



CHARLOTTE

City Council Committees

Chair Updates

December 6, 2021

Committee	Page #
Budget and Effectiveness	1
Great Neighborhoods	5
Intergovernmental Relations	6
Safe Communities	9
Transportation, Planning, & Environment	11
Workforce & Business Development	14

In addition to the Committee report outs, meeting materials and summaries can be viewed on the City website at:

<https://charlottenc.gov/citycouncil/committees/Pages/default.aspx>

Committee Members: Ed Driggs (Chair), Julie Eiselt (Vice Chair), Dimple Ajmera, Malcolm Graham, and Renee Johnson

Committee Purpose Statement: The Committee reviews and recommends policies to ensure the City has a strong and sustainable financial plan and maintains operational efficiency and effectiveness.

Committee Chair Update: Since the last Strategy Session, the Committee met on November 16th and discussed the following.

FY 2021 Audit Report

Finance Director, Teresa Smith introduced external auditor, Daniel Gougherty, CPA, Director from Cherry Bekeart LLP to present the FY 2021 Audit Report as it is a Local Government Commission (LGC) requirement to present audited financial statements to the Audit Committee in an official meeting. The LGC is a State agency that oversees all government units throughout the state of North Carolina.

The audit was performed in accordance with Generally Accepted Auditing Standards (GAAS) as well as Government Auditing Standards. The auditor's role provides assurance that the financial statements are free from material misstatements and communicates any policy changes, significant estimates used by management, and any journal entries that were passed or proposed during the audit.

Five key highlights or opinions were provided in the audit on: financial statements, internal controls over financial reporting, two opinions over Federal and State single audits, and lastly, the Passenger Facility Charges (PFC). All five opinions issued resulted in an unmodified or clean opinion, which is the highest opinion that can be given under the required auditing standards. In regard to internal controls, there were no material weaknesses with financial statement controls, but the audit found one significant deficiency pertaining to one of the single audit programs, which was the Coronavirus Relief Fund. The deficiency was concerning sub-recipient monitoring which was being done but not adequately documented. There was also one nonmaterial noncompliance finding related to the Highway and Planning Cluster Grant which requires annual reporting from the City to a state agency. The City had not been aware of the reporting requirement but has currently filed the report.

The auditors confirmed that the significant deficiency was not a matter of misappropriation of funds and could be attributed to the time pressure the City was under to utilize the funds. The auditors explained that the financial statements include a corrective action plan where Finance stated how they will address this finding moving forward and external auditors will ensure that they are remaining in compliance. LGC has requested a letter regarding the corrective action plan signed by the majority of the Board to provide assurance that the Board is aware of the deficiency and the remedy. Assistant City Manager, Brent Cagle noted that he would be working with the Finance Director and Attorney's Office to determine the proper procedure to obtain the majority signatures required.

The Single Audit, the State Aid to Airport Improvement grant was the lone State funding that was tested, while the rest of the testing was Federal funding. Three of the programs had CARES Act funding or COVID relief as part of the testing. There were no policy changes to report, significant estimates remained the same as previous years. The one passed adjustment was not found to be material to the financial statements overall, so Audit agreed on management's assessment to pass.

A major part of audit is reviewing and walk throughs of internal controls to obtain an understanding of significant transaction cycles which include receipts, disbursements, payroll, and financial reporting close. These have many transactions that occur throughout the year, so there is an increased level of effort to ensure no errors are being reported. The Single Audit is tested for compliance and control over compliance. For journal entry reviews, Audit reviews all journal entries posted throughout the year for unusual activity and to verify proper support and approval for manual entries. Regarding Information and Technology, Audit provides a questionnaire on topics such as any breach of security and tests

general computer controls to ensure best practices in accordance with standards are being used. Overall, the significant audit areas include statement of activities, statement of net position, and other items such as inventory and prepaids.

The new LGC Performance Indicators were reviewed. The general fund balance as a percentage of expenditures. The LGC established a minimum threshold of 25 percent which includes both the general fund and the municipal debt service fund balance in the calculation. The debt service is the amount of money set aside to meet the following year's debt service commitment. For this calculation, the city has 42.81 percent fund balance available for 2021.

The decline of the fund balance was an intentional effort in FY 2020 to spend the municipal debt service fund balance on capital projects. This wasn't a policy shift or an involuntary action, but rather a choice within the scope of the current policies.

The Water and Sewer quick ratio was presented, which is a ratio of current assets and current liabilities, with an LGC minimum threshold of 1.0. In 2021 the quick ratio was 1.67. Charlotte Water made an intentional effort to use more PAYGO cash for the capital program to spend down some available cash, hence the decline from 2019 to 2021. The performance indicators also covered Water and Sewer's net income excluding depreciation and including debt service principal where the minimum threshold should be at least at breakeven as well as the ratio of unrestricted cash to total expenses and debt service principal where the minimum threshold is 16 percent. For both indicators, Charlotte Water exceeded the minimum thresholds.

Some qualitative factors performance indicators that were highlighted include:

- The budgeted tax levy for the general fund had less than three percent uncollected.
- The City has an effective pre-audit process to avoid pervasive budget violations.
- There were no statutory violations within the budget to actual results, and
- There were no late debt service payments or debt covenant compliance issues.

In Summary, there were clean opinions across the board, no adjusting journal entries, good internal controls, one significant deficiency with no material weakness noted, and full cooperation with management.

When asked if the City's technology and procedures for accounting are in line with best practices the auditors agreed.

FY 2023 Budget Development Calendar

Budget Director, Ryan Bergman presented two calendar options based on feedback from Council at the January Strategy Meeting and noted that other options may be considered at the Committee's discretion. Option one had the Budget presentation moved from May 2 to April 11 with the intention to get to a full Council budget vote by May 23.

Option one only allows for two Budget Workshops with the first one being in January rather than February. This allows more time for Council to digest the budget after presentation as well as time for the standard Budget Adjustments, Straw Votes and Council Budget Vote which occurs on May 23. The downside is one less Budget Workshop and a budget proposal right before a general election. Also, the accelerated timeframe means revenue and expenditure estimates will not be as accurate as they typically would be in May.

Option two, which is staff's preferred option, would be to propose the budget at the same time as usual, on May 2 with the Budget Public Hearing proceeding the next week. All the standard meetings are maintained including full Council budget vote by May 23, only in a closer timeframe than usual. The advantages of option two are increased accuracy of the revenue and expenditure projections, and retaining three Budget Workshops for Council.

Vote: A motion to recommend option two of the budget development calendar to full Council was passed unanimously.

Proposed FY 2023 Budget Development Schedule:

Month	Typical Year (Without Election)	Committee Recommendation
January		
February	Council Budget Workshop	Council Budget Workshop
March	Council Budget Workshop	(March 8) Primary Election
		Council Budget Workshop
April	Council Budget Workshop	Council Budget Workshop
		(April 26) General Election
May	Budget Presentation	(May 2) Budget Presentation
	Budget Public Hearing	(May 9) Budget Public Hearing
	Council Budget Adjustments	(May 11) Council Budget Adjustments
		(May 18) Council Straw Votes
	Council Budget Straw Votes	(May 23) Council Budget Vote
June	Council Budget Vote	

Next Meeting: The next meeting TBD.

Current referrals:

Action Requested	Status
<p>Citizen Advisory Committee on Governance: Review recommendations from the CACG and propose which recommendations should move forward to be considered by full Council.</p> <ul style="list-style-type: none"> • Staggered four-year terms; • Two-term limit contingent on four-year terms; • Implement four-year terms through a Citizens' Referendum; • Hold non-partisan elections; • Increase Mayor and City Council compensation to be comparable to that of the Mecklenburg County Board of County Commissioners; • Keep the number of council members at 12 (11 council members and the Mayor); • Reassign one of the at-large representative seats as a new district representative seat; and 	<p><u>Items remaining in Committee:</u></p> <ul style="list-style-type: none"> • Staggered four-year terms; • Further considerations for recommending the implementation four-year terms through a Citizens' Referendum; and • Reassign one of the at-large representative seats as a new district representative seat. <p>Full Council consensus at the January Strategy Meeting was to not pursue term limits or non-partisan elections.</p> <p>At the February 1 Strategy Session Full Council discussed moving forward with a plan and schedule for moving forward with four-year staggered terms consideration.</p>

Action Requested	Status
<ul style="list-style-type: none"> Factors to consider in redistricting such as districts must have substantially equal population, should be reasonably compact, and district boundaries may follow neighborhood boundaries or the boundaries of areas containing residents sharing similar interests. 	<p>Adopted by full Council:</p> <ul style="list-style-type: none"> Compensation increase through the FY 2022 Budget
<p>Mayor and Council Rules of Procedure: Review Council Rules of Procedure to determine if updates are recommended specific to the provisions for virtual meetings.</p>	<p><u>Remains in Committee:</u> After full Council discussion on June 14, 2021, the Committee is to further consider if specific updates to the Mayor and Council Rules of Procedure related to virtual meetings provisions are recommended.</p>
<p>Proposed FY 2023 Budget Development and Adoption schedule</p>	<p>Next Steps:</p> <ul style="list-style-type: none"> Committee recommendation to be presented to full Council at the December 6th Strategy Session. <p>FY 2023 Budget Development Calendar will be included within the 2022 Mayor and Council Meeting Calendar for consideration at the December 13 Council Business Meeting.</p>

Committee Members: Malcolm Graham (Chair), Braxton Winston (Vice Chair), Tariq Bokhari, Julie Eiselt, and Victoria Watlington

Committee Purpose Statement: The Committee reviews and recommends policy related to comprehensive initiatives designed to create affordable housing and provide opportunities that align with creating great neighborhoods.

Committee Chair Update:

The Great Neighborhoods Committee did not meet in November. The following represents updates on key committee initiatives that occurred in November.

Source of Income Ad Hoc Advisory Committee Update.

- The Ad Hoc Committee is on track to develop its final recommendations by the end of this year (December 31, 2021) for increasing the acceptance of Housing Choice Vouchers (HCVs) and other rental subsidies in the marketplace, and particularly in areas of high opportunity in our community. The next Ad Hoc Committee meeting is Thursday, December 16, 2021 at 10:00 a.m.; the Ad Hoc Committee meeting will be live-streamed on the GOV Channel as well as the City's Facebook and YouTube pages.
- City Council will have an opportunity to receive the final recommendations in early 2022.

Next Committee Meeting: The Great Neighborhoods Committee will resume monthly meetings in January 2022.

Current Referrals:

Action Requested	Status
Anti-displacement: Recommend integration of existing and relevant City anti-displacement policies and programs and consider new policies and programs to protect vulnerable communities from displacement.	<p>The newly appointed Neighborhood Equity and STabilization (NEST) Commission will provide additional input into current strategies and recommendations on enhancements and/or new programs and strategies for consideration.</p> <p>Committee will review considerations for path forward for further development/advancement of anti-displacement strategies, policies, and/or programs.</p>

Committee Members: Tariq Bokhari (Co-Chair), Braxton Winston (Co-Chair), Larken Egleston, Matt Newton, and Greg Phipps

Committee Purpose Statement: The Committee reviews and recommends intergovernmental relations policies and relationship-building activities in the state and federal legislative and executive branches.

Committee Chair Update: The Committee met on November 15.

Advocacy for Bipartisan Infrastructure Plan Funding

Staff presented a general framework of advocacy for funding from the \$1.2 trillion Bipartisan Infrastructure Plan, which was signed into law on November 15. The legislation has a number of sections consisting of funding opportunities, loans, and policy issues of relevance to the City. Since the State, regional and other local entities can compete for the same grants, collaboration with these entities is a must. The goal is to prepare an initial project list so that City leadership is in position to advocate for potential projects starting in the first quarter of 2022. Equity is a primary goal of the Administration so that lens will need to be applied for most, if not all, funding opportunities. Discussion followed over the roles of (1) councilmembers in selecting projects to advance and (2) metropolitan planning organizations in selecting projects on a regional basis. There are a number of funding opportunities available for metropolitan planning organizations and staff agreed to facilitate further discussion with the Charlotte Regional Transportation Planning Organization.

Federal and State Legislative Update

Staff presented the status of federal and state issues. Among his signature federal initiatives, President Biden signed the \$1.2 trillion Bipartisan Infrastructure Plan into law on November 15 and the \$1.75 trillion Build Back Better Act was in negotiations in the US House at the time of the meeting but has since passed that chamber. Negotiations with the US Senate on the latter bill will mean that the legislation will not be passed until late December 2021 at the earliest. While the latter act addresses immigration in a more limited form than what is in the City's legislative agenda, even the limited immigration measure must pass muster of the Senate parliamentarian for conformance with the Byrd Rule. The Congress also has to address a FY 2022 federal budget and debt limit. The US Senate has not taken action to pass the George Floyd Justice in Policing Act and John R. Lewis Voting Rights Advancement Act of 2021, both of which passed the US House earlier this year.

Pivoting to the State, the NC General Assembly was in the process of releasing their final 2021 – 2023 State Budget at the time of the meeting. The budget document was subsequently released in the evening of November 15 and Governor Cooper communicated on November 16 that he intended to sign the measure into law, which precipitated a substantial bipartisan vote in support of the legislation. Staff also reviewed with the Committee several key policy issues including redistricting, land use and development, and firearms disposition.

Recap of Council Discussion on Proposed 2022 Federal and State Legislative Agendas

Committee and staff recapped the November 8 Council discussion of the proposed 2022 federal and state legislative agendas. After discussing two potential legislative issues that were not on the Committee-proposed legislative agendas nor were referred to the Committee for action, the Committee reaffirmed its previously proposed 2022 legislative agendas approved at the IRC meeting on October 18 and subsequently approved by Charlotte City Council on November 22. The following summarizes the discussion of the two potential legislative issues along with recommendations for future actions the Charlotte City Council will need to consider prior to and after a potential formal referral of either or both issues to the Intergovernmental Relations Committee.

Red Light and Speed Cameras: Even with a potential positive vote from Council to advance any legislative initiative in the 2022 short session, a short session is not the optimal time to do so as the issue is considered controversial and short session bill filing guidelines call for local bills to be non-controversial and require all members of the Delegation to sign onto the

legislation. Such an issue is better suited to a long session, the next of which is scheduled for 2023. Staff noted that there also would have to be discussions with Mecklenburg County and Charlotte-Mecklenburg Schools (CMS) prior to requesting legislation due to constitutional requirements to remit most of the fine revenues from such devices to schools.

Based on considerations since the Committee meeting, staff recommends the following approach if the Charlotte City Council reaches a consensus on a particular technology solution and accompanying cost-sharing approach for this issue to pursue in an upcoming long session:

- Consult with the County Commission and School Board to ascertain their willingness to jointly consider and eventually agree upon a legislative framework on a particular technology solution and accompanying cost-sharing approach for this issue with the Charlotte City Council.
- Mayor and Council hold similar discussions with the six Mecklenburg County Towns as they are impacted by the same safety issues and furthermore, are affiliated with both the County and CMS in the same manner as the City.
- That upon agreement with the County, CMS, and Towns on exploring this issue for consideration in a future long session, the issue could then be referred to the City's Intergovernmental Relations Committee so that the Committee can develop and implement a strategy in collaboration with the County, CMS, and Towns to test and gauge support for advancing this issue with the Mecklenburg and Regional Delegations. It is envisioned that a strategy would at a minimum include:
 - Outreach to the Mecklenburg and Regional Delegations, other counties and municipalities, and advocacy organizations such as the NC Association of Chiefs of Police and others to determine levels of support or opposition.
 - Outreach to organizations that are key influencers of public safety and privacy issues.
 - Assess the relative position of supportive Mecklenburg and Regional legislators in the House or Senate hierarchy to advance any such proposal through the legislative process.
 - Since all seats in the General Assembly are up for re-election in the upcoming general election, this work would not be complete until some point after the November 2022 general election.
- If it is found that there is a favorable environment to pursuing the legislation in an upcoming long session, then the City, County, CMS, and Towns would add this issue to their respective legislative agendas.
- Other points to consider:
 - There are potentially other issues that a future Charlotte City Council may prioritize higher.
 - Inclusion of a controversial issue like the red light or speed cameras on a legislative agenda could potentially impact the ability of the City and other stakeholders to achieve other legislative priorities.

Aging-in-Place: This issue has been discussed several times in the Great Neighborhoods Committee over the last several years. Also, this issue was considered by the Intergovernmental Relations Committee for possible inclusion in the 2019 state legislative agenda. Staff noted the City would need to work with Mecklenburg County as NC counties administer the elderly or disabled homestead tax exemption program that is state authorized, and that there are several key counties that are not supportive of raising the thresholds to qualify for the program as such exemptions tend to erode local real estate property tax bases.

Based on considerations since the Committee meeting, staff recommends the following approach for Mayor and Council consideration, if the Charlotte City Council reaches a consensus on pursuing a higher threshold for elderly or disabled homestead tax exemptions in an upcoming long session:

- Recognize the work that Mecklenburg County has already undertaken on this issue over the last several years and the knowledge the County has gained.
- Recognize that Mecklenburg County is the natural lead on any such effort as county assessors are statutorily authorized to administer these programs on behalf of the State.
- Consult with the County Commission and Town Boards to ascertain their willingness to jointly consider pursuing this issue with the Charlotte City Council. Also, the NC Department of Revenue should be consulted as they are statutorily responsible for setting the annual eligibility limits for the state authorized elderly or disabled homestead tax exemption program.
- That upon agreement with the County and Towns on exploring this issue for consideration in a future long session, the issue could then be referred to the City's Intergovernmental Relations Committee so that the Committee can develop and implement a strategy in collaboration with the County and Towns to test and gauge support for

advancing this issue with the Mecklenburg and Regional Delegations, other counties and municipal governments, and the advocacy organizations for counties and municipalities, and advocacy groups such as the NC Association of County Commissioners, NC League of Municipalities. It is envisioned that a strategy would at a minimum include:

- Outreach to the Mecklenburg and Regional Delegations, other counties and municipalities, and advocacy organizations to determine levels of support or opposition.
- Outreach to organizations that are key influencers of tax policy.
- Assess the relative position of supportive Mecklenburg and Regional legislators in the House or Senate hierarchy to advance any such proposal through the legislative process.
- Since all seats in the General Assembly are up for re-election in the upcoming general election, this work would not be complete until some point after the November 2022 general election.
- If it is found that there is a favorable environment to pursuing the legislation in an upcoming long session, then the City, County, and Towns would add this issue to their respective legislative agendas.
- Other points to consider:
 - There are potentially other issues that a future Charlotte City Council may prioritize higher.
 - Inclusion of a controversial issue like the elderly or disabled tax exemptions on a legislative agenda could potentially impact the ability of the City and other stakeholders to achieve other legislative priorities.

Engagement with NC Utilities Commission

The Chief Sustainability and Resiliency Officer briefed the Committee on an opportunity to engage with the NC Utilities Commission on the issue of addressing the energy cost burden on low- and moderate-income households. The opportunity arose due to pending action being taken by the Commission to implement performance-based regulation of electric utilities that was authorized in House Bill 951, Energy Solutions for North Carolina, which was signed into law on October 13. Staff refiled comments with the Commission that were filed previously under another docket and are consistent with the City's Strategic Energy Action Plan goals. Staff will be developing a Utility Commission engagement framework over the coming months and will be sharing with Council for feedback.

Next Meeting: The next Committee meeting is scheduled for December 20, 2021 at 2:00 p.m.

Current Referrals: none outstanding

Committee Members: Larken Egleston (Chair), Dimple Ajmera (Vice Chair), Renee Johnson, Greg Phipps, and Victoria Watlington

Committee Purpose Statement: The Committee reviews and recommends policies to make neighborhoods safe, healthy and inclusive; including policing, fire protection, and the environment.

Committee Chair Update:

After Council received a Vision Zero Update at the October 4th Strategy Session, Mayor Lyles made a referral to this Committee on Traffic Safety Measures to determine what emergent traffic safety practices or technologies (to include street design) are being used in other Vision Zero cities that would benefit Charlotte and may be feasible to implement.

Staff made presentations at the October 19th Committee meeting and October 26th Council Annual Retreat. CDOT participates in associations at national and state levels to influence changes for improved traffic safety and data shows the City of Charlotte is at the forefront of nationwide best practices for implementing traffic safety measures. For instance, Charlotte is an industry leader with the Emergency Vehicle and Transit Signal Priority System. Charlotte was also the first city in North Carolina to implement a Pedestrian Hybrid Beacon, which is installed in 34 unique locations. The Leading Pedestrian Interval technology has been deployed in 248 locations. In addition, CDOT uses state of the art crash analysis tools which provides information that allows the City to quickly tailor solutions to specific crash sites.

CDOT has and will continue to:

- Build “complete streets” to provide safer streets to drivers, pedestrians, and bicyclists,
- Target solutions that address Charlotte’s high injury locations and top safety priorities and collaborate with CMPD for enforcement strategies,
- Identify low-cost safety solutions in the way of signs and pavement markings,
- Utilize driver feedback signs to alert the community when they are driving faster than the speed limit
- Prepare annual safety reports that include before and after studies, and
- Continually evaluate nationwide best practices.

Since the last Strategy Session, the Committee met on November 9th and discussed the following.

Vision Zero and Traffic Safety

Vision Zero Pilot Project: Speed Corridors

Debbie Smith, Deputy Director for the Charlotte Department of Transportation (CDOT), said there are 30 corridors on the High-Injury Network. The High-Injury Network is a network of streets that have a higher incidence of severe and fatal injury collisions. The 30 corridors represent 9 percent of the total City street system. CMPD deploys its Transportation Unit to focus on seatbelt checks, saturation control, DWI checkpoints and radar in these corridors. CDOT wants to use a new approach to data analysis to see where other speeding problems exist in Charlotte.

Ms. Smith provided an overview of RITIS, a data model that CDOT uses to consider all the data being collected in the transportation network. The data comes from users, as well as incidents that happen on the street, including weather data and transit and CATS routes. RITIS data can be extracted to analyze traffic congestion or locations where speeding is a problem. CDOT will be using a new approach to analyze the data that is collected. The RITIS data will be compared to established speed limits on corridors to identify speeding and then compared with the High-Injury Network to identify

accidents. Based on the data, CMPD will conduct targeted enforcement; in addition, before and after studies will be conducted to see if the enforcement made a difference.

Ms. Smith said CDOT desires to use connected technology to improve traffic safety. She spoke about Glance TravelSafely, a new smart phone application that combines Smart City solutions with connected vehicle technology. It creates a network of knowledge that make the streets safer. Users are made aware of what is happening at a traffic signal or when they enter a school zone. It works collectively with drivers, pedestrians, cyclists, and transit users. Users receive an audible warning/alert of a potentially hazardous situation, such as alerting a driver who is speeding that a light is changing or a cyclist or pedestrian about a speeding vehicle on the roadway. The more users of the application, the better the data. This application serves to add a layer of awareness and provides the opportunity to *prevent* potential crashes or other traffic safety hazards. The Town of Cary, North Carolina has recently acquired this solution and is in the implementation phase of their project. The City of Charlotte will analyze Cary's operations to study the effectiveness of their rollout in the community and subsequent impact on traffic safety.

Moving forward the City will use the Numetric Crash Analysis application's crash analysis tool to identify crash types. Using the Numetric crash analysis the City can identify geographies to encourage download of the application and carryout an intensive education and awareness campaign and then add enforcement. An evaluation would be conducted using before and after crash data. CDOT anticipates having sufficient data collection to present additional information in January to help identify other speeding corridors.

Committee members also discussed exploring the addition of red light and speed cameras onto the State legislative agenda. Staff put forward that the analysis of the data and CDOT's greatest concern historically have been over speeding and fatalities related to speeding; red light running cameras would not address the crashes related to speeding.

The referral has been addressed. The Safe Communities Committee will monitor the pilot program as it progresses. The Committee recommends for City Council to discuss if it is appropriate to add items to enhance traffic safety to the State legislative agenda.

Next Meeting: The next Committee meeting is scheduled for Tuesday, January 4, 2022.

Current referrals:

Action Requested	Timeline
Traffic Safety Measures: Determine what emergent traffic safety practices or technologies (to include street design) are being used in other Vision Zero cities that would benefit Charlotte and may be feasible to implement.	Provide overview of findings and any recommended options to the City Council in December 2021 for further consideration.
Review options for the City's participation in the proposed Family Justice Center	Committee reviewed funding request, discussed options, and requested additional information from the external partners prior to any further considerations.

Committee Members: Julie Eiselt (Chair), Larken Egleston (Vice Chair), Ed Driggs, Matt Newton, and Braxton Winston

Committee Purpose Statement: The Committee reviews and recommends policies to implement a comprehensive mobility network and advances strategies to create a livable and connected city that embodies our environmental sustainability and resiliency goals.

Committee Chair Update: Since the last Strategy Session, the Committee met on November 22, 2021 and discussed the following:

Strategic Mobility Plan (SMP)

The Committee received an update on the progression of the SMP since it was last discussed at Council Retreat. Comprehensive Transportation Review (CTR) Guidelines were released in early November. In summary, the guidelines do two important things: recommend to reduce trip thresholds for current traffic impact studies and also recommend the implementation of a more multi-modal improvement process associated with development that aligns with new Policy Maps and future land use in the City of Charlotte, focusing on improvement of pedestrian, bike safety, and access to transit.

The CTR guidelines will replace the City's current Traffic Impact Study (TIS) guidelines. These guidelines are necessary to ensure the City mitigates the by-right development envisioned in the UDO.

The 2040 Comprehensive Plan is the framework for our growth with several key initiatives underway, the 2040 Policy Map, the Strategic Mobility Plan, and the Unified Development Ordinance. Under the SMP and related specifically to the Policy Map and the UDO, is the Streets Manual where these CTR guidelines fit within the document called the Streets Manual. The Streets Manual follows the goals and vision of the Comprehensive Plan, guiding mobility efforts and is specifically a technical tool to the UDO.

In summary the Comprehensive Transportation Review consist of three questions. First, how are we moving people? (multimodal infrastructure assessment). What is being proposed is a new threshold to trigger assessment; examples are ADA curb ramps, sidewalk gaps, and transit stop amenities. Secondly, how are we reducing trips? (Transportation Demand Management - TDM). To reduce trips a new threshold to trigger assessment in high intensity UDO zoning districts is being proposed and determining project specific TDM measures; examples would be transit passes, onsite facilities, and parking limits. Lastly, how are we managing traffic? (traffic impact studies). It is proposed to revise intensity-based thresholds to align with the new UDO Zoning Districts.

These guidelines will be included in the economic impact of development. The anticipation is to do test sites to see how this applies to less intense places and how it applies to different types of projects and uses so staff can assess the components of the review process to determine if further considerations are needed.

Silver Line LPA

Last summer and early fall, the 4th round of public engagement was completed. The engagement focused on potential project refinements and preliminary staff recommendations for project phasing. The Committee received a summary of the public engagement results including the refinements and feedback heard from the survey as well as an introduction to phasing.

Comments heard are, approximately 80 percent support or strongly support the refinements. Most concerns from the community we found were around refinement #5, along Monroe Road. There was also feedback from refinement #4 which is a potential alignment adjustment along Fugate Avenue adjacent to Bojangles Arena.

Overview of Refinements

- Refinement #1: Station shift from Suttle Avenue to Berryhill Road. The main reason for this shift was to provide better access to the station. Shifting the station to Berryhill Road at the Morehead intersection provides citizens a much better opportunity to access the station. The feedback for this shift has primarily been supportive of the shift.
- Refinement #2: Adding a new station at Summit Avenue adjacent to the proposed Pipe and Foundry development as well as the Gold District. This refinement came as a suggestion from the public and it was decided to add it into the plan. This addition is fully dependent on a NCDOT interchange modification program. This station could provide good service to the community, but access will be challenged unless there is a suitable access plan with the state.
- Refinement #3: New station in First Ward creates a direct connection with the First Ward Community and area residents. This refinement provides good transit options for low income and minority residents nearby. There were concerns around how this station could affect displacement and community impacts associated with it.
- Refinement #4: Alignment shift Eastward toward Fugate Avenue. This preserves an opportunity for adaptive reuse of the existing Golden Green Hotel building, there are cost savings associated with this shift because it avoids major demolition. This alignment pushes further into the Echo Hills neighborhood creating a greater impact on that area, concerns were heard from the community on this shift.
- Refinement #5: Alignment shift out of the Center of Monroe Road. This alignment shift avoids reconstruction of Monroe Road in this area, reduces property impacts and has fewer anticipated utility and real estate relocations. This alignment maintains a larger area for potential redevelopment on properties fronting Monroe Road. It provides direct access to parcels and neighborhoods south of Monroe Road, keeping Monroe Road more walkable.

Phasing the LYNX Silver Line Some of the main rationale for why phasing is needed is limited new starts funding, this funding is very limited and very competitive. We want to put forth the best project that competes for federal funding but also will deliver the project to the community as quickly as possible. Schedule duration is approximately 1 year per mile based on peer research. Local / regional financial commitments are needed from the jurisdictions served. There is precedent for this implementation model from Denver, Seattle and Dallas, phasing allows for more effective cash flow and earlier opening of some segments.

Considerations for Phasing

- Each phase needs to serve a clear purpose and key destinations.
- Phased segments options must be able to operate on their own and serve a clear purpose.
- Cost effectiveness, ridership, and cost estimates: segments serving key destinations are likely to have higher ridership and are more cost-effective segments and are more likely to receive federal funding.
- Maintenance facilities are required for daily operations and acceptance of vehicles.

Current Phases put out for public comment and stakeholder engagement include:

Phase A Southeast is approximately 15-mile project, this is a very long project considering the Blue Line and Blue Line Extension were a little over 9 miles each. With an approximate ridership of 19,000 riders. Key destinations served by Phase A are Charlotte Gateway Station, LYNX Blue Line, Town of Matthews Sportsplex and CPCC Levine Campus.

Phase B West project is approximately a 7-mile project with approximately a ridership of 10,000 per day. Key destinations are Charlotte Gateway Station, CLT Airport and I-485 at Wilkinson Boulevard.

Themes and feedback heard on the phasing suggest Phase B to the airport be constructed first. Comments related to the phasing include the concern about a lengthy schedule. Other comments included direct station connection to the Blue Line or Gold Line. There were also several comments related to property acquisition including timing, process, and specific parcels.

Next Steps:

In January of 2022 the action item for both refinements and the implementation strategy will be taken to the MTC for adoption of the refined LPA.

The environmental review and preliminary design process are ongoing, working to deliver the first round of engineering studies. The ULI study is tentatively scheduled for January – March of 2022 in reaction to conversations heard regarding having ULI engagement in some areas of the project.

Next Meeting: The next Committee meeting is scheduled for Monday December 27, 2021 at 10:30.

Current Referrals:

Requested Action	Timeline
Unified Development Ordinance: Review recommendations prior to recommendations being presented to Council for adoption.	On-going until Ordinance adoption
Strategic Mobility Plan: Review recommendations prior to recommendations being presented to Council for adoption.	On-going until Plan adoption
Rezoning Process Improvements: Review proposed zoning process improvement options prior to presentation at full Council, with a specific focus on increasing community engagement and addressing traffic congestion.	Currently in process with Committee
Charlotte Future 2040 Policy Map: Review recommendations prior to recommendations being presented to Council for adoption.	On-going until Policy Map adoption

Committee Members: Tariq Bokhari (Chair), Malcolm Graham (Vice-Chair), Dimple Ajmera, Renee' Johnson, and Greg Phipps

Committee Purpose Statement: The Committee reviews and recommends policies to create a thriving economic climate where businesses are connected to highly skilled talent and technologies.

Committee Chair Update: The Committee did not meet again since the last Council Strategy Session report out.

Next Meeting: The next Committee meeting is Scheduled for December 6 at noon.

Current Referrals:

Action Requested	Timeline
Opportunity Zones and Corridors Policy alignment: Review approaches to integrate workforce and business development policies within the Opportunity Areas prior to presentation to full Council.	On-going
Unemployment: Recommend options for a Workforce Development Plan to reduce high unemployment. <ul style="list-style-type: none"> • Workforce development policy (criteria required for when city funding is included): Develop processes to promote workforce development opportunities through city funded programs • Strengthening workforce development within Diversion program: Develop options to advance Workforce development in diversion programs (This could apply to all programs from transit to housing). • Youth Employment Policy: Recommend a holistic approach from training to job placement for our youth 	On-going