

The City Council of the City of Charlotte, North Carolina convened for a Strategy Session on Monday, June 6, 2022, at 5:09 p.m. in Room 267 of the Charlotte Mecklenburg Government Center with Mayor Vi Lyles presiding. Council Members present were Dimple Ajmera, Tariq Bokhari, Ed Driggs, Larken Egleston, Julie Eiselt, Malcolm Graham, Renee Johnson, Matt Newton, Gregg Phipps, and Braxton Winston, II.

ABSENT UNTIL NOTED: Councilmember Watlington.

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Mayor Lyles said good afternoon, everyone. Good afternoon. I'm going to call this meeting to order. This is the June 6 Charlotte City Council Strategy Session. We take the first Monday of each month to take a deep look into some of the initiatives that we are starting or work that's ongoing, to make decisions, and to allow the full Council to discuss questions, and comments, as the work is being done so that as we craft it towards adoption or approval, that everyone has had an opportunity to provide input and we can end with a good result that we most of the time agreed upon.

So, today we're going to start the meeting, but before we go into our committee reports I just wanted to say a few words about how we talked about how we're going to have support for the committees and provide more opportunity for committee discussions. That's generally what we try to do, and we do this. We're grateful to be able to have some people join us in person, but we also have people, Council Members that will join us virtually because we're still under the COVID (Coronavirus Disease) emergency order and our numbers are going up. So, let's think about that as we continue to get through this pandemic. Everything is not over. We really need to pay attention to taking care of our health by getting boosted and for those folks that are immune compromised, make sure that they keep safe and have the ability not to contract COVID.

Councilmember Watlington arrived at 5:11 p.m.

So, we're going to hear on our agenda tonight, we're going to have an update on the first quarter work plans out of our committees and the work that they're planning on tackling in the next three months. I think you've received an update from Ms. Harris on the first-quarter update and the second-quarter plan. So, of course, I want to throw a wrench into it. After we adopted our budget last Monday, there were several items that were left for a policy discussion and debate that were referred to the Council's committees. I think Ms. Harris is going to pass out the referrals that I've made and email those copies to those that are attending virtually, but the budget development process was an issue and that's going to go into Budget and Governance. Promoting an international business strategy is going to our Economic Development Committee, looking at what we can do globally. We have in Sustainable Environment, our policy area, so the Triple E Committee will begin to deal with our tree canopy. Our great Neighborhoods Committee will be looking at policies related to the tree canopy in our neighborhoods and how do we connect that to affordable housing. Then, in our affordable housing, we're going to have the Great Neighborhoods Committee provide information on affordable housing and how our development fees impact the affordability of housing in our community.

So, with that, everybody should have a copy of what the referrals are. So, with this, I'd just like to say, that I know that it's not in your work plan now, but we'll see that information in the second quarter. So, with that, I'm going to ask Marcus Jones our City Manager if he has any comments before we begin, and if you don't have any specific comments, you can go ahead and introduce our first presentation.

Marcus Jones, City Manager said I think I'll do both for you Mayor.

Mayor Lyles said okay, thank you.

Mr. Jones said thank you, Mayor and members of the Council. Just a couple of things that I'd like to highlight as it relates to the committee work. We are very appreciative as a staff to get all the work that's happening in the committees. One of the things we tried to do this year is provide more staff to the committees for their work and I hope that for the chairs it's been helpful to have three liaisons as opposed to one. I will say that it's been very good for us in terms of the work plans that you have and being able to work through those because those help inform our priorities which help inform some of the initiatives that go into the budget. So, once again as we go through this first quarter, any feedback that we get from the chair to the committees in terms of how we staffed you, would be good to have that also.

So, with that said, it's a pretty packed agenda tonight and agenda really represents what the Strategy Sessions are for, not just only the committee report outs, but we also have items that come out of the committee that have an opportunity for the fully body to discuss before it ends up on the Policy Agenda or Business Agenda. Then there are some items that you just want some additional information on for more clarity.

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ITEM NO. 1: PICASSO UPDATE

Marcus Jones, City Manager said that's a great segue into our first guest, Todd Herman, who will be here to give us a Picasso update. I think you will recall it is a collaboration between the city and the county and I believe you're going to hear some very good things tonight as it relates to Picasso. So, with that said Mayor, if that's fine, I'd like to turn it over to our guest.

Todd Herman, Mint Museum President and Chief Executive Officer said thank you very much and thank you for having me here tonight. My name is Todd Herman. I'm the president and CEO of the Mint Museum, and I have with me here tonight as part of this presentation, the wonderful artist, fabulous CMS (Charlotte Mecklenburg Schools) art teacher, and often-time Mint collaborator, Carla Aaron Lopez, who will be adding some context to the presentation as we go along. So, this is an amazing opportunity for not just the Mint Museum, but the Charlotte community, Mecklenburg County, and this entire region. This exhibition, Picasso Landscapes: Out of Bounds is scheduled for next year, opening in February and closing at the end of May. The reason that next year is so important is that it is the 50 anniversary of the death of Pablo Picasso probably one of the most widely recognized artists in the history of Western art. So, there will be a lot of attention on any exhibition or anything to do with next year because there will be many articles and museums and magazines and newspapers writing about Picasso and his influence. So, we are very pleased to have this exhibition come to Charlotte. So, in the exhibition, there are approximately 45 Picasso paintings from collections around the globe. So, we're looking at public collections like The Met, the Museum of Modern Art but also private collections from Madrid to Paris to Barcelona to South America. I mean this is really a group of works coming to Charlotte from literally across the world.

This is the first traveling exhibition to explore Picasso's Landscapes. So, we know Picasso, many of us can conjure images of Picasso. It's usually of the figure with sort of eyes and nose and mouth and many different planes of the face but there hasn't been much of an investigation into his landscapes and in fact, the little detail I have here is from one of the paintings in the exhibition which demonstrates very early in his career, he was painting very much in an expressionistic style. So, this exhibition, because it looks at landscape, it covers the entirety of his career. So, not just one segment, but you get to see the arc of his development through landscape. There are only three cities that will host this exhibition. Charlotte, Cincinnati, and Denver. Charlotte is the opening venue and the only East Coast venue. So, that's important in two different ways. One is as the only East Coast venue we're looking to attract visitorship from sort of up and down the eastern seaboard but also a little bit inland because not until you get to Cincinnati will anyone be able to see this same exhibition. Also, because we're the opening venue, that means that a lot of the press attention will be on Charlotte. So, the first time that these paintings are seen together, the first time for the grand opening of

the exhibition. We've been in discussion with cultural attachés for France, for Spain. We're hoping to have many dignitaries come to Charlotte for a real grand opening event suitable for this kind of special exhibition.

So, that's it. Those three cities in the entire globe will have this exhibition, right, and Charlotte is one of them. So, this really marks sort of the step to a next level for Charlotte when it comes to hosting this kind of exhibition. So, I mentioned that many of the paintings come from private collections and have rarely been seen by the public. This is the first time that these will be seen together as a group and we're anticipating roughly 100,000 plus visitors to the exhibition.

For the Charlotte venue, we decided that it would be a wonderful opportunity for us to at the same time celebrate an artist who is near and dear to Charlotte and that is Romare Bearden from Charlotte, Charlotte's native son. Probably Charlotte's most famous visual artist, certainly, and Bearden was influenced by Picasso. In fact, he traveled to Paris in 1950 in search of Picasso and as they both went through their careers, there are a lot of similarities between the two. What we're planning to do is have a second exhibition up at the same time that looks at those sorts of layering between what Romare Bearden was doing and what Pablo Picasso was doing.

So, this is an opportunity for us to show these 100,000-plus people who are coming to Charlotte, maybe for the very first time, to be exposed to an artist that Charlotte is so proud of in Romare Bearden. So, we're getting loans for that exhibition as well. They will be running concurrently so people will get to see both of those shows at the same time.

We wanted this exhibition, the Picasso Landscapes and Bearden Picasso to be more than just Mint Museum focused. We wanted to embrace as many arts and cultural organizations as we can. So, early on as the conversations were happening about being able to bring this exhibition, I started talking to a lot of the different cultural entities in Charlotte and in the region. We were able to get a lot of people to agree early on to be part of this, to make it really a community-wide event. So, the people whom I've spoken to who are ready to collaborate with us during this exhibition are the Charlotte Symphony, The Bechtler, The Gantt, Theater Charlotte, JazzArts Charlotte, the Charlotte Mecklenburg Library, Charlotte Ballet, CMS Schools and a group of local artists that we've talked to about a project that I'll speak to in a minute.

For example, with Theater Charlotte there is a play that they're going to perform which was written by the comedian Steve Martin, the Steve Martin with the arrow through his head, that Steve Martin. He wrote a play about Pablo Picasso and Theater Charlotte is going to perform that during the run of our show. JazzArts Charlotte, I'm working with them on, sort of what they might do with us. There are a lot of ideas percolating right now with Lonnie Davis because American jazz in Paris had a huge influence on the modern art movement. Picasso was greatly influenced by that, but also Romare Bearden wrote music, and he had a number of hit songs. JazzArts in Charlotte has performed some of those songs previously. They were recorded by Bradford Marsalis; there's a CD of those. So, we're looking at how we can incorporate all that together to create a really exciting multidisciplinary event for Charlotte for those spring months.

With the local artists, we had this idea to ask local artists to look at one of Picasso's most famous paintings, Guernica, and let me just say so that everybody gets this right. This painting Guernica is not coming to Charlotte. This is not in the show, but because this is maybe Picasso's most famous painting and a painting that represents an artist's reaction to oppression. So, if we think about the circumstances around this, this was painted by Picasso in 1937 during the Spanish Civil War, when the Spanish Nationalists were working to push out the people in the Basque region and called upon the Nazis and fascists Italy to bomb the town, the Basque town of Guernica, which they did. Picasso painted this work in response. So, what we thought would be really interesting is to have a group of contemporary artists sort of update this idea of what it means to be culturally oppressed or what it means to feel oppressed by another group. So, I know that the local artists, and I'll let Carla jump in here in a second, were really excited about creating this on walls in the city, a couple of different walls. Either walls that we build

that would be temporary or walls that get donated to the project where it can stay up long term. So, with that, I'm going to turn it over to Carla.

Carla Aaron Lopez, Artist said absolutely. Good afternoon, everyone. As a reminder, my name is Carla. Please know, do not call me Ms. Lopez, I'm very well aware that school will be closing soon.

Mayor Lyles said well Carla, can I say thank you for being a teacher?

Ms. Lopez said I greatly appreciate that.

Mayor Lyles said we greatly appreciate people that are willing to do very difficult work at this difficult time and so, thank you.

Ms. Lopez said alright, let's get into this. Here's exactly what I'm here for specifically today in front of you. There is great value in having an exhibition like this to come to Charlotte and it's going to hit on three different levels. Largely enough, Charlotte has not really seen this many Picassos in town ever. That's one very, very big thing. The art market is a very interesting place. We do not know who will pass through, we do not know who will see the value that we all see in Charlotte as they pass through, and there are a lot of people who will travel to Charlotte to see these Pablo Picasso paintings. Number one, it exes the fact that they have to go overseas to any European or Asian country within those museums to be able to see these works, and I thoroughly appreciate the fact that the Mint has localized this concept. Yes, Romare Bearden was heavily influenced by Pablo Picasso. I am a Charlotte native. Romare Bearden and the Mint Museum on Randolph was my first entry into the art world in order to grow up and become an artist. From that starting point, Bearden informed me about Picasso and that love for art stayed with me for my entire life.

Those school field trips from CMS stayed with me for my entire life to make such a very difficult adult decision because art-ing is not the easiest job. What I thoroughly value from the Mint at this point in time is the willingness to come out and collaborate with local artists here in Charlotte. There is great value within our local creatives. Many of them have very many different skills that once the question is placed on the table, how do you, the artist respond to Guernica today after a lifetime of events, what is the thing that you would produce?

My students respond to the art that they see in town. As of right now, art is outside. It's on the side of buildings, it's on walls, it's in places my family takes me to when I don't come to school today because I have a dental appointment. I cannot tell you about how many children run to me with pictures on their phones after I teach my street art unit. The city will come alive the same way the city comes alive to my students. There are many times we pass by things and don't notice them, but it's not until somebody activates within us whether it is an institution or an individual, it's not until someone activates us that this thing becomes very important. I do believe that more people need to know about the works of Romare Bearden. I do believe that institutions should push out and try to collaborate more with our local creatives, but what I have to state first is that in order for us to believe that those things can happen, it takes exhibitions like these. This is very large. I'm kind of excited for it. I hope it comes here because I've already told my principal, "Girl, next year we are going to go see Picasso." It's really because I can only relate to my own memories.

A lot of my students do not pass through any amount of museums even though we have opportunities within CMS for students to be able to go. A lot of these students have come of age in the middle of a pandemic and we're still rocking in the middle of a pandemic. Next year, I would really like to take my students to see something that they heard me talking about in the 7th grade, and in the 8th grade, we're going to go together and see the thing. The objects need to come up off the walls for the students, not something that's on a device. They need to get out of the building and come to spaces where, "Oh, this is what you do outside of school." Yes, absolutely, this is the other thing that I do besides be with you for 180 days. It matters a lot. They are not going to forget

why I left school early today, but they will remember in February when I do plan this field trip for my 8th grade students that this is what Ms. Lopez was talking about and now we get to go see the thing that she was a part of. I hope I clarified enough for everyone.

Mayor Lyles said I think you did a mighty fine job.

Mr. Herman said we're lucky to have Carla here. I can't say anything more than what she just said, so I'll just move on. Accessibility is extremely important for us, for the Mint Museum, and what the funding that we're receiving for this exhibition allows us to do is have one, a very minimal upcharge for the exhibition of \$10.00. K-12 will be free and that is partly to pick up those kids who we aren't going to be able to capture through the free school tours that we're doing in conjunction with CMS. We've been talking to CMS and there's been some turnover there, so we've been keeping in conversation with them and what they're able to do, but because of buses having to be back at schools at certain times, there aren't enough days and there aren't enough hours for us to get every CMS student here. So, we're really targeting those free tours, but what we wanted to do was make sure that every student could come in and see the exhibition for free. So, all K-12 will be free for the entire run of the show.

Then of course we'll have some scattered free days and evenings throughout the run of the exhibition so that we break down that barrier to admission and we're also offering free admission for CMS art teachers because they're, you know, as Carla was just saying, they're the ones who will be able to take that experience and process it and turn it into something really vibrant and exciting for those kids, not just for this year, but years to come. As Carla also mentioned, because these paintings are coming from so many locations it's rare, not just for the teachers but for our local artists, our local and regional artists. They don't have to travel to Madrid and Paris and Barcelona and Japan and New York and all of these places to see these paintings. We're bringing them all here and that's a rare opportunity. That concludes my presentation.

Councilmember Eiselt said Todd and Carla thank you so much for that presentation. I'm so excited about this. This hits on a number of levels and what we've talked about as a Council that we want to see our city funding support in terms of building our arts and cultural community. A, it puts us on the map as a major art city when this exhibition is here. It hits the point of bringing people to Charlotte, getting them to come here, heads in beds as we say, which is very important to us from an economic development and tourism standpoint, but more importantly, I think you've done a really great job of how do you take something that's a major exhibition like this that people are going to come from other places, but make sure that the local community benefits from it.

I just remember, I grew up in Milwaukee and getting on the train to go to Chicago to see a major art exhibition or even the Shedd Aquarium. It's just that that trip was so powerful as a child, and I have no doubt there will be kids that want to become artists or want to become art teachers or teachers after they've experienced this. I'm reminded of when Hamilton was first here, and we had 2,000 Title I students see Hamilton. I've seen it four times. That was the best show I've ever seen because those kids, they knew the curriculum, they knew the program, they were so into it, and a lot of those kids ended up getting spots in the traveling shows which was just amazing. So, I think this has endless possibilities for our local community of artists for our school children, and for all of us and I'm really excited about it. Thank you.

Ms. Lopez said yes, Justin Pierce is the visual arts specialist for CMS. He's new to the position but he is seriously, actively looking for more ways for students to experience the arts in Charlotte based on what we have in CMS schools. I do believe a few things. The school funding opportunities from the Arts and Science Council that many teachers across the CMS take advantage of yearly, it was on pause just for the pandemic for reasons we all can understand why. It came back a little too late this year for teachers to fully be able to take advantage of it, but what I anticipate is that next year when the school funding opportunities open up earlier, more arts teachers or anyone who is the as-car-rep for that school within CMS, will take advantage to get the students to the museums.

Councilmember Bokhari said thanks. In addition to all of those things which are excellent points, I think there's a really exciting economic development opportunity here and it reminds me again, he happened to be in the room when we started talking years ago with Fred Whitfield about the opportunity to leverage the Hornets in the international markets with Paris in France with the trip. What a lot of people don't realize, that don't recruit regularly in the international particularly European markets, a lot of people still don't know where Charlotte is. If you can imagine that. So, whether it was the Hornets and they know what the NBA (National Basketball Association) is and the team was traveling there, or in this case Picasso, I think it presents a big opportunity, and if we learn from the lessons that we went through that last iteration, which again picked up from quick lessons in the iteration before that when it was thrown together at the last minute when we have time to plan, we really can do something special.

So, Mr. Manager, I'd encourage you to ask Ms. Dodson and the entire team to put a really targeted international recruitment economic development strategy together. Just anecdotally, I know if you look at that Spain market, there are nine tech unicorns that are in that market. Again, we have a unicorn here in avid exchange and several others. Barcelona is very similar from a fin-tech perspective to the dynamics and growth of what Charlotte is right now. It wouldn't be like going and banging down the door at London or Berlin or a couple of these more established places. It would be like knocking on a similar door as ours who would jump at the opportunity to again, come and see something that has such from a country's perspective, relevance to their history, while we can be spearfishing again for opportunities to have talent partners, to have innovation and U.S. (United States) expansion. So, if it was me, I'd be all over this and I'm glad to help.

Councilmember Winston said I do think this is great. When I was in high school, I was able to spend a summer in Madrid. I was able to spend a day at the Museo Reina Sofia. I got a chance to see Guernica up close and personal with my own eyes and it was even more incredible than looking at it in a textbook. You don't even get the size and scale of such a work of art. When you get in front of it, you really do see why it's so great and see why it was so telling of the social impact of that bombing, that conflict, and that struggle. So, there is nothing like spending time with a piece of art from an individual, especially as a young person.

At that time, I was also able to walk through the galleries of Dali and really get to know his work and it just reminds me as it was presented, the co-exhibition with Romare Bearden, how important it is for cities, for states, for countries to have their artists represented in their halls. I definitely am very supportive of this investment. I'd like to find a way that we can have a bigger conversation.

Hopefully, this can spark a bigger conversation and movement to bring our local artists from back in history to the present day, and make sure that their art is displayed in our halls. So, I think of why should Charlotte not be the place that you come to see Romare Bearden. How do we get some of the photography of people like Rosa Lee [inaudible] here in our halls? It will bring yes, the economic development, but I think it will bring the needed perspective of so many, not just young people, but of our citizens about what is inspirational about our city and our region. It will also continue to ground us in our history as our city and our region continues to grow. So, I'd love to have that conversation offline, maybe as we progress in this investment, and hopefully like I said, it could spark new approaches to the visual arts in Charlotte. Great job. Thank you.

Councilmember Phipps said I recall in 2005 when I was on Council back then that we did the cultural campus and bought the Andreas Bechtler and the Bechtler Museum to Charlotte, and I think we got that Uptown campus of the Mint was part of that also. So, is this exhibition scheduled to be exclusively at the Uptown Mint Museum?

Mr. Herman said yes it is. So, it will be at the Uptown location.

Mr. Phipps said now also that the \$10.00 fee, is that going to be the entry fee for everyone?

Mr. Herman said it's an upcharge of \$10,000 for the Picasso exhibition. So, there's currently an entry fee to the museum itself of \$15.00. So, all in, the most a ticket would be is \$25.00 but there will be free nights, there will be discounts for military, for senior citizens, obviously K-12 get in for free. There will be reduced evenings, so there will be opportunities that we'll make people aware of where we can eliminate those barriers.

Mr. Phipps said great, I'm looking forward to it. I'm excited already. Thanks.

Mr. Herman said good.

Councilmember Ajmera said I'm very excited and I'm looking forward to attending this exhibit. I remember last year when we had a Van Gogh exhibit. I met a couple of tourists who just came to Charlotte to see Van Gogh and we need to attract these kinds of exhibits to bring tourism, but then also provide opportunities to our local residents so we don't have to travel to see some of these rare works and obviously highlighting our local talent. So, it's a great perspective we received today from Carla and how this is going to also contribute greatly to our young people. So, I'm really excited about that and I'm looking forward to attending this. Thank you.

Ms. Lopez said I started thinking about what you guys were saying in terms of economic development. Here's what I've learned in one year of coming out onto Charlotte's art scene and why I have been blessed with the opportunity to speak beside Todd Herman today. What I've come to learn is that we have so many transplants coming to live in Charlotte because Charlotte is a wonderful place to raise a family. I felt that in my childhood, I feel it as an adult. Risks like these I promise you will play into our favor. I've been keeping track of the art world and art industry as an individual artist for 16 years. For 16 years there are a lot of arts organizations that haven't truly paid attention to cities and towns in North Carolina.

What I can tell you is that with wise choices such as this Picasso exhibition, this will put us hopefully in the future time, in a position to be another city. To be known as Charlotte, to be known for the arts because as of right now, in the art world, there's Atlanta and there's D.C., and there's nothing in between. I work hard and will continue to do so to get local creatives to understand how many levels of art that there is. I will continue to work hard to put Charlotte on the map as a town of creativity. My family's here, my child is here and when we agree to opportunities like this, it works in our favor in so many different ways because my end goal is to continue contributing to the sustainability of our arts community. Thank you.

Mayor Lyles said the way that you frame that is exactly what I think you heard, the support around this dais expressed for this community. We've sometimes been up and sometimes down, but I think that when we make these types of opportunities happen, we're definitely telling people we're moving in the direction up. So, thank you both very much for the presentation.

Mr. Phipps said I just wanted to emphasize something that I think was critically important that Mr. Bokhari mentioned about the international economic development strategy. In Charlotte, we have so many foreign dignitaries coming to Charlotte all the time, ambassadors, and this would be a great opportunity for them. Now I might have missed it, but how long will the exhibit be with us?

Ms. Lopez said the exhibit is going to be in the Mint Museum from February 11 to May, correct?

Mr. Herman said May 21.

Ms. Lopez said May 21.

Mr. Phipps said great, so that's a good span of time and I know that we'll have some of those foreign dignitaries to visit that. That would be an event for them to visit while they are visiting the city. Thanks.

Ms. Lopez said thank you.

Mayor Lyles said thank you. So, thank you both for giving us such vision and energy for what's going to happen in this wonderful time period that we're going to be able to shine our own artists as well as 50 years older after loss, fabulous European artists. So, thank you very much for this.

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ITEM NO. 2: COUNCIL COMMITTEE REPORT OUTS AND WORK PLAN UPDATES

Mayor Lyles said the next item that we have are our Council Committee Report Outs and I want to encourage you. We're going to start off with our Economic Development Committee which met for three hours today, to have the opportunity for what the Council asked for, the questions surrounding the issues of what we are going to do in terms of working with the Charlotte Hornets and our arena and what the future can look like. I just want to point out that I think what we have are two opportunities here. One, we have to consider by the end of the month, or June 13, the agreement that we have to continue to have the Hornets for the next 15 years, expansion of the time that they would stay in the arena with arena repairs that we are required contractually to do, as well as those that we think we would do and fulfill the other important parts of keeping our arena the kind of place that we can attract really good talent and have a team and an arena that we're both proud of.

The second part of what the committee talked about today was perhaps what is the future like for sports. We have engaged a number of people not just in this community, but in that arena of sports and entertainment along with our Economic Development team to present something. So, with that, I'm going to turn it over knowing that Mr. Graham conducted the meeting today. It was a very exciting meeting in a lot of ways because it showed us what the future looks like when we talk about this industry. So, Mr. Graham, I'll turn it over to you for your report out.

Economic Development Committee Update

Councilmember Graham said thank you, Madam Mayor and members of the City Council. I think you used the right word in terms of excitement. I left the meeting today very excited about the future of our local NBA team and that partnership with the city of Charlotte. Let me just remind everyone again. As we discussed the Spectrum Arena update renovations, \$173 million we're contractually obligated to do so. Let me say that again. We're contractually obligated to do it. I think that kind of puts the whole plan, the whole \$275 million plan into perspective because this is our building, and the investment that we're making is an investment in ourselves. Also, it helps retain our NBA franchise to the year 2045 and at least an update.

We had a really, really good meeting today. I thought that the purpose of the meeting was one to ensure that we got all the Council's questions answered that they posed last week, to do a deep dive in the proposal itself, to hear from a number of consultants, from the city, the Hornets that was working with us, our staff and I think we accomplished a lot. Let me first thank our internal staff. Tracy Dodson and John Lewis, Phil Reiger, Jason Schneider, and Teresa Smith, representing the Manager's Office, Charlotte Transit, General Service, Communications and Marketing, and Finance, who really provided the response to many of the questions that the Council Members had asked. We had participation at the meeting today from those who are members of our committee. Our Vice Chairman, Ed Driggs, Dimple Ajmera, Greg Phipps, and Councilmember Watlington. As well as a number of members of the Council who are not members joined us to hear the presentation, to ask their specific questions, and to ask follow-up questions.

On tomorrow, the staff will send each and every Council Member a written description outlining of all the questions that were asked and answers. All the questions that were asked last week by members of the Council were answered today. There were

additional follow-up questions the staff will be working on as well. The staff did a really, really good job in terms of really helping kind of peel the onion back and making sure that we all understood where we were headed. I also wanted to thank David Ambroz with Inner City Sports, Dan Barrett with CAA ICON, Jeff Marks with Innovative Partnership Group, Tom Murray with the Visitors Authority, and Steve Patterson with Pro Sports Consulting. All those consultants were with us today here in the building, one, virtually. They provided a lot of insight in terms of their areas of expertise in helping the staff answer those questions and providing broader insight in terms of what we needed to know.

We focused on six areas today and those areas were grouped based on the questions that we got from you, the Council and we answered them that way. The first was sponsorship opportunities and revenue. Getting a better understanding of how this works and they were provided examples to the committee as well as the Council Members there. So, we had a great presentation there, understanding how all that works, and what it means for the future of the district. Obviously, it's a vision that we're working towards. I buy into the vision. There are some unknowns, for example, the Epicenter doesn't go back on the market until next month, July. Certainly, we outline and envision a starting point with Spectrum Arena being at the heart of it, and the transfer center being a part of it. We pivoted specifically to the Charlotte Transportation Center, CTC, and got again, a deeper dive into that. CATS (Charlotte Area Transit Center) was available at the meeting as well and really went through it line item by line item as best as they could today, explaining how that would work, going into specifics about the design of the facility, and how the Hornets play into that design. More importantly, really acknowledging that notwithstanding the fact that it's a Performance Center or a practice facility for the Hornets, but first and foremost it's our transportation hub, and making sure that we clearly understand what it does, how it works, how people get around, where would people go when it's closed for construction, etc.

Obviously, the staff will come back later with more information about the transfer center itself. I was one that raised a number of questions in reference to that and I left the meeting being very satisfied with the response I got from the staff.

We also talked about the community use, and we examined the preexisting operating agreement. Tom Murray outlined the language of that agreement. We talked about special events, and days that the city has usage of the facility. I believe in the partnership that we have with the Hornets is a good one. People can agree that they disagree, but I am all in, in reference to that Management Agreement that we have with the Hornets, our ability to utilize the facility for events that make sense for the City of Charlotte, and how it impacts our economics locally. So, I was satisfied there with the responses we got from the staff and Mr. Murray in reference to that.

We also talked about the funding and the affordability, how the Hospitality and the Tourist Fund was impacted, affordability and the fund impact. The staff once again did a great job of outlining where the money is coming from, and how this project will impact other projects we may have down the road. Again, speaking for myself, I left very satisfied that the staff has done its due diligence. Mr. Driggs, rightly so, asked for more comprehensive information in terms of the projects that we may or may not have coming on deck, so we can know where the money is coming from to do some of the other projects that may be coming our way. The staff did a good job again today analyzing the affordability of the project, where the funds were coming from, where other funds could be utilized for other projects, and if and when they should come around our dais. Obviously, there are more questions to be answered, but again I think I left as a chairman very satisfied that we were headed in the right direction in terms of the financing of this particular project. Obviously, we'll work with the staff to get more information that has been posed by Mr. Driggs and others about how we move forward there.

We also talked about small business and minority goals. As someone who has done this work in a previous life for almost 15 years, I served as vice president for minority business development for Bank of America and led a nonprofit for 10 years dealing with

minority and supplier diversity, I felt very good about the responses we got from our staff. We talked a little bit about the performance of MWBE (Minority and Women Business Enterprise) goals and other city projects, the Spectrum Center itself, and the Convention Center, other city projects. I think we felt really good that as we move forward, and contracts are developed working with our staff that we'll have the appropriate goals in place to ensure that minority participation is top of mind. It is also top of mind based on the comments we received from the Hornets representatives themselves. I think the work we've done in the past demonstrates that we can hit a good number when it's carefully executed and we stand ready to work with the minority business community to ensure that as we move forward to build and reconstruct the Spectrum Center itself, establishing new relationships with the transit center, that minority participation will be top of mind and that we can achieve a goal that makes sense for the community without sacrificing any quality that those buildings will require in terms of outfitting. I left feeling that that box was checked as well.

Lastly, we talked about trying to make sure that the community is aware of what we're doing, why we're doing it, when we're doing it, and to what extent we're doing it. The Communication Department has done a great job in terms of outreach. There are a number of social media postings and communications to ensure that we're getting the word out to the residents about this particular project. I think the committee meeting today, all two hours and a half of them, really gave the public an opportunity to hear Council Member's questions and the answers themselves. So, it provided a deep dive I think for the public as it relates to what we're doing, why we're doing it, and when we're doing it. So, in all Council, we've done exactly what you instructed us to do. That we focus on sponsorships and opportunities, the Charlotte Transit Center, community usage, funding and affordability, small business and minority goals, and community feedback, and work with a number of individuals to get those questions answered.

Lastly, I want to thank the Mayor herself who sat in with our meeting and took notes, and made sure that we stayed within the middle of the road and we did. Like I said from the beginning, I left very excited not only about what we're about to do, hopefully to support the NBA team here. Hopefully a couple of years once it's done, even before it's done that we can have a ticker tape parade that marches down in front of the building, right when we're celebrating a championship. So, I think that notwithstanding the fact that there are a number of I's and T's that need to be crossed between now and next Monday, that we stand ready to kind of turn this back over to the Council for the Council's consideration and support.

Lastly, I'll end the way I started, just reminding everyone of a \$173 million we're contractually obligated to do. The other sweetener allows the team to remain in that building until 2045 for a 15-year lease extension in Spectrum Arena, notwithstanding basketball, concerts, and a number of community events that generate close to \$376 million a year for our community. The arena itself serves as our community's living room where we all come together as a community for a wide variety of events outside of basketball and it's our building, it's our investment. We're contractually obligated to do most of it. I think that the Council and the committee has fulfilled its charge.

Lastly, as I said from the start, each Council Member will be getting a written correspondence tomorrow with the questions that you asked and their corresponding response from the staff and the consultants who were there to help us walk through it today. Madam Mayor that's the report.

Mayor Lyles said I think you did a really good report on the actual conversations and dialogue and the expectations that people talked about. So, I'm really glad. Alright, so I would like to separate these two topics and I'd like to have Tracy come up. First, I would like to go around the room and have your comments and suggestions on the first item which is the extension of the Hornets contract with the city of Charlotte for the arena. So, that is the reference that the committee made to the contractual obligations and the commitment that we're making to keep the arena and the Hornets here. Tracy will be here, so let's start out. Ms. Watlington, we'll start with you and come around. Comments on the existing extension of the lease.

Marcus Jones, City Manager said Mayor, I think it may be helpful if Tracy could frame what would be coming before the Council first.

Mayor Lyles said okay, that's a great point. Of course, that is absolutely a great idea.

Tracy Dodson, Assistant City Manager said I'm going to wing it a little bit, but I'll also tell you we'll frame this tomorrow as one of the questions that we report out. What we would like to do is bring forward for a vote next week, what I'm going to consider the Spectrum Center Hornets deal. So, it is for the contractually obligated, it is for the additional arena improvements and then it is for the practice facility. All of those pieces included together get us to the 15-year extension. So, the Council Action would be like it is a lot of times when we do this which is to allow the City Manager to negotiate the contracts under these basic deal terms and we'll frame out a lot of what you've seen in front of you last week and this week. That does not mean that we are done by any means. We'll be back several times before we take anything to the LGC, Finance will be back with Council actions related to that \$215 million for example, before we finalize any naming rights or anything like that. We would be back to you on that piece of it and as I mentioned several times today, we'll be back to you on the CTC (Charlotte Transit Center) project later this summer.

Mayor Lyles said okay, you've heard Ms. Dodson's explanation of the action item for the arena deal, the contract extension.

Councilmember Watlington said so, I had the pleasure of attending the first two hours of the ED (Economic Development) meeting today and was pleasantly surprised with a lot of the things I learned. As I mentioned there, I think this is a great opportunity. I'm particularly interested, as I know several of my colleagues are with what is the overall vision because that is the critical piece. What is it that we're buying into and how does that dictate or give us a guiding light or a north star for who we choose to partner with when it comes to the naming rights and how we brand this space as a whole? I'm particularly interested in the minority participation but also the grassroots and the smaller local businesses and community organizations and how they'll be able to be a part of this initiative. I was very pleased to see the tiered approach. I'd love to see another tier even under some of the ones that we heard today where folks can come in and use some flex space. We can even activate that space for when there's not a special event going on, or there are no games happening because we know that throughout the year there's more times where we don't have a game going on than when we do.

So, to the extent that we can really create a cultural center there, then it's specific to Charlotte and that people can be a part of who would not otherwise be a part of a deal this size, that would be fantastic. So, I'll look forward to seeing those kinds of things get hashed out. I'm aware that that's not necessarily going to happen to the level of detail that we would love to see by the time this vote comes forward, but I would like to see a good-faith effort to flesh that out so that we can give some direction when we get into the details. I've asked before if are we able to go and see what we delivered versus what we've asked for when it comes to minority participation and other community benefits. I would like to see a stronger plan for how we intend to track that with this going forward.

So those are my comments, but I'm excited about the work as it relates to this specific deal. I know the CTC is another matter, so I'll reserve my comments on that for later on, but thanks.

Mayor Lyles said I want to make sure that I can get this right. So, Ms. Dodson, I think what we're talking about is the contract extension. Ms. Watlington was addressing those issues that were raised that would go into the district and beyond for further discussion. I think that everyone has an opportunity to state that and get their interest out so that we can make sure that everybody has been heard and what's important as we go to the next step. I appreciate the way that you framed that.

Ms. Watlington said so I want to make sure based on what I just heard that I'm understanding the option correctly. This \$60 million for the performance enhancement piece is part of the condition for the 15-year extension, correct? Okay, got it.

Mayor Lyles said yes.

Councilmember Johnson said while I didn't have the pleasure of watching the entire three-hour meeting there might be members of the public that did not either, so I know that you're going to send the answers to us. How will members of the public hear the answers or how will this information be communicated specifically? My question last week was regarding an increase for the MWSBE (Minority, Women, Small Business Enterprise) goals. So, I know that you all talked about that, how will that be communicated? Is there a goal for increased percentages?

Tracy Dodson, Assistant City Manager said that Steve and Phil talked today about City Policy and where we were with City Policy related to the MWSB goals and I think that will continue to evolve. We can post all the responses that we give to you all on the website and we have, as we talked about today, we're really trying to push the website out for comments. I was just in the back talking to Jason where we said, "Okay, how do we even respond to the comments that we're getting from the public," and so that's part of what we were talking about of getting the information back out. It's one of the benefits of the website and being able to do that and respond in real-time. So, whatever we give you tomorrow, we will also post on the website.

Ms. Johnson said will this item go before the public for a hearing before our vote?

Ms. Dodson said there is a public comment period next week as a part of the meeting that would be before your vote. So, there is an opportunity if the public wants to sign up, that they can speak at next week's meeting.

Ms. Johnson said okay. So, just to clarify, the goal, you'll give us the answer tomorrow as far as if there is going to be an increased requirement or request?

Ms. Dodson said yes, I will give you that answer. We can talk offline if you'd like to talk more detail with Phil, Steve, and I, just kind of how we got to where we are and where we're going from here.

Ms. Johnson said okay. It's not just for me, it's for the public to hear that information.

Ms. Dodson said yes.

Ms. Johnson said thank you.

Councilmember Eiselt said I appreciated the conversation today, Mr. Chair. I thought you did a good job. I think it brought up a lot of questions that helped me sort out maybe what we're not really ready to talk about. I feel like that was more the focus and not so much on the Hornets which I think we all agree is a great economic development boost in our community and we're supportive of them. So hopefully we can get some of the other questions answered. Thank you.

Councilmember Egleston said I think we pretty well covered it in the three-hour committee meeting earlier, so I won't subject everybody to listen to us repeat it all but will look forward to the answers we'll get tomorrow.

Councilmember Bokhari said for me it's the same thing that we talked about before and the purpose of today's meeting other than us getting more in the weeds of things that probably we just don't have answers for yet that we know are to do's in the future. It was really about the community having an opportunity to hear about a lot of the things that we've been brought along, but because it was a deal that was very sensitive in nature, had been working along with small groups of people. So, I still have the same concern which isn't really do we love the Hornets and are we contractually obligated for

this, it's what does the community think about all of this stuff. We can say we're contractually obligated to a large amount of money because of contract language and things that were handed to us long, long ago, but there's still a negotiated deal that has been negotiated artfully to this date that has additional discretionary money that we're going to spend there.

I think it's not minimal and there's a lot of priorities so there's probably a lot of people that pay taxes in the city that are fans that would want to weigh in, but more importantly to me, there's probably a boatload of hospitality and tourism employees that the Hospitality and Tourism Fund that funds all this, it sits on their back. It's an investment into their future to make sure we're continuing there. I'm not saying at all this isn't a good or bad deal, I'm just saying I'm just nervous that here we are at rocket speed from last week going into next week where people can sign up on the same meeting we vote. I understand this is how it is, but I would just feel a lot more comfortable if I had some reason to believe we didn't vote on this thinking everyone was cool with it and then all of a sudden that's when people start paying attention and voicing how they feel just because of the nature of how long this has been in the public's eye.

So, I guess just take that as it is and see if someone can figure out how to solicit more of that feedback, particularly from the hospitality and tourism industry prior to us sitting there having to make a decision on the fly in the same room that we're going to be hearing really public feedback for the first time on this.

Councilmember Winston said yes, so again I said a lot, but this continues to be a very strange situation for me. For the past 18 years, one of my part-time jobs has been to produce the in-house production for the Charlotte Hornets, the Bobcats, the Sting, and other events that come through the arena. So, if I was just making the decision and analyzing it on that behalf, this would be an easy decision. For the past five years in my other part-time job, the primary responsibility has been to be a good steward of taxpayer dollars and this deal and this question and this spend really calls in a lot of conflicts to me in terms of being that good steward.

I have two issues here with what I heard and what I saw throughout this process as we became privy to it late fall. As I listened to the meeting last week and as I participated in the meeting today; what I heard from my colleagues and what I've heard from our staff is that past Councils really negotiated a bad deal for taxpayers when we built this arena. A big part of this spend, for instance, adding more doors to a building that didn't consider the security measures that would be needed to fill the arena is something that we're paying a premium on right now. I heard just about every colleague last week comment on how bad of a deal this contract has been, ownership, and that contractual obligation to keep it to the top 50 percent of NBA arenas. I've heard nothing today and since last week that shows how the negotiated deal that is on the table creates a better deal for taxpayers moving forward. It in fact seems to solidify and really harden the idea that taxpayers will have to invest disproportionately in the capital investment of this arena and any future arena that will be necessary to keep an NBA franchise in Charlotte.

Again, my colleagues talked about how past Councils put us right now in a tough hard situation, and I agree with that, and I feel like the deal that is on the table is going to put future Councils in even tougher situations when they have to negotiate new deals.

My second issue that I have with what is on the table right now is with the way we are going as an organization, separate and apart from just the way our partners are approaching this. We're being asked to spend around \$300 million without a larger plan or direction of how this fits into the other spends that we will have coming down the line, whether it be with Discovery Place, other entertainment districts in Third Ward, the future of the Panthers, the Convention Center, Bojangles. I know that there are many different funds. All of these things work together, and we don't really have a plan. I felt like this was put on us rather abruptly even though negotiations have been happening for three years. We have known about this as a Council for about six months and have only been able to talk about it publicly for a much smaller time period than that. So, this

feels like a very transactional relationship and not a truly intentional partnership and I find that disappointing. This is going to weigh heavily on me as I consider the decisions that we have to make over this next week. Thank you.

Councilmember Phipps said I look forward to the responses coming next week based on our discussions today. Really, we have two choices. We have two pathways. One was like no extension, just paying invoices as they come through by the Hornets and the other one was a more broad-based opportunity to keep the Hornets here another 15 years with the Performance Center and things. So, I really do think that this particular deal that we got before us is better than what we had before. So, to agonize over what was, it serves no purpose to me in my mind. It either comes down to if we want to have the Hornets here or not. I mean, people have choices. As far as the community is concerned, I was here when the Hornets were here. The Hornets left; it was a big void here in the community. The Bobcats came in; they left. We finally got the Hornets back. Everybody was glad, and I've got the feeling right now that the community loves the Hornets being here. So, I don't know. We can agonize over the paralysis of analysis, all of this, but it just comes down to what is it that we want to do. Do we want to go forth with this plan or do we want to hem and haw or whatever? Granted there are questions that need to be answered, and things straightened out, but at the end of the day, what would we do in this instance? I think the plausible choice for us is to go for this option two and make it work. Iron out plans as we can see them and just try to make the best deal for the community, fans, for everyone. I still can't understand, this is the third meeting that I've attended right now, and I still haven't gotten an answer to my question.

Ms. Dodson said I have the answer.

Mr. Phipps said okay, good because I want to know what that split breakdown is. I know it's probably predominantly the Hornets, but I still want to know that breakdown. I would be interested in that.

Ms. Dodson said so we'll give it to you in more detail. I just wanted you to know that we found the answer today while we were going through the Economic Impact Study, but Councilmember Phipps' question was of the Economic Impact, the \$376 million, how much of that is really attributed to the Hornets versus ancillary and other. The answer is about 70 percent of that is attributed directly to the Hornets.

Mr. Phipps said right. So, you can see that the whole impetus and focus of these naming rights and all these things we want to do, without the Hornets there, you just wouldn't get that. I don't know if the Spectrum Center with Frankie, Beverly, and Maze and all that coming, would be given the naming rights to, alright. So, we got to be practical. The center just can't stand on its own even though it gives us a lot of venues that people enjoy in the region. So that's all I have to say.

Councilmember Driggs said I thought it was a very productive meeting today and we are much closer now to knowing all the things that Council should know before making a commitment like that than we were before, and I'm grateful for that. I think we do agree that the Hornets are a valuable community asset and that therefore is the reason for us to invest and to want to keep the team here and do what it takes to keep them here. The Chair referred to a couple of issues I raised and I'm looking forward to hearing more about that. The \$60 million commitment that we're making for the Performance Center is not supported by any assurance or guarantee of proceeds from naming rights sales because we don't have those contracts in place. That to me just as a risk management guy is a gap that concerns me.

Also, the interdependence of the plan for the Transportation Center and the commitment that we're making to the Hornets. These are presented as two related projects. The fact is that the Performance Center which is part of our Hornets deal is tied to the Transportation Center. I think as a general observation, there are a bunch of things we should have done before we got to this point. I think that's reflected in the questions that are being raised about our policy choices and so on, but the fact is that here we are. So, we need to decide what is our best course of action going forward. I

think there's also a consensus that we want to do a deal with the Hornets and that those terms are okay. The real question for us is whether those are good terms or not.

So, we want to make sure for the benefit of our constituents that we're getting a deal that's competitive with deals that are done in other cities and that properly reflects the value of the team to the city. I think some of the questions relate to that, but once again, there's a deal on the table now and we have arrived at a point where we're yes or no. I will note that from a public perspective, the fact that we are dealing with a \$173 million hole that we got into without knowing we were getting into it doesn't reflect well on us. We can point to people in the past and we can say, "Hey they wasn't me," but if I were just looking at this as a member of the public and I heard that we had managed to get ourselves into a position where we had an inescapable liability for \$173 million, I'd be a little upset. I think that if we have a challenge to Mr. Bokhari's point with public opinion, part of it is going to be about that. This is not exactly analogous to the Cross Charlotte Trail, but it has a feel of that about it.

I think that we should not sort of sail through this and minimize the fact that there are going to be people who are probably upset that we are now having to commit these funds to an obligation that we should've known about. It's been there at least for four years from what we were told, and in fact, it's been accruing over the last 10 years. So, we need to be accountable for that. I think my bottom line is that we should do the deal with the Hornets. I want to keep the team here. I just think that we have a little more work to do and make sure that we present this thing properly to the public and that we cover our exposures and make sure that we have a good deal for the city. Thank you.

Councilmember Ajmera said some of my questions were addressed earlier at our committee meeting. Ms. Chairman did a great job with covering all the concerns and all the topics that were raised as part of our full Council discussion a few weeks ago. Specifically, I just want to highlight the Transportation Center and the questions around whether it's going to be underground or above ground. So, our commitment here, I just want to make sure that I clarify that, our commitment to Hornets about having a Performance Center whether we decide to move forward underground or above ground, that is mutually exclusive. Is that correct Ms. Dodson?

Ms. Dodson said yes, that's correct. The CTC project discussion is a completely different discussion.

Ms. Ajmera said I just want to make sure that as the public is hearing this, they are aware of this because I have seen some social media feedback on our CTC. Specifically, people would like to see that above ground, but that's a topic for future discussion. Also, my concerns around community use including recruiting the CIAA (Central Intercollegiate Athletic Association) back to our city were addressed. I appreciate that and also, and I appreciate the leadership of Mr. Murray at the CRVA (Charlotte Regional Visitors Authority) like my colleagues, I have also concerns about contractual obligations; however, we must recognize the value that the Hornets provide to our city. They are an asset to our community, and we have to make the best decision moving forward to keep the team here. As I was going through the presentation materials after the committee meeting, I looked at the community feedback received to date and overall, it's been very positive. Yes, I understand that we have some that are not on board but overall, the feedback has been very positive. So, Ms. Dodson, for those who did not attend our committee meeting, could you just share the overall yes, no, and maybe percentage so the full Council is aware of the community feedback received to date?

Ms. Dodson said so, Councilmember Ajmera, I do not have that in front of me. However, you did get to one of my closing remarks that I wanted to make which was overall the comments have been more largely positive, but I want to make sure that you all have the visibility of all of the comments. So, as we send stuff out tomorrow, we will send you all of the comments as well on that. I don't know the exact percentage. I'm going to call it around that 60 percent if I'm going back to the pie chart that was used to today that

have been supportive of the project. Again, we want you to see all of the comments that have come forward with that.

In addition to that, just while I'm talking about the public comments, we have been working with all of our partners across the city that we think this subject matter fits into. So, CRVA, Tom, and his team sent the website out trying to generate more comments back. We worked with City Center Partners, we worked with the Alliance. We've tried to touch as many people as we possibly can in getting this out to ask for comments back. Not specific comments but ask for any comments back about how the public feels about this deal.

Ms. Ajmera said yes, and I think that just gives us an insight into how the community feels about the Hornets. I know I have seen Facebook ads for getting community feedback throughout this process. So, I think it's been great to see that overall the community values the Hornets and this proposal. Obviously how we go about it, and how much that all will continue to be a part of the discussion at least addressing some of the concerns and questions around the funding and what is potentially that could come up from our Tourism Fund and how we need to manage that. That is something that I would be looking forward to hearing more about. Thank you so much.

Mayor Lyles said alright, so every Council Member has had a chance to provide their perspective and Ms. Dodson has said that she will have the detailed responses out to the Council and the community on the website. All of you have a very strong social media presence. So, you can also take those questionnaires and push them out beyond what we have already on our website. With that, I believe that we'll accept this as the Economic Development Committee's report and move to the next section.

Mr. Phipps said I have one more comment. I want to make sure. I think it would be a mistake for us to infer or in any way give reason to the public to presume that within this deal that we are somehow going to be able to attract the CIAA back to Charlotte. I think that's something that's really not all in our control. I think the CIAA has really spoken in terms of their agreement last week to extend their contract with Baltimore. I'm also struck by the fact that it was a unanimous decision by all of the member schools to do that.

So, I don't know. I know we want it and I support the CIAA. We want it bad, but I think other schools and other cities look at this economic impact and they probably want a piece of it too. So, for us to try to infer that we want it to make it an anchor tenant here in Charlotte to perpetuity, I don't know that that is something that we could do. They were here for 15 years, and I got the impression from the comments that the Commissioner made that they were glad to be getting out of Charlotte at the end of this period that we just went through. So, I think we need to be careful not to give the impression that this deal would somehow solidify our chances of getting the CIAA back in town any time soon.

Mayor Lyles said okay, thank you for your comments, Mr. Phipps. You just jumped into a real debate here. So, with that, we are going to move on to our next committee.

Mr. Graham said I just wanted to ask the Council to read the Economic Development Report. There was a lot of conversation about international recruitment, and international development. We did have the International Cabinet at our last meeting. There were some follow-up items. So, I just wanted to make sure that the Council didn't overlook that in the report. Thank you.

Mayor Lyles said thank you, Mr. Graham. That is really important that we do that.

Ms. Johnson said I just have two more questions. Is it possible that we can get a copy of the event calendar for the events that are scheduled at the Spectrum Center for 2022 and 2023?

Fred Whitfield, Chief Operating Officer of the National Basketball Association said I wouldn't say out to 2023. A lot of these bookings are fluid.

Ms. Johnson said okay. I mean like a current calendar with a schedule.

Mayor Lyles said so for this year and what's going to happen the remainder of this year and next?

Ms. Johnson said yes.

Mr. Whitfield said yes and our fiscal year ends in September and we'll be north of a hundred-plus events. We're holding on the calendar for 2023 because there's a big slot for renovations. So, a lot of this is contingent on how quickly we can get to architects and have drawings done. We've vowed that we're going to do everything that we can to keep our building active even during the renovations. So, believe me, our goal is to get to 150 to 160 events a year. We aren't satisfied at a hundred-plus. We want that building to be active every night we can.

Ms. Johnson said okay so then we'll just get a calendar of the upcoming events.

Mr. Whitfield said we'll get the calendar up.

Ms. Johnson said okay. Thank you.

Mr. Whitfield said we have ongoing conversations as we speak about additional concerts and family shows that hit every demographic.

Ms. Johnson said thank you. My next question is for the Mayor. I just want to make sure of the process. We're able to have a public hearing and then vote on the item on the same night? I thought that there needed to be a week in between.

Mayor Lyles said whenever there's an item on the agenda, the public can sign up to speak. Pre-COVID, for some of the folks that weren't here before, we have had as many as 125 speakers speak on an agenda item.

Ms. Johnson said and then voted the same day?

Mayor Lyles said then vote on the same night.

Ms. Johnson said okay.

Mayor Lyles said so we have done it, and it's just because of COVID we haven't.

Ms. Johnson said okay.

Mayor Lyles said so yes as long as it's on the agenda, you can sign up to speak and we usually do two to three minutes, so we'll be good.

Ms. Johnson said thank you.

Mayor Lyles said alright, thank you, everyone.

Mr. Winston said yes, so again, in relation to this plan, Mr. Whitfield just commented that the goal is to get to 150 or 160 events which would be a 50 percent increase in events that occur now. However, in the conversation that we had with his team's representatives today and the consultants, we were told that was actually not the case. That the investments we're being asked to make would be to basically maintain the status quo of the level of use of the arena and that these investments if they were not to happen, would not be able to keep that level. So again, I would like some type of plan, some type of expectation. Something that we can reference besides rhetoric as we

make this decision because the Hornets representatives just contradicted themselves pretty starkly.

Mayor Lyles said I think we need to go back and look at the record and see

Ms. Eiselt said I don't think I heard that.

Mayor Lyles said I don't know that everyone heard it and framed it the way that you did.

Mr. Whitfield said exactly.

Mayor Lyles said we'll come back with the record from that. So, with that, we do have four other committees as well as an agenda item and a closed session tonight. So, with that, we're done with our Economic Development Committee, and we will now go to our Triple E Committee.

Environment, Engagement, and Equity Committee Update

Ms. Ajmera said so, the Triple E Committee has made great progress over the first quarter tackling very important initiatives. So, I'll break it down in three categories. One is the areas of the environment. We were provided an update on the SEAP (Strategic Energy Action Plan) and we did a deeper dive on the progress on the CATS electric bus pilot. Second, under the environment, we provided input on the city's engagement with the Public Utilities Commission in support of our carbon reduction roles, and last, our committee continued to focus on how we can align efforts across our transportation and energy plan and action to look for ways to keep working with the community and private sector to help them understand their role in helping us meet our low carbon future goal.

Second, in the areas of engagement and equity, we discussed our ADA (Americans with Disabilities Act) Plan and the committee advocated for full funding for the American Sign Language and Spanish translation. I know that was part of this year's budget approval. Second was we received an update on our request to become a welcoming city and if you have not heard, the City of Charlotte has received that certification thanks to Mr. Rios and his team's work on that. The most critical item that we were charged with was creating an Equity in Governance Framework. So, Mr. Rios will provide an update on that. He will do a presentation after my remarks on our Equity in Governance Framework.

For our next quarter, we will be providing input and receiving updates on four items. Number one is the community engagement toolkit and I know that Ms. Johnson is very passionate about that work, so we'll be giving you all an update on that. Second is community engagement around elements of SEAP. Specifically, around branding. Third is energy performance benchmarking. The fourth is our continuing work on DEI, Diversity, Equity, and Inclusion and the progress on our equity framework. We have a goal that we will have the Equity in Governance Framework in front of the full Council in August. I know Mr. Winston has been very passionate about the DEI and how we continue to make progress on the framework and the policy items to address the inequities in our system. So, with that, I'd like to hand it over to Mr. Rios to provide us with an update on the Equity in Governance Framework. Also, I'd like to recognize the committee members, Mr. Winston and Madam Vice Chair Ms. Johnson. Also, our support team, Sarah Hazel, Federico Rios, and Willie Ratchford. Thank you.

Federico Rios, Office of Equity, Mobility and Immigrant Integration said thank you so much, Councilmember Ajmera. Good evening, Madam Mayor, members of the Council, Mr. Manager, and staff. I will try my best to be expeditious with my presentation given all that you all have to look at tonight. I'll start by mentioning that as we go into the presentation, I will be reaching out to Council Members that are not on the Triple E Committee to have deeper discussions about the material given how rich and in-depth it is.

So, tonight's purpose is really to give you all a list or a composite of all of the presentations that we've gone through at the Triple E Committee since its establishment. We're going to be looking at Equity in Governance Framework, the guiding questions that arose out of the usage of that framework, and the engagement strategy. We hope to hear a bit of feedback tonight. Again, we'll have those one-on-one conversations going forward in the next month or so. The goal again is to review the feedback, move forward with the targeted engagement that will be presented as a strategy, and then as Councilmember Ajmera has mentioned, give full approval at the end of August.

This effort is an effort of Diversity, Equity, and Inclusion for the city of Charlotte. I'm proud to service the lead on our Diversity, Equity, and Inclusion works through our Office of Equity and so just want to make sure that that's put out there initially.

We started with the committee really looking at the definitions that we have for particular items that will continue to arise as we undertake Diversity, Equity, and Inclusion work. We wanted to ensure that we had shared definitions. We know that across the spectrum you'll get different perspectives on these particular phrases, and so we wanted to have definitions that we all were sticking to as really composite definitions that took into account a variety of viewpoints and were used by experts.

We spent a good deal of time really talking about how we ended up in the space we are in relation to equity in our community. So, we discussed really what's occurred here from a systems level and a political approach in the history of Charlotte. So, we talked about the history of segregation, we talked about the history of the raising of Brooklyn and other communities of color here in Charlotte. We talked about leading on opportunity report and its breakdown around a continued reverberation of these impacts that have started very early on in our history as a cosmopolitan metropolitan city. So, you'll see the slide there at the bottom right is a slide from the federal government in regards to redlining, what communities you could receive mortgages in, and what communities were more difficult to do so. You'll see the slide on the bottom left is a slide from the leading on opportunity reports that we are still very much a bifurcated city, a city that is highly segregated. So, all of these things have happened in a policy frame and continue to impact us to this day.

I want to give kudos to the Council because you all's efforts have really been around to establishing equity. We haven't framed this as such. You all have not necessarily touted them as equity efforts, but each one of the things that are captured here on this slide. So, especially for the members of this current Council have been equity efforts you're trying to undo some of the historic disenfranchisement that was categorized in the previous slides. Offering yet another example of our work to address the historic disenfranchisement of people and our passion and desire to be an organization that focuses on DEI. We have the Equity Statement that was approved by our City Manager earlier this year. And so again, we've prioritized this in the work that we conduct internally and continue to do so through the work of the Triple E Committee. So, we offered this as an example of something that we're doing internally around equity. Then we did a deeper dive, really looking at what's occurring in other communities around the country.

So, we spent time talking about Richmond as a community and the work that they've done around equity. This is a scan of a flyer they had produced in that community that was seeking community input around different things that specifically tie back to equity. So, it's very front-facing. It was structured in a way to get community input and prioritize that input.

We spent time also looking at what occurred in Louisville, Kentucky. I'm proud to say that Louisville, Kentucky's work actually very closely mirrors the SAFE (Safety and Accountability For Everyone) Charlotte report that you all are very familiar with. Although it came from two very distinct occurrences, a lot of the best practices mirrored each other through that process. So again, different communities undertaking their equity work in vastly different ways. We spent a great deal of time looking at Fairfax,

Virginia. Fairfax's equity plan and the application of an equity lens is really highly touted and for many, a north star in relation to equity work. So, their structure is impeccable. We really spent time digging in on that structure and this very much informed the framework that you'll see shortly.

We also spent time looking at other efforts that were occurring in cities that maybe we don't always track. What's really important here, what I want to really hone in on, is the fact that you'll see in the cities of Long Beach and New York City, particularly on this, there's been a focus on measuring equity. So, not just creating a framework, but also how do we measure equity in the work that occurs in a city? How do we continue to provide that information externally? So, we have the quality-of-life indicator. There's been really good discussions around how that can continue to be adapted to better capture equity measures within it. There's also a great tool that's used by the University of New York. It's been applied in at least 12 cities around the country and in partnership with the Government Alliance on racial equity to establish some baseline measures around equity.

In addition, Leading On Opportunity, a local organization that has really been focused on economic mobility and equity within that construct is producing an equity measure as well. Excited about the rollout of that measure soon. So, all those things together are helping to inform us as we take the next step towards measuring equity.

Obviously, we had to start with the framework to get us to that space. We shared with the committee that this work was in no way linear. There were times where you would feel like you're in one space and then something would change and you'd have to devote your time, your attention, your foot to another space and so it's constantly changing, constantly moving. The fact that it is not linear does not denote that we are somehow successful. In fact, the nature of this work is really to take time to evaluate multiple things at once. So, though it is not linear, we are still moving forward in a space where we're exhibiting the values of our community.

So, after spending time with the items that I just shared, the Triple E committee members really wanted us to hone in on the acknowledgment of our role, which you saw a bit there and you'll see a bit more at the next set of slides. So, the role that government has played in the inequitable state that we currently find ourselves in. The real need to apply an equity lens, ensuring that it is embedded in the processes that we undertake and the review of processes and policies. We distinctly heard from the committee members, but we didn't want to really center the conversation on unintended consequences. So often, that is a focal point. We wanted to ensure that there was a path forward, that we didn't want to hone in on that particular item. Then we really heard that engagement is important. So, how do we utilize structures that already exist to better inform our process moving forward?

This is a lot. Obviously, as I mentioned earlier, there's great depth to the material you're going to see, but this is really where we started from and this framing statement acknowledges what past Councils and other government structures here in this region have exacerbated in regard to inequities and how we as a community and particularly the members of the committee are choosing to move forward to get to a more equitable community. This is your Equity in Governance Framework, so this is what the members of the committee have signed off on and hope that the Council also signs off on. We are looking at the structures in which decision-making occurs and so again, staff service delivery is the strategy, the implementation of the work, that occurs from city departments. Council decision-making, again, really looking at that policy piece, how we review policies, what tools we utilize in that review, and then this continual conversation that's occurring with residents through community engagement processes where we share accountability. We work together towards our shared results and goals.

Resources and investments, again that goes across. It is necessary in this work and at the bottom you'll see the foundational items we're trying to get to the real goals in this work. You say that in the previous framing statement, but I'll mention these out loud. We want to prioritize disenfranchised residents. We want to mitigate disproportionate

impacts. We want to acknowledge and address historic inequities. We want to create more opportunities for upward mobility. We want to consistently evaluate government systems, and lastly, we want to meaningfully engage our residents.

So again, this slide was really informed by the committee members as we looked to apply an equity lens. The committee members shared that it was important to not only capture the Council initiatives which are obviously of you all's making, but also the Council's responsibilities, those things that hold true beyond this Council and are to be taken on by all Councils. If we marry those two items together and as the staff takes on the core approaches that are listed here, we believe that we would get to an equitable thriving community. So, you see that captured here.

So, the application of an equity lens is really captured in the list of questions, these guiding questions that you see listed here, and what we're asking Council Members to do is to utilize these questions in the review of policy proposals that would come before you. So again, I'll read this for the sake of the record. What does this policy seek to accomplish? Most people impacted by this policy have been engaged in who benefits or could be burdened by this policy proposal. What benefits or adverse impacts could result from this proposed policy? How is addressing racial or other inequities considered in this policy, and will it reduce disparities? Again, we recognize that this list of questions is not exhaustive, but it very much captures the spirit of each policy proposal and gets us to a point where we can ask deeper questions still in regard to what it is that is being constructed and how it will eventually impact residents in our community.

Lastly, this is where we're specifically seeking feedback from you all, regards to we would like to spend this month of July and part of August reaching out to specific Council Boards and Commissions, recognizing that those are groups that serve to advise Council Members. So, these are the groups that we would like to specifically speak to. We've already begun discussions to hopefully get on the agendas for each one of these groups. Again, this is a pilot. We're really just getting some baseline information, recognizing that each one of these groups ties back to the broader equity work.

In addition to this, we would seek feedback from community-based organizations, and we have a list that thankfully, Willie Ratchford has put together for us, but we seek additional organizations that you all may feel are important to include in this process. Again, as we speak one-on-one, we can determine how and when to reach out to each of those organizations.

The second step is to continue our work with the Duke Sanford Policy Lab on researching these two questions. How can policy debates include an equity lens and what is the best public policy definition of equity? So again, leaning on experts to get information that will help us as we continue to prioritize equity in our decision-making processes. Lastly, we will report back on August 22 in regards to what we've heard from these groups and what we've heard from you all in these individual conversations. With that, I'd love to open it up to any questions you all may have.

Mayor Lyles said before we go to the questions, I just want to really express my appreciation to the committee members, Ms. Johnson, Mr. Winston, Ms. Ajmera, and the staff team that has put this together. This is exceptional work and so well done and outlined in a way that's understandable, but impactful as well, and giving us this guide is just what we needed. So, I wanted to just say thank you and appreciate all of the effort that you've put in. I'm sure that there are other Council Members that have questions or comments.

Ms. Watlington said I didn't know if Councilmember Ajmera wanted to circle back if you had anything else additional before we started.

Ms. Ajmera said no, we understood there would be full Council's feedback and thoughts along the way as we continue to develop this framework.

Ms. Watlington said got it. Well, I had the pleasure of seeing a little bit of this. A couple of months ago, Federico was already well on the way when we first started having a broader discussion about this, and so I was pleasantly surprised to see the level of analysis and investigation that we were already looking at, both within the city and externally. So, I'm happy to see that this is coming together very well and see it starting to permeate all of the discussions that we had. I loved that you noted that in a lot of ways even without explicitly doing so, we were baking the tenants if you will of our equity policy into our work. So, kudos, great work that you all have done so far and I look forward to seeing the rest of it flesh out.

I had a follow-up question that's really a more general question as it relates to equity and it's a spillover if you will from the previous conversation. I was just curious as to how we're thinking about that or if we are yet thinking about this. As I think about our CBI (Charlotte Business INClusion) Program and I know that it's externally facing, but as I think about our current target of 15 percent and how we got there with our disparity study and whatnot, I would love to understand a little bit more about if you all have started to investigate this, where we're hitting versus our targets because I know that we create the targets based on the data. I'd be curious to know whether or not we are in the position to hit the targets and if not, what the barriers may be and how you think that fits in here.

Ms. Ajmera said so Ms. Watlington, the committee had a robust discussion on our equity framework, where we really had started at 50,000 feet that we are building a framework, and then ultimately, the framework will be followed by the policy, where our policy will be applied to everything we do from affordable housing to arts and culture funding to economic development, to some of the procurement and CBI goals. So, the committee is really, right now focused on the high-level framework and once it's adopted by the full Council, where the full Council gives us the green flag, we'll be doing some deeper dives and deeper discussion policy work on the procurement including the CBI and economic development work.

Ms. Watlington said thank you. I'll be interested to see how that shakes out because I definitely like the approach that we're taking as far as the guiding questions. It strikes me as a tool to be used for new policy and so I would imagine there's going to be some assessment of existing policy that'll accompany it for policy improvements. Am I thinking about that correctly?

Ms. Ajmera said yes, absolutely. So, if we can go back to that slide, Mr. Rios, where we have those questions that the committee provided the feedback on. The criteria, yes. So, this is really our guiding force. So, every time we would look at the policy, we would look at these questions. This is the way to look at everything we do from the equity lens, from the equity perspective. So, that will also apply to the CBI work.

Ms. Watlington said yes, so I'll look forward to how we augment this to assess existing policy as we think about where we can close gaps. Great work. Thank you all.

Mayor Lyles said a great comment, Ms. Watlington.

Ms. Johnson said so it's an honor to be on this committee. I've said during committee meetings, that I hope we can eliminate the term unintended consequences if we take a step back because some things are foreseeable. So, I'm happy that we've discussed the ASL (American Sign Language) interpreter and it's in the budget. So, this has just been an honor to be a part of this committee. As far as the CBI goals, we're looking at this for future policies, but the next presentation is August 22. However, we have a vote next week where these equitable considerations, we should be considering. That's a lot of money and if there's an opportunity to raise that level of minority contractors, I think that we should be looking at that. We as Council Members, and I'm very happy to be on the committee. Federico does a great job, but we as Council Members, this should be a part of our consideration all of the time. I mean, it's what we say when we're campaigning. So, Mr. Jones, can you comment on the current CBI goals or is Mr. Coker

available to give us an idea about that 15 percent and what the justification is for that policy?

Marcus Jones, City Manager said sure. So, thank you, Councilmember Johnson. So, every five years you have a disparity study. The last time we had it was in 2017. There's a disparity study that's being conducted as we speak. I don't have the schedule in front of me. I think Phil's in the other room, but it will come through the ED Committee much like in 2017, where a part of what happens in this process is there is a look back to see how you achieved the goals, how the goals were set. I guess the best way to say it is as you move forward were you really establishing the goals in the right way using the right metrics? So, there's been a preliminary briefing that I received on this. So, I think what the Council will see is that there's a more thoughtful process going into this. So again, not necessarily what the Triple E Committee is doing but in terms of the disparity study, you will have an opportunity to revisit that because you have to do it every five years. We're in the final stages of being able to bring that to the committee.

Mayor Lyles said I'd like to follow up to Ms. Johnson's question because I would assume that the 16 percent that is being looked at for the goals for the construction, but each contract would have a specific goal. I would assume that you said an overall, and it could be changed as these contracts come on board because we're not going to be doing these contracts in the next couple of weeks. There's the architecture and all of that. This has to be scoped out. My understanding is that we have not actually bid on these contracts yet. So, when it does come, we have these questions, which are great questions, to be able to ask and almost like a little checklist. It's not next week, it's probably several months out that would impact that large amount of money.

Ms. Johnson said okay, thank you because we know equity is not equality. We have to be intentional about reducing these disparities. So, 16 percent, it just does not seem like a justifiable number. I don't know where that policy came from for a city our size when there's so many disparities in the Black community and in the minority community. People are really hurting. So, if we're intentional about giving this process something we can control or boost, I think we should do everything that we can to do that. Thank you.

Mr. Winston said yes, I think the committee, Mr. Rios, and the staff have really captured the intention, I think of the charge of the committee, and I can say personally from what I think equity policy work on a municipal level should be going towards. So, I think we're on the right path but I'd like to build on something that Ms. Watlington said. Once we finally tie a bow on this and adopt this, this work can't stop. We're going to have to look backward, forwards, and where we're at, at the present time, to see how to apply this policy because it's not going to be a one-size-fits-all all. It's not going to be the same application decisions and even in the category of decisions, for instance, whether it's zoning, economic development, or public safety, the application might be different from decision to decision.

So, as we continue on this path, and I think we're on a strong path, I would like the Council, the staff, and the Mayor to consider that this is not going to be Ad Hoc work. This is going to be continuous work. So, we need to think about how do we progress into the next phase of implementing this equity lens, and again, I think that's something that might not go away anytime soon as we see. As Ms. Johnson mentioned, we're going to be asked to make a decision next week that not every Council gets to make, not every two or three Councils gets to make. We are a body that works in continuity. So, we're going to have to figure out how to empower not only this iteration of Council, but future iterations of Council to interact with this policy and lens. So, I'd like for us to keep that in mind as we continue on this work and maybe that is something that we can address down the line in our committee. Thank you.

Mayor Lyles said alright, thank you, Mr. Winston. Alright, let's go ahead and move from our Triple E Committee to our Great Neighborhoods Committee report out.

Great Neighborhoods Committee Update

Ms. Watlington said alright, so I'll be brief. I know we've got a ways to go, but essentially the Great Neighborhoods Committee which is comprised of myself, Councilmembers Graham, Johnson, Newton, and Phipps have been focused over the last two months specifically on a couple of items. Namely, first and foremost, anti-displacement. We were able to receive an overview about the Lynx Silver Line TOD (Transit Oriented Development) study because we want to be a lot more intentional as we've all spoken about, as a Council, and how we plan around this. Some of the specific topics of interest that related to the Silver Line included our land acquisition strategy. We know that that was an opportunity along the Blue Line, so how are we going to do that? How to support and protect existing neighborhood character? So, when we think about the route of the Lynx Silver Line, we know that there are quite a few communities that are also vulnerable to displacement as highlighted by our dashboard, and so as we think about how to incentivize denser development around our transit projects without creating and even incentivizing displacement, we've got to get clear about that.

We also are wanting to be more intentional about identifying how, those that benefit from the investment, through future development, can help pay a fair share of the cost. Small business retention in the corridor. We want to make sure that as owners have the opportunity to get the equity out of their property, that those tenants that are usually small businesses are able to stay along the corridor and we can continue to have the culture and the vibrancy of the neighborhood that we previously have had. Then also wanted to make sure that the neighborhoods and the citizens themselves are informed about the work on the project so that they've got an opportunity to engage at the appropriate times. Then, finally, making sure any recommendations that are made are also supported by the UDO (Unified Development Ordinance), again, to prevent that potential conflict in terms of achieving our comprehensive 2040 goals.

The next component of the anti-displacement update that we received was the Staying in Place pilot program. We are currently piloting our Staying in Place expansion in Hidden Valley, Washington Heights, and Winterfield. So, the staff has been engaging with those communities to identify specific household needs as well as broader community needs. So, we look forward to the lessons learned out of that pilot and how we can continue to expand our efforts there. Then finally the NEST (Nuisance Enforcement Strategy) Commission has been meeting. They've been meeting since February and have outlined three key workstreams in response to some of the priorities that have shown up at this dais over the last several months. So, the first one being Lay of the Land. That one's focused around land acquisition, site control, home ownership, and what potential tools that we can expand or create like our land trust models. I already mentioned acquisition along transit lines, co-op homeownership models, and education programs for our residents.

The second workstream is program improvements and policy gaps. So, we want to take a look at our existing toolkit and see where we can make program improvements to increase utilization and also to ensure that when we look at the housing spectrum, we've got all of the components covered. Then finally the understanding of the impacts of the UDO workstream, and that one as I mentioned is all about how do we make sure that we get what we are seeking out of the policies without creating foreseen conflicts.

The next piece that we reviewed and spoke about in our main meeting was community engagement and really focused around neighbors building neighborhoods and how do we really strengthen that neighborhood engagement. So, coming out of the pandemic we know that a lot of our communities, particularly in our areas that are also vulnerable to displacement, have not gotten back to their original drum beat because they may not have converted over to the digital platforms through the pandemic. So, we want to be intentional and make a concerted effort with helping those communities do so. A special thanks to Travis Roseboro with the Back Creek Chase Community and Adrienne Martinez with the North End Community Coalition. Those were two neighborhood leaders that came and shared some of the work and some of their best practices and how they've been able to drive engagement in their communities.

We appreciate that and want to continue to establish a collective and a cooperative approach. So, definitely, I'm open to having more community leaders come to the Great Neighborhoods Committee and be a part of the discussion because that's what it's going to really take as we want to make sure we're getting down into our communities. We want to make sure that our community engagement programs like Civic Leadership Academy and like Neighborhood Matching Grants, that we're able to meet the interests with the resources. Right now, we know that we're often over-subscribed in those areas, so we want to make sure that we are right-sizing that.

We also received an update from the staff regarding all of the housing initiatives update. We want to make sure that the things that we set out to do in our strategic plan are actually coming to fruition. So, we will continue to go back and take a look at what we have achieved versus what we said that we were going to achieve. That is actually in my packet so I'm assuming it's going to be available to the public as part of the notes from this meeting. It will show you our areas of focus, our year-to-date actions and accomplishments as well as key next steps. I will hit three key next steps that I want to make sure are highlighted and then I will close out.

The first one is our housing and job summit. So, as you are all aware, we are working to have a housing and job summit later this year so Councilmember Graham and I will be meeting with our support staff to discuss that and we'll be able to hopefully get something in front of you for feedback in the next month or so. The other piece is that we know corporate investors is a huge discussion here in our community right now. Some of us had an opportunity to meet with the National Home Rental Council last month. We've also asked the NEST Committee to prioritize this analysis associated with what are the implications of going into communities as corporate landlord investors and buying up properties. We know that some HOAs (Homeowner Associations) have created some innovative solutions, but we also understand that they're starting to see across the country some pushback from special interest groups that may be impeding the ability of HOAs to determine how their neighborhoods are going to grow.

So, we are definitely interested in that and coming alongside our residents to make sure that we are able to work with investors and residents and owners to make sure we've got a good balance of options for people who choose to rent, but also making sure that our neighborhoods are indicative of the will of the people. We're also developing educational collateral that we will be sending out as part of our Staying In Place Program, so again, starting with Hidden Valley, Winterfield, and Washington Heights. The intent there is to really make sure that residents have the information that they need in terms of what we have available in housing and Great Neighborhoods resources and that they know how to leverage it.

Then finally, our Great Neighborhoods agenda topics for the remainder of the year. We originally had not planned to meet in July and August, but given the workload, we decided that we would go ahead and have meetings during those months to be scheduled. So, for those that are in the committee, we'll work around folk's availability.

Some of the things that are currently in the hopper as you all are aware are the source of income advisory group recommendation number two, which is the increased public-private funding to support nonprofits with programming designed to increase landlord participation in the Housing Choice Program. Housing Trust Fund tune-up, we're going to do the SWAT recommendations. We know we've been talking for a long time about how do we better utilize our Housing Trust Fund dollars to drive homeownership. So, we're going to take a look at that. Then finally the referrals that came out of our budget adjustment process. We're going to be taking a look at those throughout the rest of the year. That concludes my report. Happy to take any questions.

Ms. Johnson said this question might be for you, Mayor. When will the source of income discrimination vote come before a full Council?

Mayor Lyles said I don't know.

Ms. Johnson said okay. Do you have any idea?

Ms. Watlington said yes, I was told it would be late this month actually.

Ms. Johnson said so June, okay. Thank you. That was a great presentation. Okay, so I want to ask some questions about anti-displacement policies. This might be for Mr. Jones. I don't know, these are just some ideas that I have. So, we know that we are dealing with residents from Sterling and Southern Comfort, and I would like for us as a Council to talk about anti-displacement policies for renters. I don't know if that's a change in zoning policies if renters should be notified, or if we should be doing something different, but on our next zoning meeting, we're going to be deciding on Petition No. 20, 21, 256 and it's the Econo Lodge that's for sale, right?

Ms. Watlington said it got deferred, one month.

Ms. Johnson said good, okay. How do we as a Council get in front of something like that so that in a couple of months we're not having people that are displaced? We need a way to ensure that at least when hotels are sold, we're meeting with the residents and that information is out there as soon as possible. So, Mayor, I don't know if that goes to the committee or what can we do as a Council to do something different or to notify renters when the dwelling is being sold.

Ms. Watlington said sure. Just to speak on the Econo Lodge one and I think there's two buckets, right? There's the displacement that occurs when a private sale is made and then one that occurs as a result of a rezoning which obviously will trigger a private sale and some development. For the Econo Lodge in particular, I did speak with the owner today and encouraged him to reach out and start to put together a plan that could be communicated to the Council so that those of us who are going to be voting on it would be comfortable that there is a transition strategy available for the residents. So, that's one. As it comes through rezoning, I believe we have an opportunity to really talk about, well what does this look like and considering what we know will be the implications for the residents.

For the private ones, that's a very interesting question. I would be interested in some of the ability that we may have at the local level to help notify residents and what we can do to safeguard them. I'm not aware of anything at the moment.

Mayor Lyles said after I got your email, I asked the City Attorney to advise us on what options we have. So, I spoke with him this morning.

Ms. Johnson said thank you. I don't know if that goes to the committee, but we have to do something. Again, if it's including renters in the public notification, especially on the hotels, that seems like an easy one. Okay.

Mayor Lyles said so I hope that Ms. James will say that Mr. Baker, who's still working from home and we see him here, I hope he's doing well, but asked him if he could give us some of the things that we are legally as an arm of the state, are legally able to do. I think Ms. Watlington said she spoke with an owner. Maybe it's time to talk to some of the realtors and people like that, that are associated with those kinds of transactions to see what their thinking is as well.

Ms. Johnson said thank you, because every time a property's sold, when the rents are increased, either overtly or covertly, people are being displaced. So, we just have to figure out a way to get renters at least notification to give them more notice. That's what I would like to see. So, thank you, Mayor. Thank you, Ms. Watlington.

Ms. Ajmera said good presentation, Ms. Watlington. A good report. I know you mentioned something about career job fair opportunities. Have you also considered including some of the renewable energy initiatives and partnering with our Triple E Committee? For example, the Renew Program and some of the opportunities we have seen in the renewable energy sector, and we have similar opportunities that Ms. Hazel

has been discussing with the various partners in the community, especially the private sector. So, I think it would be a great opportunity to also include those in the overall career and job fair outreach.

Ms. Watlington said that'd be great. Thanks.

Ms. Ajmera said secondly, I knew you mentioned something about incentivizing the use of Housing Choice Vouchers. Is that a topic next for committee discussion?

Ms. Watlington said it actually was one of the recommendations that came out of the source of income work. So, we did cover it to some degree in committee once before, but it is on the docket to come before the Council separately. So, we'll probably have another discussion regarding it specifically before it comes back to the full Council.

Ms. Ajmera said got you. Like to hear more about that before I ask any questions but thank you.

Mr. Winston said I just wanted to respond to Ms. Johnson's concern about contacting residents in hotels. I think it's a good thing that the Mayor asked Mr. Baker to respond to some things because a couple of years ago an iteration of the Great Neighborhoods Committee when I was on it, it's not as easy as it may seem. There's some Supreme Court rulings that limited the ability for governments to get information of who is staying in certain hotels and rooms. This is a standout of some law enforcement actions, but again, I look forward to Mr. Baker's follow-up because while it may seem logically like it should be easy, legally, it's not as easy as it may seem. That shouldn't preclude us from trying to find legal avenues to deal with this. I just wanted to give a vision on the past work of the Council as we've tried to deal with this specific issue about notifications to people who might be at risk and living in these properties.

Mayor Lyles said thank you, Mr. Winston. So now we'll go to Intergovernmental Relations.

Intergovernmental Relations Committee Update

Mr. Bokhari said since this Strategy Session was last met, the committee met, we have had updates, and have been tracking the federal and state Agendas. You can read about that on your own and we have been pursuing functional consolidation. We've met with the Intergovernmental Committee of the county and that is progressing as well. You can read about that in the package.

Mr. Winston said as part of the follow-up, one, I'll give the functional consolidation update. I've talked to the chair of IRC (Intergovernmental Relations Committee), Mr. Jerrell, and as you can read, I think we had a good meeting with the county. There's one note. I think as we all know; language is very important. The term that the county committee was using and felt was most appropriate was a consolidated approach. I think that's language that we had used in the committee and in the full Council. I would carefully hope that we consider utilizing the same language as our counterparts as we move forward. Functional consolidation I think might be interpreted differently than the idea of a consolidated approach, especially as the county kind of considers what that their appetite for the breadth of that may mean.

I was also able to talk to the chair today to get a little bit more of the timeline for us to understand. The committee will not be meeting for the rest of the summer. That's how their workflow works. So, the next time the committee will convene will be in September. So, as we look at this quarterly or half-time report, I think the committee has done a great job. We've done our job, and we are successful, and we should kind of consider how we interact with the county as their process progresses, again starting in September, obviously that we will have a different Council seated at that point in time and perhaps a different committee.

One other thing I wanted to note as we think about this intergovernmental approach; one of the questions that came out of our state updates was from committee member Driggs. He wanted us to look at, with the state budget surplus, how can we advocate for more of that funding to go to our court system. Our court system is one of the least funding per capita in the state and this is something that we've heard from talking to the District Attorney, talking to the courts as I've sat in meetings of CJAG (Criminal Justice Advisory Group), of how do we advocate for that. Personally, I think that this is something that we as a city can lead on. In the same vein, as we've been taking this intergovernmental approach, I think we need to be careful to engage if we so choose to do that, to engage the numerous partners that we have that are in or interact with the county court system to see if City Council does choose to best advocate for that.

With that said, what we have also done over the past two months is we have finished presenting the current Legislative Agenda to our federal and state delegations. So, with that request that Mr. Driggs asked us to look into, that kind of segues into the idea that we need Council Members to start thinking about what are their priorities for our next Legislative Agenda so we can give the right runway to the committee and the staff to figure out how to best approach some of the more complex issues, again understanding that we have the strange situation of having a new Council that will be sat in September. So that completes my update. Happy to take any questions or comments. Thank you.

Mayor Lyles said any questions or comments for intergovernmental? Hearing no questions and comments we'll go to Safe Communities.

Safe Communities Committee Update

Mr. Egleston said alright we will try to keep it short because we have a lot more on the agenda tonight. First of all, one of the things that we're going to get to here in just a couple of items further down our agenda tonight, is our Neighborhood Traffic Calming Policy. So, that will be an appropriate time to get into the weeds on that if you so desire. Also, we have a meeting tomorrow at noon for the Safe Communities Committee meeting which I would encourage anybody to join that is interested. We will be getting an update on our Vision Zero traffic safety efforts around speed enforcement. I will be giving a Safe Charlotte update on our Safe Charlotte initiatives, and we will be hearing from the community input group that we had going through all of the Safe Charlotte work earlier in this term. We reconvened to discuss some of the City Code issues that we had been discussing as a Council. They have provided some feedback. We will hear about that during that meeting tomorrow as well. So, join us for any of those discussions.

Some of the other things that are still sort of in the hopper on this front. The Umbrella Center is moving along and continues to make progress. So, look forward to some news on that in the coming weeks and months. The Travel Safely app is in its rollout phase, and we will continue to get updates about that. Most of the other things I have mentioned here, so we'll talk about traffic calming in probably two hours when we get to that agenda item, and we'll talk about the other things tomorrow.

Mr. Graham said I have a comment to make and I'll be really, really brief. I'm just concerned about the gun violence in the city. I'm not sure what we can do, what we can say, how we can say it, but I think we just acknowledged that over the last couple of weeks. It's really been heartbreaking watching the news in all parts of the city. So, I'll just throw that out there to let the community know that collectively, I think this is about the only time I speak for the Council, that we know what's happening out there.

Mr. Egleston said we're not blind to that. Obviously, some of that is impacted by the Safe Charlotte work, but to put some numbers to what you're mentioning. Larceny from autos through March 30, 238 guns stolen from vehicles which is a 17 percent increase compared to last year. The University City division leads all divisions in gun seizures, with a 67 percent increase year over year and a 129 percent increase in the last five years in the University area. So, we've got to continue to do, and it is continuing to be done, but we've got to continue to talk about the importance of making sure for folks

who are gun owners in our community that they are storing properly and safely and not in their cars where they can be stolen among a bunch of other things. I think the Safe Charlotte work too is trying to divert some of the folks who end up being the victims or perpetrators of gun violence before they get that far down that wrong path. So, that's the long game. I think the short game is going to continue to encourage people to be responsible gun owners and other things around that, but it is not just an anecdotal observation there. It is statistically backed up that it is getting worse.

Ms. Eiselt said and summer is coming.

Ms. Ajmera said I also share concerns that's been raised by Mr. Graham on gun violence. I understand the work the CMPD (Charlotte Mecklenburg Police Department) is doing to seize the guns that are illegal from our streets, but I think we need to do more. I would like to see if the Intergovernmental Committee could work on adding gun reform to our Legislative Agenda. I know that is something that will help us address the safety issue that we are seeing in our neighborhoods, and I think there is a serious issue that we need to contribute towards a solution here. So, I would really like to see that as part of our Federal Legislative Agenda as well as our State Legislative Agenda. Thank you.

Mayor Lyles said thank you, Ms. Ajmera. Mr. Jones and I found a program around youth for the summer. The YMCA (Young Men's Christian Association) has done a lot to bring young people inside of the building. We made a contribution and the question I had though seriously is, was \$2 million enough and did we allow enough? So, tomorrow when you have your meeting, I'd like to really see if we can figure out a way to expand our youth engagement programs for young men 10 to 18 and if that's working, if you can look at that and say, does it work? If it's working, we have it in certain wise, but we don't have it everywhere, are there other venues outside of the YMCAs where we know that there is a deficit of opportunity for young people for the summer? So, if you would look into that, I would certainly appreciate it. Okay, so our last committee report is from the Mayor Pro Tem.

Mayor Lyles said Mr. Driggs you're next, then we'll go to TAP (Transportation Action Plan). Mr. Driggs?

Budget and Governance Committee Update

Mr. Driggs said Budget and Governance Committee, the members are myself as chair, Ms. Ajmera as vice chair, and Councilmembers Bokhari, Eiselt, and Phipps. We got the people remembering to gently shove at a recent meeting to clear a few items that had been referred to us. So, at our last meeting, the committee looked in particular at the question of four-year terms, staggered elections, and the 8th District. It's all in your materials, but I'll just say that four votes were taken and passed. One of them was that we should target a referendum in 2023 on the subject of four-year staggered terms. So, the committee recommends that the terms would be staggered and that we conduct that referendum in 2023. We had some information from the staff about trying to get that referendum done this year, but it will be a very crowded schedule and full of pitfalls. Personally, I don't think that voting on four-year terms for the Council at a time when there are no Council elections taking place actually makes a lot of sense.

The next road was term limits. The term limits issue was actually not referred to by the Council. So, the committee took it up again even though that wasn't something that was included in the referral that we got. The issue there is that it does require an act by the legislature. We don't have the authority to do that, but then the committee then by a majority vote proposed that we pursue the idea of establishing term limits. Which, I think probably means that we would have to have a Legislative Agenda and work through the Intergovernmental Relations Committee. Another item that we were not instructed by the full Council to bring forward, but the committee brought it up again, was nonpartisan elections. Once again, in a split vote, this time four to one, we decided to take that up or to recommend to the full Council that we pursue that. The final vote was the 8th District idea. So, the 8th District idea has the same requirements around it that the four-year

terms do as far as being a referendum topic and so on. So, the vote from the committee was to recommend a full Council, that we bring forward the idea alongside the four-year terms of an 8th District for the referendum in 2023.

The other two things quickly that were talked about were our virtual meeting rules and we didn't actually reach a vote on this. We saw a reprise of the presentation from the staff. By the way, I want to commend Ms. James for her tireless work on all of these topics. So, we sought the reprise of the presentation of the staff that included some language changes that we would make to our existing policies, minor ones, but with the general goal of getting us back to in-person meetings when the state of emergency is lifted. Since we don't think that's going to happen right away, the committee will take that up at our next meeting. The last one was a question about rules and procedures, particularly referrals. The committee really hasn't gotten its arms around that, but I did have a conversation, if I can point this out, with the Mayor and the Manager, about the idea of allowing a member of the Council to offer an idea for Council action and to have that proposal considered by the staff so that a little background information could then be brought up to the full Council for our vote on whether or not that's something with which we wanted to proceed. So, I hope we'll be able to formalize that as well and consider it in our next meeting, and that's my report.

Mayor Lyles said alright, I'm surprised that the committee added things to the agenda that were not referred. Maybe we can talk about that offline.

Mr. Bokhari said I can address that if you'd like, Madam Mayor.

Mayor Lyles said of course.

Mr. Bokhari said the referral, it's said to take up the items that were referred to us by the Citizens Committee and while it's specifically items like four-year terms, we ended up voting on them because it didn't say items that were also part of that, which were term limits and nonpartisan elections. So, the referral was about the items that were referred to us from the Citizens Committee and we decided to vote as a group on them and surprisingly that was passed through. So, that's the reason.

Mayor Lyles said if I recall, I thought that the Council adopted portions of that report and not every part of it. I mean I understand that here's the referral, the request for the citizens, and the report, but maybe I just don't recall that those areas that were recommended if we chose that, but it was not the full report.

Mr. Bokhari said I think the premise of our conversation was it's fine if we as a Council are going to take up and say, "Mayor and Council want to do this," but if we're going back on the premise that we are acting on something referred to us by a Citizens Committee, those things are embedded in one topic. So, it says you can do four-year terms that include term limits and are nonpartisan. That's one thing. So, that was the referral. We took up that. If you would like us, as a group, to say, "This is what the Mayor and the Council want to do," then that's fine but it has to be completely separated from the premise that some citizens group told us to do this because that is no longer valid unless we take them all up.

Mr. Driggs said if I may comment. We discussed in the full Council, the recommendations from the citizen's group, and at that time we did not take a formal vote, but there was a consensus opinion that some of the items referred by the citizen's group should be referred to the committee and others ones not. Then, because there had not been a formal vote defining clearly which and so on, the votes were taken in the committee. I don't know whether this is just a semantic problem that we should not make any reference to recommendations from the Citizens Committee unless we consider them all together, but I regarded them personally as being a list of recommendations. Some of them are interrelated like the staggered terms if we had four-year terms and so on. What we now have back with the full Council to think about since we didn't vote and formalize our position on these issues is whether or not we do want to take the recommendation from the Citizens Committee as one package or

whether we want to describe it differently separate actions that we might take on individual items.

Mayor Lyles said thanks for explaining that to me. I understand the concept behind it and the thinking behind it. I just believe that if we didn't tell the public that we were going to do something a little bit different besides what the committee said for the agenda. So, at some point, I'd like to make sure that we have public input on the committee's stance. I don't know when we can do that. Mr. Driggs, you can figure out a time that when we come back, to have this discussion allowing the public to comment. But, I know that the committee had a comment but I don't know that the public had one. So, when we come back we'll have an opportunity to do that. Okay, thank you. Ms. Johnson?

Ms. Johnson said I have a question. This is for Mr. James I guess or you Mayor. There's some policy that we have, if a referral is made to a committee, then they have x number of days or months to bring it back before the Council or the initiator can ask for it to be in front of the full Council, right? So, if we can get clarification on that rule, or if you know that rule because we sent an issue to the Governance Committee back in April of 2021? It's the item about the number of Council Members that it takes to get something on the agenda. I know that Mr. Driggs mentioned it today and he said hopefully we can talk about it next week, but we do have a policy about that, that there is a finite time that it can be at the committee level. So, if you can get that information and send an email out, Ms. James. If you could do that, please.

Lina James, Deputy City Attorney said I will. I'll take a look at it. I didn't know if Mr. Baker was on and could address that, but if not, we'll take a look at maybe something that was not presented.

Ms. Johnson said thank you. If it's time to come before Council, if it's been at the committee for greater than a year then there's a policy that we need to bring back before the full Council and not at the pleasure of the committee chair. Thank you.

Ms. James said we'll take a look and see what we can find. Sure.

Mayor Lyles said alright, we're ready for the TAP Committee.

Transportation and Planning Committee Update

Ms. Eiselt said the TAP Committee met a couple of times since the last report out. Once in April and twice in May and that's because we have a lot on our agenda. We got an update on the UDO Economic Impact Analysis Study which identified potential refinements to the draft UDO based on a detailed financial and physical impact review and analysis. The final economic and design reports are being developed now and those will be shared with the stakeholder group and with the committee as well as the full Council for consideration as the staff moves into making revisions for the next UDO draft. Then when the UDO is adopted, the recommended effective date will actually be nine months after adoption. During that time, all conventional zonings will translate from current zoning districts to the new zoning districts, and if there's a conditional rezoning that's filed four months prior to the UDO effective date, it can be approved under the current zoning regulations.

UDO updates over the next 90 days moving towards the Council adoption in August. At our June 13 meeting, we'll discuss highlights of the major changes to the public hearing draft. Then on July 11, we'll review a summary of those comments received during the comment period and during the public hearing. Then at our August 8 meeting, we'll discuss a summary of the comments from the public hearing and preview highlights from the adoption draft. The second item was the Strategic Mobility Plan, and I won't go into that too much because that's on our agenda for tonight. Basically, just to review, it's a culmination of several of the adapted transportation policies that we've adapted over the past two decades actually and it incorporates the 2040 Comprehensive Plan. It's organized into two parts, the transportation policy and the streets manual which includes the comprehensive transportation review and the streets map. The streets

manual is focused on how the private investment into mobility is shaped and the adaption of the streets manual aligns with the UDO adaption.

The public draft of the street SMP was released on May 20. Virtually engagement sessions are underway through June 13. Then the public hearing is scheduled for June 13. We will discuss the draft Strategic Mobility Plan in our June 13 committee meeting and we're set for adoption of that on June 27. Then the streets manual will continue to be discussed in the July and August TAP meetings. The Silver Line, the committee was given an update on the Lynx Silverline TOD study, Transit Oriented Development study, and that study began in January of 2020. It covers multiple jurisdictions. Gaston County, Belmont to the west, and transverses through Charlotte and out to Matthews and Indian Trail. The Silver Line project is taking lessons from the Blue Line but also adding in the new element of equity, displacement, and affordable housing. The TOD study developed six demonstration station area plans and with development concepts in infrastructure recommendations and identified affordable housing anti-displacement strategies for further consideration. The final report is available on the CATS website.

The equitable TOD is the next phase of this study and will focus on building capacity in the corridor and reflecting community values in the corridor. CATS received a grant of \$405,000 for this work and the plan will start later in the summer of 2022. Then Envision My Ride was discussed, and the bus priority study was presented which lays out the strategies to improve time, access, and experience for all passengers. It aligns with the 2030 Transit Plan, the 2040 Comprehensive Plan, the Strategic Mobility Plan, and Connect Beyond. The vision of Envision My Ride is again more frequent bus service and consistent schedules. With high-frequency service, every 15 minutes or better for core routes including in the Corridors of Opportunity and the other routes would be no more than 30 minutes. The priority bus treatment includes a signal prior system, maintaining on-time service for buses in partnership with CDOT (Charlotte Department of Transportation), bus stop amenity improvements and mobility hubs, and increased access to new cross-town connections.

So, the next steps for that will be developing the six initial corridors and a program for bus stop amenity improvements, to study potential micro transit zones, and bus rapid transit corridors, and develop a capital program for the implementation of these recommendations.

Then, as you know, the Gold Line Phase 3 design contract was discussed briefly regarding the remaining six miles of the 10-mile segment. I don't think I have to go into all of that because we discussed that quite a bit last week. So, that vote, as you know, was not taken last week and it'll be deferred to the June 13 Council meeting. Any upcoming updates over the next 90 days include CATS will be coming to the TAP Committee for the next several months with a number of updates on work they have underway including the Lynx Silver Line ULI (Urban Land Institute) study update and responses to the ULI study. Connect Beyond update which is the regional transit study recently completed in partnership with Centralina Regional Council. Update on the new South End Station and to receive an update on our electric buses. That's pretty much as brief of a summary as I can give you on that because we have a lot of work that we have had in that particular committee. With that, that ends Item No. 2 on our agenda.

Mayor Lyles said alright, so should we jump right into Mr. Jones' Item No. 3?

Mr. Jones said yes, so thank you Mayor and members of Council.

Mr. Driggs said Mayor, I have my hand up. Could I just make a comment, please? I don't think they decided to vote on the Gold Line on the 13th. I think we decided to defer the vote. I don't believe that we committed in our meeting that we would vote on it on the 13th.

Mayor Lyles said okay, alright.

Ms. Eiselt said thank you, Mr. Driggs.

Mr. Jones said thank you, Mayor, members of Council. The next two items I guess in terms of the progression of something coming out of the committee and then coming to the Strategy Session to eventually get on a business agenda for a vote. These are the next two items. One, is the Strategic Mobility Plan as well as the Neighborhood Traffic Calming. I think the Strategic Mobility Plan came out of TAP and the neighborhood traffic calming out of Safe Neighborhoods. So, we'll have Ed McKinney take care of Item No. 3 and I believe Debbie Smith will take care of Item No. 4.

Mayor Lyles said okay. Mr. McKinney.

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ITEM NO. 3: STRATEGIC MOBILITY PLAN REVIEW OF PUBLIC DRAFT

Edward, McKinney, Deputy Director Of the Department Of Transportation said thank you. Again, Ed McKinney with Charlotte Department of Transportation. Appreciate the time tonight to give you an overview of the draft of our Strategic Mobility Plan and talk a little about what the next steps are. I think Mayor Pro Tem probably gave us the structure and a good overview and the update to the TAP meeting, but many of the things I'll share with you tonight just to give you a little bit more detail about that work and the progress. As a reminder, we started this work about a year ago. We've been following really closely and coordinating tightly with the work that came from the adoption of the 2040 plan, the work that resulted in terms of the 2040 policy plan. Then, as already been mentioned, some really important connections to the Envision My Ride bus priority study. So, those things have timed the work that we've been doing in a certain way. This is really important for us at this point to come to you as we talk about how those two things work together.

I will say that too, a simple way to think about this, is this is just simply our transportation plan. It's really a reflection as Mayor Pro Tem mentioned. It's really a reflection of all of that work we've done recently, a culmination of policies that we've had in place for some time, and really what we're doing is really modernizing and updating all of that work to completely align with the comprehensive plan. So, it's really important for us to then align those objectives to make sure that then the decisions we make are really designed to achieve the goals and expectations of the 2040 Comprehensive Plan.

Key things to remember in summary. Essentially what this is, is a commitment and a recommitment and elevation of our work around Vision Zero. So, you'll see that work highlighted in the strategy of this plan. We'll talk a little bit more about this new notion of establishing a 50/50 mode share. So, that's a new thing and it sort of grew from the comprehensive plan, but we put some more detail around that. Transit is a key part of this and you'll see this embedded in the strategy. We've worked, as I mentioned, really closely with CATS. The notion of this bus priority vision is a really important framework for what we're trying to do and you'll see a lot of the strategy in here is to really reflect the way to implement that with CATS. Then ultimately, there's all sorts of things happening with emerging technology and the new mobility that's happening in moving forward. So, what we're trying to do in this plan is make sure that we're prepared for that and really set up the policy framework for that.

The TAP Committee has seen this many times. Just to kind of share for the full Council just the context of this. Again the 2040 plan is the kind of foundation for all of this work, it's related. The Strategic Mobility Plan is related to the policy map itself and then as mentioned the UDO and as mentioned, there's two key parts of this. There's the policy piece that I'll focus on more tonight and then there's the streets manual which is really a more regulatory piece that relates more closely to the UDO. We've talked about that in more detail with the TAP Committee and that'll be in front of you through the process of the UDO's review, public hearing, and adoption.

As was mentioned, the draft of this was released on May 20th. We've got it essentially set up on our website and portal. We've been getting comments through that online tool. As was mentioned, we've had several engagement sessions since the 20th to get more

feedback. So, that's continuing and we're taking comments and receiving lots of good comments. We'll take those through the public comment we get next week on the 13th. Then, ultimately, use all that information to make any final adjustments and updates to the plan for adoption on the 27th.

Again, for a reminder, again it's really important to be clear about this. This plan is really pulling and building straight from the comprehensive plan. So, one of the 10 goals from the comprehensive plan was this notion of safe and equitable mobility. Those words are specifically what's embedded in the plan and really what we're doing is trying to flesh that in more detail and really give it enough structure so that the actions and the guides and the policies that we're putting in place are designed to achieve that vision.

The objectives, and this will come up later tonight, so there's six objectives that go with this. Again, embedded in the comprehensive plan. What we've done in this plan is take these beyond the words and get into the specifics of the actions in the policies. You'll see a great example of this later tonight, this notion of equitable and using that as a framework for the decisions we'll make. You'll see that reflected in the work on the traffic calming policy very specifically. So, we've recognized already using this tool to say, "Look, there's things we're doing with this lens that we should refine and change to really meet the goals of this." So, that gives you an example that these just aren't words and they're not just embedded in a plan. We're really using them to be thoughtful about the things we need to be doing moving forward.

Two big ideas around this going back to that vision of safe and equitable. Safe on one side, equitable on the other with the mode share. I won't spend a lot of time on Vision Zero here because I think we're familiar with that and CDOT has been doing that work now for several years. This plan is a way to elevate and make sure that that is completely embedded in everything we do from a mobility standpoint. It's important that that work and that aspiration is embedded in everything we do. The notion that we can do lots of things and partner with many to make sure that our roads are reducing and eliminating both fatalities and serious injuries.

The mode share, I'll talk about this in more detail, is a new thing for this. Again, as I'll mention, it's really about equity. The first and foremost piece of this is really driven from a notion of equity. So, there is essentially a need for us to refocus on how we move in this city to achieve the goals that we aspire to around equity. This notion says there are too many in our community, particularly households that don't have access to a car or are literally burdened by the cost of a vehicle in their household that we can and should do more to accommodate and build an infrastructure that supports more affordable ways to move. So, this notion is let's focus and increase the investment, the partnerships, and all the work that we can do to increase other modes of moving besides just moving by single occupancy vehicles.

Our goal is around this notion of let's do this 50/50. Can we increase our share? Today our share on vehicles is 76 percent with another 24 around all the other modes, work from home, carpool, transit, bike, and walk. Our goal is to essentially build capacity by finding a way to build those modes. Equity is the first part of that and it also implies and is a great benefit and helps us meet the goals we have around our Strategic Energy Action Plan, because certainly as we can reduce those vehicle trips, we're having a direct impact on carbon emissions and all the goals we have around sustainability.

The final thing I'll say around that is it's also just in some ways a practical thing. We are at a point in the growth that we have and the speed and nature of the growth that we have means that we are running out of the ability to build the vehicular capacity around that growth. Just the cost, the impact of that, and just the nature and speed of that growth suggest that we've got an infrastructure that we have to think about in different ways. We've got to conserve and continue to, where we can, increase that capacity but the only way to really protect for that infrastructure and the limitations around that infrastructure is to find as many ways and build as many ways as we can to move differently.

You'll see on this slide, just to give you a context of where we are with some other peer cities, both where we are currently and what these other cities are doing in similar ways. So, the notion of fast-growing cities that are seeing the same challenges that we are seeing are doing similar things. They're seeing similar aspirations calibrated to their conditions that is shaping the policies and their actions. You can see where we are. Again, the question is, can we get there? I would say you can see incrementally there are cities that we're not that far away from. I mean the notion that Denver's at 70 percent today with a goal of 50 in the long term. Minneapolis is a city that's at 60 percent. Certainly, Seattle and Washington are different cities than we are, but all of that just says with the right investment, with the right in-focus, that this goal I think long term is achievable and it focuses and sort of narrows our objectives and the focus around the investment that we want to make in a way that has worked to achieve that goal.

The question really then is, how do we get there? So, an idea we want to make sure is clear about how we're viewing this plan in our mobility future going forward is it's really about a system. We've stolen this graphics from CATS actually and it's a great example of really what we're trying to do. We're not just building infrastructure. We're really trying to build a system around how we live and how we move. So, in some ways what we're trying to do is create shorter trips. That's not necessarily an infrastructure thing, that's a planning and policy thing, a land use and development thing. So, the 2040 plan, the notion of 10-minute neighborhoods is building to that ability to put us together in a way that makes trips shorter. The outcome of that is it's easier to walk, it's easier to bike, it's easier to access transit. So, we're increasing the ability to do those other modes and then it actually has a capacity benefit for us because shorter trips mean less absorption of the capacity on our street networks. All of those things really work together in a really dynamic way.

We also need to be doing things around just getting less cars on the system. Again, that's not necessarily an infrastructure thing, that's focusing on transportation demand management and working with our partners and activities centers and our major employers to be doing everything we can coupled with CATS to do all the sort of support we can around transit mobility and other ways to move. There's a little plug here you'll see. One of the things we've talked about in our transportation review guidelines, kind of embedded in our streets manual, which is our new approach to how we review traffic mitigation, TDM (Transportation Demand Management) is a big part of that particularly around transit stations and in activity centers. Again, another specific example is how it's not necessarily an infrastructure investment, it's a policy goal that we can embed in the kinds of things we're doing from a regulatory standpoint to help get there.

Then, certainly, ultimately, it's about more multi-modal trips and we need the infrastructure to make that happen. So, transit is a key and probably the most important part of that. I'll talk a little bit more about that in detail but our bike network, our safety and pedestrian infrastructure, the notion of complete streets, all of the things that we've been doing but done in a way that's really focused on ensuring we do that and move the needle in the most effective and important places.

Real quick, just to give you a little bit of background on the process. Don't want to go into detail, but I do want to share with you the engagement that we had. So, we started again back last year. We had a series of neighborhood sessions, and listening sessions around geography. This is just a snapshot of some of that input. Lots of very specific things really supporting ultimately the kind of intention and goals of these plans, they're very geographic specific. We also had an online map. Lots of details that folks were able to literally go, pinpoint on a map specific ideas, concerns, and questions. So, the intent isn't to share these details but just to show that there's lots of input that we got, not just in forming this plan, having this geographic-specific information actually is something we can use and will use moving forward to help us be specific about the projects that we're planning and be specific to the kind of specific actions we'll take in any of these areas around projects.

So, all of that is great living information that builds to the plan but also supports our work long term. The strategy around this now is, so policy is one thing, guides our decisions that we make around the actions we take from investment, but ultimately it was also important for this plan to describe kind of more strategically how we should begin to think about investment. So, we've broken that into the basic four categories of how we move. So, transit, pedestrian, bike, and our basic road network. So, what we've done in the plan is go into those in a little bit more detail to frame out again how we prioritize what the focus should be back to the goals of the comprehensive plan.

Just to give you a snapshot of a few of those, the pedestrian network is an example. Again, things that we've been talking about before with you, obviously around sidewalk apps, all the investments we could be making and are making, and pedestrian connections and crossings. Everything we do in our street infrastructure to make it safer and more comfortable to move. What you see on these maps behind it with that kind of color system is essentially a geographic representation that if you took the six goals I've talked about and the metrics around those from this plan and the comprehensive plan and said, how are we connecting better to jobs, activity centers, transits, schools some of the goals of the 10-minute neighborhood and analyze and map that, essentially you get this heat map that's below that.

So, that's just a reflection for you to see that what we will be doing moving forward is using specifically those objectives, tying specific metrics to them, and then helping us guide the prioritization of the range of projects. These are just a snapshot of several of them, again, specific to things like sidewalk apps. The translation there, the point there is this need to make sure that our objectives are really tied closely to the actions and the recommendations we'd be making to the Council around where we should be investing.

On the bike network, again, the notion here is to prioritize our next focus on investment. So, a simple way to think about this is we have about 150 miles of bike facilities in our system today. They're sort of connected in some ways but still opportunistic and in some ways disconnected. So, what we did in this plan was to look at, with a priority structure just like I described for the pedestrian system, connections to population, employment, access to transit where we have households of greater need, the network that we described in a network that tries to achieve those goals and connect as many people as we can to those destinations and services. So, that proposes another 170 miles of additional bike facilities that are connected. So, essentially what is behind this map is a network of existing and proposed facilities that ultimately create a connection to all of the geographies of the city with a structure that connects them to uptown, to activity centers, and to the neighborhoods.

The green highlight here is also a representation of a real important framework to this across Charlotte trails. The obvious one is to the north and south, but the notion of an east-west connection through to the eastern neighborhoods and the western neighborhoods. Potentially with the Silver Line rail trail or other connectivity, it was really another part of the focus of this plan to make sure that we've got a structure that reaches to all parts, north, south, and east-west through the city. On the roadway and streets framework, just to describe again some things around the focus and the priorities of those, you can think of them in simple buckets. A set of new streets, sets of complete streets, and then a notion that I think was begun to talk with the Council about this last budget cycle around places where we would focus on mobility and improvement corridors and our high growth places.

So, new streets, we're a growing city. In some cases, we're still a suburban developing city. So, there's still as you can see on this map, lots of opportunities for new connections. Those are important for all sorts of reasons for connectivity, not just for vehicles but for pedestrians, bikes, etc., and transit. So, it's important that we continue to invest in those things. A great example again is a project that we've certainly been talking about is the Bryant Farms Road in South Charlotte. That's an important connection. It provides parallel connectivity in a place that needs more connectivity and access.

So, a good example of that focus of creating new streets. On the complete street side, we have lots of those. You can see on this map we have a network of streets, many of which in some of our more suburban places are really just rural two-lane roads. So, as we know, as those places are growing, the need to put in the right pedestrian infrastructure, the right bike infrastructure, and even just basic road infrastructure is real critical. Robinson Church Road is a project example that you're familiar with and is a perfect case study of that kind of investment. You can see it's a heavy lift. We've got lots to do throughout our city and it'll be really important that we prioritize that in a way to be most effective.

Then again just to put a point on this notion of this mobility improvement corridor and centers. So, we all know the big challenge we have is the congestion and growth, particularly in some of our rapidly growing corridors and activity centers. So, what we have begun to define here is certainly we know where those are, particularly around corridors and activity centers, and really the strategy is around not just the basic capacity infrastructure, but we have to look at those places holistically. We have to understand the growth and development pattern. Overlayed on this is the bus priority network and the focus for CATS and transit. Certainly, there's specific things that would come from this. A great example again on our horizon is the Eastway Shamrock intersection. So, there's very specific things that would come, but the notions we should be looking at these things from a corridor level and from an activity center to be holistic about how we want to manage the growth and investment within the resources that we have to effect change and increase access and mobility.

I end with this. The transit is really the fundamental piece of this. I'm not going to talk tonight about the 2030 system plan, essentially the rail structure, Blue Line obviously, and Silver Line, it's embedded in our plan and certainly there's lots of things to support infrastructure to those, but as was already mentioned, one of the things we did throughout this plan working really closely with CATS is to follow and embed the strategy around the Envision My Ride work and this notion of a bus priority network. You see on one side of this the full vision of that plan. So, all the corridors with ultimately the goal of a 15-minute service, the notion of mobility hubs, and the colored areas in there are those micro transit areas. That's the long-term vision. What you see on the other side on the focus corridors are the six key corridors that CATS has focused on to not only increase the service and frequency but to do all the things we can within our right of ways to make that operation of the bus system efficient and comfortable and effective.

The really key part of that is almost all of that relates directly to what we do with CDOT. So, that's almost all those things are in the right of way. It was really important for us in this plan to make that was clear and it was a clear and specific priority for CDOT to say we're going to have to work hand in hand with CATS to really rethink the nature of those streets on those six corridors. So, we've talked about having bus priority signal investment, which is there, it's just making sure we make that effective and workable. The notion of Queue jumps which would be things that we would have to invest in some of our intersections, better pedestrian crossings, the notion of mobility hubs, which are really stations in these areas, are all within the right of way and affect how we design and operate streets.

So, the message here is to make that work is not providing the frequency of service from CATS standpoint, we really have to rethink those streets and those corridors, and a key part of that strategy for us is to work hand in hand with CATS to make that happen.

So, let me wrap up with this and then talk about the next steps. On one side of this, I'm showing you something you already know well. This is just a snapshot of your recently approved budget and I've highlighted here some of the key things around these other modes. The notion of our Bicycle Program, our Sidewalk Program, and our Vision Zero Program. Again, you certainly know your commitment to that has increased dramatically recently, and in this case over \$54 million of new investment based on what you've historically focused on and those capital investment bonds. What I want to illustrate

here is all of the abstractness of the policy, the strategy, all these words and the structure of that is important because essentially what that does, having this plan adopted and the key strategies and priorities around that plan allow us to take the investment that you've committed to and invest in a way that's most effective.

So, we're at a really important time. We're making this shift; we're investing ever more in these kinds of facilities and this kind of mobility. This plan allows us to take all that and tie it to our comprehensive plan, give us enough detail and priorities so that we can again invest those dollars in a way that has the greatest impact and gets up into what we have envisioned from a mobility standpoint in the long term.

The last thing is just about the next steps. So, didn't talk at all about this tonight, but we've talked a little bit with the TAP Committee and you'll see more about this with the UDO process but there is this streets manual which is a technical thing that's really on the regulatory side. It's got embedded in that manual is the draft of the Comprehensive Transportation Review Guidelines. Again, that's the update to how we deal with traffic mitigation and development. Then the streets map which is the DNA (Deoxyribonucleic acid) of all of our streets. Again, as development occurs, we're using that map to make sure that we're protecting for the right of way and the corridors that we want to create as multi-modal streets in the long term.

The key point of this tonight is the plan we just talked about and the policy piece of this which is the Strategic Mobility Plan. Again, the aspiration around that, the mode share, the policy around the six goals, and then the strategy around those four areas, that's what's embedded in this plan. Where we are tonight obviously, is an overview for you all in this session. As already mentioned by the Mayor Pro Tem, next Monday we'll have the TAP Committee meeting. We'll go into a little bit more detail and have more discussion. That same night we'll have a public comment period. So, that'll be an opportunity for additional kind of focused comments directly to you and the Council and then we're ultimately scheduled to be in front of you on the 27th for adoption of the plan following essentially any comments we get and some changes that we would make, we'll share with you the final version of that plan with the goal of adopting that on June 27. I think that's it. I ran through it a little quickly. I know you've got lots on your agenda tonight so glad to take questions and open it up for discussion.

Councilmember Driggs said I'm still trying to figure out how this tie into the UDO. Are there requirements that will be placed on private developers or investors as a result of the Strategic Mobility Plan that are not included in the UDO?

Mr. McKinney said so there's two pieces. I put the slide back up of what we're calling the streets manual and that is a completely separate document, and it does, Mr. Driggs, do what you just described. It's a set of guidelines that is tied directly to the UDO and it's specific to really two new things which is the comprehensive Transportation Review Guidelines which is the update of our traffic mitigation guidelines that we currently use today and it's the update and completeness of this streets map. So, those two things are new and they're embedded in these guidelines and what the UDO does is refer to the manual to follow both the mitigation review of the development projects. Then the streets map again will specifically say what's the protection of right of way and that guides specific dimensional requirements and setbacks that you would have depending upon which zoning district you're in.

Again, to be clear, the policy map, the specific thing we were asking for adoption on the 27th is completely separate from that. It's really all the policy items that I just described. The details of the manual is following exactly the UDO process. There was a second draft of this manual. There was a first draft of this manual that went out in the fall at the same time the first draft of the UDO went out. The second draft of this manual came out with the second draft of the UDO on Friday and then we'll follow the review hearing and adoption process of the Unified Development Ordinance.

Mr. Driggs said so I'm just asking because we're doing economic impact work on the UDO. Does that include the requirements here? Are we thinking about this because

some of those things like that picture, that's expensive, right? I mean creating a road like that in a place where we have roads like the ones we have today, and I can point to Rea Road for example. We did an improvement there as you remember from Pineville Matthews, up to Colony and I think at the time that cost about \$20 million for a mile or so, to take an existing road and turn it into something that looks more like this. So, I do think it's important that we are sensitive to what the burden might be that things represent or how they could affect development, and we can follow up on that but I would really be interested to know whether we have any feedback from industry to another basis for knowing how much of a burden trying to impose rules around this plan. I mean the plan I think is very aspirational and it paints a great picture of where we'd like to be in the future, but as a practical matter we need to think about who bears these costs and the impact that it has on development.

The other question I had was you pointed to the CIP (Capital Investment Plan) investments that we're making in our current budget. Have we thought about what kind of CIP investments will be needed in order to realize the goals of the Strategic Mobility Plan and over what time horizon?

Mr. McKinney said sure. Let me go back to your first question because I want to make sure that's clear. The manual, the CTR (Comprehensive Transportation Review) guidelines, and the streets map, all that work was completely embedded in the economic impact analysis that the Planning Department has done and the work that the committee has seen. So, I want to make sure that's clear. We've had essentially the same number of engagement and coordination that planning has had on the UDO around these development issues. We've been with them hand in hand to talk very specifically about the CTR guidelines and the streets map. I want to be clear that that engagement has occurred. Whether or not we're all in agreement from a stakeholder standpoint about where we're going is another thing, but I want to make sure it's clear that that engagement has occurred and the analysis on the economics side has been part of this.

Again, back to this image on that slide and the notion of what we're asking developers to do. What's happening project by project, is we're just making the streets map just to make sure that they're setting their development, they're really protecting the right of way so that the long-term investment we make in the streets is available to us. Essentially, we're setting up the framework. Yes, they'll have to do their frontage of the sidewalk and connect to the street in the right way, but we're certainly not asking them to build the full road. It's really just their proportional impact on the site that they're developing.

On the question about capital investment. So, a couple of things there. As I mentioned in this slide, the notion is what we want to do is make sure that this plan gives us the right framework to follow the goals and vision that the Council has adopted in the 2040 plan. So, the most important part of that is to make sure that in these cases the way we develop projects, the way we identify them, the way we evaluate and prioritize them follows this vision and so that every dollar we spend is done in a way that's designed to achieve those goals. Longer term, this aspiration sets the 20-year aspiration. The expectation here is that we will continue to monitor and define just like the comp plan, how are we achieving those goals. Are we getting there? Do we need to think about investment in different ways? Do we need to focus in different ways? Is there a total dollar amount to this plan? No. The notion is this is an aspiration, we're using the goals and objectives of this plan to calibrate and focus the dollars that we use, and the resources that we have to ultimately get to that vision.

Again, contingent on lots of partners. It's not just about what the city invests, it's all the development partners that we have, other mobility partners both locally and regionally, and certainly as we all know, the investment in transit short and long term is going to be a big part of getting to the goals that we have.

Mr. Driggs said thanks, Ed. A lot of the feedback I've seen from the developer community has been kind of site-specific and heights and things like that. So, I will follow up with them and I appreciate the clearing. Thank you.

Councilmember Johnson said my question, I'm sort of piggybacking off of Mr. Driggs. I want to know the dates. So, this was released on May 20th, and we are voting on it when? How does it relate to the UDO dates? So, the second draft of the UDO was released I think Friday and I don't think the dates are the same. From a community engagement perspective, I want to know how realistic is that for us. It's sort of confusing for the public if we're really seeking engagement. I'm just wondering, and this is probably a question for Mr. Jones, why the timing? If we're seeking comments from the public, are we giving them too much information? We talked about this in the comp plan, a more simpler presentation, and a different version. Why are we releasing them like this? Should we wait and get comments on one document and then release the second one? Then I have another question also. I mean is there a reason for the timing?

Marcus Jones, City Manager said yes and Ed cleaned this up for me, but I guess what's being missed a bit is that there's community engagement all along these processes. Many of the plans that are related to the Strategic Mobility Plan, you already have. We're just trying to pull them all into one place. Did I get that right Ed?

Mr. McKinney said yes.

Mr. Jones said okay. So, what we attempt to do is send these through the committee so that there's a conversation with at least five Council Members at the committee to get to this point that the entire Council can add to the discussion. So, in terms of process, I don't want you to think that we just presented something tonight and we're going to ask you to vote on it in a couple of weeks.

Ms. Johnson said I'm just saying from a public perspective I know these are great documents, but for a busy voter or even if they were due just right after one another, I just think that we could increase engagement, I think if we didn't have two different almost competing documents. That's just my perspective. If we presented them from a public engagement perspective, one document at a time. Right now, we have the UDO that we're seeking comment and research and review of and then we also have this document. Are we really expecting the public to review two of these documents to give us feedback? So, that's just my opinion as a former trainer for adult learners. I remember even with the comp plan, we know that we had low engagement and low numbers. I think if our goal is engagement and to increase engagement, I think from a public perspective, it's more realistic for us to present these separately.

Then secondly, I have a question. If you could go back to the corridors. There were six corridors that were a priority, the focus corridors. I don't see any in District 4 and we have a very, very large university that we might consider students who might bike. We're also the second largest job creator in the city and we have the Blue Line. It would seem to be low-hanging fruit or an easier resolution to add more circular routes. That would have a huge impact. That would have an impact on traffic and the jobs. I'm just surprised and concerned that District 4 is not a part of the focus corridor with, again with such a large university and a large employment number.

Mr. McKinney said I can speak to that briefly and Jason Lawrence is here with CATS, who's been leading the bus priority study and can amplify any of this. As you see these two maps, on the one side is the full bus priority plan. It may be hard to read on this map, but the darker Blue Lines are that full network of five-frequency 15-minute service. You see the mobility hubs and those color areas are those areas I think you sort of mentioned the notion that those areas in University City that would benefit from this notion of first last mile, the Microtransit areas. That's what those blue areas represent. So, it is completely part of even the initial strategy that CATS has around improving service, implementing the Microtransit investment and partnerships, and these mobility hubs.

I'm going to speak for JL a little bit, but the notion of these focus corridors are really where is the first place to start, where would we have the most impact on where ridership is, and where really the needs are. It does not imply that we're not in that full plan doing similar Investments throughout all of the city. If I said any of that wrong or if there's other things you want to add to that, Jason.

Jason Lawrence, Chief Transit Planning Officer said thank you, Ms. Johnson. Jason Lawrence with CATS here. I think what Ed has shown is the highlights of the Envision My Ride bus priority. So, the full document, the full map, and everything is a part of the bus priority study which was recently adopted by the Metropolitan Transit Commission on May 25th of this year. We do have a number of our cross-town routes that are part of the effort, Harris Boulevard to name one, connecting the University area over to North Lake. We have another high-frequency route along Sugar Creek Road to connect the Derita area over to the Blue Line and you did mention the Blue Line. That's a critical connection as a high frequency, high investment corridor, and one of the first zones that we would prioritize as a part of the micro-transit conversation would be the University area connecting the campus over the Research Park area with the Blue Line really running right in the middle of that. So, there's a lot of strategies in place here with the Blue Line that would really help with that first last mile connection.

Ms. Johnson said okay. Thank you. Yes, thank you for that consideration. Then I do have one question. So, from a transportation perspective and an equity perspective right now, STS, Special Transportation Services does not run where there's not a bus route. If you don't live I think within half a mile or a quarter mile of a bus the STS does not come to your home. So that affects a lot of people. They're not able to get STS because there's no bus route. I just want to know if that's part of the Strategic Mobility Plan to reconsider that or review that from an equitable perspective.

Mr. Lawrence said so, I'll talk for a minute about what our current policy for paratransit service, Special Transportation Services, which is we provide on-demand service within three-quarters of a mile of what we call a fixed route. So, that's a sizeable portion of the city of Charlotte. If there's an area of the city that doesn't have a fixed route, paratransit service is not provided as per our Americans with Disabilities Act Policy. In the northern towns, we do provide what's called village rider services which does provide that three-quarter mile paratransit-enabled service.

Ms. Johnson said right, so is that going to be changed? There are people that are unable to have access to STS because there's not a bus route in their area. Is that something that's going to be reconsidered?

Mr. Lawrence said paratransit was not a part of the bus priority study. They're in a part of the Strategic Mobility Plan but we can talk a little bit more offline about our paratransit services. I'm happy to talk about that at some other time.

Ms. Johnson said absolutely. Thank you.

Mayor Lyles said the system is really about we don't have the money to grow the system. Until we get some money we can't provide these services and they're desperately needed. It's really sad.

Ms. Johnson said it's really sad for us to say that in a meeting where we've talked about \$60 million and \$200 million for other issues and then when they're folks trying to get to work or para transportation, then we say we don't have the money. We've got to be careful.

Mayor Lyles said Ms. Johnson, it may be a very difficult thing to say when you have things that you go to the state and you say this money can be used only for this purpose. So, it's not like we could take that \$60 million and move it over when it's coming out of a state legislative. We need state legislation to help us do things that are about the equity and the needs that we have for our community as well. So, it's really tough. I'm not disagreeing with you. It's just very hard. Very hard.

Ms. Johnson said para transportation. To say we don't have the money, I just think we need to really take a look at that.

Mayor Lyles said well we could do it with property taxes which would then build up more displacement, but right now we only have the half-cent sales tax for the Transit System. It's a huge dilemma for us.

Ms. Johnson said we can talk offline, but for the public, we just passed a \$3.2 billion dollar budget and then to say today that we don't have the money for individuals who need special transportation to have transportation services. That's a matter, in my opinion, of just focus and priority.

Mayor Lyles said I don't disagree with you at all, but when you look at that \$3 billion budget only \$700,000 of it goes into General Services that we provide for everyone and transit only has a half-cent dedicated tax. So, add up all of the specific revenues and what's a lawful use of it and how we've planned. You're on the committee that really is trying to help us change the way that we approach this. So, I think it's a great thing, but I think it's honesty to say that we need to have some money to do things differently. I just really struggle with it too.

Councilmember Eiselt said well, I just also want to point out for the public that when we talk about the \$60 million that's capital. That's one-time expenditures versus I think the number that I got even two years ago from John Lewis was \$35 million a year in operating to build on our bus system and then \$100 million in capital. So, those are one-time expenses we can't apply. It's apples and oranges because we have to keep it going every year for operating.

Councilmember Egleston said briefly, I think that we used to talk a lot about the North End Smart Districts. I don't feel like we talk about that much anymore and I don't know why that is. I do think that as it relates to micro-transit areas, what we used to call them, I would love for us to still call the North End Smart District, would be a wise strategic place to have shaded on our map for micro-transit, given its proximity to the Blue Line, but the impediments that residents of the North End face getting to the Blue Line because of primarily the rail yard. So, I won't belabor my point but I do think that that might be a miss on that micro transit route. Thank you.

Ms. Eiselt said I second that.

Councilmember Winston said I agree with Mr. Egleston's point. I've been going through this plan and I'm pretty well aligned with a lot of it. I'm still kind of digging through the details. There's just a couple of points. I do think language is very important in plans like this. When we're looking at how Charlotte moves today versus tomorrow, I would question whether it is genius or not that our goal should be alleviating congestion. I would pause it that actually in some circumstances we want increased congestion, particularly in different modes like pedestrian congestion in parts of town as well as bike congestion. We want more people to be walking and riding bikes in certain areas. We also know that type of behavior or circumstance equates to levels of economic development in certain areas. I do think there are instances of problematic congestion around town, but I would wonder if it might be more accurate and a more achievable goal over time if this plan sought to provide certainty in travel or commute times. Thinking of certain parts of town during peak hours, you're always going to have congestion. The problem is when that congestion leads to half an hour commute on some days versus an hour and a half commutes on other days.

Leading to that, as we look at some of the policies around safety, I think traffic calming should be a higher priority as that is I think the North Star as you look at pedestrian crossing, street and pedestrian lighting, and intersection designs. So, on and so forth. Again, if in certain areas where you have high pedestrians or a lot of residential places, you probably don't want traffic moving very fast. You might want a more congested street where you do have car parking and bike lanes and cars moving at a slower pace, but again at a more certain pace both during peak and off-peak hours. Again, street

speed mitigation. I would think that we may want to look beyond just high injury networks that we have today. Again, this is the kind of philosophy of keeping speeds low in areas where people live, people work and people play in general. Also, considering that there are stretches of roads, particularly roads as opposed to streets where we want high speeds. We don't want congestion necessarily on the interstates but I think that also relates to again, how streets and roads interact with each other. So, I don't know if we've thought about it like Mr. McKinney, but I'd like us to pay pretty close attention to that language.

Mr. McKinney said yes just real briefly. You're absolutely correct and it's a good catch to make sure that we're saying it the right way in this plan, but our intent is to say it the way you described it. So, we'll make sure we're being clear about that. I went back to this map, back to this notion of these mobility improvement corridors, and really what you described is really the vision around those. You're right. One of the things we should be doing is really just trying to manage those corridors in ways that create predictability, right and balance the modes that we're trying to promote but do it in a way that doesn't put a priority right on the speed of vehicles but does it in a way that's balanced.

Also, to your point as we all identified in some of our more suburban places and growing places, Steele Creek is a great example, where there still are opportunities and infrastructure that can be put in place and should be put in place to essentially facilitate the basic infrastructure of road and street connectivity. So, our challenge is to kind of balance, given the diversity of our city from really urban places to places that are really just green fields and still growing. The challenge is to kind of put all of those things in balance where in some places we do have to be investing directly in our road and infrastructure in other places, we're really managing congestion in a different way. So, our ultimate goal is to do that in a way that's balanced and achieves our aspirations in the long term.

Mr. Winston said so I'll just reiterate. I would certainly like us to consider on page 14 on how Charlotte moves and the overall goals here. I would like us to consider moving away from saying that we are trying to eliminate congestion versus creating certainty in travel and commute times. I think that is more accurate to what we are trying to achieve, but I don't want that to be an anecdotal thing. Perhaps and again, I think that's going to be an important point not just for this Council not getting it passed but as this is going to be a document that lives and guides policy over the next 20, 30 years.

Mr. McKinney said again great catch on that. We'll make sure that we're clear about what we're really intending to do.

Councilmember Phipps said it used to be that we placed a lower priority on farm-to-market roads but with the growth that's occurring on some of those roads like Hood Road where you have new subdivisions on both sides of the street. Sidewalks are in place, and the curb and gutter is there. So, are we saying then that this growth will force us to take a more proactive stance with the development of farm-to-market roads whether or not they're city-maintained or state-maintained?

Mr. McKinney said to your first point, the map here on this screen in the middle is the diagram of those roads that still need sort of what we would describe as being complete, and not all of those are pure farm-to-market roads as you can see. Some of those are in our more urban areas but many of them like the example that's highlighted there, Robinson Church Road, is a great example of what you're describing as a farm-to-market road. So yes, the answer to your question is in this plan it's important that we identify that need which is this diagram, and then again use the goals and structure of the policies from our comp plan and this plan to prioritize where we should do that investment and growth. The pace of growth that you described, there's places that are growing faster than others, and the needs there are probably more immediate. So, part of our steps to identifying and developing those projects and prioritizing them is looking at those metrics. Where is growth happening? Where are the needs to provide that

connectivity and will ultimately be the way that we ensure that we prioritize those projects knowing that we have a limited set of resources.

You can see even by this map, that we have just like we talked about with the sidewalk and others, we have lots of needs. The real key and really what we hope is this plan helps us focus the priorities. We have limited resources, and the real important part now is to make sure every dollar we invest has to be going towards our longer-term goals and so we need to really make sure we're really doing that in a very intentional way.

Mr. Phipps said yes, Robinson Church Road intersects Hood Road. Now there are a lot of sidewalks, but I can tell you, you can walk for half an hour on those sidewalks and you still wouldn't get to anything resembling any amenities that we would associate with a 10-minute neighborhood. So, it's a lot of sidewalks but other than trees and things, there's nothing there. There's no amenities there and that's what some residents have been complaining about. That they need amenities, but right now you can do a lot of walking and at some point, you're still going to have to get in your car to get some of the services that you want.

I think by design, some people probably that's what they bargain for when they walk out there, but I don't know if we can afford to have one or two streets at a time in a capital cycle, but it's going to take a long time. Now, I think these areas that are still developing that still have large swaths of land, they could be at a disadvantage to some of these interior areas in the city along with these Corridors of Opportunities. They've got infrastructure there, so I guess that's why it's the 2040 plan. I guess it's going to take some time. Thanks.

Councilmember Ajmera said great presentation Mr. McKinney and a really good document that's being provided to all of us. I had an opportunity to review the document in depth, and I see there are various plans in place in terms of the sidewalks, pedestrian crossings, and other mobility options. I just wanted to make sure that once adopt this we will still have the flexibility of making changes to the plan. Is that correct?

Mr. McKinney said the way I would describe it is really the most important part of this plan is really the policy structure and these objectives and the way they guide the decisions moving forward. So, going back to this notion of the capital dollars that we commit, what we want to do is make sure that we use this plan to align to those goals. It's project agnostic. We need to make sure that the goals are driving our decisions around investment. To the question of we're not hardwiring specific projects in this plan. What we're laying out is the framework of the opportunities and the needs that we have and setting some clear objectives about how we're going to prioritize those needs. So, hopefully, when we come back to Council with recommendations about what are our next projects, we can demonstrate to you how those projects are achieving the goals of this plan and the 2040 plan.

Ms. Ajmera said fair enough. So, what I hear you say is that the projects could change, however, the goals is really what we are adopting. Is that correct?

Mr. McKinney said absolutely correct, yes.

Ms. Ajmera said okay, yes, I just want to make sure because to Mr. Phipps' point, as I was going through this over the weekend, I had highlighted a few projects that's part of this package and I'm trying to get a better understanding of how these priority networks were determined specifically around sidewalks, pedestrian crossings, intersections, signal operations. How were they prioritized? Could you respond to that?

Mr. McKinney said sure. We just went back to that slide. Again, what you see on these maps are the existing deeds and identifying projects. So, the sidewalk one is probably the easiest one to describe. You've seen that map before, and it was part of the discussions we've had around the budget this year. So those red lines just represent all of the gaps that we have, right. The color behind that is really a geographic reflection of the priorities not dramatically different than the way we've been prioritizing those

sidewalks. So, the projects that we put forth and have prioritized for investment had followed a set of expectations around equity and connectivity, etc., what we've done in this plan though is modernized that. We wanted to make sure that it was completely tied to the goals and objectives of the 2040 plan. So, what you see represented here in these colors is really an analytical way to take those goals, apply them geographically, and say, "Okay where are the places where we would meet our goals the most by investing in these projects?" So, it's not prioritizing any individual ones, it's just a demonstration of how we will come back and prioritize specific projects. In this case for programmatic dollars, we're just using that prioritization to tell us where to go first and where to most effectively use the sidewalk program dollars as we move forward.

Ms. Ajmera said so this is where I think the equity policy could play an important part because as you look at the needs document on pages number 43 to 46 there are various parts of our community where really there are no sidewalks and really just no infrastructure for pedestrian safety where there are unsafe crossings and obviously as we dig deeper into this, we will have to look at this from the equity lens where there are areas where we must prioritize sidewalks specifically around schools so that kids are not having to walk to school in an unsafe environment. I think that's where I would like to dig deeper as to how do we prioritize some of this infrastructure specifically around schools and areas where we need a very safe infrastructure.

Lastly, I see that mobility improvement centers and corridors towards the end of this booklet that was part of our package, how did the staff come to this conclusion of having about 10 mobility improvement corridors and centers?

Mr. McKinney said real quick, it's a combination of things. So, what you see on that map is a reflection of the bus priority work. So, we definitely wanted to make sure that we were focused on those corridors and working with CATS. These are also corridors that we've have been having lots of discussions and know the data in terms of where there's congestion and where there's growth happening. So again, not the notion that we want to solve that congestion but those are the places we need to go to start thinking about how we manage it. Then essentially what's represented on that map on activity centers is not all of them, it's a representation of some of the larger ones that will be connected and is connected directly to the 2040 Policy Map. There are lots of potential longer-term activity centers that are designed in the policy maps. So really this diagram is to set the stage that we need to be focusing those areas as they continue to grow, both the large existing ones and then as the 10-minute neighborhood and these new activity centers begin to develop, having specific mobility strategies around them will be important.

Ms. Ajmera said so it's great that we are looking at the growth and identifying opportunities ahead of time before some of these developments occur, especially in our newer districts. I see that's being highlighted. We also have to ensure there are areas, for example, the Far East. I was looking at the needs feedback from our residents where we really have a lack of even public transit. I know that's been their feedback along the way and I don't see that as being highlighted. So, if you could also look into that to see how we could prioritize some of those gaps while also addressing the growth areas.

I mean, this is great to have a plan, but really funding is where the rubber meets the road. So, I hope that the Council will continue to tackle the funding issue. That's when we will really get this plan to come to our realization. Thank you.

Councilmember Bokhari said I'll try to be really quick. One, I think that there are inherent flaws in this that are the same as the 2040 plan it aligns to, which we're basically looking at a streamlined plan to be able to back us into the status quo of where the world exists today in relation to land use and planning or in relation to mobility and moving people around when this is meant to be a long-term strategy. We really don't contemplate what our city and the world is going to be like in 2040 and 2050. We're talking about all the same technologies that we've been trying to fund for 15 years right here. So, I won't belabor the point because I said it enough over the last two years, but where's the future planning if this is the stuff we're going to be moving to where the

puck's going to be then, I don't even see one inkling of a lot of that stuff in there. I think my broader more tactical point is, that because it's too late now for us to backtrack and actually solve that, is I've just seen particularly over the last couple of weeks a constant reminder that CATS is in the critical path of so many things right now. Whether it's our buses that currently state aren't running properly and on time and ghost buses, our drivers who are ultimately having safety concerns, the intersection with the CTC as we've seen here, the Gold Line, the future light rail plans and now the deep correlation with the Strategic Mobility Plan not just in their execution in where they're going to go, but in the framing as we've just heard. I'm getting close to a point where until we solve the leadership issues that foundationally have CATS not sitting on solid ground, to just start voting against anything that's strategic and has a touch point there until we get that solved.

Again, that is a drastic effort that I don't want to take right now Mr. Manager, but I would encourage my colleagues, for us all, to start pushing on getting some solutions there because we have a track record of whatever the opposite of success is going on right there right now from a leadership perspective and these stakes are far too high in every single topic we're going after right now to just sit back and say, "Okay, yeah we'll get to that later," because it's a painful conversation.

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ITEM NO. 4: NEIGHBORHOOD TRAFFIC CALMING POLICY

Debbie Smith, Director of Transportation said good evening, Mayor and Council. As the presentation is coming up, let me introduce myself. I serve as your Transportation Director; I'm Debbie Smith and I am here with Tamara Blue our outstanding CDOT Public Relations Manager. I know many of you have worked with her closely over the years, so, so excited to have her with me tonight to walk us through.

So, we're here and we're excited to bring forward this policy for discussion. Let me make this connection between the work and the information that Ed McKinney just shared with you on the Strategic Mobility Plan. So, achieving a safe and equitable transportation network are two foundational goals and we have an opportunity with his direct link to our current policy. So, we have this opportunity to put the strategy into direct action. So, neighborhood traffic calming is absolutely a part of our Vision Zero commitment to make our Charlotte streets safer. As a reminder, Vision Zero is this strategy to eliminate all traffic-related deaths and serious injuries while increasing safety, health, and mobility for all users. Many of you, I've worked with you on that Vision Zero statement, on that Vision Zero conversation back in 2018.

So, with that, Vision Zero focuses on how people naturally behave, and that people can make mistakes, but that those mistakes should not be fatal. We use data to develop the high injury network which are those streets that have that higher occurrence of fatal and serious injury crashes. The data really shows that serious injury crashes and fatalities are happening on the higher speed and higher volume thoroughfares. So, we have traffic calming tools though for these local streets because we're committed to that safety on the local streets so that they don't end up on that high injury network. So, the Neighborhood Traffic Calming Policy is at its core neighborhood driven and it is by far one of our most popular transportation programs. I want to just take a moment to thank our great partners at Police and Fire. We could not do this policy work without them. They worked with us so closely as we were establishing these changes. So, in tonight's presentation, we really focus on how neighborhood traffic calming is foundational to this equitable conversation. So, we know that the current policy requires homeownership to create a successful petition. So, we believe the changes we are making here tonight and recommending will really remove that barrier in a successful policy.

So, like I said, let me turn it over to Tamara Blue. She's going to actually walk through the strategic developments as we had this conversation with our Safe Community Committee.

Tamara Blue, Charlotte Department of Transportation Public Relations Manager

said thank you, Debbie. As she said I'm Tamara Blue with CDOT, PR Manager. Good evening Mayor and Council. We're here to step you through the existing Neighborhood Traffic Calming Policy, discuss the petition process, and review recommended changes after presenting at the Safe Community's Committee meetings on May 1 and April 13 this year.

Many neighborhoods and several Council Members have approached us with concerns about the petition process. I'll describe our current process and share with you what we learned through some peer cities research.

The Neighborhood Traffic Calming Program is very successful and hugely popular with our citizens. The first policy was adopted in 1997 and over the last 25 years Councils before you made a couple of revisions to reduce thresholds to support more calming in neighborhoods. The most recent update was in 2018 which removed the petition process for reducing the speed limit to 25 miles per hour, lowered the volume threshold for speed humps from 1,000 vehicles per day to 600, and lowered the volume threshold for multiway stops from 600 vehicles per day on the main street to a combination of both the main and intersecting streets. So, it lowered that volume by half. We did this in 2018. We worked closely with the Fire Department to strike that right balance and comply with the 2015 International Fire Code that the State of North Carolina adopted in January 2019 as the North Carolina State Fire Code.

Another important update changed the number of parcel owner signatures required on the petition from all owners of record to only one. This was an important step in removing a cumbersome piece of the process where there were two or more owners of records for one address. Today we're recommending removal of the petition process.

The Neighborhood Traffic Calming Policy covers three main areas. Speed limit reduction, speed humps, and multiway stops. There is a petition currently required for speed humps and multiway stops. Both traffic volumes are 600 vehicles per day, 600 for speed humps, and a combination of 600 for the intersecting streets for multiway stops. The 85th percentile speed has to be equal to or less than five miles per hour over the speed limit for both of those conditions and the impact area abutting those parcels within 1200 feet would need to be part of the petition signatures. I believe that's a 60 percent number that we would have to have on that petition. There's also a condition where speed humps and multi-way stops can be installed in tandem. Traffic volume minimum of 1500 vehicles per day on that street and the impact area abutting parcels of 1200 feet. If the new request is received less than five years after the initial traffic calming installation, we revert to a postcard notification to the impact area in lieu of a petition and that is what we currently do today.

This map illustrates existing traffic calming citywide and it shows how popular the Neighborhood Traffic Calming Program is among Charlotte citizens. The blue dots represent more than 1900 speed humps currently installed. The red dots show the 675 multiway stop locations. We went a step further by adding the arc and wedge designations to this map and it's of hairy apparent the successful petitions are happening in the wedge. The arc is like by comparison and this highlights the challenge or barrier of the petition process.

A successful petition requires 60 percent support of the impact area. The current policy is written for homeowners and property owners. We know that renters make up nearly half of our neighborhoods city wide and that number is much greater in some neighborhoods. We also learned through shared stories from our citizens, that they just did not have the time to collect signatures when they and their neighbors work full time, overtime, and in some instances multiple jobs and shifts. We believe that time and access were real barriers for our citizens to overcome and complete a successful petition.

Finally, by removing the petition requirement, we increase equity among neighborhoods, particularly those that have a high number of renters. The

implementation of an opposition-only process would mean that CDOT would issue appeal postcards to all parties within an impact area. The postcard will contain instructions to either email an appeal to our general email box at CDOT or mail the postcard to CDOT within 45 days of issuance. We believe that eliminating the petition requirement is a barrier removal that would allow neighborhoods citywide to receive equal opportunity for traffic-calming installations when the streets meet the thresholds under the Neighborhood Traffic Calming Policy.

So, we researched our peer cities to see what they were doing in the neighborhood traffic calming realm and found that they do not use a citizen-led petition or ballet process. We also learned that overall, they're communicating but it's coming to the neighborhood streets, so the inclusion remains but the burden is removed.

Safety is foundational to all the work we do. Our Vision Zero Program allows us to focus on neighborhood traffic calming, street lighting, spot safety improvements, and technology improvements like driver feedback signs. Projects are prioritized using data from the High Injury Network and our Vision Zero action plan. This program funding allows us to quickly respond to safety improvements but otherwise have funding from another capital program.

In 2020 the bond breakdown for \$2 million was 35 percent to thoroughfare lighting, 30 percent to spot safety infrastructure, 20 percent to pilot technology improvements, community engagement, and 15 percent to traffic calming. The 2022 proposed \$4 million will put 30 percent towards thoroughfare lighting, 30 percent toward traffic calming, 25 percent towards pilot technology improvements, and community engagement, and 15 percent towards spot safety. That's a huge, huge difference. So, at this time we'd like to address any questions you may have.

Councilmember Winston said we talked about how sometimes we don't celebrate our wins. This is a great piece of policy to come before us. I remember probably in 2018 my first term on Council, this was something that we changed to make it easier for the petition process to happen to get stop signs and speed mitigation in neighborhoods. It frustrated me because I thought we could go further. I learned the lessons of the iterative nature of governing. That can be frustrating because sometimes those iterations can be extremely far apart if they ever come at all.

You know one of the most deflating emails I send as a representative is when folks do reach out, when folks do take the initiative and do the hard work to try to get these changes within the neighborhood, but the regulations are so onerous as was represented in the presentation today, that it's too hard to meet the bar. I think this is a great change. I look forward to further refining it and getting this passed. I think this can be transformative to neighborhoods and transformative to public safety and provide a real impact on neighborhoods and communities throughout 300 plus square miles of Charlotte.

So, cheers to the staff, cheers to the Council for not just putting the good work that we've done in the past up on a shelf and forgetting about it, but listening to the community, listening to the Council, and taking those iterative steps over time. This might be the key to getting a significant issue in our community right. So, thank you for this. I look forward to getting this into code next week.

Councilmember Watlington said so firstly I just want to say thank you, thank you. Last year I brought this need up from the community. We had several neighborhoods throughout Charlotte, Park View, Westover Hills, Revolution Park, and many others that were having an issue being able to get up the signatures for the petition but could very clearly articulate what the need was. So, thank you for taking that and making something actionable. This is awesome and it's tangible and we really appreciate the work that you're doing. So, thank you for that.

The follow-up question that I'll add to that is I'm wondering if you could speak to the most recent crop of an ongoing concern in some of our neighborhoods, particularly in

our South Ends and some of the more dense neighborhoods or neighborhoods that have through streets. Can we talk a little bit about where we go from here? So, three years ago I know that we reduced the threshold for speed and volume. Can we talk about how we can use our existing data to see where we can go from here and how that might impact some of our Vision Zero goals?

Ms. Blue said Debbie, would you like to address that?

Ms. Smith said absolutely. Ms. Watlington thank you so much for that. We are aware of the questions and the comments and what I'd like to say on that is really where we're going with the information is we're going to go back through all of our requests and we're going to really take that fine-tune approach to how we're evaluating the information coming to us from the neighborhoods and the thresholds. The most important thing that we want to do is go in and see where we have had neighborhoods that didn't have the successful petition that met those thresholds and so that for us first and foremost is a priority. Then with that, we're going to take a look at the data and see where else can we make improvements like this. I believe Transportation Director Liz Babson spoke to you earlier and we absolutely have the opportunity to go back into that data and see how we can take it to the next step, but like I mentioned, our priority is really connecting with those neighborhoods that didn't make the successful petition process.

Ms. Watlington said thank you, I appreciate your work.

Ms. Smith said thank you.

Councilmember Graham said I won't be long. I just want to thank you as well. This makes the district reps' jobs a little bit easier for sure because we get a lot of these types of requests. So, thank you very much. I won't repeat what Councilmember Winston and Watlington has said. Good job. Looking forward to supporting it.

Mayor Lyles said okay, thank you guys. I think everyone understands this is where the government really can make a difference in a neighborhood and near a reaction to making it an easier process for the community is really appreciated. Thank you very much.

Ms. Smith said thank you.

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ITEM NO. 5: INNOVATION BARN

Marcus Jones, City Manager said so thank you Mayor and members of Council. Phil Reiger and Amy Aussieker are here tonight and I don't know who's going first. I guess it's you, Phil?

Phil Reiger, General Services Director said I'm first.

Mr. Jones said okay, alright. This came out of the last budget discussion where we said we would come back to you with an update on the barn at the June Strategy Session.

Mr. Reiger said good evening Mayor and members of Council. For the record, Phil Reiger, General Services Director and as the Manager said, during your budget adjustments meeting, the Council decided to put the unrenovated portion of the Innovation Barn into the Advanced Planning Program. So, tonight I'm going to very briefly remind the Council what the Advanced Planning Program is and why we do it and then give a quick overview of how the Innovation Barn renovation sort of fits in and provide a timeline for that project. Then I'll show a few pictures of what the first phase of the barn started looking like and what it looks like today and then I'll invite Ms. Aussieker up to talk a little bit more about the successes that she's been able to bring to the barn since we received our certificate of occupancy.

Alright, so this picture on the right side of this slide ought to look familiar to most. Back in the development of the fiscal year 2020 budget, I sat in front of the Council as your Budget Director and talked about the development of an Advanced Planning Program. The purpose for that program really was to help us to transition away from how we estimated and developed budgets for projects during the season of big ideas towards a more disciplined approach to project planning. That's what we're talking about doing with the Innovation Barn renovation.

Twenty million dollars was set aside in 2020. It was a revolving loan fund concept and we'll use some of those dollars to do this project. What we're able to do really through this program is to evaluate high-priority projects for future potential funding. These are projects that are high priority to the Council because the Council selects through the budget process which projects go into advanced planning. Then the Council has another decision point when we have quality cost estimates, whether or not those projects are a priority for future allocation of funding for construction. So, the program's goals really are to define the scope of a project. What is the project? If you don't really have a hard scope, you really aren't going to have solid cost estimates. The second thing that we really do is we test feasibility through the process, and then finally we provide high-level and reliable cost estimates for consideration for future budgets.

So, there are multiple Council approval points along the way and we call these go no-go points. So, if we during the process of advanced planning get a preliminary budget estimate that looks a little out of line than we originally thought, there is a mechanism built in to say, "Hang on a minute. We weren't interested in spending that amount of money," or "That's not the return on the investment that we thought we were going to get," and so we could stop the project at that point and not spend any more money on it.

Then finally this process is intended to be our creative pipeline of projects ready to go. So, they're ready to go as it relates to consideration for your five-year CIP and this year was a great example of that. The first series of projects that came out of advanced planning were considered as a part of the FY 2023 budget process and we're programmed throughout the five-year CIP. So, what this really does is create a pipeline for your CIP, but it also gets projects to a place in design such that if other funding opportunities present themselves, we have projects ready to go.

So, let me talk a little bit about the timeline for putting the Innovation Barn renovation through advanced planning. First, let me talk about the purpose of the programming study that we'll do. The purpose of the programming study is to evaluate the remaining portion of the building. It's approximately 20,000 square feet to determine what it'll take to bring the building up to code so that the space can be occupied. So, that's a very basic level of programming. So, what we're really talking about doing is evaluating electrical, evaluating plumbing, roofing systems, evaluating floors, lighting, bathrooms, and HVAC (heating, ventilation, and air conditioning) systems to support the additional 20,000 square feet. The work that was done in the original project was done to support 18,000 square feet. When we talk about for example HVAC systems, in order to make sure that those systems function efficiently as they're intended, we don't over design them. That generally doesn't develop efficiently operating buildings.

So, if we think about how a project moves through advanced planning, it starts with a procurement process, we need to select an architect to do the work. So, we'll spend most of the rest of the calendar year 2022 going through a procurement process which includes a qualifications-based selection of the architect. We'll negotiate contracts, the Council will approve that contract, and then we'll execute the contract and begin the programming phase. The first half of 2023 will really be around programming and schematic design. You can read all those activities that happen there, but this presents the first go, no-go point in the project.

So, one of the things that we traditionally do is we have a third-party cost estimator look at the cost estimates of the architect to make sure that we have an agreement about what we think the project will cost at this phase of design. It provides us that first look at a potential budget and it gives us the opportunity to make that decision about whether is

this a project we want to continue or is this a project that we want to stop because we don't think we're going to get the return that we expected.

Assuming that we continue, then we will move into the third and fourth quarters of 2023 and we'll go through what's called design development. This is where we really get into the heavy details of design. We start to see what looks like plans. This phase of the process is where we will develop a cost estimate that we feel comfortable with for budgeting purposes. Again, we will have an independent cost estimator to make sure that these cost estimators are valid and this will be another go, no-go point. This would be the budget number you might see in the FY 2025 CIP request.

Moving forward assuming that the construction dollars would get budgeted in FY 2025, we would move to develop construction plans. At that point, we would bid on the project and construct it. So, that's what the typical schedule looks like for an advanced planning project and how it would fit with the Innovation Barn. So, before I turn it over to Ms. Aussieker, many of you have been out, you've seen the barn, it's just a really exciting place. On the left side, you can see pictures of what looks like a 100-year-old facility that used to maintain vehicles. There's even an urban legend that we stored horses in this building at one time, that's how it gets the name horse barn, but we were able to upfit building systems. We were able to put in a commercial teaching kitchen. Amy will talk about how she's utilizing that space, project demonstration space, office and event space, and a bathroom overhaul.

So, I'm real excited about what we've been able to accomplish thus far and with that said, let me go ahead and turn it over to Amy to talk a little bit about what she's been able to accomplish since we've opened the building.

Amy Aussieker, Executive Director of Envision Charlotte said hi I'm Amy Aussieker. I think I know most of you. Executive Director of Envision Charlotte. So, thank you for having me here today to talk about all the fun stuff we're doing out there. If you haven't been out, I will give you a personal tour any time you would like. Just send me an email and we will set it up. Okay, so just a reminder Envision Charlotte is a 501(c)(3). We are 11 years old. We have an annual budget of about \$600 thousand. Seventy-five percent of that comes from sponsorships and about 25 percent comes from grants. Then we have two and a half staff members. Once you get through the end of the presentation, you'll wonder how we get all this done because I did after I did this presentation.

So, where we came from? So, Envision Charlotte has been focused on sustainability projects for the last 11 years. We used to look at projects in terms of silos, energy, air, water, and waste. We about five years ago took a group over to Rotterdam and Barcelona to look at how they were managing their waste because in the United States, we have a huge problem with our waste going to landfills. In Europe they don't have as much land as we do so they have a lot more innovations around how they manage their waste. So, we met with Metabolic. They did a study of our waste here in Charlotte and they came up with five areas for us to focus on. One would be designing an innovation center to engage not only corporations but individuals and bringing together different kinds of mind sets to really advance the circular economy. They also had us focus on four areas and these are areas that we have a huge amount going to the landfill that we could divert and create jobs and innovations. So, that is plastics, organics, textiles, and concrete and demolition.

So, the goals for a circular economy is a zero-waste city, an innovative city of the future, resilient and healthy, and a city with opportunities for all. So, that overarches everything that we do at the Innovation Barn. So, we're going to step back a little bit and talk about some of the donations that we've gotten to the Innovation Barn. So, the top portion are the things that went into the structure of the building. So, this is all for the city. This will remain with the building. We had \$130,000 from Lowe's for improvements. So, when you go out there, you will see all of the outside is pretty much done by Lowe's. We have a mushroom garden that we DIY'd (do-it-yourself) it ourselves. We got about \$50,000 in lighting from Signify. It is the entire building. This is power over ethernet. It is a state-of-the-art lighting system and it's highly efficient in terms of energy efficiency. We got

drywall donated. We also, as you saw in the picture of the kitchen, Electrolux donated that entire kitchen. There are four teaching stations. We also had the hoods donated to the project. We had bathroom sinks donated, and additional miscellaneous items like the hoods and the sinks as I mentioned.

We also have additional donations. Wells Fargo gave us all of our office furniture, and Alfred Williams gave us all of our other furniture. We have tables and chairs for meetings. We also have additional equipment that has been donated. A \$20,000 filament machine, a \$40,000 WEIMA shredder, a \$15,000 baler, and a \$3,000 brick mold. These are all pieces of equipment that are helping us take things from landfills, create jobs, and create innovations, we're writing a business plan for right now using this equipment. Right now, we only have 18 half the building renovated, the other half is unusable. It is for storage only.

These are just some of the programs that we've launched. So, I'm going to go through these quickly. We started a take-out food container program. We have collections sites all over the city, at retirement facilities, and at Providence Day School. We have collected over four tons of this material and why this is significant is right now you cannot curbside recycle that. It will go to the landfill but we are using that to create bricks that can be made into storage or tiny homes and like I said, we've collected over four tons. We collect more and more every week. We also have a program with CIBA, the Charlotte Independent Brewers Association where we collect PakTechs, the top of beer cans, and those plastic things. Those cannot be curbside recycled. We take those. We have 30 participating breweries. We've collected over 200 pounds of those. We have glass collections. The county has a pretty big problem with glass right now, it costs more to ship it, to be recycled than it is worth. So, it's \$30 per pound to ship and it's \$20 in money back. So, we're working with the county right now on what we can do. So, we had a glass crusher. We crush glass, we're using it aggregate for concrete right now and we're testing that. We are collecting aluminum and PET. We have lots of partnerships. We get everything from the Coca-Cola 600 and the Charlotte Motor Speedway. We have closed the loop on 200,000 bottles and cans meaning those bottles and cans have gone back into bottles and cans. We collect bubble wrap and air pillows. We get that back over to Sealed Air. We had a week-long Clean The Queen where we had over 300 volunteers come up and do litter pickup throughout the city. We brought it back to the barn, we sorted it, and we were able to recycle 25 percent of it. We are going to be doing those quarterly. So, stay tuned, and if you'd like to volunteer come on by.

Then we're also working with the county on a Styrofoam collection which is huge because Styrofoam is terrible, we shouldn't be using it, but since we do let's try and find somewhere for it to go other than landfills. So, in the engagement we've had, we have literally had over 1,000 tours, we've had over 7,000 visitors and we've had over 2,000 volunteer hours just since September. We also started Shrooms and Shreds. I highly recommend it. It's a very cool program with 100 Gardens where you can come in, you can harvest your own food, you can learn about urban farming, you cook it in the kitchen and then what you don't eat you can go feed to the flies.

We have rental opportunities so we do everything from luncheons to parties to McKenzie brought their entire office out. Did two hours of volunteering and then they had a happy hour. We also have tons of company participation on all kinds of levels. So Allied comes out twice a month to volunteer, and Maersk comes out every month. We have other kinds of engagements in terms of going into offices and teaching them about sustainability. These are just a quick list of some of the partners that we have.

The tenants. We have eight current tenants there, both for-profit and nonprofit. Two of the nonprofits are 100 Gardens and The Bulb. Both of those serve a very big part of our strategy around mitigating food waste. So, 100 Gardens does urban farming and aquaponics. They are in 17 at-risk schools and two correctional facilities. The Bulb is coming in this month, I'm super excited about them. They rescue foods from Trader Joe's or farms and then they have 11 mobile units that they go to food deserts and they give the food out to those individuals. We have for profits. We have two minority-owned

women's businesses and then four additional businesses. These are all within the circular economy advancing our goals. We have created seven new jobs including one at Providence Day. They hired someone to wash all the materials and bring them to us every week. So, we have created seven jobs in the last year. Yay us.

Just additional information. We've won several awards. The barn was awarded the community impact award by Cornett. We've also finalized for the Barcelona Smart City project for our take-out plastic containers. We've had over 50 stories on the Innovation Barn. American Innovators, which is a YouTube series will be releasing a program they did on us on July 13. We're super excited about that. We support local artists; we have four murals. We have a new one coming up.

Then lastly, our future plans. We're talking with the county right now and several partners about adding an education center. This would be on the entire circular economy. We will put it on the renovated side for now. We would love to expand it to the whole barn, but it would be over all of these different components. It would be teaching recycling; it would also just be teaching the fundamentals of sustainability and how we can reduce our CO2 (carbon dioxide) by being more circular. So that's it in a quick nutshell. Any questions?

Councilmember Watlington said thank you. My questions are actually in regard to the advanced planning process.

Mayor Lyles said the what?

Ms. Watlington said the advanced planning process.

Mayor Lyles said okay. Do you have other questions for The barn? Ms. Ajmera is your question for the barn?

Councilmember Ajmera said for both.

Mayor Lyles said okay. Mr. Graham, are you for the barn?

Councilmember Graham said just a comment. I just want to thank you for your patience tonight. You've been here for quite a long time along with us so I appreciate that. Also, I want to thank Mayor Pro Tem for extending me the opportunity to go and visit the barn, and really learned a lot. Very impressed by what I saw while I was there and just want to thank you for taking the time to give me the tour. Thank you.

Ms. Aussieker said thank you.

Mayor Lyles said okay. Mayor Pro Tem for the barn?

Ms. Eiselt said well actually for Phil.

Mayor Lyles said okay, so I'm going to come back to Phil so that we can get the slides of the deck up as well.

Ms. Eiselt said I do also have one for Amy.

Mayor Lyles said okay. Mayor Pro Tem.

Ms. Eiselt said yes, the recycling is confusing. We've never really had a great presentation on the recycling process between the consumer, the city, and the county landfill. Do you know what the volume of recycling is, I don't know if it's annually or whatever, and how much of it ends up in landfills, both residential and commercial?

Ms. Aussieker said yes, so the city picks up residential waste from about 330,000 households. It's about if I get all my numbers right, 300,000 tons goes to the landfill, 50,000 tons goes to the MRF, the Materials Recovery Facility, and of that, 50,000,

9,000 then ends up in the landfill. So, about 11 percent of this does not include yard waste, but about 11 percent of our residential waste is diverted from the landfill to recycling.

Ms. Eiselt said okay, so that's residential. Do you know anything about the commercial side?

Ms. Aussieker said yeah, our overall waste in Charlotte is about a million tons a year.

Ms. Eiselt said a million tons a year goes to landfill?

Ms. Aussieker said no, a million tons is all of our waste and still it drops down to about 11 percent is recycled or diverted from the landfill.

Ms. Eiselt said okay, so 11 percent is diverted from landfill and I asked the Manager this, we spend about \$16 million a year, is that right? I had asked what we spent in tipping fees because we pay the county, and it was a little over \$16 million a year.

Mr. Jones said that's right.

Ms. Eiselt said so of that amount I understand you don't have the scale at this point to really make an impact and we have to wait until we could renegotiate our inter-local agreement with the county, but what could we be doing?

Ms. Aussieker said yeah, and I think there's some low-hanging fruit. Some of the plastics that we can process at the barn that the county doesn't process. Some of the number twos and the number fives, which I showed you could be turned into bricks. They could be turned into cups for your social districts. So, we could be creating a lot of products with those materials. Glass is another big one. There's too much glass obviously going into the bins that are costing the city more money to take them somewhere else if we could process that glass here. So, we are working on those types of smaller projects to see how we could scale up. So, we're looking at taking the glass after it's crushed as an aggregate into concrete. So, for example, the side that's not finished, it has to have the floor leveled. We could level it with actual concrete with aggregate from the glass that we would take from the county.

So, there's all kinds of opportunities. If we look strategically at the inter-local agreement that ends in 2028, there are things that we could pick out of there that we could turn into jobs. We can make investments into companies to take these materials and that would lessen the cost from taxpayers and also what's going to the landfill. Thirty-one percent of our food waste goes to the landfill, 31 percent. If you put food in a bag, you tie it up, and you put it in the landfill, that off-gas is methane which is one of the worst gases for climate change. We've got to stop sending so much organics. So, we need more inventions around keeping organics out of the landfills but also getting food into people's mouths who need it instead of in to waste.

Ms. Eiselt said okay. Thank you. I think it's important information because I think as we approach 2028, as you all approach 2028, as a Council I think that there has to be a change in mindset of what we spend on recycling versus what we could be not spending on recycling and actually earning off of that the opportunity cost really. Whether we use it for our own concrete in sidewalks or whatever or sell it. I think that's a mindset that when we went to Europe it's completely the opposite. They're looking at what value they can get out of that whereas it actually gets paid twice to end up in the landfill.

Ms. Aussieker said yes, there's a lot of opportunity.

Ms. Eiselt said thank you.

Mayor Lyles said so Ms. Ajmera would you like to ask Amy your question and then we'll come back on when Phil gets up for the other question.

Ms. Ajmera said yes, thank you, Madam Mayor. Certainly, great work is being done and I believe in the circular economy concept hence I had supported the work when there was an original request a couple of years ago and the second request followed by that a few years ago. I know we were promised that this was a public-private partnership. Amy, would you be able to tell us how much of the total funds came from the private sector?

Ms. Aussieker said I could go back up to the slide.

Ms. Aussieker said the one thing I would say, is it's kind of challenging to get the private sector to pay into a city building. So, I'm pretty proud that we were able to get about \$300,000 worth donated. That is fundraising that I'm taking out of operations and into the projects that we're doing into the structure of a city building. So, we had about \$300,000 there and then in addition the equipment and everything else that has gone into the barn has all been from our partners or our fundraising.

Ms. Ajmera said so is it fair to say that \$300,000 was matched to our \$4 million plus public funding?

Ms. Aussieker said it was donations of drywall or the kitchen or the gravel. It was not checks written to the city. It was in the donation form of materials.

Ms. Ajmera said I understand that. What I'm saying is the total is about \$300,000 worth of in-kind contributions.

Ms. Aussieker said yes, from the private sector, yeah.

Ms. Ajmera said yes and Mr. Reiger, if you could say, how much have we spent total on this circular economy concept to date?

Mr. Reiger said the project finished just under \$5 million at \$4.9 million and some change.

Ms. Ajmera said thank you. I know when it was originally proposed, it was supposed to be a public-private partnership. Then are you receiving any funding from the county? I know you do a lot of work around recycling and really putting materials back into the economy which is great. Do you at all get any funding from Mecklenburg County towards some of the programming work?

Ms. Aussieker said yes, we have a proposal into the county right now. We are working through that this week for the education piece of the project.

Ms. Ajmera said how much funding are you expecting from the county?

Ms. Aussieker said Well until they vote I'm not expecting anything. We have requested I think it was \$527,000 for the education piece. However, what we're going to do now is break that into funding a preliminary masterplan and then putting a timeline out around each of the little different vignettes of what we're building. In addition, they are actually considering funding a position to run that education center because of how many tours they get asked for the MRF that they could supplement over at the Innovation Barn.

Ms. Ajmera said alright so this would be very program-specific towards education efforts. Is that correct?

Ms. Aussieker said education around recycling, yes. That's their focus.

Ms. Ajmera said okay. Nothing towards capital or operations?

Ms. Aussieker said operations in terms of staffing, yes. Not in terms of putting anything into the building because it's not their building.

Ms. Ajmera said thank you. To Mr. Reiger could you go back to the slide where you have multiple phases? You've got the phase planning and then you've got the design phase and the timeline. Could you go back to that slide?

Mayor Lyles said Ms. Ajmera, before we shift over, let the other questions regarding the barn be addressed by the other Council Members then we'll come back to Mr. Reiger, and we can change to the deck again.

Ms. Ajmera said sounds good.

Councilmember Johnson said thank you, Amy, for the presentation. I also believe in the circular economy concept, but if you've noticed my theme tonight has been equity and accountability. So, I have some questions. Can you go back to the slide with the tenants of the building? Okay, thank you. So, we know according to Mr. Reiger there's been \$4.9 million from the city into the Innovation Barn, i.e., Envision Charlotte. How much do you guys currently pay for rent for this space?

Ms. Aussieker said a dollar.

Ms. Johnson said okay, and one dollar per month?

Ms. Aussieker said a year.

Ms. Johnson said one dollar per year?

Ms. Aussieker said yeah.

Ms. Johnson said one dollar per year for how many square feet?

Ms. Aussieker said 18,000 usable square feet and 18,000 of storage.

Ms. Johnson said the lease was signed in 2018 right? How long was the lease?

Amy Aussieker said it was a five-year lease. It was updated to be five years from the day that the certificate of occupancy was given to us. So, five years starting a year ago. So, we're at year one.

Ms. Johnson said to say that again.

Ms. Aussieker said so it's five years from the day that we got the keys basically. So, we got those one year ago this month, so we're one year into five years.

Ms. Johnson said that was processed in 2018 or 2018 the agreement was approved by the Council?

Ms. Aussieker said correct.

Ms. Johnson said okay. But you all didn't start the lease until 2021?

Ms. Aussieker said it was amended so that we weren't punished for how long the construction was taking. So, it was when actually we had the building.

Ms. Johnson said okay, thank you. So, one dollar per year, and your tenants, how much do they pay for rent?

Ms. Aussieker said each one's a little different. It depends on if they're a for-profit or a nonprofit, but it's on profit sharing. So, until they are making money do they put back into the barn. They do, however, help us cover costs like security, WI-FI, cleaning, and pest control.

Ms. Johnson said so can you give me a range?

Ms. Aussieker said RePour has not paid anything. I think \$126. Crown Town Composting pays I think 1200 a month. I can send you if you would like, each one of the leases. I can send those over to you.

Ms. Johnson said that's alright. I asked the City Manager for that last week. So, I'll probably be getting it I hope. So, thank you. I see that minority and women-owned businesses, any of those Black-owned businesses?

Ms. Aussieker said the Bulb and 100 Gardens are non-profit so they're not owned.

Ms. Johnson said founded then?

Ms. Aussieker said yes, I think the executive director is Black. I can get that information for you.

Ms. Johnson said okay, I saw a minority. Okay, and you're a 501c3, so you are required to meet IRS guidelines for nonprofits right?

Ms. Aussieker said right.

Ms. Johnson said okay. So, I've been talking about equity all day and my suggestion to the Council would be before we renovate the building that another organization be given an opportunity to lease that space. We heard a dollar per year for an organization. We know that the city Administrative Staff sits on the board. This feels inequitable. There are minority organizations that don't have these opportunities. IRS guidelines are very specific about nonprofit and political engagement. Can you tell me how it was justified that your organization hosted fundraisers for political candidates this last election, and victory parties also I believe?

Ms. Aussieker said we rent the space out non-discriminatory. So, whoever wants to rent the space out at our current rates, we do.

Ms. Johnson said so you do rent the space?

Ms. Aussieker said yes.

Ms. Johnson said okay. Alright, I would say that if we're going to pour money into this space, that an organization, minority-owned, that it be fair. This organization maybe have the first half and that we look at extending this opportunity, be very intentional, and to another nonprofit organization. Perhaps even one of those organizations that are currently there, but I think that that would be a fair opportunity, an equitable opportunity if they shared the space. This organization has a five-year lease to get a head start and I think that we should offer this opportunity for the second half of the space to another organization that also works in the circular economy or recycling. That's all. Thank you.

Councilmember Egleston said it's being made out to sound like there's some favor being done. The city has a goal and we are asking someone to help us do it. So, this is not just somebody offering a good lease deal for a friend, this is us having found an organization that can execute on a vision we have and help us achieve a goal that we have. So, if there's another group in the city that is doing work around the circular economy like Envision Charlotte is, I think we would welcome having them be a part of the barn. To my knowledge that group doesn't exist. If it does, I'd love to be corrected, but this is not some sweetheart deal. This is us asking someone to do something for us.

Councilmember Bokhari said yes, that's not incorrect at all, what he just said. If said even more simply, there are two options on this planet for us to consider. One is that we retrofit our own building that we own that we have to do anyway and then we put city workers in there and ultimately pay all the overhead to do everything they're doing of which we'll have to figure out how to have the expertise to do it, or we find someone that will actually pay us a dollar more than we would've gotten that way a year and do all the things that they've laid out there.

I think this is actually pretty deserving to me that we're having this conversation and wheeling this out here. Can we do better? Absolutely. Can there be better oversight? Sure, but if anyone's watching from home and curious as to what exactly is going on right now, there have been some problems that people have had either not getting credit or having political opposition, things that have occurred there, and right now, you're hearing that now bleed over into challenging really what is the circular economy and what we should all be in a bipartisan way, behind and it's very strange to me. So, sorry if you're confused at home.

Ms. Johnson said no, I'm going to say something. There are some people who can't see the forest for the trees. There's something that's called a Charlotte way and anyone who can't see that we can hold our vendors accountable, then that's your problem, but there are a lot of people who want more accountability in this city and it's very obvious. So, this is not personal and I was not afraid that it was going to be considered personal, otherwise, I wouldn't have asked those questions. This is about accountability and it's the right thing to do. Thank you.

Councilmember Phipps said yes, I'm still amazed that we get a recycle bin with our residence and I'm still surprised to learn that we're obviously not recycling right and as much as you can put glass in your recycle bin. I understand that's maybe ending up in the landfill. Yet we're paying tipping fees to have that diverted to the landfill when we think we're doing something that's going to be helping our environment and even the circular economy or whatever. How is the public informed? When you say you put something in the recycle bin and half of it or more than half ends up in the landfill. It still baffles me how we could be letting that happen. So, I really don't understand why we can't make better use of this to divert this right and it just bothers me. Essentially what you're saying is I got two trash bins, I really don't have a recycling bin.

Mayor Lyles said Mr. Phipps, I'm going to ask the Manager if he can talk about this a little bit because it is a complex subject. Waste management is a big deal and we as a city and a country I think, we're not keeping up and we need to do some things differently. So, Mr. Jones explains how it works.

Mr. Jones said thank you Mayor and members of Council. So, Mr. Phipps, I'll try my best and Amy if I don't have my facts quite straight, please correct me. Things really changed. I don't know who was here back in a retreat I think I had in January of 2018 when Ava came in to talk about this whole concept of a circular economy, whether you call it upcycling and it was a pretty good discussion. I think she came in with shoes made out of peels and there was a lot of excitement around this. I do believe that Amy's done a good job of trying to explain what it was we were trying to accomplish. I think that one of the things she didn't say is that Charlotte's actually looked at across the country as a leader in this space. So, we did have something that was an eyesore that we didn't quite know what to do with. Then we had a partner that came in with a plan that was, I think, the first of its kind in the United States that basically said what you can do with some of these materials is actually make money off of it and create jobs. This is where I might need some help, Amy. This whole concept of recycling changed dramatically in the sense that they wanted the product to be cleaner and what was happening is what we normally could actually get recycled was finding its way into a landfill. So, we started to think about how can we have, I guess something that's a bit more pure that actually could be recycled, upcycled, what have you.

The other thing that is interesting, and I'm going to choose my words wisely because I love the partnership that we have with the county, but it's important to note that we pay the tip fee and I won't speak about the county, but I'll just speak about tip fees in general. The more you put in the landfill, potentially the lower your tip fee is. The less you put in the landfill typically your tip fee goes up. So, this thing actually works so much against the city in terms of having things going into the landfill which we don't want as well as paying a tip fee. Once something goes into that green bin it's no longer ours. Even though we have waste management, it's this concept and then we had this thing called COVID and even beginning to execute the plan that came from Metabolic was delayed. So, I guess what I'm saying to your point Mr. Phipps, is it's complicated what

gets recycled to begin with, but now this whole thing of who was willing to take recycling across the world has become smaller and smaller. So, therefore, unfortunately, what we're finding is more and more things are going into the landfill.

I think ultimately what we're trying to do today and for 2028 is find a way that we can create jobs, and keep things from going to the landfill that weren't intended to go to the landfill. So, there's some kind of ways that we can actually create a revenue stream from some of these items that can be recycled/upcycled. That's where we are today. Unfortunately, we started off with all these great beliefs and ideas and concepts, and a lot of things happened including the cost overruns at the barn. Is it a wonderful facility? Absolutely. Are there other cities across the country that come here to ask us how we're doing it? Absolutely. So, I go to Mr. Bokhari's point. We do have this asset, the Advanced Planning Fund which we haven't discussed yet. It's really spending about \$200,000 to see what it would take to renovate another 18,000 square feet of that facility and whether it's for Envision Charlotte or for whomever, I think that's money well spent to get it right to build out the rest of this facility.

Mr. Phipps said I got it. It's complicated like he says. I think the average residential customer is probably oblivious to the fact that they think they're doing good, but in actuality, it's almost a zero-sum game. They have two trash bins and we don't know it.

Mayor Lyles said thank you. So, Amy thank you for your time and expertise and your innovation, and all that you're doing. So, we're now going to switch over to the other deck. Is that okay Ms. Jackson? Then we'll start with Ms. Watlington on her question for Mr. Reiger.

Ms. Watlington said okay. So, I just have a couple of questions, more process questions. I'm curious about the nature of the revolving fund. How exactly does it work? Are we using expense dollars and then when a project is funded, it's rolled into the capital cost? How does that work?

Mr. Reiger said so, Manager Jones will help me if I get this wrong because Ryan Bergman is not here. The fund is funded by cash out of the Municipal Debt Service Fund. That's the fund that pays the principal and interest on debt. So, when projects move out of advanced planning and are put into the budget, we budget the entire amount of the project including what it costs to go through the planning. Then the debt proceeds or the debt sold reimburses the fund.

Ms. Watlington said got it. Okay. In the case of a project being aborted and there is no capital project realized, how does the money get back into the fund?

Mr. Reiger said so we haven't had one of those yet, but that is a challenge. So, the fund either has to eat the cost or we have to find another source to reimburse it. We haven't encountered that to this point, but that would be how it would have to functionally happen.

Ms. Watlington said okay, my next question is just in general. I know it's relatively new, but what do we think the capacity is in terms of the number of projects in flight in the fund at any given time?

Mr. Reiger said that's a tough question to answer because each project is different and the cost of advanced planning is different. I do have this in front of me, and I know you all have seen this. This is from the budget document and in the document page 313 through I think it's 319, there's a really great description about what the Advanced Planning Fund is. The projects that have been put into the fund and have come out and are now programmed in a five-year CIP as well as projects that are still going through the process. So, I don't want to read it to you. You all can find it, but for tonight I didn't count how many projects are in right now. However, in the five-year CIP, we've put six projects that have come out of advanced planning. We've created solid budget estimates and they've went into your five-year CIP. There are still projects that are in

advanced planning today, but again without just taking the time and counting, I don't have that exact number.

Ms. Watlington said sure. I'm really just trying to get a sense of if \$20 million is enough for advanced planning versus the actual capital that we're able to have or if it's maybe too much realizing that projects are different sizes, but just in general being able to tell, "Hey we only have \$200 million so no need to have 68 projects in the pipeline." I was just curious how that was managed.

Ms. Reiger said so I might have some data points that might help. So, we looked at the finance system today, and it said we had \$4 million in the Advanced Planning Fund left. Of course, we're talking about spending approximately \$200,000 of that \$4 million. However, this fiscal year we estimate that about six and a half million will be reimbursed. So, you see how it's starting to put money back in to take care of the projects that are working their way through the pipeline. We would see that year over year over year as projects advance out of Advance Planning and get funded through the CIP, we'll continue to put money back in the funds. So, when we adopted the fund, we weren't absolutely positive that \$20 million was exactly the number that it needed to be, but it was our best guess at the time and it still seemed to be a good number thus far.

Ms. Watlington said got it. My next question is in terms of performance metrics if you will. I'm under the impression that the Advanced Planning Fund was instituted so we could get better at our preliminary, our feasibility rate estimates. Are we seeing an improvement and if so, have we quantified it?

Ms. Reiger said so every year we give the City Council, during the budget process, a series of blue and yellow sheets, and the best way for me to quantify it for you today was when I was Budget Director and that was around 2018, so it was the FY 2019 and the FY 2020 budget, we had Jennifer Smith, eight or ten projects that had budget risks and this year we had one. It was a project that was of the original eight or ten. We haven't put any more projects in the sum budget risk category and I believe that's because of some changes that we've instituted from an engineering perspective but also because of the work that we've done in the Advanced Planning Program.

Ms. Watlington said okay I would also ask, and we probably won't know until those projects that have already come out is complete, how much contingency did we overestimate that we're sitting assigned to a project because we don't want to be over budget? Does that make sense?

Mr. Reiger said sure. In other words, are we losing opportunity because we're being overly conservative. I don't have any information or data, but I could follow up with you and give you a sense of contingency but it's not uncommon that we would have anywhere between 15 and 20 percent contingency when we get a project to a place where we are ready to put it in a budget.

Ms. Watlington said yes that makes sense. Then my last question is just from a speed-to-market standpoint. Have we seen any gains in terms of how long it takes to get to our first go no-go? I don't even know if we're that far into the process. I would imagine we are if we've got some out of the pipeline. How long does it take to go from inception to CD?

Mr. Reiger said so each project's a little different depending on the complexity but generally to go through planning and design it's about two years, Jennifer Smith. I would say that a road project is different than a building because the design processes are just a little bit different, but it takes us about two years. I couldn't say whether we're faster or not, we've just started. We're just starting to turn the crank in this new discipline. So, I wouldn't be able to tell you affirmatively that I know that we're six months faster than we were before.

Ms. Watlington said got you.

Mr. Reiger said before we were high-level estimating a project and then putting it into planning to see what it would really cost. In some cases that didn't work out as well as we would've liked.

Ms. Watlington said got you.

Mr. Jones said Phil, let me make sure I help a little bit. You would get in two years 30 percent design?

Mr. Reiger said yes.

Mr. Jones said okay. I don't know if it's 18 months or a year, you could be at 15 and you learn a lot at 15 percent design too. So, I just didn't want you to think that it takes us two years to even figure out whether or not a project makes sense.

Mr. Reiger said oh absolutely. Absolutely. Even within a year, we've learned a whole lot about a project that we didn't know about it in the past.

Ms. Watlington said so to that point I saw your Stage-Gate Process, that first go no-go. Is that at 30 percent?

Mr. Reiger said that first no-go was more at the end of programming. So, programming is like we've established the scope of the project and we're telling the designer this is what we want you to go away now and start putting on paper the design. So, at the programming stage, we're working with the people that are going to use the building. For example, at a Fire Station, we would be working with the Fire Department about exactly what that fire station would need to look like and how it would need to lay out. That's what we do in programming, square footage, floor templates.

Ms. Watlington said when does it come back to the Council for go-no-go?

Mr. Reiger said say again?

Ms. Watlington said when does it come back to the Council for the first gate?

Mr. Reiger said the first gate that it comes back, I don't think we've had one come back to the Council for the first gate yet because we haven't had anything that's come back that is wildly out of the ordinary or something that would be unexpected. If we would have something that would be unexpected that the Council put into the Advanced Planning Fund, we would bring that back and say, "We need to test whether or not this needs to move forward or not."

Ms. Watlington said okay. So, just so I'm clear then. There is always a go no-go, there is always a Stage-Gate. Who's making that decision if not the Council, because I hear you say unless it's wildly unexpected it doesn't come back to the Council. Who's making the decision on what moves forward at each Stage-Gate?

Mr. Jones said so Ms. Watlington, as Phil said earlier, there used to be the sheet, blue, yellow, I think there was red on the sheet too. I guess there's no more red. So, as you get those reports, are they twice a year?

Mr. Reiger said we just do it once a year.

Mr. Jones said around budget time?

Mr. Reiger said yes.

Mr. Jones said you would see it and then all of a sudden you would see a bunch of gallows and that's when we would have the questions, the conversations and somebody could say, "Well why in the world would you move forward with that?" So, that becomes that early warning system, the blue and yellow sheet. It comes to you.

Ms. Watlington said okay. Then my last question is how do projects get into advanced planning? Is there a formal action that gets them there or is it just, "Okay it sounded like there was a discussion," or as staff, we think this is important. How do they get in the funnel?

Mr. Jones said sure, so again only a couple of years into the advanced planning. I had to make a decision and we could have started off by putting 50 projects in advanced planning, but we have these four bond cycles and if we put 50 projects in there and there's not enough money, by the time we got to having funding, you'd be out of the four bond cycles. You'd have to refresh them to begin with. So, that's why we limited it to that 20. If Liz was in the room, Liz would've said, "I would've loved to put every road and every intersection project in it," but again, we don't have the capacity in the CIP to build every road and every intersection project, but we're four bond cycle period. So, what we tried to do is look at those projects that were across the city that we thought were feasible and that could help us in terms of traffic. So, those were the types of projects that we started off and thus you have those two roads and those two intersections.

We can get to you because it's what Ryan alluded to at the last day of the budget workshop is that we do have a list of all of those other projects that are in it, but it's along those same lines. It's how can we have projects throughout the city and different projects that are going to actually help us when it comes to road and intersection projects and move people around more quickly.

Ms. Watlington said but essentially it comes from the staff?

Mr. Jones said correct.

Ms. Watlington said yes. Thank you.

Ms. Ajmera said Mr. Reiger, could you go back to that slide? So, this is just a follow-up to Ms. Watlington's question. So, in this first phase where we got the procurement, where is the go no-go? Would it be after procurement, or would it be at the end of the programming and design phase?

Mr. Reiger said that's correct. It's after the programming and schematic design.

Ms. Ajmera said okay so after the programming and design phase, we will know how much it's going to cost and then the Council will get to decide whether to go or no-go?

Mr. Reiger said yeah, so in this case I would absolutely recommend that we bring back to you the findings of the programming and schematic design and talk about what the costs look like for this project.

Ms. Ajmera said okay, so we are looking at the first quarter of 2023?

Mr. Reiger said probably be closer to the end of the second quarter of 2023. So, we will start programming and schematic design in the first quarter. It will take us about six months to go through that process.

Ms. Ajmera said got it. Okay, so ultimately by this time next year, the Council will have more accurate estimates for us to build the remaining part of the Innovation Barn by the end of the second quarter, so end of June we should get an estimate? Is that correct?

Mr. Reiger said yes ma'am.

Ms. Ajmera said thank you.

Councilmember Driggs said so, I think I've heard the answer to this, but basically, there are two conversations going on here. One is about our investment in the current tenant and the other is about the need to activate an asset. So, \$200,000 in order to simply deal with a situation where we have a city-owned asset that is under-utilized is

something I can get behind, but I don't want us to be spending that money in order to customize the building for the current tenant or at least if we're going to do that then we need to understand that we are also making a decision about the continued occupancy by the current tenant at that location.

As it has been mentioned this evening, there are some issues about the history of that relationship. I recall as Ms. Ajmera pointed out that we made a commitment at one point in the beginning for a couple of million dollars and because we didn't have the current process for project evaluation, that turned out to be insufficient. So, it then went to \$4.9 million and even then, it was meant to be a public-private partnership in the sense that fundraising would make it unnecessary for the city to do anything more than make a building available for free which is a big deal. So, if we can do work in order to decide what to do with that asset that doesn't limit us to customizing it for the use of the current tenant, then I would say yeah let's activate the asset. If we're going to do it in such a way that it is being customized then I think we need to talk some more about the relationship we have because this is not what we intended and as commendable as those private investments are that we saw, they are a tiny fraction of the amount of money that the city is being asked to put up in terms of the investment in the capital and the opportunity cost of making the building available for free. We will have invested probably, in order to improve this building, a total of eight to \$10 million and we will have an 8 to \$10 million asset that is not paying any cash back to us. So, we could interpret that as our investment in the environment. We need to make a conscious decision that represents good value for money and that the current relationship we have with the tenant, which is very different from the one that we thought we were going to have when we started, still achieves our purpose.

I'm not prejudging whether it does or not, but I want us to spend the \$200,000 in such a way that the question is to whether or not we continue our relationship with the current tenant remains open. It's just about activating an underutilized asset at this point and not a customization process. So, Mr. Manager, is that fair or would you assume that when we spend \$200,000, we're starting to study how we make that building appropriate for expansion of the current tenant?

Mr. Jones said I think Mr. Driggs you said what I said earlier, something that's similar, is that this is a \$200,000 investment if you will to see what it would cost to renovate the other half of this building whether it's Envision Charlotte or whomever and I think it's a good \$200,000 to invest to see how we can take an asset that we own and build it out.

Mr. Reiger said if I could add Mr. Jones. Mr. Driggs, what I'm suggesting tonight is really to evaluate what it would cost to simply bring this building to code. No new walls. Just to bring it to code so that it could be occupied. So, what we will look at is basically a shell. Now there are no bathrooms on this side of the building. I'm also a hundred percent positive that in order to come up to code, we're going to have to put bathrooms in. So, those will be some walks we'll have to put in, but that's what we're looking at. Simply what will it cost to bring this building up to a code requirement that would allow us to get a certificate of occupancy.

Mr. Driggs said will we also consider options such as putting something else on that land or selling the land or affordable housing? I mean this is a city asset, it's in a current use that is not going according to the original plan we had for it. So, again, I hope the \$200,000 is going to be a strategic assessment of that asset and of all the possible uses for it and not necessarily that we take that unusual building and finish it without knowing who the tenant will be or whether or not it's suitable for another tenant because it is an unusual structure. Amy was kind enough to take me around and I saw it. I think it suits that purpose very well, but I just don't want us, if we spend \$200,000 now to prejudge the discussion that we need to have about our relationship with the tenant or our future use of the building.

Mayor Lyles said Mr. Driggs I think I understood you and I hope Phil answered it correctly. To bring the building up to code, because if it's going to be a tenant and it just depends on what our goals are, but that property and building is in the middle of an

industrial site and in some respects covered around by city maintenance type of facilities and a factory and all of that. So, I think that he's saying up to code means the shell of the building and that's what the \$200,000 would be for.

Mr. Driggs said that assumes that building is the best use of that land and again I think I've made myself clear. We will spend maybe 8 to \$10 million on the building, and we will not be getting any income from that investment, cash. So, we need to at some point have a conversation at that level about whether the city's investment is supported by the activity at that location because we started this conversation, it was a \$2 million investment.

Mayor Lyles said yes, I'm sorry. I wasn't very clear. I was trying to say that if any use of that building knowing how scarce the land is and the growth in our city, that I think it would be likely a municipal use no matter what because it's such a valuable space to provide municipal services from.

Ms. Johnson said we're all pretty much saying the same thing and it may not be appropriate for housing Mayor, but we know that there are small businesses that cannot afford to rent spaces in the city. There are small businesses that are losing their office or having to move because of the cost of rent in the city. So, that's simply what I'm saying from an equitable perspective. We need to open up this opportunity for at least that second half of the building for another organization and assess the output and the outcomes and the other current tenant. I've said that during the budget. We need to have external audits of our current financial partners to make sure that they're meeting the goals so that we are proper stewards of the public's dollars.

I also want to make sure that we are clear because I know the original ask during the budget for this barn I believe was \$1.2 million. That didn't pass the straw vote. So, then the last ask was for \$200,000 for the assessment. So, are we certain because it feels kind of gray, are we certain that this is going to come back before the Council to say that we've assessed it and it's going to take X amount of dollars to fix the building so that the Council will make the decision whether this is a go or a no-go?

Mr. Reiger said yes.

Ms. Johnson said okay. Thank you.

Ms. Eiselt said I think that listening to what Mr. Driggs is saying, it occurs to me that maybe it's the short-term nature of our Council, we're elected every two years, but this is a project we started four or five years ago at the same time that we decided we wanted to be a smart city and we invested all this time and energy in the North End Smart District and we had plans with Phillips and Siemens and all these organizations and all of that's gone away. I guess we're going to use some lightbulbs that'll help out on the streets when people drive by, but there was a major conversation about being a smart city. We were going to conferences and we were getting national recognition and now that's all gone.

So, if you want to sell this, this is prime real estate, absolutely but you recognize that we did spend millions of dollars out there already and that's not really what the importance of my point is. The importance is we started this because we said we wanted to address the fact that we have a problem with recycling and with garbage in the city. My understanding is that the Mecklenburg County landfill is almost full. So, we're going to have to find another county who wants our trash. That's going to increase the cost. Talk about equity, everybody has to pay those fees and it's going to impact some people more than others so the whole goal of this was to look forward into the future, which I realize the government doesn't do very well, make investments into the future to be able to be the top city in this country when it comes to recycling and garbage and sustainability and upcycling and creating jobs in these industries for people.

There are small businesses out there, but they're not to scale yet. They're trying. They're hiring people, but there are small businesses out there. The bigger point of this

is this isn't a building so that we can just rent it out. We're either committed to being a sustainable city or we're not and if we're not then just say it, but don't tell people that you're committed to it, and don't put it in your campaign literature and don't run around saying that I believe in sustainability if you don't believe in it. So, pick a conversation. Let's use this building for something else, fine. Somebody's going to buy it half-built or whatever, but I just can't get over how short-sighted we are as a Council sometimes. Thank you.

Unknown said second.

Mayor Lyles said okay.

Mr. Phipps said I'd like to third it. I really did think that we went into this whole project with an emphasis on the environment, and our SEAP goals but it looks like now we're willing to scrap it at a drop of a hat after all this work that we've done. We're spending a million dollars on one bus trying to meet SEAP goals and environmental goals. So, I really am confused on what our priorities are in as much as we know this whole environment and recycling thing is in a state of real flux and serious flux. I thought this was the way that we were trying to do it, something that was real, something that was sustainable, but now it looks like it just could be a no-go at the drop of a dime after all the work that we've done. So, I don't know if we've lost the true picture of what we've been trying to do from the start, and to me, I just think it's disheartening really.

Mr. Driggs said I think the goals are correct. It does not excuse us from accountability as to whether the likely success of this project, the scalability of this project, and the impact that it can make is in proportion to the amount of money we're spending and that's the question. The question is as Ms. Eiselt pointed out; we had a whole bunch of ideas in the past that haven't come to anything. The question is whether these very small-scale projects have the prospect of making a meaningful difference in establishing us as a serious player or are they experiments. A lot of research in this area really needs to be done on a much larger scale by much better-funded organizations. It's science. So, I just object to the suggestion that we need to spend this money. You know, we have to do something, this is something and therefore we have to do this. Thank you.

Mr. Phipps said Ed, I can appreciate what you just said but that's the argument that people have been putting forth to any environmental issue like even reducing fossil fuels and things. Is it a benefit? What is the cost-benefit over time? So, people have been putting forth that argument from day one.

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ITEM NO. 6: SOCIAL DISTRICTS

Debbie Smith, Director of Transportation said good evening again. Debbie Smith here. I serve as your Deputy Director in CDOT, and I am here to give you a high-level briefing and let me emphasize high-level briefing. It is not lost on me that my next seven slides stand between you and your closed session. So, with that, we put together an internal work team. It encompasses several critical departments. Economic Development, Planning Design and Development, CDOT, Police, Solid Waste, the Attorney's Office, the City Manager's Office and forgive me if I fail to mention of our great team members. Sorry about that. So, this is a new opportunity statewide. In September 2021, Governor Roy Cooper signed the House Bill 890 which includes a provision that allows local governments to create social districts.

So, cities must opt in through ordinance and there are a number of very specific criteria that must be met in order to establish that social district. Very simply put, a Social District is an outdoor area in which a person can consume alcoholic beverages sold by an ABC-licensed permittee. I'll just point out it was House Bill 890. Sorry, we didn't get that correction on there. So, social districts are great economic tools for economic development to spur that business. We know it grows tourism as those districts become

destinations in and of themselves, and we know it expands revenue opportunities for restaurants and bars serving those to-go beverages. So, a handful of local businesses and associations around the city have expressed an interest in establishing social districts to increase their patronage and economic vitality. I'll say this very importantly that those locations are not all in one area.

So, here are some of the few places around North Carolina. We know this map is not comprehensive but does give us a snapshot of some of the places that are implementing social districts. Kannapolis is one of the first to establish their West Avenue Social District in their downtown. We know that they have four ABC-permitted businesses in their area and their hours of operation vary by day of the week. Greensboro established the Boro in their Downtown District, and we know that they operate pretty consistently seven days a week, noon to 9 p.m. This is by far one of the larger areas that we've seen with 25 ABC-permitted businesses and 11 non-BC permitted businesses, but once again all in their downtown.

Newton has eight ABC-permitted establishments in their downtown. Norwood has one and Monroe has eight ABC-permitted businesses and those also vary by day of week and hours of operation. I'll make a point with Newton, that they only operate three days a week. So, they're basically focused on Thursday, Friday and Saturday. So, these locations that we've been looking at as our examples on how to establish, there's really one common theme which is they're in a single contiguous social district. So, I don't believe any of the examples that we've looked at really have more multiple destinations across the city, and most of them are in their downtowns.

We've got this nice video that we've borrowed from Greensboro, the Boro District. So, we appreciate their support in sharing a lot of their information, but before we play the video, I want to assure you yes, that we intended it to have no sound. So, nobody panics. So, what this will show you is just an experience as a patron going through the Greensboro Downtown District, and along the way you'll see some of the requirements embedded within their signage at different places. So, roll the video. Thank you. Alright, thank you.

So, with that, the state legislation is very prescriptive on requirements between the city and what must be established within that Social District. So, the city must adopt an ordinance designating a Social District. The city must publish a maintenance and management plan on the website. The city must also register the Social District with the Alcoholic Beverage Control Commission, but then the Social District, there you have a lot of requirements as well. That area must be clearly defined, so that is that outdoor common space. There must be a signed posted in which the district shows the hours, the days of operation, the ALE (Alcohol Law Enforcement) phone number, and a requirement that you do have to throw away your beverage before you can exit. Permittees can only sell on their licensed premises. So, it's not that they're setting up outside on the sidewalk. Permittees also must use a very specially designed container so that it is clearly identified with a city logo over the Social District logo. No glass is allowed. Drink responsibly. The maximum is 16 fluid ounces and so very important that all of this information really be vetted.

Okay so on the screen I have a very aggressive timeline for Charlotte's next steps. So, we're continuing to work through very specific details. My partner agencies that I just mentioned, are coming through. We want to really understand, we want to deconflict, and we want to take the right approach, but this aggressive timeline does bring forward an ordinance for your review and discussion at the end of June, June 27, and if so desired we would then bring that forward to a July 11 Business Meeting and in mid-July would be looking to stand up our portal to be able to take city applications for those districts. So, as we know, as I mentioned we do have a handful of businesses that are interested in this. However, as our work group talked a lot about it, found that it would be more important that we really focus on this city application and find out those businesses that are most interested and pursue and work with those within those distinct areas. So, with that, I'm happy to open it for questions.

Councilmember Egleston just to clarify so everybody knows, to your point, other communities have done one district, rolled it out, they're done. That's all they're going to do. We've heard from a number of different pockets of our city where there are business districts that are interested in doing something like this and even when we get our piece of this done, which hopefully will be July 11, each individual district would have a lot of work left that they would need to do. Then Mr. Manager or whomever, each district would come back to the Council once they've put their application together and done all that work that you've outlined what they would need to do, and we would be approving each district individually subsequent to having adopted the language and policy change that we need. Correct

Ms. Smith said that is correct Mr. Egleston, that really the idea coming forward would be that framework policy, that framework ordinance, and what we would still have to come back to is with each established one, that boundary, that map has to be adopted into ordinance. So, we would be having to come back.

Mr. Egleston said perfect. So, what I would say to the Council is that hopefully, this piece should not be complicated, controversial, or drawn out because we're simply adopting the framework as you said to allow for people to put in applications that will have far more specific details. We do have to make a language change in our ordinances to even open the door to that, but then each one of those that wants to come forward, if we don't feel like the plan that they've put forward is satisfactory from a safety standpoint, a responsibility standpoint, we can send them back to the drawing board to continue to refine that. So, I do think we need to be very thoughtful about the applications that we approve from district to district, but I think adopting this language and allowing this portal to get stood up and running will start the process for them to pursue those districts and potentially allow them to be operable by fall while it's still warm enough out for people to actually benefit from these. I think the anecdotal stories we've heard from some of the other ones in the state are that this does not turn into some sort of wild nightlife scene.

I know the video is a little silly, but it really is people strolling and shopping and it's not some huge rush of folks, but it is a little bit of a shot in the arm to businesses who need it and I think particularly we talked about Uptown a lot today as it related to the arena and the areas around that. There are areas around some of our Uptown facilities that really have not seen that boost outside of a game day in two years. So, I think anything we can do to help those businesses we should and I think this is simply the first step in the process where we will have a lot more opportunities to make sure that we're being thoughtful about the safety element of this before any of these actually are operating.

Councilmember Watlington said I can appreciate that this is step one and the plan is to get more specific. I would however prefer that we get a little bit more specific in the ordinance itself. I would not want to leave it to a district-by-district discussion. Just seeing what the residents of South End are dealing with. At this point, the residents of Wilmore are dealing with being in proximity to a lot of the nightlife considering that we've got resource constraints when it comes to CMPD, considering the challenges that we have working with ALE, and addressing nuisance businesses, challenges we have with code enforcement, it would be irresponsible of me to sit here and not say that our residents are definitely going to want to have input into this at the ordinance level.

I'd love to see something a little more prescriptive city-wide as it relates to proximity to residential, especially as we talk about increasing density, particularly around our transit-oriented development. We've got to think about how this impacts neighborhoods on the whole before we create an opportunity to go in and piece mill it because often times as we know because you just did some great work as it relates to making sure that there's equity and neighborhood participation, we know that the neighborhoods who can come together and voice their concerns are often heard more often. I think about how closely this relates to the density of alcohol outlet distributors particularly off-premise alcohol outlets. We know longstanding history in the literature shows that violent crime is associated with an increased density of alcohol outlets that sell for off-premise consumption. So, these are the kinds of things that I hope are going to be a

part of the conversation and I would need to see and hear before I could get comfortable supporting this going forward. Thanks.

Ms. Smith said thank you.

Councilmember Phipps said would the applicants that would want to apply for these districts, would they have to canvas their adjacent retailers and clients to see if they wanted to be in it or could somebody just initiate it and we say grace over it or whatever?

Ms. Smith said Mr. Phipps, great question. We would look to provide more details, but what I can tell you is really important is that we do that. Community outreach would have to be part of it and there is the opportunity for specific businesses to opt-out if they do not want to participate and if they are in that contiguous area where the boundaries would be drawn.

Mr. Phipps said thank you.

Mr. Graham said I'm not sure how you can opt-out if you're in the district. That puzzles me.

Councilmember Graham said going back to the slide that we saw in the video. My question though, and I think Councilmember Watlington hit it on the nail for me. She took a lot of my thoughts in reference to make sure the end is in the beginning. So, we got to get this thing right from the very beginning notwithstanding the other cities that were profiled. Charlotte is uniquely different. Looking at South Boulevard for an example, people walking around with open containers on South Boulevard is problematic to me. NoDa's problematic, and those are where I think people will think those social districts exist, right? NoDa, South Boulevard, near the arena, University City, and [inaudible]. Do we have more than one in the city? Do we have four, five, six, seven, eight, nine, or ten? I just think as Councilmember Watlington said, that we need to really be on the front side before this plane takes off so that we really get it right.

I'm not opposed to it, I just think we need to make sure that we dot I's and cross T's and like I said earlier, notwithstanding the other cities, we're uniquely different. When we do things to scale, it's three, four, five, ten times Greensboro, right, and the impact. So, I just think we need to proceed with caution. Thank you.

Ms. Smith said Mr. Graham thank you very much. I wanted to just clarify that for any establishment that sells alcohol, if you purchased a to-go beverage you could not enter the next establishment with that to-go cup. So just wanted to clarify that. Thank you.

Mr. Graham said I figured that. It's just like that video we saw. People are just going to walk through the store. They're not going to know that that company opts out.

Mr. Egleston said I'll let us finish here, but two points. I don't disagree with either of those things. I think the biggest part of this for us to analyze, and when I said district by district that we need to be thoughtful is the parameters, the geography of where these districts would be. So, I think to Mr. Graham's point if you drew one in South End you wouldn't draw it so that it would have people crossing South Boulevard. I think you'd have it over on Camden. I would actually say Camden would be a great opportunity for us to close down the street for parts of the week or forever and have something that is safer for people. To Ms. Watlington's point, you wouldn't presumably want to draw it in a way that had it butting up against Wilmore. So, I think that's where we've really got to get into the details is exactly where are we putting the lines on the map or where is it being proposed by the people in a certain area? Then we refine based on some of those things that you've pointed out that we very much need to be sensitive to. So, thank you.

Councilmember Winston said just wanted to combine some of the conversations that we've been having today and just a word of caution, down the line thinking. I know we talked a lot about sponsorship districts, and with these social districts, I think future

Councils should think about the potential pitfalls of perhaps brands crowding out competition in certain areas by buying rights to future social districts. I don't know if that's something we've thought about, probably haven't. Don't know if it's necessarily something that will be a problem, but just thinking about the potential arithmetic of things that we're considering today, this might be something that future Councils would want to consider depending on the moves we make over the next few weeks, months and years. Thank you.

Councilmember Bokhari said we should start with the government center.

Mayor Lyles said let's start with the motion by Mr. Baker for our closed session tonight. I think Mr. Baker sent an email to all of us at 4:20 this afternoon about the motion. So, Mr. Baker if you'll read the motion. You guys, thank you so much, especially for staying so late.

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ITEM NO. 7: CLOSED SESSION

Motion was made by Councilmember Eiselt, seconded by Councilmember Bokhari 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 between the attorney and the City Council in the matter of Cummiskey v. City of Charlotte.

The meeting recessed at 11:00 p.m. for a closed session in Room 267.

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ADJOURNMENT

The meeting was adjourned at 11:17 p.m. at the conclusion of the closed session.


Billie Tynes, Deputy City Clerk

Length of Meeting: 5 Hours, 51 Minutes
Minutes Completed: September 8, 2023