that so that we can do that in a way that actually gets us to a model review that we would all be comfortable with. I think if we can do that first that really, we don't have a list of questions from the validity of what people want to do and I would like to see the organization of the Committee actually say how we do this. I think this is a fair thing, but I think that we've got to get everybody to agree to this is what our next steps are.

Mr. Bokhari said this feels very much like the same thing that always happens which we get pushed away and then all of a sudden it is vote time. I don't there is any reason in parallel to us analyzing these models that we don't strategize and create the plan by which we start communicating directly as the Intergovernmental Relations Committee should [inaudible] the General Assembly and the Towns and the only reason I think anyone would be against that is that it needs to be managed in a very small group of a couple of people behind closed doors. I think that is why we failed the last time around on this and I would like for us to force this issue and if the answer is no, no one gets to work on this, it is a small group, that is fine, but it needs to be the group's decision.

Mayor Lyles said I didn't say that was the only option and I think it is kind of unfair to say that an option is a small group, closed doors, and whatever. I think the question is what are we trying to accomplish in this. If you guys have a structure put it on the table, draw it up on the board. Just put it up there and see how it goes.

Mr. Winston said I think what we are talking about here is something different than just a structure. I think is going to have coffee with Councilmembers from Kannapolis. I think this is going up to Raleigh and sitting in on whatever Transportation Committee meetings are. Maybe they might be about buses, maybe they might be, it is just actually relations, and can we get support? Right now, these are things that we can do like we said one-off and one on one, but we are not able to like work with the staff and get feedback, not necessarily dig into the numbers like Mr. Driggs wants to do parallel as Mr. Bokhari said digging into the spreadsheets of the models. Just relationship building.

Mayor Lyles said I understand that, but that is what I thought you guys should always be doing because going to pitch this specific thing when it is not baked or not ready versus the relationship building, that is a little bit different from what I heard two different things.

Mr. Winston said I think we are saying the same thing.

Mr. Bokhari said I think you start with exactly what you said and as the details mature then it emerges then we start evolving that communication line. The point is the difference is we can do that as individual Councilmembers now and do it Ad Hoc with no support, formerly having this as our mandate makes us then have to line up with the rest of the critical path and we are not doing what we are all doing now, just having quick conversations, so it grows to that, but it doesn't mean you go out and pitch something before it is ready to be pitched. It is a whole strategy and the reason why I'm skeptical is because we went around and failed one time at this already and we were past the point of starting that and we never started it. So, I'm not convinced that it will ever start until ultimately one day they are like vote. And that is how this just continues to happen.

Mayor Lyles said I heard two different things. Building a relationship before we go in and say, and I would ask Geraldine and Kelly to weigh in on this; to come in to work it around the TMN would be I think another opportunity for failure. Just give me some ideas here of what would be effective from your perspective because you guys are doing a lot of this engagement right now.

Ms. Gardner said I welcome the opportunity to connect more of our elected officials around the region. Our organization is a forum to do that, but I think the more bridges that can be built around these issues and coalitions that can be made the strong we are when we talk to our stakeholders in Raleigh. Tomorrow evening, not to put the MTC on the spot, but they take action on the [inaudible] Beyond Vision Plan. Our Regional Council has

already adopted the plan, so I think with those two entities endorsing the vision which again goes hand in hand with TMN, I think we have the pathway forward to start building those relationships. One of our short-term implementation steps is to form what we are calling a partnership and funding working group that is regional. Councilmember Eiselt has been involved in the previous iteration of that during the planning process and that working group which we hope will be comprised of elected officials and leaders across the region will start to do the work of putting together the plan of how we can speak with one voice in Raleigh on these issues. It is just a question of whether or not the City is moving ahead with your own TMN focused activity and how we parallel track that in coordination with the rest of the region. So, that could be a vehicle for more City Councilmembers to get involved in the regional piece of the conversation as you are working on the TMN portion for consideration.

Ms. O'Brien said the same with the Alliance. We are working with our Executive Committee and our Board of Trustees; we are preparing materials to start to engage them in a more active way and so we would absolutely welcome and encourage your participation and your assistance as we begin to get the business community to continue engagement.

Mr. Bokhari said so I guess to make a motion that they get referred to Intergovernmental Relation Committee to start forming the bonds with you guys, but directly from building relationships all the way through to when it is time in the proper mandated way, and the same way do the Legislative Agenda. It is not opinions, it is structure, that we go forth and take on the General Assembly and the Towns communication strategy.

Motion was made by Councilmember Bokhari, seconded by Councilmember Winston, to refer this to the Intergovernmental Relations Committee.
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Ms. Eiselt said I can't support that because I don't want this to be a formal structure where Charlotte takes the lead. This has got to be organic in terms of these relationships and every one of us can do that as Geraldine said and Kelly said, but I don't want a formal City Council Committee that is leading this effort right now.

Mr. Winston said it is not about leading the region, but

Ms. Eiselt said a referral to the Committee is exactly that so, I just can't support it being run through the Intergovernmental Committee at this point.

Mr. Driggs said I don't think a referral to the Committee for the purposes of looking after our interest in this partnership is inappropriate and there is a difficult balance between bringing the plan to a point where we think it is appropriate to show someone else and not approaching them with a fully baked thing which it looks like we worked on all the way through the conclusion without talking to them. They can be involved in some of the conversations before the whole thing is fully resolved. They can provide input and they can kind of gain some ownership of the thing and that is the thing that I think is the benefit of having these conversations. It is still general, but just them know what we are doing and find out what they think

Mayor Lyles said what if we try this, what if we actually ask the four of your guys to get together and learn about what is going on, figure out a path and come back. It doesn't have to be a Committee referral when we've got all of this work that is going on and people trying to get ready for it. Just think about that because to me I just don't know we get this done in a way that is regional and we say that we are going to drive it. Just think about it Mr. Jones and then we will try to get some closure on the motion.

Mr. Jones said I'm not 100% sure where the Council is going with the motion. I just want to make sure that the Council understands that there has been a strategy. The Alliance which a part of its role is advocacy so in its role for advocacy has been working with the business community and others funding a strategy with a Democrat and a Republican Public Affairs Consultants who have asked as a strategy that this be more of a regional

approach and that we get through mid-November before we do something different. I just want to make sure that you know that.

Mr. Graham said well, it is all in the presentation right. Listing what is going to be said and having worked in Raleigh for 10-years and actually Chaired the Transportation for five when there was a 20% match, that is how we got the Blue Line done. We made sure it was in the budget, it was a coloscopy of support in the urban communities and that has changed. I just think we need to make sure that we know who is on first, who is on second what are we trying to communicate, what are we trying to do. I don't think we need a formal motion to go into Raleigh and sit in a Transportation Committee meeting or visit someone in Mint Hill or Matthews or Pineville building these relationships informally until we get to a place where we know where we are going. I know the destination that we want to get to but I'm not sure how the GPS is going to guide us there, and until we figure that out, I think we ought to be careful in terms of how we proceed, and we should do it in a thoughtful manner. I am all on board an informal type of moving forward, talking, lunch, dinners, showing up at meetings in Raleigh to listen and learn, but I'm not sure we are ready to communicate anything other than hey, we want to be a part of we've got something that is baking and once we know all the ingredients, we want to share it with you. I'm not sure we are there yet so I understand the motion, I will probably vote against it because I just want to know more. The Mayor is going to laugh when I say this, I'm a pretty structured person, I'm a free spirit and I think that is why we work well together because there is a balance between being a free spirit and just going out there and doing something versus sitting back and making sure all the ducks are in a row. I hear the motion; I'll probably vote against it and that is the reason why.

Mr. Bokhari said I will just make the last case to say I don't disagree at all with Mr. Graham and what he just said, but that is what we can do today. We already can do that, and we will keep doing that. I think the difference between that and what I'm talking about is let's take the communication strategy as seriously as we are taking the modeling. Let's put a plan together just like with the Legislative Agenda every year, just because that gets referred to our Committee each year doesn't mean that we go run off and start telling the General Assembly all kinds of crazy stuff that we individually want. We have a process for that, and we have to build it and take it seriously and what I'm talking about is we didn't take that seriously the last go around. That is why we failed and that is why we are here from this Committee's perspective so I'm not looking for some referral that then gives us Carte Blanch to then go represent the City and say whatever we want. I'm saying we need to just as important as we build these models, build the communication relationship and support strategy that goes along with it and is deployed, and who knows maybe that strategy includes everyone on this whole Council by the time it is drafted. Someone just needs to take ownership for that because the failures of the past are directly related to a small group of people being the controllers of all of it and it is time for us to do something different and I think this is a safe structured way to do that.

Ms. Ajmera said I have a question in regard to the motion. [inaudible]

Mayor Lyles said is the question whether or not Centralina is represented or participating, I couldn't hear the rest of it Dimple. What was the question again? I was actually thinking that we were being more collaborative by expanding this to the Alliance and Centralina, but it was actually more of a collaboration and a plan that would be built with several entities. That is what I thought, we can continue to do this, but I thought that we were trying to actually take this as a regional communication plan and if we have the opportunity to present as regional then we start from that at the very beginning. That is why I wondered if it would be possible for Tariq, you, and Braxton to talk with Kelly and Geraldine about it and come up with something that will work for everyone and not be an exception to something.

Mr. Bokhari said I think absolutely the answer to that, but I think Mr. Driggs said it really well a second ago which was that ultimately, we need a regional approach. It needs to be regional consensus, but the one thing missing part right now is our interest being more formerly kind of structured along aside and communicated because right now you've got the central groups, all of those, the regional partners, and then you've got the Towns who

are looking for their interest in the communication and somehow, we bypassed the 11-person City Council directly being involved and that is a fatal flaw. That is part of this, we have a unique kind of value prop to look after, and I think we can do that in a light non-intrusive way that puts the broader regional play at risk but skipping it could have more detrimental effects than putting it in place.

Mr. Egleston said I'm not getting the sense that this has six votes, but regardless of whether it passes or not I think there is an optical advantage to Centralina and the Alliance leading this because of exactly some of what has been said which is that people don't feel like they are included, or they feel like Charlotte is leading and then we just allow them to tag along at the end. I think if this doesn't pass or if it does for that matter if there are people who want to engage with Centralina I'm happy to facilitate those conversations with Geraldine and have Geraldine lead in that conversation with us at the table and whoever else needs to be at the table, but it is still Centralina leading in a way that I think the region will view as more of a partnership than being led along on a leash. That opportunity is on the table regardless of anything else.

Ms. Watlington said I don't think that what I'm hearing is that we, the City, are trying to take this on to lead. What I'm not hearing is that we the City are trying to take this on to lead. I do agree that we, ourselves, need to be considering how do we communicate this and strategize and I don't think it is a bad thing to start that conversation or to agree that we put that in a formalized Committee. I don't think that means that we don't execute something that hasn't been baked, but I don't think we can start baking it until we put it somewhere to even get the ingredients together and I don't think that is a problem. I do think there is an opportunity to do exactly what Mr. Egleston just said as well and understanding what Centralina is doing because it appears that is what is happening right now, we don't necessarily all understand. So, there are some places where we can connect to improve those communications [inaudible] get up to speed on the work that is already happening. I don't think that that exists exclusive to us as a Council, deciding that we are going to put some focus on this. For that reason, I will be supporting.

Ms. Gardner said I just want to clarify one thing. Our role at Centralina Regional Council has been to co-lead the Connect Beyond process with CATS and the MTC. We have not put together a legislative strategy, we are not actively engaging with the General Assembly precisely because we have to do this as a region and Charlotte is at the core of our region. Nothing has transpired yet, that is why we are here, to make sure that we are doing this together. I just wanted to make sure that that was clear that there is no behind-the-scenes strategy that has been baked on our side. We are just focused and have been focused for the last 18-months on getting this vision right and getting our elected bodies on the Council side and the MTC to endorse the vision, now we've got to put that vision in its practice.

Ms. Watlington said I'm really glad you said that because to me that illustrates exactly what part of the problem is. Clearly, and I realize that I'm not in all of the meetings that some of my colleagues are in, but to hear you say that tells me that we have even more of a need to kind formalize some discussions.

Mr. Winston said Ms. Watlington has it absolutely correct. What me and Mr. Bokhari are suggesting is not about leading the process. This is about our ability for us in this room to be on the same page and be able to communicate with those folks in the back that are going to disseminate all the information in a cogent and efficient manner. After two years we are still not able to do that even though some of us have different levels of understanding of where we are in the processes because again, we don't have those internal processes that keep us comprehensively informed about where we are on those tic marks like Mr. Bokhari said. We are not talking about leading, taking over this process at all, this is strictly internal governance of how we get, digest, and disseminate information around this project.

Ms. O'Brien said if I may, I appreciate what you are saying and from the Alliance perspective, earlier I guess it was December of last year our CEO (Chief Executive Officer) was part of the Charlotte Moves Taskforce and when the report was published

there was concern from the towns that there were no considerations for their needs. So, from our perspective, we were able to put together a coalition of public affairs consultants and there has been conversations with focus groups that I mentioned, so I think from our perspective, really supporting what the Mayor said, it is really important for us to be able to understand based on the scenarios that are being explored where the Council and the Towns can agree that the TMN should be with this one penny increase. So that as the Mayor said in terms of not trying to sell a half-baked cake, we need to get that done. But I do want you to know that from our perspective, the conversations that have been taking place have been very productive and there is a strong interest in making something happen and it really is up to Council to work with the Towns to help us understand what it is and then I think a very strong communications plan will be put together. We do look forward to working with you on that.

Mayor Lyles said can you restate your motion, Mr. Bokhari?

Mr. Bokhari said the motion is just the simplest terms to refer to the crafting of a plan, much like we do the Legislative Agenda, around TMN in relation to the General Assembly and the Towns.

Mayor Lyles said the plan would be around communication or what is the plan? It is not the whole plan.

Mr. Bokhari said it is the subset of the whole plan that deals with outreach, communication, bridge building, and ultimately whatever it is supported.

Mayor Lyles so the motion before us is that will defer to the Intergovernmental the crafting of a plan that is a subset communication bridge for the TMN, the General Assembly, and the Towns.

Ms. Eiselt said I'm going to say one more thing and then you can vote. Let's be really clear about this; when people say they don't have the information, they haven't heard, they don't understand. We've been going through this in TAP, so part of the problem is if Councilmembers are interested, they need to clue to other Committee meetings and watch it later. All of this content is online now so if you are going to do it in Intergovernmental Committee, and that is fine, you are essentially moving it to Intergovernmental Committee, the dynamics don't change around Councilmembers attending Committee meetings so everybody, all 11 Councilmembers need to start paying attention to that Committee so we all know how to do this. That is the fundamental problem is when we get to this point people say well, I didn't hear about this, I don't know about it. The sausage gets made in the committees and that is where we all have to then take on the responsibility of listening to what is happening. It doesn't really matter where it is, it is weird to me that it is going to move out of TAP, but if that is the will of the Council that is fine, just make sure that Councilmembers listen to what is going on and get on board with the plan that comes from it.

Ms. Watlington said I'm sorry, I have to disagree. I think there is more to driving and leading work in a Committee than just creating or facilitating a space for all of the Council to show up in another meeting. I think there is a filter in there, they are messaging [inaudible] the communication of the work out of the committee. If we are all going to show up at every Committee meeting, we don't have any committees, we've got a bunch of full Council meetings. I do think there is a missing piece here, but I hope that we are able to close the gap.

The vote was taken on the motion and recorded as follows:

YEAS: Councilmembers Ajmera, Bokhari, Driggs, Newton, Watlington, and Winston.

NAYS: Councilmembers Egleston, Eiselt, Graham, and Phipps.

Mr. Phipps said I have a question; is there any way that we could get inasmuch as we would include as part of our Legislative Agenda this TMN material, is there a way that we

could encourage the other municipalities in the region to include something similar in their Legislative request. I don't want it to make it seem like it is just coming out of Charlotte and Charlotte is leading the way in the Legislative request.

Mayor Lyles said I think that will be a part of the strategy that they are going to subset. They said the Towns and the General Assembly so they will come back with a strategy with it. Instead of us taking more time to talk about how wants to participate in modeling which we under the fridge just put modeling and add your name to the list. Is that okay with everybody? The other thing that I had was we covered governance and the path to agreement. Ms. Eiselt, I hope that our path to the agreement does not take this out of TAP. I hope it is sufficient enough that we begin to talk about the questions that we are prioritizing the transportation system and the work and leveraging our regional partners, but the innovation and the prioritization it seems to me are appropriate for the Committee to continue.

The meeting was recessed at 2:10 p.m. and reconvened at 2:31 p.m.

Mayor Lyles said before we start can I have the City Attorney address an issue that we have now?

Mr. Baker said it has been brought to my attention that one of the members of the prevailing party in that last motion wants to reconsider the vote. I want to give you the process by which you can reconsider. This is in 14-1 in your rules of procedure to reconsider. The motion must be made by a member who voted with the prevailing side and only at the meeting in which the original vote was taken. The motion cannot interrupt deliberation on the pending matter but is in order at any time before actual adjournment. So, if there is a motion from the prevailing side of the last vote that wants to make a motion to reconsider it needs to be done at this time.

Mayor Lyles said we need a motion for reconsideration of the vote by a member of the prevailing side.

Mr. Newton said I want to apologize to the Council for having to step out. My parking expired so I had to run and take care of that. It turns out that I didn't have my wallet when I ran out there either, so I had to run back to get that, so I missed the vote. I think I have an understanding of the argument on both sides of the issue, but don't feel like my vote was adequately captured due to my absence. I would ask for, consistent with what the City Attorney just remarked, I would ask for a reconsideration of that vote.

Motion was made by Councilmember Newton, seconded by Councilmember Eiselt, to reconsider the previous vote.

Mr. Driggs said is their discussion on the motion

Mayor Lyles said yes, there is a discussion on the motion.

Mr. Driggs said I would just like to point out that whatever the circumstances, the member was not present for the conversation and I think it really would be better frankly if he had been. I think we talked about a lot of things, there was a whole process that led to the vote that we held, and you have had this very quick briefing on what was talked about and I don't know whether you heard everything that you should have in order to be trying to overturn the outcome of the vote we just took.

Mayor Lyles said Mr. Driggs, I have to just admit Ms. Ajmera also asked for a reconsideration and she was on the phone and listening to me the entire time.

Mr. Bokhari said not that the pressure is mounting by folks who didn't want this to happen you can see this is what we are up against. This is why we fail every time because we try to essentially cut all the City Council folks out and have a small group of people running and control it and you can see we are going into obscure pieces of the rule book right

now in order to change something that just happened because the powers that be don't want it to exist. And that is why this will fail.

Mr. Newton said just to respond, this is simply about adequately and just capturing the vote properly. If I were here it would have been a different vote for me, and I want to make sure that due to an unforeseen circumstance that my is adequately captured.

Mr. Bokhari said and what is your position?

Mr. Newton said we are going to vote on that in a second, I think.

Mayor Lyles said the motion is for reconsideration, it was made by Mr. Newton.

The vote was recorded as follows:

YEAS: Ajmera, Egleston, Eiselt, Graham, Newton, and Phipps.

NAYS: Councilmembers Bokhari, Driggs Watlington, and Winston.

Mayor Lyles said the motion passes. The original motion to refer to the Intergovernmental Relations Committee, the TMN for building bridge and communication plan for the Towns the North Carolina General Assembly.

Motion was made by Councilmember Winston, seconded by Councilmember Phipps, to refer to the Intergovernmental Relations Committee the TMN for building bridges and communications plans for the Towns and the North Carolina General Assembly.

The vote was recorded as follows:

YEAS: Councilmembers Bokhari, Driggs, Watlington, and Winston.

NAYS: Councilmembers Ajmera, Egleston, Eiselt, Graham, Newton, and Phipps.

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ITEM NO. 6: DEEP DIVE: CHARLOTTE LAND USE AND MOBILITY INITIATIVES

Taiwo Jaiyeoba, Planning Director/Assistant City Manager said we have an opportunity this afternoon to take a closer look into the work we've been doing between the Planning, Design and Development Department as well as the Charlotte Department of Transportation on the Policy Map, on the Strategic Mobility Plan and on the Unified Development Ordinance. We are going to distribute the [inaudible] box to you, but it has in it some copies of maps, but you can take a look at those later on. What I would like to do is to really engage the technical experts who have been working on this for the last several weeks and months and then I will help to guide the conversation, at least direct traffic on the conversation, and then advance the slides.

To my left is an economists who has been working on our Fiscal Impact Analysis and our Economic Analysis for the UDO, Matt Prosser from EPS, and Kathy Cornett who is our Deputy Project Manager for the Comprehensive Plan and has been working on the Policy Mapping exercise. Liz Babson, Director of Transportation, and Ed McKinney have both been working on the Strategic Mobility Plan and they will be speaking to that aspect of the presentation when we get there. To my right is our Deputy Director of the Plan, Design, and Development Department Allison Craig, and to her right is Ms. Laura Harmon who is the Project Manager for the Unified Development Ordinance. To the very far right is Mike Davis who will address some of the issues related to Storm Water when we get to the UDO piece and of course, our former City Arborists who is our Chief Urban Forester Tim Porter will be speaking to the tree aspect of the regulations as well.

I will also quickly say that while we've got the slides of the presentation please do not hesitate to stop us if there is any area where you have questions or you want us to make some points of clarification, or you have a specific point you want to make. Today our purpose is threefold; we want to be able to use a site to demonstrate what this means because on one hand it is easy to present and on another hand, we've got to show you what it really means on the ground when we get there. We also wanted to use this to update your [inaudible] comment to the Transportation Planning and Environmental Committee for several weeks now and [inaudible] full Council a couple of weeks back. We want to update you on where we are today because since then we've released our first draft of the Unified Development Ordinance, we've also released the initial draft of the Policy Map, but we want to be able to update you on what we've been hearing and what we are planning to do as well. Then talk about the relationships, not just between the Policy Map and the Unified Development Ordinance, but also the Strategic Mobility Plan.

If there is anyone slide to take away from here today again, it is this because this is the relationship slide where you are able to talk about your policy which is coming out of the June 21 adoption of the Comprehensive Plan, so this is the Policy Map essentially maps or the places that we live, that we work, that we play. I want to update, the larger maps that you have open there is really what overlays the Transit 2030 Map on the Policy Map, but Kathy will talk more about that Policy Map, but what Liz and Ed will do will be to speak to the overall Plan when it comes to Strategic Mobility Plan because it is not just for [inaudible] and transit, it is really more of what we called earlier in the previous conversation, the Transportation Investment. Laura and Allison will focus a lot on the Unified Development Ordinance, some of the things that you haven't had or maybe you have, but we talk about trees, we talk about parking, we talk about the impact on Storm Water. Again, you've seen the next slide here which is the schedule, how all of these things line up together. We are still looking at adoption in February of 2022 for the Policy Map and then the Unified Development Ordinance for July 2022. In between now and then there is a lot of work to be done.

At the end of all of the presentations I'm sharing with you a demonstrative site, we will also show you what a schedule of engagement looks like over the next 30-days or beyond. I believe through January as a matter of fact. We talked about it earlier, but this will also help you to help us in terms of joining some of this conversation and also inviting your constituents to join these conversations with us. At this point and I'm going to turn it to Kathy and Matt to walk us through the Policy Map and also the Fiscal Impact Analysis, more specifically the likeliness findings that we presented and shared with you previously. Again, please do not hesitate to ask questions; we don't have to wait until we get to the end of the presentation before we have a [inaudible]

Kathy Cornett, Planning said the maps that you have on the screen, are the two that we are using for the community conversations which is the engagement that we are doing right now. The first one is the adopted policies map and that has sometimes been referred to as the status quo map and the inputs to that map are adopted policies since 2010 and then where that guidance doesn't exist it refers to zoning entitlements on the ground and where that translation to Place Types is not as simple as it might seem or there might be some questions about it. We look at marketing analysis so one thing I'm going to mention about both of these maps is that this is a very technical exercise, so it is quite different from what we were doing with the Comprehensive Plan, it is a more systematic approach, and it is very data-driven and rules-driven.

The first map, basically what we mean by status quo or adopted policies if we just converted those three things that I mentioned to our adopted policies, zoning entitlements, and a bit of market analysis and we did nothing else, we just did that simple conversion to Place Types this is what we would have today. The next map is the draft, and I want to emphasize that this is a draft map, it is a conversation started for the engagements that we are doing now. It is in no way intended to be a final map. The 2040 Policy Map takes the information from the adopted policies map and then layers onto its policies and the equitable growth framework from our Comprehensive Plan so the vision from the Comprehensive Plan that relates to Place Types and is mappable. So, there is

many goals and recommendations in the Comprehensive Plan, not all of them related to this specific growth and development piece. So, we layer in again equitable growth framework which addresses access to goods and services, jobs, housing diversity, and environmental justice, and then the protection or preservation policies that are in the Plan so that is protecting the existing N-1, parks, manufacturing, and logistics. Then it also layers into there the survey responses that we received in the Phase 1 portion of our engagement.

Then to check as sort of checks we used data sources like growth projection, infrastructure, and environmental capacity, and market feasibility. So, the difference in the two maps can be hard to see at this scale, just looking at the map so if you look at the legend you will also see a percent increase and decrease for each of the Place Types between one map and the other. This is sometimes a little bit confusing as well so, for example, I know we heard some questions about Neighborhood 1 and Neighborhood 1 going down 14% which is not a huge percentage compared to some of the other ones, but factors that might lead to that happening, again I mentioned that the maps are data-driven and rules-driven with a methodical approach. So, if a Neighborhood 1 parcel may be zoned for something different, there is some single-family homes today that are not actually zoned for single-family, they may be zoned for multifamily so that could cause that particular parcel to be coded N-2 as opposed to N-1. There might also be instances in our adopted policies I'm thinking specifically about Station Area Plans where some areas of single-family homes may be recommended for something more intense than that. Those are the reasons behind that one.

You see the Parks and Preserves goes up tremendously, so in this particular case there is a few things that could be leading to that and these are all things that as we are doing the engagement, as we are hearing from everyone, we know that there is tweaks that need to be made in the approach and this is the data gathering we are doing now to see okay well what are these inconsistencies that are coming up and let us go back and see where in the approach there might need to change or where there might be factors that are leading to these inconsistencies. In terms of Parks and Preserves over the past 20-years or so there have been differences in Park and Rec preference for as how we show that in the adopted policies so that is one thing. Most parks, there is no park zoning district today, so most of them are zoned R-3 which is single-family so in your adopted map that causes what is a park to be shown as Neighborhood 1, so those are some issues in that. Innovation and mixed-use is a category that we really don't have today and much of this is on the Silver Line, so a lot of the increase is some of the policies that are in place along with the Silver Line work that is being done today.

Commercial, most of that decreased because it went into centers or one of the other Place Types and similar for the campus, so some of those areas would go into centers or other Place Types as well. Then you see a tremendous increase in the Neighborhood Activity Center and the Regional Activity Center. Part of this is due to the fact that Centers, Corridors, and Wedges call that centers, but it didn't distinguish between the different centers so from the adopted policies to 2040 that is where you see some of those variations. So, I hope that gives a little bit more explanation into what these two maps are, how they were created, and again what some of the differences are. One point I would like to say again is the 2040 Policy Map is, in fact, a draft map and it is for the input that we are hearing today. Over the past, we are two weeks into three weeks of 33 community conversations so there is typically Tuesday through Thursday there is four meetings, typically two different areas, two at lunchtime, two in the evening and we are in week two.

Comments that we've been hearing kind of go into two different buckets. One adjustment into the mapping methodology and the other into adjustments for accuracy. So, in the mapping methodology like what sort of additions or changes need to be made again to the rules that we are putting into the map to help them better align. We've heard a lot, one of the policies, I mentioned the protection in the Comprehensive Plan. There are policies that are addressing the protection of existing Neighborhood 1 and Manufacturing and Logistics but a lot of the feedback we've been getting thus far, and again we are almost halfway through, is changing that approach in the mapping how we are mapping that to adjust that to align with changing industry needs. So, that is one thing we know we

have to go back and look at. We've heard a lot about considering criteria for upgrading commercial into Centers so folks typically, there is a need for commercial which tends to be more auto-oriented uses for sure, but we are hearing a lot about support for Centers and having that more walkable kind of comprehensive environment. So, that is another area that we know we need to look at.

Then evaluating the evolution of Neighborhood 1 along major corridors, so that really gets into like where it is appropriate for Neighborhood 2 so again, we will go back and look at the mapping approach for those things. The adjustments for accuracy, as I mentioned, the zoning translation, and I think some of you have experienced this, sometimes how something is zoned and in around, for example, a single-family or a Neighborhood 1 area the zoning surrounding that may then cause a portion to be recommended for Neighborhood 2, so we need to go back and look at those adjustments. There is a lot that hinges on the zoning translation that we know we need to look at. Then refining the Place Type geographies by threshold so some of the Place Types have an acreage threshold, for example, a park, if anything over 10-acres is designated a part, the smaller parks are considered part of Neighborhood 1 because that is part of the neighborhood parks and churches and schools and those sorts of things.

At this point we know there are adjustments that need to be made and a big piece of what we are doing right now is hearing from the community so that we can go back and figure out where do we need to make those adjustments and look at it comprehensively, and again, this is a citywide approach. In the past, our efforts were more geared towards a specific area, but obviously, if they are part of the plan and having equitable growth and development is to make sure that our entire community is benefiting from growth and development and also sharing some of the challenges that go along with that. With that, I will turn it over to Matt and he can talk about it from a market perspective.

Councilmember Eiselt said quick question Kathy, is it online so we can zoom in and look at it more closely?

Ms. Cornett said yeah, I'm sorry I should have mentioned, there is an online comment tool and mapping tool that is both for the Streets Map and for the Policy Map and that is online at Charlotte Future 2040. There is a place on there that says Place Types is one of the pulldown menus.

Councilmember Driggs said I looked online at the map and it is kind of cool; you zoom down and you get more detail, but I was fascinated to discover that the road on which I live, which runs right through a single-family neighborhood with similar homes on each side; the other side of the street is N-1, and my side of the street is N-2. So, I'm looking forward to having an apartment building next door. How does that happen? They couldn't be more alike. Isn't there any concept of community of interest or anything? I'm guessing that the reason it happened is because the houses beyond mind facing the other way are on a more major road, a somewhat more significant road, and maybe that caused the gap between my road and that road to be colored in N-2, but it is an example of what looks like a nonsensible outcome.

Ms. Cornett said I understand that frustration and we've heard those. It could be the road facility, but I think it is more the zoning that is around that neighborhood. So, again there could be zoning not in your neighborhood, but adjacent to your neighborhood that is R-15 or R-20 of something that is considered multifamily, and the way the model is designed right now the rules would tell it to code that N-2 so we are aware of that. There are other instances of that and that is one of the things that we need to go back and adjust our approach on.

Mr. Driggs said we can look at that offline, but my question was what is the sort of volume of reaction that you've had so far? Has there been a lot of noise since we actually made this available or what are we hearing?

Ms. Cornett said I think what we are hearing are the adjustments that I mentioned that need to be made, so it is something similar to what you are describing right now and then

also manufacturing and logistics that may be that is a little bit too broad and not really in tune with where the industry is today. Thus far we've not had the attendance that we may have liked at some of our virtual meetings, but I know today we had one that had 30 something people in it. Noise wise I think we are hearing from [inaudible], but most folks seem to be using non-line mapping tools and enjoying that. Additionally, we have hard copies of those maps that are available at YMCA's and Libraries as well.

Mr. Driggs said can people post on the website when they look at the map, do they have a way of putting up a comment? I'm just wondering what the number is of comments like that and e-mails that we've had from people who didn't participate in meetings. Is it like 100, 800 do we know?

Ms. Cornett said I don't have unfortunately right now at the tip of my fingers, but I'm happy to find that out for you.

Mr. Jaiyeoba said what we can do Mr. Driggs is on Friday when we send our weekly e-mail that Denada referred to earlier, by this Friday they will be able to give you that [inaudible] what we are getting online, the comments.

Mr. Driggs said I think it is good news if it is not much in the sense that there doesn't seem to be an uprising, but it could also be bad news to the extent that people aren't paying attention. So, I just want to get a feel for the public response.

Councilmember Phipps said could you give me a quick example of the difference between a Neighborhood Activity Center and a Community Activity Center?

Ms. Cornett said sure, the Neighborhood Activity Center is really smaller and more immediate surveying. A Commercial Activity Center would be something that had larger uses maybe like a grocery store or a couple of uses that size. So, it has a larger draw and a larger footprint. Typically, it might have as part of it or surround by some Neighborhood 2.

Ms. Eiselt said you said what is mapped are Parks and Preserves. How did you come up with those parcels on the 2040 Policy Map? Because there is a lot more than what is on the Adopted Policy Maps and you are just saying because Adopted Policy is zone R-3 and so you are just recoding that based on what is open space right now?

Ms. Cornett said yes, and my size so if it is over 10-acres.

Ms. Eiselt okay, I'm just wondering what the implications are going to be of that because 10-acres is awfully big, and like yesterday we saw that little pocket park at the Innovation Corridor which was I think an acre and a half. Going forward if we add more green space to parts of town that don't have green space, we will be lucky to get a couple of acres here or there, but if we can't code it for Parks and Preserves, we don't really have a tool to preserve green space.

Ms. Cornett said this can be slightly confusing too in that smaller parks, so a park-like you are describing most often would be a secondary use in another Place Type so most of the Place Types have primary uses and secondary uses so an example would be like a neighborhood park that is in your neighborhood. That would be considered part of your neighborhood and part of what makes your neighborhood. Also, a smaller elementary school, for example, a church, those sorts of things, things we used to call us separately are now considered part of Neighborhood 1. We are happy to look at the thresholds for the Park and Preserves, but that is how it is coded right now.

Ms. Eiselt said my other question is when you do, and I did find the maps so thank you, and I love that you can click on those comments and see what people have entered in there. So, if somebody fundamentally disagrees with the zoning that was applied under the 2040 Policy Map, what is the process for you all to make the change or not make the change?

Ms. Cornett said at this point we are not addressing comments, we are really gathering all the comments. We will take those back after we are finished with this portion of the engagement and look at them holistically as a mapping approach. That is the next step that we will take.

Ms. Eiselt said it could be that your 2040 Policy Map that you've given us could change.

Ms. Cornett said yes, there will be another version and it will again be a draft version because it won't be adopted but there will be another version that will be released at the beginning of the year.

Ms. Eiselt said, and we will be in a position to adopt that or not adopt it.

Ms. Cornett said yes.

Mr. Jaiyeoba said maybe I can emphasize a little bit more of that because that has been a point of confusion. There were people whose work we used to call a status quo map and [inaudible] that that was a Place Types Map, but that is not the case. The reason why we gave you that previous slide was to be able to distinguish between what that Adopted Policies Map is versus what is currently released as a 2040 Policy Map, but that is a draft. One thing we are going to do better with the next iteration is to put a huge stamp "draft" on it so people don't assume that that is what Council will be adopted in February. The process we are going through right now, what we have right now is produce of several weeks of engagement that ended October 1st. What you are going to see next will be the outcome of input on this particular draft map that you have in front of you. This is a very draft, people are providing comments, we are gathering them, and we are going to analyze them and then what will come back to you before the end of the year will be another draft for you to take a look at. So, this is just the beginning of the draft because we still going to have to work with a rezoning team as well to make sure that we are aligned with the work they are doing. There is a lot of huge rezoning work going on right now and it is very important for us to be able to make sure that we are in sync with that team. It is very important for you to help us get that information out to your constituents, this is a draft, we are working on the input in this community conversations is so critical to helping us get to the end of the game.

Mr. Phipps said in this work as far as Parks and Preserves did we set a threshold for traditional open space. When does open space become a park? How much space do you have to have in a park? I was working with Park and Rec and they were trying to assemble 80 to 100 acres to be a park, and then we had Bailey Park 1.6 acres and that is a park. So, when a developer says okay, I want to put some open space in there at what point can we consider that a park? Is there a threshold amount?

Ms. Cornett said the threshold for what is shown on the map in green as a park is 10-acres, but it doesn't mean that a smaller park is part of the neighborhood or part of the development that is designated a park and is in Park and Recs inventory. That doesn't mean it is not considered a park, it is just or the different Place Types if that makes sense.

Mr. Driggs said an actual park is owned by the County, the County has liabilities related to it and it is accessible by the public. Open space is a private property right, and the owner of that property does have the right to restrict access to it.

Ms. Cornett said yes.

Mr. Driggs said it is quite a different animal.

Councilmember Ajmera said under Place Types on slide #6 where you have a 431% increase in Parks and Preserves, how does that help address our tree canopy loss and what measures are we taking to address the significant tree loss? Also, if you can address how are we strengthening our preservation funds? I know we have heard last year from [inaudible] and also from our City Arborists how we have funding gaps when it comes to our tree preservation funds. I just wanted to hear the action steps that we are taking.

Mr. Jaiyeoba said good questions and what I would suggest is that we put it in the refrigerator right now and then come back to it because the UDO team and Tim Porter will be addressing that very question specifically, or those two questions when they get to that point. I see the connection between the Parks and Preserves, but I think where you get the need for that answer will be when we get to the UDO piece. If you will give us a minute, we will get there shortly.

Councilmember Watlington said I have several questions, but I think I will just capture a few for now. I did go online to look at the interactive map, but I wasn't super clear on how to tell what the sub-types are. Like if you are N-1 A, B, C.

Ms. Cornett said the Place Types don't have subtypes, but there will be zoning districts that are tied to them. Those are not on the map.

Ms. Watlington said okay, that is what I thought. When can we see those because I see in the UDO there are some things that say this only applies to certain zoning districts? So, I would like to understand exactly what is where, as I'm reading this to make sure I understand what is applicable to each lot.

Alyson Craig, Deputy Director said we are going to talk a little bit about how that translates and what the zoning districts look like when we get to the UDO part and walk you an example and I hope that will make that a little more clear for you.

Ms. Watlington said I'm clear about how it fits, I just want to see them on the map. When will we see that?

Ms. Craig said in the UDO draft right now there is a translation table so existing zoning districts and what they will translate to in the UDO once it is effective. I don't think we have them in the slides but there are certain zoning districts that are attached to specific Place Types and that has already been established also in the UDO as well.

Ms. Watlington said where can I look at the map? Right now, I can N-1.

Ms. Craig said there is not a map yet, so we are working on a map.

Ms. Watlington said the next question as it relates to the overlays, I see we've got a Neighborhood Character Overlay, is that intended to address some of the things that will come out of the Anti-displacement work or what does that look like? As I read the overlay details it doesn't necessarily call that out as a reason. I see it very specific so like architecture and that kind of thing so where is the overlay that we discussed as it relates to neighborhoods that are vulnerable to displacement?

Ms. Craig said that is also something in the UDO so do we want to wait and talk about that when we get to the UDO?

Mr. Jaiyeoba said I think we should keep going because some of the questions are about the UDO and I don't want us to jump to them because we've had a lot of comments and concerns that were related to the Policy Maps, so I want to address those first. Some of the questions are actually going to be Overlay Districts. The table of translations will be called [inaudible]

Ms. Watlington said I will hold mine until the next section.

Mr. Jaiyeoba said we can always come back if you feel that doesn't [inaudible]. At this point, I know that we have time, and I don't want to hold up anyone, but two weeks ago I think when we came to Council, we also talked about the Fiscal Impact Analysis which is another thing that actually impacts the Policy Map and at that time we focused on the likeliness [inaudible] to kind of talk about where we are on that before we go to the Mobility Plan.

Matt Prosser, Economic, and Planning Systems said it is good to be here in person with you all. Where we're going to a number of economic analyses, but we want to

highlight two that we are working on and they relate specifically to these three Comprehensive Plan goals. The first is the Likelihood Analysis that you all have seen in various presentations. Based on your comments we've taken a different alternative approach to look at the issue. We will get into that in a second. I also want to share with you some findings related to the Fiscal Impact Analysis of the map that you are looking at right now, the 2040 Policy Map. In comparison to the status quo or I should say the Adopted Policy Map. I've been trying to remember to use the correct language and so first I'm going to take about the Likelihood Analysis. These two maps are the ones you've seen previously. The one on the left is an illustration of what we considered based on that methodology to be the more likely lots to potentially redevelop from unit to two or three. Then overlaid with that were the estimated presence of HOAs (Homeowners Association) or CCRs (Consumer Confidence Report) that would restrict that potentially. On the right is a map showing that Likelihood Analysis with single-family home demolition permits. Really the purpose of this map was to help illustrate where the market is currently devoid of this policy change, actually where demolition of single-family homes are occurring. In most of these cases what is being replaced on those lots is additional housing and often times denser housing because there is additional entitlements that are allowed on those points. But it is an illustration of where market activity is currently for that sort of activity and something we wanted to layer into sort of this Likelihood Analysis.

When we started this analysis, we really underpinned it using actual home sale data and so this slide presents to you some data that we gathered from the Real Estate community on actual home sales and specifically there for what we are calling [inaudible] sales and that includes a whole variety of housing product types that are not single-family detached. It includes duplexes and duets, it includes townhomes, it also includes condo units and so with the data that we had this is sort of the types of homes that we wanted to evaluate that would be built as part of a redevelopment of a single-family home lot into more than one unit. As you can see the chart on the left illustrates the spread of the number of sales by price cohort that occurred over the last year and a year and a half. It is pretty well spread between generally the \$250,000 price range to up to \$550,000, and then the far right being above \$550,000. On the right is the geographic reflection of these data so each dot reflects a home sale and its corresponding price cohort in the coloring. The darker reds and oranges being the \$450,000 price points and above, the lighter greens being the \$250,000 to \$350,000 kind of price range.

When we originally did our first iteration of this analysis we were really focused on the types of products or price points that were being achieved in areas where we were seeing those single-family home demolition permits and those were really more towards the City. As you can see on that map there is a lot more home sales in that sort of \$450,000 and above price point. Based on that we had developed a prototypical duplex that had two units, each one sold for an average of \$450,000 and developed a sort of backed into a pro forma for what the financial makeup of that development would look like based on those price points. After we gained some input from you all and some desire to look at a greater diversity of potential product points, we ended up developing a pro forma for each of the price points that you see on this chart. So, we have a model that the \$250,000 duplex, a \$300,000 duplex, a \$400,000, a \$500,000, a \$750,000 and then up to \$1 million for a duplex. Then we did a modeling approach that looks specifically at each parcel in terms of its land value in relation to what we thought the achievable price point for a duplex would be in that neighborhood.

Instead of using one sort of prototype and looking at neighborhood-based data, we developed multiple pro forma and prototypes. What we found is that illustrated on the next slide here which has two maps. The one on the left is our original approach. It shows in red generally the parcels that are most likely to attract redevelopment based on that approach. Again, this is what you have seen previously and so we found that around 6% of the single-family lots met the criteria that meant they are the most likely to redevelop. It is about 10,000 single-family lots out of the 171,000 lots that are in the Neighbor 1 Place Types. We found that 6% of those single-family lots were most likely are invulnerable to displacement areas. Comparing that to the alternative approach we ended up finding relatively similar numbers for the highest likely lots and so this alternative approach shown on the right has about 7% of single-family lots that meet the criteria that is likely to

redevelop based on its existing conditions, and 8% of those lots are within the vulnerable to displacement area. So, a slight increase in terms of the percent of lots that qualify.

Some interesting things that we found were a little bit greater diversity and dispersion of potential units under this approach. The other thing we found is a greater diversity of sort of the locations of lots within the vulnerable to displacement area both sort of east and west of uptown. I would say what really drove the inclusion of those lots specifically within this map is they met the criteria for some of those lower price point prototypes so the \$400,000 price points and below. So, illustrating there is likely a little more diverse likelihood in that vulnerable displacement area, but one of the interesting things though is that the price points for the models that actually qualified for those areas are relatively affordable, under \$400,000. That is generally 120% of AMI or below. So, if this alternative approach is a reflection of some opportunity for that conversion at least on this modeling approach it shows that we might be generating a little more affordable options within those neighborhoods than what was illustrated in the previous approach. The big picture, I think it is relatively two things; it generally is showing about the same results in terms of the aggregate of the Citywide. The other point I would say is a little more diverse in terms of locations that are most likely, and I think this is even more input or opportunity to use this data to guide efforts related to displacement and other potential impacts of this policy change.

An interesting suggestion from you all is to evaluate a different approach and give us more data points. That is the conclusion of that part. I was going to move to the Fiscal Impact Analysis, but if anybody wants to dive in and talk about this topic right now, we can do that and then talk about the Fiscal Impact Analysis after that.

Mr. Driggs said just a quick comment there; you've got 4,880 units that are vulnerable. Just note, we have I think \$17 million that we've identified to fund our Anti-displacement efforts it works out to about \$3,000 a location. That doesn't begin to capture the discrepancy between the kind of housing that we want to create and the kind of housing that will occur. This is not much for you Matt; this is another conversation we had about funding for our Anti-Displacement effort. I'm just highlighting the fact that those units are exposed to replacement by a much higher cost unit, \$600,000 or something like that.

Mr. Prosser said actually with this alternative approach we took we were looking at lower price point units and some of those lots that showed up in the Anti-Displacement area are actually in that \$400,000 or below price point and so they are not necessarily all the higher-priced units.

Mr. Driggs said okay, I get that, but I still think there is an order of magnitude difference between the money resources we have and the number of houses that could be exposed or the kind of redevelopment we don't want.

Ms. Watlington said I just wanted to make sure I understood the map; in this alternative approach, I see the overlay with regards to displacement, and then the red means alternative approach likely single-family lots. Can you tell me how do I interpret this?

Mr. Prosser said the lots that are red were ones that we found that had both in that neighborhood the cheaper price point for the different pro forma models and also had a land value that was low enough for where it would be feasible to actually buy that home, tear it down and build two units in replacement. So, the red is an indication of potential lots where that development activity might be attractive for developers to consider.

Ms. Watlington said got it. Thank you.

Mr. Prosser said one of the other analyses we are working on and this is something we started within the Comprehensive Plan process over two years ago and we presented to some of you this, but we are continuing to develop a Fiscal Impact Analysis that evaluates the Policy Map in front of you. There are four components to that and they both either inform or evaluate the map. First is the evaluation of potential growth areas and so what we are doing with this draft Policy Map is it was run through the community vis model

which then estimates where development is likely to occur throughout the City and estimates the new number of jobs and households on a specific parcel base level. We've used those inputs in terms of the amount of new jobs and new households. We've mapped those and shown in sort of heat maps graphic representation where higher concentrations of new jobs or households are likely to go. What we are doing is we are sharing that with all of our both City and County partners in different departments to start to do a more fine grain, deeper dive into what the potential impacts on services and infrastructure might be off the map. What we are doing is developing these maps and having conversations with these departments where they can start to identify sort of high-level investments that are needed to support growth in areas, highlight concerns with the amount of growth that is forecasted potentially in one area, identify potential policies or strategies we might need to enact or consider making this growth a reality based on the Place Type Map. These conversations are occurring over the next month or two and will inform the next iteration of the Policy Map, but also future iterations. So, it is a representation of our engagement with our partners in each of the departments in both the City and County.

The second part of the Fiscal Impact Analysis is the evaluation of the ongoing fiscal impacts. So, we've developed the Fiscal Impact model for both the City of Charlotte and also Mecklenburg County that looks at the general funds for both of those entities and estimates what the annual ongoing impact is of the forecasted growth in 2040. So, that is used to evaluate whether or not we are creating fiscal burdens or growing in a more cost-effective manner going forward. We also can use the outputs from the Community vis model to do revenue forecasting for special districts and special revenue funds and then we will also use it as a way to compare some of those infrastructure costs that are departmental partners have identified to the amount of capital funding that will be generated through different sources that the community has whether it is property tax, sales tax or what have you and start to illustrate perhaps the rate return on investment for capturing growth in our Centers for instance and why that strategy is an effective and a fiscally responsible strategy for the community to grow in. This is a lot of the more fine-grained and more number-driven analysis that we couldn't get to within the Comprehensive Plan policy portion and now with the map and the data related to the map we can start to dig deeper and show more of those fiscal impacts.

In summation, we've talked about the Likelihood Analysis Findings and really the market support being the most impactful in terms of dragging likeliness for conversion from one unit to two. In terms of fiscal impact analysis like I said we did run the 2040 Policy Map and the Adopted Policy Map through the Fiscal Impact models to look at that ongoing impact and what we found is that the Policy Map actually has a 30% greater net positive fiscal impact. Both maps create a positive fiscal impact ongoing, but the 2040 Map is more fiscally beneficial. I think that is primarily due to the fact that we are trying to capture growth in areas that I would say are denser to our Activity Centers and also better suited to capture growth. So, we are growing more efficiently, and that equates to about a 2% reduction in the annual costs to serve the community. It is at least illustrating that our Policy Map at least how it is drafted now is creating better fiscal impact or better fiscal outcomes for the community and that is really the goal or the purpose of goal 10 and we are pleased to see that at least so far it is reflecting that intent.

We will be doing additional analysis of future draft maps as well as those other components that I just talked to you and we will bring that to your Committee and Council meetings for future discussion and deeper dive into those issues. I wanted to at least give you an initial overview of what we've found to date. Happy to take any questions on the Fiscal Impact Analysis.

Mr. Driggs said I remember looking at a report earlier that seem to indicate that if we did nothing we would end up with about a \$7 million surplus in our budget and if we did the 2040 Plan we would end up with a \$12 million surplus in our budget. At the time in the future when those events occur our budget is going to be a billion dollars or more, well over a billion so that is not significant. I think calling that difference 38% is a little bit of a misrepresentation, it is way below the level of statistical significance. I think a model is a useful tool, although I have some issues with the methodology, I would really discourage

us from going out and saying we are 40% better off using the 2040 Plan than if we don't because the difference is minuscule.

Mr. Prosser said yeah, to your point that a 2% estimated reduction in costs can be, comparing the two is it is 30%, but overall, the total budget is a 2% reduction.

Mr. Driggs said I think that is a more meaningful illustration of the magnitude of the difference, that's all.

Mr. Prosser said yeah, point taken.

Mr. Jaiyeoba said I think that is a good transition to the Strategic Mobility Plan and Liz and Ed will walk us through that. I would also like to make that a point of discussion before we get to the UDO. The reason we are finishing with the UDO is because this conversation on the Mobility Plan will influence what you just heard and the Strategic Mobility Plan as well.

Ed McKinney, Planning, Planning said this is really a Segway to the UDO discussion, so we want to get to that because this is a good dovetail to that, and I know you've had a lot of good discussion about Mobility already earlier this morning. I will just quickly highlight a few things to kind of tee up the UDO discussion and the test site that we want to talk about this afternoon. Two things just to say about the slide, the two things we want to talk about is the notion of the Strategic Mobility Plan and the role of that. As you see Taiwo has already described this in the diagram. It is an important part of our suite of policies to support the Comprehensive Plan and it is in line with the Policy Map and the UDO. The other thing on this slide that is maybe a little bit new to the conversation with Council is this thing we are calling a Streets Manual and so the way I would describe this, and I will go through in detail with the slide here. What this is the next level of detail that ties the land use and land development rules and our transportation rules between the UDO, the Policy Map, and our Strategic Mobility Plan. It is making sure that we can as development occurs really protect for the kind of mobility investment that we want to protect for. The two components again that I will talk about in there is the Streets Map, which is really our arterial system making sure that we have a vision for what that arterial system looks like, and as development occurs we are protecting for that system so we can invest in the kinds of infrastructure that we've been talking about earlier this morning, whether it is mobility for transit, whether it is mobility for the priority bus system, whether it is mobility for bikes and peds we've got a vision for that. We use the Streets Map as a way to make sure that as development occurs, we protect for that.

The other part here that is part of this Manual is what we are calling our Comprehensive Transportation Review Guidelines. That is the simplest way to describe that to you, that is really our modernized version of our current transportation impact analysis. Many of you are obviously very familiar with that conversation related to rezoning so, it is how we as development occurs, particularly in rezonings in this case today we have a process and a set of guidelines by which we look at mitigation of traffic. We know through the UDO, through the policies that have been put in place now and adopted that we've got to think about that in a different way. I will talk about that in a little bit more detail. Those are the two things, the Mobility Plan, and this Land Development Transportation Tool that we are calling the Streets Manual.

Again, a lot of this information we've already talked about, you've had this in your briefing packet. The notion of what this Strategic Mobility Plan is all about it is really our plan. Today we do have a plan it is called our Transportation and Action Plan or TAP. It was adopted in 2017, it reflects our previous policy plans and our previous vision and so now we've got a new Comprehensive Plan. We knew it was important that we created the next iteration, the next version of that to support the Comprehensive Plan so it is really our Transportation Plan. It guides the policies, the programs, and the projects, and our priorities so all of this discussion you were having earlier today about how we are going to prioritize things like safety, pedestrian, bike investment, the intent of this plan is to take the broad vision and policies of the Comprehensive Plan hone those in now in a little bit more detail so that we have a more specific set of projects and priorities that will guide

the investments that we will make. Specifically, it will guide the decisions that you all would make and the thing about relative to our Capital Investment Program, making sure that we are prioritizing the right things, the right investment for our plan, our vision, and for Council priorities. It is simply to think about as the notion it is really our Transportation Plan that implements the Comprehensive Plan that we've already adopted.

Ms. Ajmera said as you are screening Strategic Mobility Plan can you give an example?

Mr. Jaiyeoba said an example of the Strategic Mobility Plan may be from a peer City and what it will do.

Mr. McKinney said the notion is, today we do have a Plan, we call it our Transportation Action Plan and it has policies by defining how we prioritize. A good example it currently have policies that help us prioritize, how we would invest in our Sidewalk Program and so as you know, and we've been having lots of discussions with the Council recently about rethinking those priorities, particularly related to our Comprehensive Plan and the emerging needs, the actual needs that you all are seeing today on the ground. A good specific example of what this Plan will do will be the vehicle by which we will reset what those priorities are and establish in a specific way for our Pedestrian and Sidewalk Program, clarity for you and for the public, and clarity that you will give us as staff in terms of priorities as to how we, in this case, prioritize the decisions we make about where to invest in sidewalk improvements. The notion there and again the overall being, I think we've talked about it before, is we've got needs that are so great. One of the biggest challenges and really the biggest need we have in a policy plan like this is to establish clear priorities because at the end of the day we've got resources that are limited, and we've got to make sure that the way we invest and the projects that we invest in are aligned with your priorities and with the established policies that we have in our plans like the Comprehensive Plan.

In the next slide, I won't belabor this, but I wanted to emphasize maybe a little bit more this point about what this plan is about. This slide is the goals and objectives that are already adopted in the Comprehensive Plan. This is Gold #5 of the Comprehensive Plan. Every word on this slide is essentially in the Comprehensive Plan as the objectives for mobility generally and so all I want to make on this point of the slide is the framework of the Strategic Mobility Plan is this. We are building on that framework from the Comprehensive Plan. What the Mobility Plan will do is take this level of detail, this vision, and give it sort of more actionable specifics and details like the example I just mentioned in terms of how we are going to prioritize the investments we make in programs. How do we ensure in using these goals and these objectives, how do we ensure? We use this as a checklist and are the priorities, the projects, and the investments that we are proposing in the plan, do they meet the vision and expectations of these goals and objectives in the Comprehensive Plan?

I say all of that again just to say we are really building on the work of the Comprehensive Plan and giving in this Mobility Plan the level of detail necessary that we can make more specific decisions around mobility investment.

Mr. Driggs said Ed, I'm a little confused, and I think the last questioner was as to how this lines up alongside everything that we've been discussing. So, for example, if anything in this Plan calls for money to be spent, capital expenditures, presumably that money comes from the one-cent sales tax. Is that right?

Mr. McKinney said not necessarily. I will let Liz jump in, maybe one point I would make that maybe I should have made earlier about the difference between our Strategic Mobility Plan and the TMN which is the Strategic Mobility Plan for the City is what is our City's specific plan for projects and investment? The TMN is an example of a funding tool by which we would potentially fund some of those projects. We currently and regularly fund our transportation investments through our Capital Investment Program and our current TAP helps guide some of those decisions that we make now about our Capital Investment Program. This plan would be the next iteration to guide both the decisions you would make around capital investment through the CIP but also be available and certainly these

projects would be eligible for acceleration or funding should we be successful with the TMN initiative.

Mr. Driggs said given the other conversations that we've had, even today, I think achieving clarity around why these aren't at odds with each other possibly. So, I don't want to have a discussion about sidewalks twice and if our participation in the larger conversation, the Countywide conversation, and the regional conversation include the goals that we have for Charlotte then would that be this or how does this fit into the thing that we are conceiving that will be funded by the one-cent sales tax?

Liz Babson, Transportation said I would say for our share of those non-transit or transportation funds that we talked about this morning, the 80/20, the 20% going towards transportation investment, this absolutely sets the framework by which we would make those investments. We are not going to dictate for the rest of the County and the other jurisdictions how they would spend their funds.

Mr. Driggs said right, so the portion of the funds that we are contemplating in the TMN that relates to Charlotte is then subject to in greater detail allocation in accordance with this plan. This is Charlotte's specific plan for our share of the TMN. I hope that is clear to everybody.

Ms. Babson said a quick clarification; not just our share of the TMN. If TMN doesn't get supported and approved in the future we still have capital investment in transportation infrastructure, and this will guide those decisions.

Mr. Driggs said that is an important distinction because if we are talking about a contingency with this plan or are we talking about a portion of the other plan on which we are going full speed ahead?

Ms. Babson said this plan doesn't necessarily talk about funding or a funding strategy, this talks more about the need and how in which we will build that transportation network to support that need.

Mr. Driggs said okay, at some point we need to line those things up, right?

Marcus Jones, City Manager said let me make sure I'm clear. I think what you said Liz, or at least the way that I understand it, is the framework for all of our capital investments irrespective of the funding source. So, if there is no TMN, this would still guide the decision-making. TMN is just additional revenue potential, but it still would fall under this framework.

Mr. Driggs said okay.

Ms. Babson said this will complement the CATS 2030 Transit Plan.

Mr. McKinney said this came up a little bit earlier today with Geraldine's comment about how we are investing regionally and the challenge we have around mobility investment. I bring this up to the kind of emphasize the point, I know we've been having this kind of discussion that essentially we know that we know we invest can't solely be continuing to invest only in vehicular capacity. We know we simply can't build ourselves out of that given the pace of growth and the cost of that investment. Again, this is just to say one of the philosophies both in the Comprehensive Plan for sure and certainly in the way in which we will drive the decisions and the priorities around the draft of this plan will be to think about how do we not reframe our goals. We are not trying to move cars; we are really trying to move people and we are trying to do that in different ways. This illustrates where we are today and thinking about how people move today in Charlotte and the notion both in the Comprehensive Plan and the actions of this Mobility Plan will be how do we invest, how do we prioritize, how do we incentivize, how do we make that shift so that we are providing and expanding more choices for mobility. That includes all the things you all have been talking about this afternoon, transit investment and safety, pedestrian, bicycle, and innovation in terms of micro-mobility, thinking about land use certainly the

top of that list is the Policy Map itself and the vision of the Comprehensive Plan to make sure the land-use decisions we are making provide better connectivity, like places to live and work together, 10-minute neighborhoods, all of those things.

Again, I just put this up to say that we are using that vision from the Comprehensive Plan and ensuring that the driver of the way we are thinking about this Mobility Plan is to increase and shift mode and provide more flexibility and more choices for how we travel throughout the City.

Mr. Phipps said that is a whopping percentage of 77% of us drive alone and that really eclipses all the other percentages up there so even from the City of Charlotte perspective, we don't have any kind of program to try to incentivize carpooling or anything like northern Virginia? We haven't even got to 10% yet so where is it, where is it effective?

Councilmember Winston said we have CATS Vanpool and CATS Motor pool that is not maximized, but it is something that I talked to John Lewis about that is a very regional tool right now that can be utilized, and we just have not prioritized that. So, that is something that I would love for us to give more guidance to staff to do. That is definitely one of the tools in our toolbox.

Mr. Phipps said it seems like we should have some goals around that because right now it looks like we just waiting for it to organically manifest itself in something significant. I really don't see it with that much of a gap between; I guess we all did come here alone to this Retreat.

Mr. McKinney said I would just add; you are making a point I probably should have made which is, you are right, the hurdle that we have in front of us in the form, the shape, and the pattern of Charlotte, this is one diagnostic of that pattern and so it is certainly a big challenge. The way we invest is going to be a big part of that, doing all the things you are talking about so again having this front and center for us as we are working with CATS, as we are working with the state and the investment that we make in transportation, managed lanes, there is a whole suite of investments and partnerships that we can and should want to use this Mobility Plan to make sure that we are focused on so that we are moving that needle and moving the dials so that we can truly add capacity. If you do some of these things right, make good land-use decisions, make good transportation mobility investments you can add capacity, you can move people better without necessarily always having to add travel lanes. We've got a long way to go, but the point of this is let's identify the problem, let's focus on how we manage that, and move to that new vision.

Mr. Driggs said is tomorrow 2030 or when is tomorrow?

Mr. McKinney said in this diagram I didn't put any numbers on tomorrow so tomorrow right now, what this is showing is an aspirational expectation, could we start to shift and add and in this case the diagram sort of reflects almost like a 50/50 split. We've had lots of debate and there has been some interesting conversations recently about do we set a mode, goal, and what is that time and horizon? We are trying to grapple with that still and technically in the Plan some more to come and more discussions we would have with you on it. One of the thoughts that I would put in the room is, and the Comprehensive Plan does this well, let's start to put measurable expectations around some of these objectives. A big goal like this is a high aspirational goal, but maybe a better tool for us would be access goals. Can we expand the population of our City to have walkable access to a high-priority bus route? The investment that CATS talked about earlier today, we can measure that, and we can ensure that in addition to the CATS investment that they are making that we are putting in the lighting, the sidewalks, the safety to ensure that we can move the needle. Again, the notion here is let's set an access goal that moves us to a longer-term mode shift. Maybe to get to your answer to your question more specifically, I think what we want to do is like the Comprehensive Plan, use the Mobility Plan to set objective measurable triggers, how can we increase access to high priority buses, how do we increase access jobs and services through the bike and alternative modes. We can be very specific about that and use it as a way to test and prioritize our investments and it would be a good checklist for the investments that we make.

Mr. Driggs said thank you.

Ms. Ajmera said I have two questions; first I just want to clarify that I understood this correctly. The Strategic Mobility Plan helps us prioritize all capital projects. Is that correct?

Mr. McKinney said correctly.

Ms. Ajmera said secondly, how will you go about the prioritization process? We've got to balance the infrastructure with the goal. So, I'm interested in the methodology that you are using to help with the prioritization.

Mr. McKinney said that is the most important question to this plan. Let me see if I can repeat the question right; the question is what is our methodology by which we are going to prioritize? If the Mobility Plan is the tool that prioritizes our capital investment what is the methodology by which we are going to come up with that prioritization and so my short answer to you is we are using and part of the drafting process we are in now is to translate the objectives and the vision of the Comprehensive Plan to the goals, that slide I had up earlier, to measurable things that we could develop a methodology for in terms of prioritization. For example, on that slide, the six objectives that included safety, equitable, sustainability, we can and what we will do and share and be part of the conversation with Council is taking those objectives, establishing some measurable things by which we could establish a prioritization tool and then as we bring projects in front of Council to make prioritization decisions on we can share that tool as a way for you to help understand and make decisions about how effective these proposed investments are against these goals and essentially ultimately the goals we have in the Comprehensive Plan. The short answer is that we are working on that, we recognize that is probably the most important thing and it is really going to be guided by the vision of the Comprehensive Plan.

Ms. Ajmera said okay, that answers my question. What is the timeline for adoption for this SMP (Strategic Mobility Plan) and would that be part of our overall 2040 Policy Map? I'm trying to understand the timeline for all of this.

Mr. McKinney said there is a slide I think we had at the beginning. In the end, we can talk about it, but I will just say it this way, we've intentionally had the strategic Mobility Plan sort of following a step or two behind the Comprehensive Plan and the Policy Map because certainly, we wanted to follow the vision of the Comprehensive Plan, but as we've already talked about today, the land use while the draft of the Policy Map is out there and it is being refined now, where that finally lands as a land-use Policy Map will influence and should influence the Mobility Plan and the notion of these investments. All of that is to say we are following a step or two behind this draft and the adoption of this Plan is following a step or two behind the Policy Map at this point. So, the notion is the Policy Map gets adopted in the February timeframe next year, we would be a month or two behind that, allowing us to essentially to once you've made a decision about the Policy Map, we can then spend a little bit of time confirming and working with you to make sure that the Mobility Plan is completely wired to that and supportive of that. It will be an adoption you would make a sort of following your approval of the Policy Map. It should be in the first quarter of 2022.

Mr. McKinney said the next two things are a little bit detailed, but I will go through them quickly because I think we can demonstrate them probably better in the example that Allison and Planning will talk about. So, Streets Map, I think we've got it teed up and quickly show if you could pull up that Interactive Map. I will just quickly make the point here that the Streets Map is following the Policy Map draft. We talked about it just now, there is this interactive map that has the draft Policy Map that we just talked about and the Streets Map. If you go to the Interactive Map of the Policy Map there is a layer of that, that is the Streets Map highlights all of the network and framework of our arterial street system throughout the whole City. This is the actual online map; what we turned off on this map is the colors and the layers of the Policy Map just so you could highlight the lines that show the Streets Map. If you click on it, you can't see this level of detail, but when you click on each one it essentially tells you the dimension that is the expectation of that

future street. The simple way to describe it is the clearest way to communicate to development as it occurs where we expect that street to be and so when they develop we are protecting for and ensuring that the future multimodal vision of all these streets is provided for and protected as development occurs. It is built on, so a lot of technical details got us to these numbers, but it is built on the adopted policies that we already have around our bike system, our pedestrian system, our transit system to ensure that as these streets develop, we have enough room for the bicycle facilities that we are planning for the pedestrian facilities that we are planning, and essentially ensuring that we've got a way to protect for that multi-model infrastructure. It is a very technical specific thing, but it is really important to the long-term vision so as we are growing fast, we really need the ability to ensure that development is protecting for that right-of-way for that future investment.

The (CTR) Comprehensive Transportation Review is a long phrase to again go back to something that Council is very familiar with which is our Traffic Impact Study process. We talk a lot about this in rezonings and the simple way to talk about this is like we are doing with the Mobility Plan, we recognize that the Comprehensive Plan, the Policy Map, all these dramatically new visions that we have for the City required us at this level of detail to think and modernize completely the way we think about traffic mitigation and the way we review development. The big message I want to send to you today, historically we were only focused on vehicles, so we had triggers around how many vehicle trips are you creating and the whole process was to measure those impacts, the signal impacts of all those new trips. That is still important, but it is clear certainly from the discussions you are having today and the Comprehensive Plan and all the policies that are put in place, it is not just about vehicles, it is about moving people and it is also about reducing demand. What are the things that we can do to not have trips be made and then yes, when necessary and when important we still measure traffic and still do that traffic impact? So, long story short here what we are trying to do is create a more comprehensive review which i.e., the name we've come up with to not just look at vehicles, but look at multi-model investment, to look at ways that we can reduce demand. Transportation demand management, you've maybe seen this on several recent rezonings, some of the big ones where we've gotten the hospitals and some of the big campuses to help think through and commit to programs, and investments they can make to support alternative ways of travel, support their employees to not have to drive alone. Those are all part of the tools that we want to wire in this new review process to ensure a very transparent way and a clear way with the development community, but then clear to our community and to Council that we've got a process in a way to ensure that we are getting that investment holistically. Moving people, reducing demand, and at the end of the day, yes managing traffic. That means some new thresholds about this multi-model investment, it means probably adjusting some of the traffic thresholds where we are working on that relative to the draft UDO right now so we are thinking through what those thresholds will look like. We anticipate having a draft of these guidelines out before the end of the month and they will be following the review process and the engagement process that we are doing with the UDO both with the community at large and with the development interest throughout the community.

That was a lot and I tried to move fast, so that gives us enough I think to have a good discussion and we will get into the UDO part.

Mr. Jaiyeoba said the plan is that we are introducing you to this Strategic Mobility Plan today because we wanted to make that distinction. The questions that Council asked earlier are really very important to make that distinction between the SMP and the TMN. Now that we've done that introduction as to how that impacts or that is influenced by the Policy Map and how that will also influence the UDO. The plan is to come to the Transportation and Planning and Environmental Committee and do another session with you on the SMP and then go to full Council for that because it is a lot of details we need to be able to work our suggestive question Councilmember Ajmera asked on the criteria how do you prioritize all of this. We are going to get to that with you all, but that is not the last you are going to hear about the conversation because it is going to factor into the UDO as well. At this point, I will turn it to Allison Craig and Laura Harmon to walk us through the rest. I think the most [inaudible] will be the demonstration.

Ms. Craig said I think we will sort of skip some of the slides you've already seen. I want to mention that the Comprehensive Transportation Review that Ed just talked about is certainly of great interest to the community as well as the development industry because it is an important part of implementing UDO. We've added a section onto the UDO website, CharlotteUDO.org and it is called supporting documents so you will be able to find links to things that C-DOT is doing, you will also find some information about the Tree Manual when that comes out as well as information about fees. There are fees in terms of fee in lieu, for tree safe as well as the heritage trees that are located there today.

I'm going to skip to the demo.

Mr. Jaiyeoba said before you do that there were a couple of questions I had from Ms. Ajmera and Ms. Watlington earlier on. Speak to those as well with regards to trees, the fee in lieu, [inaudible] known at loss and also overlay district and the availability of the Translation Map.

Ms. Craig said I can do the Translation Map as part of the demo. Do you want to stop on those questions first before we get to the demo?

Tim Porter, Chief Urban Forester said can we go over those questions one more time, it has been a little while since they were asked.

Ms. Craig said I think Ms. Ajmera was asking about what additional things we were doing as it relates to tree preservation, how we are enhancing the canopy.

Mr. Porter said in the context of the UDO, right before I jump into the UDO, one thing we are looking at right now, a foundational element of good tree canopy policy and management efforts is having frequent access, better access to really good data and traditionally we've conducted canopy analysis ranging from three to five years, sometimes longer gaps. We are pursuing a new approach. There is a new product out there now that is a subscription service utilizing artificial intelligence canopy mapping. This is something that could provide canopy analysis updates two to three years in real time over two to three years, so that is something we are pursuing that be a constant update coming every two or three years on our canopy cover and also a scale down analysis of how that applies to certain geographies, Council areas, Place Types, etc.

Moving to the UDO, Allison mentioned a couple of proposed regulations changes is tree save areas is one of the three requirements in the current Tree Ordinance. In the future tree protection article, we are proposing to increase and align the percentage in single-family subdivision areas from 10% to 15%, providing more options for how commercial development meets tree save by providing more flexibility. Part of those options is the payment in lieu so when a site qualified for tree save if they qualify for options then they have the ability to pay in lieu. We are proposing to update that cap providing multiplier. There is a formula that tells development customers they have to pay, and we are proposing to increase that number to align with current county tax appraisal numbers for land values. Was there anything else in those questions to cover?

Ms. Craig said maybe the tree preservation fund.

Mr. Porter said something [inaudible] commonly in the Comprehensive Plan and the UDO is the Preservation Fund which is the fee lieu dollars collected during land development permitting. That supports the City's Tree Canopy Preservation Program. That program is going to grow and expand in its impact. It will feature prominently in future policy; it is now connected to regulatory review. There is an option for development customers to donate land directly to the City into that program so that should increase the amount of protected canopy. It is a land and tree approach so there should be an increase in the frequency and the acreage of protected land in Charlotte for tree canopy. Presently that program is conserved about 256 acres over dozens of properties and there is also nine acres right now in the real estate process so that program will continue to grow and expand. The funding for that will continue to be applied to the Tree Canopy Preservation Program.

Ms. Eiselt said I have a question about that. With these new regulations Allison and Tim, do you ever feel like there might be a need to have tree companies be certified by the City? I find that people have complained about the tree coming down and the companies cutting them down aren't certified so they don't know necessarily know what the City's regulations are. If you are increasing the rules out there which I really am glad to see, how do we know that a company if a resident just decides to cut down a tree and it is a 30-foot tree, and they hire some company who has no idea what the City rules are wouldn't that be of concern to you all?

Mr. Porter said yes, and even more so now that we are proposing to begin regulating individual lot development, infill development if you will, and proposing a heritage tree regulation. That brings about a lot of protective measures on trees. We want to make sure it is flexible so we are exploring an idea right now that is not so much of certification but more of a qualification that would be voluntarily driven sort of like an industry qualification that if certain tree care company or individual contractor, small business wants to go through some training the City could provide they could qualify as a Queen City Tree Care Company or something like that and they would be highlighted and that would also feed into hopefully the Large Tree Assistance Program that we are proposing funding in the UDO be connected to litigation processes there. Hopefully, that would assist low-income property owners to take care of the large trees that may be on their property, especially now if they are going to be protected by ordinance in the future.

Ms. Eiselt said I get that, but it is expensive to take a big tree down and we've probably all heard from residents saying I have this tree on my lawn and I'm afraid it is going to fall and hit my house and you guys have gone out there and said no, it is a perfectly healthy tree, you are not going to send the City out to do it. They are going to hire the cheapest company out there to cut a tree down and chances are they are not going to be top of the line, one that goes through a certification program or whatever. I have concerns about that and I've seen it happen. I would love to see us tighten that up a little bit.

Ms. Ajmera said any changes to the preservations fund and how these funds are being used?

Mr. Porter said there are no proposed changes. There is language proposed in the UDO to better clarify the intent and purpose of that funding to apply to conservation, to support the purchase of conservation land, and management of that land. So, no there is no proposed change to the intent and purpose or use of that funding.

Mr. Ajmera said so we are going to continue to use it for preservation and conservation.

Mr. Porter said yeah, some of that funding may support conservation properties, but only in that context, not a broader context.

Mr. Winston said I was just going to comment after Ms. Eiselt's comment. Regulations get tightened you want to make sure that the market is aware especially in public spaces, but I hope we don't consider making a certain tier system in terms of who can afford to maintain their property in the way that they want to on their private property and that prices people out of doing that is kind of what I just heard. People have different rationale for what they do with their own private property and I hope we don't go down that path.

Ms. Craig said we talk a lot about these various initiatives and what they will do, how they will shape how Charlotte grows. What I thought would be really useful is to walk through a specific site and how development opportunities and potential changes once these different initiatives are implemented. So, you can see the slide on the left, this is where we are today. This is Park Road Shopping Center so the intersection of Park Road and Woodlawn Road, and you can see today there are zoning districts that are in the figure to the far left. I think we have 40 plus various zoning districts today so the Policy Map, the draft is out for public review, hoping for a February 2022 adoption. You can see what that looks like for that particular location and so the Park Road Shopping Center area has been identified as a Community Activity Center with some Neighborhood 2 and Neighborhood 1 in the general vicinity of that Community Activity Center. I mentioned this

a little earlier today, there is a table in the draft UDO that talks about what happens when the UDO is effective, and I want to make sure that it is clear that the UDO adoption is not the same thing as the UDO effective time period.

We are hoping for Council adoption of the UDO in July, but there will probably be a three-month lag as to when it would actually be effective in those zoning districts on the ground just giving the public and even staff an opportunity to make sure they are up to speed with the new ordinance. Whenever the UDO effective date is determined to be the zoning districts of today will directly translate into the new zoning districts that are in the UDO. That table converts to what is Table 3-1 and it is in draft UDO today. However, the zoning districts that they will translate to may not be what we aspire for them to be per the Comprehensive Plan and the Policy Map so we will have to go much like with TOD (Transit Oriented Development) and do an alignment rezoning and realign the zoning that is there from the translation to what the zoning district should be according to the Policy Map. You can see as an example, the Park Road Shopping Center specifically itself is zoned B-1 today, it would translate to general commercial and then ultimately be aligned to Community Activity Center 2. This has real implications for what you can do on that property as an example, the height for a general commercial is 50 just based on the maximum height, you can bonus up to 65.

The parking, if you remember the parking tiers, we had a three-tier parking system. You would have parking minimums and parking maximums for that particular location. Once it is aligned then the height would go up so it would be a maximum height with the ordinance of 90 and you could bonus up to 150 at that particular location, and it would move to a tier 3 parking standard. It really does have significant implications and opportunities to implement some of those policies from the Comprehensive Plan.

Now I want to look at a specific location, so this is 500 East Morehead Street. You probably recognize the restaurant that is at the bottom. It is seven stories, it is a mixture of office, retail, the restaurant, and it's got an attached parking deck. Today it is zoned B-1 with a PED (pedestrian overlay) Overlay. The future land use that is identified in the Policy Map is a Regional Activity Center so much different from what it is zoned today. The future zoning district it would be translated to would be a Neighborhood Center which is a lot less intense than a Regional Activity Center. We would ultimately go and align that through the alignment rezoning process in 2022, 2023 to the urban edge. Again, I will talk through the height so a Neighborhood Center which is that it would be translated to would have a height of 60-feet and tier 2 parking again. With the alignment rezoning that would go up to 130-feet as the maximum height and you could bonus up to 250-feet. So, a very significant difference in what could be developed there.

The uses are not that different but there are allowances with things like hotels and night clubs and healthcare institutions in that particular zoning district of urban edge. Then I want to pull the other piece of the transportation over to Ed to talk through what that would like in terms of applying for the Comprehensive Transportation Review and what sort of review would then take place once this is adopted versus now.

Mr. McKinney said this text, the diagram I showed you earlier just applies to the site Allison was just talking about. So, we didn't do the analysis in detail, but it is just to give you sort of an illustrative example of the idea that we have these three kinds of layers. We are trying to move people and in this case a multi-model assessment. Don't need a traffic study to do that, in this case, and this site there is actually a project that had already been planned, a signalized intersection right there in that picture at Caldwell and Morehead. This was identified as a need to provide better connectivity from a pedestrian standpoint to existing bus routes that are already on this corridor. In this case, the suspect would have very simply identified that as a planned project. We would have worked through the fair shares or the rational amount that this development would be part of that project, but it would be a simple way to identify that investment and have this project be part of making that investment. No study is necessary, just a very simple exercise where we would already know the planned project and work with the development as it occurs to help implement that planned project.

This is something we are still working through and again, I mention a couple of examples we've done on big sites, but in this case, there are a menu of things we would work on in this case to identify ways that this project could implement measures that would help reduce demand and it could be coordinated with CATS to ensure that the employees of this building have access for reduced or paid for transit passes. It could be ensuring that the investment that is made in the building supports bicycle mobility, having a shower facility for example. So, there is a whole menu of things that could be part of that analysis to ensure that a development like this in an urban context that could take advantage of those kinds of programs, we have a way to have that conversation with development as occurs. This is a good example of [inaudible] managing traffic. This is an urban location we know there is nothing we would do from a pure vehicular standpoint, we are not going to add lanes in this situation, we are not going to ask for improvements because we are in an urban location and really our investment wants to be about moving people and mobility so, therefore we don't need to, and we wouldn't expect a developer to do the sort of technical traffic study. We've checked the boxes on these two other important things for us so again a sketch example of how we would apply this kind of more holistic comprehensive review in this location, not to say that that applies for every site. In some cases, in more suburban places where there are vehicular transportation investments certainly, our message with this Comprehensive Review is we would still have triggers that would allow us to have those conversations. We just want to make sure that our system is sort of context-sensitive and follows and is really supportive of the plans and the zoning districts in this case and the urban context and make sure that we have a process that really reflects that context and those goals.

Mr. Driggs said can I just say that one thing I've struggled with throughout these conversations is somebody in my District says what are you doing right now that is going to improve the situation on Providence Road and I'm having a hard time getting from some of these big picture and kind of theoretical observations. They are saying are you going to widen the road, are you going to put some sort of tap the brakes on approvals there so that all the development that could occur doesn't happen and make it even worse? So, it would be helpful as we continue talking if we could, and there are other corridors. Everybody I think has one but get a little more immediate in terms of recognizing what we are hearing today and what kind of things we can do about it.

Mr. Jaiyeoba said we have a few outstanding comments or follow-up questions that I would like us to speak to, but before we do that, I just wanted to show you the schedules. This wasn't meant for you to read it, but they are in your binder just to give you an idea of the engagement activities that we are involved in right now through early 2022. I mentioned earlier that we've got six Committee conversations on Policy Map between now and October 31st and three UDO engagements between now and October 31st. In addition to that, we've got more than that on the UDO piece and also on the Policy Map. This Thursday the Map of translation like Ms. Watlington asked for will be shared at an event. We need your help when it comes to this and the help we need is for you to be able to get your constituents to participate in these conversations because we only have so much [inaudible] week with the staff that we have whether it is Planning or C-DOT. It is hard for us to be going to one community meeting or another and we've had requests from Steele Creek, from Dilworth, from Elizabeth and as much as we really want to meet with people one on one, we want to be very careful that it is also done in an equitable manner, so we are meeting with one group or another. The best way to really achieve that equity is through community conversations. Perhaps after that is done on November 9th if we feel that we have already gotten into that level then we can set up an in-person meeting with people where different groups can come together. This Friday when we send out the weekly, we will highlight this and make sure you all are aware of which community conversations and engagement activities are taking place in your specific Districts so you can participate and also drive your constituents, but we definitely want people to participate as much as possible. We only have so many people who are going through this by working on the mapping and the exercises at the same time.

I wanted to show you these and maybe there are comments on these before we go because I would like us to address some of the follow-up questions and comments.

Ms. Craig said I just wanted to add real quick to CLT planning. You can follow us on Instagram and Facebook, all of these events are on there and so that is a great place to follow all the different events and where we are going to be, and what District may be included. So, I encourage you to follow those and ask your constituents to do that as well.

Mr. Jaiyeoba said we've got a few other things [inaudible] Ms. Eiselt asked for clarification on Storm Water, we've had before so I would like to go to Mike to address that. Ms. Ajmera wanted to follow up with Tim on the trees and we still want to talk about the Overlay Districts. Mr. Driggs talked about the need for some type of summary [inaudible] we will talk about where we are on that and then the parking question. So, I will start with Mike Davis.

Mike Davis, Storm Water Director said I'm happy to speak generally to it, but if there is a question you would like me to start from.

Ms. Eiselt said I think I have asked it before, there seems to be a gap with addressing infill development and the pressure it puts on surrounding properties. I don't feel like we have a tool right now to address that.

Mr. Davis said thank you for the question and I would say if I only had one thing to say on this trip up here that would have been the thing. Is for City Council to be aware that the development regulations that the City has had for at least a couple of decades now are very effective for I would say a larger format development dealing with drainage. So, you think about our development pattern, our growth pattern over those last couple decades, it tends to be a larger format, planned subdivisions, multifamily sites. Our processes and regulations have worked pretty well to mitigate most drainage issues. What we are seeing in the last few years and I think what you are pointing out and I agree with, is that we really lack the tools today to deal effectively with smaller-scale development, particularly when it is infill and you can just picture a larger development going in and maybe there is a stand of trees or it is just a bigger development, slightly bigger structure with more impervious next to something smaller and that really escapes any form of review today. So, probably the biggest thing that we are trying to accomplish through the UDO is to close that kind of gap to add that to our ability through a review process.

Mr. Driggs said could I just say that as we close that gap and as we look at the trees I would be interested to see how that impacts costs because when you impose those requirements that is a cost somewhere and since one of our overarching goals is to bring the cost of housing down we need to be mindful of what we might be giving back by imposing those requirements.

Ms. Craig said I will mention that our economic impact analysis for the UDO starts tomorrow and so we will be able to look at some of those questions you are asking.

Mr. Jaiyeoba said I wonder if you would elaborate a little bit more on that, the economic analysis for the UDO that starts tomorrow?

Ms. Craig said sure, I will just mention that does start tomorrow; I think we've got about 25 or so people involved, and we are going to look at different categories, one being sort of the Neighborhood 1, to look into the infill residential areas, we will look at moderate to high-density mixed-use Centers, we will have a category of Manufacturing and Logistics and Innovative Mixed-Use, and one on Suburban Office and Commercial Development and finally a category on Affordable Housing. We will have people with information on development costs and rental rates and understanding of the ordinance to [inaudible] into one of those different categories. I will let Matt talk about the process.

Mr. Prosser said tomorrow is really an introductory conversation with the development community around what potential impacts of the UDO are and so based on that meeting we are going to split into at least five groups if not more, and we will develop one or two sorts of prototypes for each of those groups and try to illustrate the costs and benefits related to the UDO comparing current zoning to what the future zoning would be underneath the UDO. It is a very in-depth conversation with the development community

to help collaboratively understand how the process will change and what that means in terms of costs and potential savings related to the process and other things. Those conversations start tomorrow; December will be another big round of engagement and then January will be another one as well. Then ultimately, we will bring those findings and results to you all to understand.

Mr. Driggs said could I ask about that Matt? Which representatives are you talking about? There is a group that I've had conversations with, kind of an informal group of about 20 representatives and a couple of them are members of the UDO Advisory Team like John Morris, Peter Pappus, Chris Thomas. Are you talking to people like that or their organizations?

Mr. Prosser said yeah, I'll let Allison elaborate, but we are trying to get a mixture of developers by all sort of product types, also design professionals as well that are very ingrained and sort of actually applying the zoning code to specific sites and casting as wide in that as we can in that effort.

Ms. Craig said those individuals are involved in the conversation that starts tomorrow.

Mr. Driggs said I know they all know who you are so just keep in touch with them okay.

Mr. Jaiyeoba said Councilmember Ajmera has a follow-up on 14 and then we will go to the Mike I don't know if you were done with the Storm Water.

Mr. Davis said there is more detail we can cover if people want to know more details, but the main message is kind of what we just covered. The UDO is the opportunity for us to capture some smaller-scale impacts that we've been missing for years.

Mr. Jaiyeoba said Ms. Ajmera, you had a follow-up on 14.

Ms. Ajmera said Tim did address my question [inaudible] the preservations are so I'm good on that. [inaudible] Storm Water I see a review for small developments to address the gap so does that include any additional changes to the Storm Water Ordinance or is that staying the same?

Mr. Davis said no, there will be new provisions. The UDO is organized as I recall six drainage articles and most of what is in there exists today, things like flood plains, SWIM buffers, things like that most left unchanged. There is a new Chapter that can be thought of as entirely new, it is a Drainage Chapter, and it is really meant to ensure that certain fundamental concepts of drainage are dealt with at a small scale. Again, for comparison, if somebody is building a big subdivision what we've known how to do for a lot of time now is all those home builders will build lots, make sure they are all draining in a way that doesn't negatively impact another one, that the infrastructure is the standard and if they are part of the streets we come along and accept it. That is kind of the picture of where we've been before. What we are trying to address now is just picture a single house or a couple of houses being built and what has escaped our review previously now would allow us under the UDO to take a look at that and make sure that any new drainage facilities that might become part of the public system is installed in a manner that is acceptable for us to be able to maintain. We would make sure that there is nothing being done in terms of grading a lot that might cause upstream flooding. You could have a home down-stream of an existing home where someone built it and they graded their lot in a way that causes water to stop draining and flood an existing property. That is another condition that we had no basis to really catch before so there are other things like that, but that is kind of a flavor of the kinds of things that we have seen play out for a few years now as we've turned more of an infill style of development and we think we can kind of intervene on and get a design that does not impede positive drainage.

Ms. Ajmera said I know we have had a huge backlog for our Storm Water requests, almost a billion dollars. As a result of this change do you anticipate having less calls and requests coming in for Storm Water? I know that something 10-years or even 20-years down the

road, but I'm just trying to understand how does [inaudible] Tree Ordinance strengthening of our Storm Water, how does it [inaudible] Storm Water requests we are getting?

Mr. Davis said so the question is just about the relationship of the regulations through UDO and our capital and maintenance program of the infrastructure we already maintain, so I would say in the short-term there is not a lot of connection because when infrastructure is put in the ground you want to last for 50 to 100-years, but the connection is that we need to make sure that the infrastructure when it is put in through development that it is done in a high-quality way that is in a condition that is not going to fail five-years after being put in the ground. What we do through development regulations absolutely impacts what we end up needing to take care of over the long haul. So, as Mr. Driggs pointed out just a few minutes ago, there is costs to this and sometimes just a question of where is the costs of drainage and the facilities meant to accommodate those drainage needs, where is that placed? Part of it is in what all of us pay in terms of a monthly fee to take care of the system and other costs are born in terms of how good of a job we do in the initial investment in that infrastructure which most of it does happen through private development investment. That is where we are trying to get that balance right.

Ms. Ajmera said when you look at the costs really look at it from the holistic perspective, not just passing the buck to someone else. I want to make sure as we are looking at the overall costs we are looking at the cost from the neighbor's perspective as well.

Mr. Jaiyeoba said I'm going to throw this question because I think it will be of interest to Councilmembers. What does rezoning look like post Policy Map on UDO?

Ms. Craig said thanks Taiwo; those asked a couple of days ago in a meeting, like oh, zonings are going to go away, that is what I heard, and I said no, I don't think they are. We do anticipate that the number of rezoning cases will decline. There is a number of cases that come before you all each month that are really a result of outdated policies, outdated maps and so updating those with the Comprehensive Plan and the Policy Map will really allow an opportunity to focus on rezonings that are a result of maybe an area is changing, maybe there is new ideas and so we will certainly have rezonings in the future. I want to talk a little bit about the three types of rezonings and what that looks like and Laura can jump in and provide more detail. Certainly, we will still have the conventional and conditional rezonings. There is an EX-rezoning that is in TOD that will be carried forward through the urban districts that are in the UDO and that allows you to modify or alter some quantitative standards. It won't allow you to change uses but allow you to make some modifications to those based on new and new and innovative ideas. What I will say is right now we only require community meetings for conditional rezonings and that will be carried forward for all three types of rezonings.

Mr. Driggs said can I comment on that? So, the conventional does not require a community meeting; I believe one of our goals is to have fewer conditional and to have a kind of environment in which many rezonings can get done on a conventional basis. That rezoning does give more latitude to the petitioner as to what they do there because it is not a site map and it doesn't have all the detail so what that does in my mind is somewhat disenfranchise local residents and frankly us in terms of that community meeting and our engagement with residents. One of the antidotes to that was supposed to be the Community Benefits Agreement. I don't want to rekindle that entire conversation, but I have a concern of what we lose in terms of community meetings and engagement through the District Rep in a conditional rezoning that is not fully offset by the efforts that we are making with Community Benefits Agreements. I think there is a danger that residents feel that they have moved further away from decisions like that, about what happens in their vicinity.

Ms. Craig said I think having the community meetings for all those types of rezonings will help the public understand what is being thought of in that particular location even if it is not a conditional site plan.

Ms. Eiselt said will conditional still be allowed for TOD?

Laura Harmon, Planning said conditionals will be allowed for any district. We are trying at least if we have conditional have it easier for the community to understand because we will have better base standards through the UDO.

Ms. Eiselt said go back to the TOD EX when you said it is quantitative, what does that really mean? I understand you can't say conditional, we want to add a gas station, that is a use, but what is that?

Ms. Harmon said the one that has come through Council so far is a setback issue so, it reduced the setback number, the minimum setback and that was because there was a building in the way that they wanted to maintain and put some open space next to it. It doesn't include height, but it could be your setback, your yards, your amount of built-upon area, some of those things that are numerical in the ordinance and there is a strong basis for deviating.

Ms. Craig said Laura, you may want to talk a little bit too, the EX-provision requires public benefits to be a component of the application.

Ms. Harmons said and then that case we saw one of the benefits was the preservation of a historic building and another one was providing additional open space. So, there are three categories that you can choose from for those public benefits, but you are deviating from the standard you want to make sure that there is a benefit to the community as a trade-off for deviating from standards.

Mr. Jaiyeoba said I think we can wrap up, but I was thinking we could wrap up with this one on the Bonus Menu, and then we will come back to TAP and also Council with updates in the future.

Ms. Harmon said folks are probably familiar with in TOD we have what is primarily a height bonus also, open space bonus and that allows you to go above the maximum height with the provision of certain public benefits. This is what we are proposing at this point in time that we would expand this beyond the TOD zoning district to all of what we are calling our urban district, so our center's districts, our industrial mixed-use and even beyond that some additional districts where you could get additional height if you are actually providing a benefit to the community. This would happen through the development process and that is happening now with TOD and we've gotten a fair amount of kind of starter money for affordable housing and that is typically where the development community has chosen to put into the Housing Trust Fund, but we've also recently seen folks looking at other options as well as we have this, like providing additional street connectivity that benefits our transportation system. This is a starting point for us and certainly looking forward to hearing from you guys on other alternative things we should be looking at.

Mr. Winston said this is something I had mentioned the other day when we went through the UDO, we had our first cut of the UDO in our Action Review. I think some of these menu options, especially around transportation can and should be more transformational in nature. Just thinking about the future of automation, for instance, our streets are going to have to be hyperconnected with right now 5-G technologies. Why couldn't that be one of the things that occur if you are building past a certain height that you have to provide some type of wireless infrastructure? That is just an idea to help us get to those real aspirational transportation goals. Micro mobility lockers, great idea. I don't know how that translates to putting more stories up on a building, it just doesn't seem like an equitable trade-off so what are the more kind of future-looking improvements that we can there again, understanding new public or private streets are necessary where we are constantly abandoning the right to ways from vast development that we might have thought we wanted to use and 20, 30, 40, 50-years later we don't know how that actually translates to building more for us so hopefully we can get a little more imaginative there.

Mr. Jaiyeoba said Ms. Ajmera had a question on the tree slide, I think that is four. On this slide we mentioned the four tiers, so can we explain what that is, the four tiers under the green area?

Mr. Porter said the green area is the evolution of what tree save is today. Trees save is one of the three big requirements that will be renamed the green area and there will be more options and insensitive in there trying to strike the right balance between preservation and development flexibility. Today those options apply by Center, Corridor, and Wedge status for the development site. In the future, they will apply by Place Types and they are divided into four tiers by Place Types. Right now, there is essentially three tiers because there are three types of items in the Center, Corridor, and Wedge framework, in the future it will be four tiers based on Place Types.

Mr. Jaiyeoba said I think we can close; Allison will close for us with that summary that we are going to be sharing with you again. Like we said it is a 608-page document and I know that a number of you are almost finished reading it, but we had over and over again that we need a slimmed-down version that people could really go to and say what is in it for me? How does this impact me, and we are working on that? After Allison has gone through that I will turn it back to Manager Jones.

Ms. Craig said we are preparing a summary, like you said it is very challenging to roll down a 608-page document that is regulatory in nature where every word matters into that so the summary document will be a combination of walking you through what you can find in each section and what is important. But then also pulling out some of the conversations that we've already had, some important new concepts that are in here and putting that in the summary, so we should have that for you next week. Probably between 11 and 13 pages, so hopefully a little easier for you to navigate. It will also help provide a guide for you to walk through the ordinance and find the information that you are looking for.

Mr. Jones said we have one more item on the agenda for today. Liz Babson is going to give an update on Vision Zero. You may recall that when I tested the agenda with the Budget and Effectiveness Committee overwhelmingly there was a desire to have an additional discussion about traffic safety. I think, I talked to Denada and I know that we have a 6:00 appointment. We will see what the flexibility is with that because I would like to give you a little bit of an opportunity to get to your rooms before we do the 6:00 appointment. We set aside about an hour for this so with that said, Liz, you are on.

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ITEM NO. 7: TRAFFIC SAFETY

Liz Babson, Transportation Director said we are here today to provide you with some follow-up information based on your recent discussion at last week's Budget and Effectiveness Committee meeting where several committee members requested more time to discuss traffic safety on our streets. So, as a reminder we were before you on October 4th in a Strategy Session on this topic, you referred a topic to the Safe Neighborhoods Committee and we have presented it to them, they are going to come back to you in December with an update.

The purpose of our conversation today, I'm going to highlight our Complete Streets Policies, and again, nothing new here, just a reminder to do some level setting as we start to have this conversation about safety on our streets. We are going to review the tools that we have to evaluate safety on our streets and then share examples of some engineering and enforcement solutions that are data-driven and respond to safety on our streets.

Just as a reminder, Charlotte has been a leader in transportation with more than 16-years since we first adopted our first Complete Streets Policies. Charlotte's past development legacy was focused on travel by car for the last 50 plus years. The images before you show how that focus was really on the vehicle, you will see a lack of sidewalks and pedestrian crossings on some of our busiest thoroughfares, you will see lots of neighborhoods with cul-de-sacs where cars are the focus and the only way to get in and out of those neighborhoods is to really make a trip on a major thoroughfare. Pedestrians and bicyclists had to compete on those same very busy thoroughfares against the fast-

moving traffic. So fast forward to where we are today, we've got a lot of work to do, because like I said we spent more than 50-years building a street system that looked that way. But, in the last 15-years with a lot of our Complete Streets Policy work, we are continuing to create some great places and build streets that complement our land uses, and create places where people have a choice in how they travel.

Then again, just to highlight we know that designing the streets for the context is what creates safe travel for example adding bike lanes to our existing streets makes it safer for cyclists. But it also often happens by narrowing travel lanes which helps slow cars down. Adding new traffic signals and pedestrian crossings makes it safer for pedestrians and cyclists to cross those busy thoroughfares, but it also helps break up long segments of busy thoroughfares by interrupting that free flow travel speed for cars which helps slow cars down.

Just as a reminder we've renewed our commitment to safe streets in 2018 with the creation of A Vision Zero Action Plan that your Council put into place and it is designed to reduce crashes and eliminate traffic-related deaths and severe injuries. Vision Zero again, is a data-driven approach in determining the right treatment to address safety on our streets because what we are learning is that all streets aren't created equally, and all crashes don't occur for all of the same reasons. Again, for Charlotte, our data does show that speeding, distracted driving, and driving while impaired are some of the leading factors that contribute to fatal and serious injury crashes. Last year CMPD (Charlotte Mecklenburg Police Department) investigated 81 fatalities on our streets and this year we are trending about the same at 70 to date.

How do we take that Vision Zero Policy and put it into action? We take that local data directly from CMPD and the crash reports and then we develop a high injury network that represents a network of streets where we see that higher incident of severe and fatal crashes and here you will see the 30 corridors that make up our high injury network today. I will point out all of those fatal and severe crashes occur on only about 10% of our streets.

I am excited to share with you another way that we are continuing to improve the work that we do through technology. This is our newest technology enhancement, and it is in that traffic safety work and data analysis. So, we are in the process right now of implementing a new crash analysis tool where we receive those reports from CMPD, and they are electronically updated daily. This new system will allow us to do a more comprehensive safety analysis including things like before and after studies and benefit-cost analysis. It allows us to evaluate targeted improvements over time and really tailor the solutions to solve the problem.

Here we will highlight some examples of some of those tailored solutions that we've implemented most recently in making our street safer. Pedestrian Hybrid Beacons, you should be familiar with this by now, but I like to take credit for the fact that we were the first City in North Carolina to implement the very first hybrid beacon in the state and that was in 2007. We are installing these devices on multi-lane thoroughfares where we have those long sections of road between signals that don't offer pedestrians a safe opportunity to cross the street. The majority of these are being installed to support access to buses at transit stops and these pedestrian hybrid beacons again are an important tool because they interrupt the free flow travel speed along long stretches of road without signals, so they have a direct impact on helping slow cars down.

Leading Pedestrian Intervals – we were also the first in the state to implement what we call LPI. This operation gives the pedestrian an additional three seconds to start their crossing in advance of the green indication for the cars. The LPI is an important tool because its operation also results in an additional three seconds of all red time at the intersection where all vehicles are stopped. So, what this means is it is an additional clearance interval at that signal where we have LPI in operation.

Mayor Lyles comments inaudible.

Ms. Babson said we can adjust those; three seconds is nationally what we are seeing people use. Again, if you are taking that time to provide that leading pedestrian interval then you are also taking that time away from the vehicle operation at the intersection. So, the three seconds again is to give the pedestrian the opportunity to get in that crosswalk so that they are more visible and not stepping off the curb. Another device that we are implementing, and we are doing this in partnership with CMPD. We are deploying these on streets throughout the City. We install these on a rotational basis because it helps us maximize the safety benefits because studies have shown the most effective decrease in speeding is what we see in that first couple of weeks after installation. After that, they are less effective.

Major Dave Johnson, CMPD said CMPD's role in this of course is to work hand-in-hand with C-DOT. When we go and do enforcement actions, or we respond to and investigate traffic accidents and we see problems that can be solved perhaps through design we certainly work with the great folks at C-DOT to suggest those locations and then implement those locations and study them afterward. However, when we see an opportunity where enforcement we think can address the issue, we are certainly happy to do so. One example of that is the street racing and drag racing initiative that we did earlier in the year. I'm sure all of you are well versed on that by now, but it was very successful. The Steele Creek area was our most prominent area of street racing. We received weekly feedback from citizens in that area about aggressive driving and street racing and that has kind of been our benchmark for how are we doing citywide, and I can tell you that our complaints about racing in that area and that part of town are down extremely and drastically. We are happy to report that. Just as a reminder during the course of that investigation we wrote 3,500 tickets during 2,500 traffic stops, 2,100 of those were for speeding, 400 for reckless driving, 32 were DWI, 10 were for spontaneous racing violations which are two cars which happen to wind up in the same spot and take off racing. We seized 54 vehicles for pre-arranged racing and those are all working their way through the court system now.

One challenge that we have when we received these complaints about drag racing is that many times we find out it is in an area where there is no drag racing, two-car lining up, and racing, it is more of a loud muffler, loud exhaust, performance exhaust issue so we have to do a little bit of investigating to distinguish what kind of problem it is and then direct the proper resources to handle that issue.

Councilmember Phipps said I have a question; are you seeing when you wrote this many tickets, are frustrated over the fact that I don't know how many of them are reduced or not really prosecuted aggressively or whatever because I guess our judicial system has had some challenges too in prosecuting some of these cases. Even though they are written I'm wondering how many actually are really followed through in terms of the appropriate punishment or whatever.

Major Johnson said that would be a question for our District Attorney, but I will tell you this; in law enforcement, you learn pretty early on not to gain your job satisfaction from what happens in court or you will be very disappointed. I would say that would be a question for the District Attorney. They have challenges true, they are well documented, courtroom space, courtroom time a tremendous backlog so we understand all of that, but to answer your questions, yes of course it is frustrating.

Councilmember Driggs said I have two quick questions, one now that you've taken the picture, can I have my car back? The other one I will just point out, there have been a lot of complaints like from Waverly about violations that are reported and on which CMPD is not taking action so I've explained to people that there are constraints because you have this big commitment to public safety and therefore in District 7, in fact, the Officers are spread a little thin, but when you get these repeated complaints about disorderly conduct, people congregating, the cars, all of that it really would be helpful, and I talked to Captain Dozier about this and he is very responsive. I would just make the general comment that I don't think the issue is going away and the more responsive we can be the better.

Councilmember Eiselt said similar to what Ed said, this is a really great operation that you guys undertook with aggressive driving and drag racing. Can you do that on a spot basis in different parts of town? I know Ms. Watlington is not here but there are certain areas that we get e-mails, and you know because you get the e-mails all the time. Is it possible to do sort of little stings or whatever it is that you've got an Officer here, you've got another one there because I know once they are gone it is hard to catch them? It happens on a regular basis; South Boulevard in the South End is every night, 10:30 at night so I would just like to know more about what you think about that and if there is any solution to that?

Major Johnson said one solution and it is an enforcement solution. I think another possible solution would be to partner with our state agencies for our inspection and there might be an opportunity to refer these folks for a mandatory vehicle inspection to make sure that their exhaust meets with state regulations. We could certainly explore that, but on our end yes. And how we route those types of complaints, when we realize it is a noise complaint, we route those to the Division to handle as a quality-of-life concern, and then the Patrol Division led by the Captain then formulates the response to that. The mission of the Transportation Division, being DWI focused, traffic safety focused, fatality Vision Zero focused we don't necessarily utilize those resources to handle the noise complaints that we get from the folks that live near the thoroughfares where they can hear these loud mufflers. You are right, we do know that it is a concern, it is a valid concern, and we work with those Patrol Divisions and the community Officers in particular to address those concerns.

South Boulevard has a lot of cars that travel on it every day and it is not the same people all the time, we know that, so enforcement would have I think a limited effect on the noise that folks hear coming from these thoroughfares which goes back to roadway design, a topic that we've discussed when we have large thoroughfares that funnel these cars into the City there is going to be noise that comes from those thoroughfares, that is a side effect from that and we understand that as well.

Councilmember Egleston said on the noise said with the mufflers, is it mostly folks making modifications at home, or is it that there are shops in town that are either doing the work for them or are looking the other way when it comes to inspection and passing it even though they shouldn't.

Mayor Johnson said all of the above.

Mr. Egleston said is there a way that we could put some pressure on any shops that are potentially exacerbating the problem?

Mayor Johnson said through regulation, through City ordinance, that is outside of my realm, but you can order a customized exhaust on Amazon and have it delivered to your door the next day and put it on yourself. I think the opportunity there would be limited.

Mr. Egleston said I recall in high school days in this City and in Winston Salem, people knew where they could take their car and get it passed with darker than a legal tint and things like that. I just wonder if that is another way to approach it because I do think a lot of the e-mails and calls we get are just people with really, really loud mufflers that might or might not be racing, but it is horribly annoying.

Mayor Johnson said it is, we agree.

Councilmember Ajmera said what is the correlation CMPD who have seen between enforcement and the number of speeding tickets?

Major Johnson said the correlation between enforcement and the number of speeding collisions, is that the question?

Ms. Ajmera said yes.

Mayor Johnson said we would have to dive into the crash data and see that and that is part of the solution that would be provided by the new data analytics that C-DOT is bringing on board. I can tell you hard enforcement in a particular area has a positive effect, but that effect wanes over time as folk's pattern of life continues and they get accustomed to not seeing blue lights. It is something that we have to do on a continual basis.

Ms. Ajmera said so to follow up on that, it is not possible to have Police Officer in all parts of our City where they are [inaudible]. We've got to find a solution and I don't really see [inaudible] as the underlying issue here. Whether it is speeding cameras, red-light cameras, we are trying to get to whatever recommendation that staff has to address the underlying issue of speeding on our streets that have taken too many lives. The whole thing that staff would like [inaudible].

Mayor Lyles said I think they are coming back to the Safe Communities Committee, but I think they were trying to do some additional analysis if I recall. Is that correct Larken? So, there are some things that are going to be looked at and brought back to the Committee.

Just to say this, I think we are getting more quality-of-life complaints. I think it is not just speeding. Speeding and safety are issues, DUIs and safety are issues and then we are seeing that all the time, but we get so many now. I know someone who calls the Police if somebody parks in front of their house and things like that are going on. It is like this is what I want, or this person is interfering with my quality of life. It is a really tough situation because we can't patrol every complaint that people see as impinging on the way they would like to live. I don't know how we do that with the mufflers and the dark tinted windows and all of those things. Those are all rules that exist. I think the tougher things that we are asking specifically about is where is there actual loss of life, what can we do for pedestrians and cyclists and people that are driving distracted and not paying attention and doing things like that. So, I hope that in some way we will kind of prioritize what is really most effective around those areas that we have the most difficulty keeping safe, and I think it is increasing. It is just very, very tough, so thanks for the job you are doing, and we look forward to whatever we can get to.

Councilmember Winston said I know you have a few more slides to get through. I know we did this a couple of days ago. One thing I would like for us to consider is the end to right on red lights. I would like for us to consider that citywide. Obviously, there might be different appetites in different parts of the City for this, an option for it in the urban core, or intersections that contain bike lanes. Getting back to the Mayor's point, what are the common sense ideas that we can do now to make it more safe for pedestrians, bikers, and drivers? A big way is slowing folks down, and how do you do that? Well, you make them stop and going any direction and you don't have multiple vehicles moving at the same time in different directions. I think that is something that we can do literally today to make people safer in all parts of Charlotte. So, I hope we consider that, and I hope we consider more commonsense ideas that are happening in different parts of the world that we have not caught up to yet because we are still transitioning from that 50-years of the way we have developed our road.

Ms. Babson said we just have a couple more slides and we can go through really quickly. Just as a reminder, we've highlighted a few technology solutions that we've implemented most recently to make our streets safer, but I just want to remind you that there is a lot of low-cost options and things that we do on a pretty routine basis throughout the City as needed and that is the work that we do with installing signs and just trying to make our traffic-controlled devices more visible.

Last, but certainly not least, you've heard me talk about this a couple of times in a couple of different settings, but just want to remind you again we are another first. This time we are the first in the County, C-DOT in partnership with CATS and the Fire Department have a signal priority project that we deployed a little more than a year ago and we are the first system in the country where we used this technology systemwide. What this does for us, to simply describe it is it provides fire vehicles with signal priority as they respond to calls for service. So, with more than 100,000 calls annually in the first full year of operation we saw a 22-second reduction in response time.

For CATS their service delivery is measured a little bit differently and so being on time is what is important to them so when we respond and provide signal priority for buses, we provide that priority service when they are running behind schedule, so we get them back on schedule.

This is the last slide, just to sort of recap everything again, building complete streets for all users is important. That is what keeps our most vulnerable users safer and historically based on our data that is our pedestrians and bicyclists because are involved in fatal and serious injuries at a rate far greater than any of our other users of our transportation system. We know that targeted solutions are important, and we know that each crash occurs for a multitude of different reasons and each area is a little unique. Again, we built for cars for 50 plus years and as we transition into a transportation network that serves all users in a more equitable way, we are going to have to be very thoughtful about how we make those changes.

Again, we will leverage that new crash database that I talked about to do more of that targeted analysis so we can make sure we are putting the right solution in the locations and really make the best use of the funds that we have available. Last but certainly not least we are constantly looking across the country at national best practices in this space of traffic safety on our streets. With that, I will conclude.

Mayor Lyles said so you will be back for more with Safe Communities. Thank you very much for the work that you are doing, and we are looking forward to whatever ideas [inaudible].

Denada Jackson, Constituent Services Division Manager said you have about 45 minutes before dinner. Dinner starts at 6:00.

The meeting was adjourned at 5:14 p.m.

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October 27, 2021

The Council reconvened on Wednesday, October 27, 2021, at 9:19 a.m. with Mayor Lyles presiding. Councilmembers present were Dimple Ajmera (by phone), Tariq Bokhari, Ed Driggs, Larken Egleston, Julie Eiselt, Malcolm Graham, Matt Newton, Greg Phipps, Victoria Watlington.

ABSENT: Councilmember Renee Johnson

ABSENT UNTIL NOTED: Councilmember Braxton Winston, II.

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CLOSED SESSION

Motion was made by Councilmember Driggs, seconded by Councilmember Egleston, and carried unanimously to go into closed session pursuant to G.S. 143.318.11(a)(3) to consult with the City Attorney in order to preserve the attorney-client privilege and G.S. 143.318(a)(4) to discuss matters related to the location or expansion of industries or other businesses in the area served by the City of Charlotte.

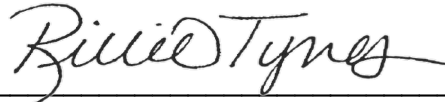
The Council went into Closed Session at 11:43 a.m.

* * * * *

ADJOURNMENT

Mayor Lyles said we adjourned.

The meeting was adjourned at 11:43 a.m.

A handwritten signature in cursive script that reads "Billie Tynes". The signature is written in black ink and is positioned above a horizontal line.

Billie Tynes, Interim Deputy City Clerk

Length of Meeting: 15 Hours, 27 Minutes
Minutes completed: December 7, 2021