

## STRATEGY SESSION

The City Council of the City of Charlotte, North Carolina convened for a Strategy Session on Monday, April 1, 2019 at 5:09 p.m. in Room 267 of the Charlotte Mecklenburg Government Center with Mayor Vi Lyles presiding. Councilmembers present were Dimple Ajmera, Tariq Bokhari, Ed Driggs, Larken Egleston, LaWana Mayfield, Matt Newton, Greg Phipps, and Braxton Winston II.

**ABSENT UNTIL NOTED:** Councilmembers Julie Eiselt and Justin Harlow

**ABSENT:** Councilmember James Mitchell

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### ITEM NO. 1: AFFORDABLE HOUSING REVIEW AND APPROVAL PROCESS

**Councilmember Winston** said this is the fourth time we are dealing with this; what is the expectation here? Are we moving forward; is there some type of vote that needs to happen?

**Mayor Lyles** said I think at the end of the last meeting, what I said was that we approved a contract two-years ago with LISC to do this work with us. The staff is making a recommendation that we do it this way; the Manager recommends it, but like any other Manager, I think he would at least like to know that he has the confidence of a majority of Council to move forward. What I would like to do is have Ms. Wideman go through it and then if we can, after our questions, just raise our hands and say we are ready to move forward that that would be all that would be needed. It is an informal without a motion vote.

Mr. Winston said is this going to be basically a recap of what we've been talking about over the past –

Mayor Lyles said I have not seen the presentation yet, so let's see. We will go through it; it is a short presentation.

**Pam Wideman, Director of Housing and Neighborhood Services** said you are right; you have seen this, we've discussed it a number of times. What I want to emphasize is that the revised process that we have now that we have LISC as one of our partners; the major take away from this slide is that you have four points of contacts when we receive proposals. We want to get down to a 30 to 45-day timeframe with Phase I. Whenever we issue a request for proposal, we will do that, and your first point of contact, we will notify you in the beginning of all the proposals that we receive. We will do a dual underwriting and review process, we, being the City and LISC. We will then present a project summary and other information will be sent to you in your packet on that Thursday and then prior to your Monday Action Review Meeting, you will have that information, be able to digest it and ask questions at your Action Review and then the following Monday you would vote at your Business Meeting. Again, I just want to emphasize that under the new process you will have four points of contact. Then finally you will see how these four points of contact will fit into our proposed RFP schedule. Again, we met last week and we are finalizing the days, but you can see we plan to issue an RFP in early April; the deadline would be late April. City Council notification would be early to mid-May, we would get your project summary to you. You would have your action briefing and then you would have your subsequent approval.

**Councilmember Mayfield** said this first round schedule for Housing Trust Fund, these are the four percent tax applications?

Ms. Wideman said yes ma'am; this would be any that we receive four percent or just from the housing opportunity fund that may not require four percent.

Ms. Mayfield said so, it is a combination of both; so, this includes applications that we received in January, or so there was a halt so that is the ones we already have in the hopper plus any new one.

Ms. Wideman said yes ma'am, and the opportunity not that LISC is here, developers have been asked to go back and restructure those deals, considering the opportunity they have with the Opportunity Fund, which should bring your requests down.

Ms. Mayfield said I spoke with a couple of different developers last week and there was concern because there was a developer meeting that was held last week and in that meeting it was stated that the City was not going to be accepting four percent deals, so that is why I'm trying to get some clarifications since what was presented to us where the expertise is at is around four percent deals but there are conversations regarding not accepting four percent deals so, that is why I wanted clarifications that we are saying early April. Today is April 1, 2019 and late April; that is only a three-week window in order to look at all the applications that were previously submitted that have been placed on hold as well as any new applications that will have four percent included.

Ms. Wideman said right; we conveyed that in the meeting; there was lots of discussion about how the Housing Opportunity Fund interacted with the four percent but there was never a statement that we would not accept four percent requests.

Mayor Lyles said the Manager's authority allows us to do this, but I think he would really appreciate that Council understands it at this point. If you are ready to move forward would you just raise your hand so that we will be able to see where we stand?

A straw vote was taken on the question and recorded as follows:

Yeas: Councilmember Ajmera, Bokhari, Driggs, Egleston, Newton, Phipps, and Winston

Nays: Councilmember Mayfield

Mayor Lyles said that is a majority of the Council in attendance today, so Mr. Jones, I think we have a plan to start this process. I would hope that this will be a time when we start the process if there are points that we need to change, because this is our first time out of the gate doing this, that there wouldn't be any hesitancy to come in and say this would work better right now or even it is work better the next time, but let's not let good stand in the say of great. So, if it is not going well at all let's fix it really quickly and keep it moving.

**Marcus Jones, City Manager** said will do.

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## **ITEM NO. 2: AVIATION UPDATE**

**Mayor Lyles** said Mr. Cagle is going to come in and talk to us about the \$2.5 billion investment we have out on the west side in Ms. Mayfield's District. Mr. Egleston, Ms. Mayfield and I had the opportunity to attend the premier flight to Munich from American Airlines.

**Brent Cagle, Aviation Director** said the debut CLT to Munich flight on Saturday. I will go through this very quickly; I want to first, I can't give a presentation without a little bit of the fast facts. We are a very large Airport and according to the 2017 rankings we are the sixth largest airfield or Airport in terms of aircraft movements, tenth largest in total passenger and I will note that we are definitely leading the way, the number one Airport in the nation, when it comes to rocking chairs inside the terminal. We have 100+ inside the terminal, serving 174 non-stop destinations, 36 international, and three US territories. We have seven domestic airlines providing service to the Airport and three foreign flagged carriers.

**Councilmember Harlow arrived at 5:17 p.m.**

The North Carolina Department of Transportation just recently completed a new economic impact study. They worked with NC State Institute for Transportation, Research and Education, and they put out some economic impact numbers that I think are impressive as a little bit eye-opening. The first thing they found was that the total impacts of all of the Airports in the state, total economic impact on an annual basis is \$52.3 billion annual. Now breaking that down, CLT accounts for \$23 billion annually; \$1.1 billion of state and local taxes generated from the Airport and \$5.7 billion in personal income. Another thing that the study found was when you go back to the total number, the \$52.3 billion accounts for just under 10% of total state GDP which when you extract that with the \$23 billion that CLT generates that would put us somewhere around 4.5%, just under 5% of total state GDP in economic impact, and I think that is an amazing number.

So, how do we keep growing the platform? One thing we will talk about is we don't own planes, we don't fly planes; what we really do is we provide a platform for our tenants to operate and for the passengers to travel. So, how do we grow the platform, and how do we insure that we are providing that platform consistently and reliably? First, you will note Concourse A expansion; this Concourse was completed in July 2018. Here are some images of the interior, the Refik Anadol Art piece interconnected. It is an amazing piece of art; if you haven't had the chance to see it yet let me know, I'd be happy to take you out and see it. You can spend hours; it is memorizing, the picture does it no justice because it is constantly morphing and changing. It is called the Data Sculpture, and it is really something to see. The other thing you will note inside the Concourse high ceilings, a lot of glass and natural light, charging stations in every holder and seat; it is really is a modern facility.

What do we have going on? Terminal renovations, so, we are renovating all of the existing Concourses. This is not the after picture; this is the before. So, we are asking everyone to bear with us. It is a process to make these renovations. The interesting thing is our construction contractors get to work from basically about mid-night to 5:00 a.m. and then the Concourse is utilized all day. We are not able to take out of service any gates during the construction process. So, it is a bit of a long process, but if you've been on B Concourse, which is almost complete- This is a picture of the B Concourse under construction. The B Concourse is now almost complete; the C Concourse has just started and the existing A Concourse is also started. This is an architect's rendering the B Concourse looks great, terrazzo full length, new carpet, new ceiling, new sign package and again hold room seating has power outlets in every seat. The restrooms a fully remodeled, refurbished.

Elevated roadway and Terminal Curb Front, this is the Terminal and this is the new elevated roadway. This will double our roadway capacity; the project should be completed late summer, and this is a rendering of what the roadway will look like. The roadway will provide twice as much capacity. You also see as we complete the Terminal Lobby Expansion, we will add a full-span canopy so that people are not exposed to the elements and then the Terminal Lobby is expanded.

Upcoming Projects, Terminal Lobby again, this is a before. This was the start of spring break or Good Friday two or three years ago. It was not a Good Friday at the Airport. This was a very hard day. This shows the problem that we have with the Terminal Lobby. The Terminal Lobby was designed for about eight million annual passengers, and currently we are running between 12,000,000 and 13,000,000 annual passengers through the Lobby, so we are at about 150% of design capacity. This is the after and it basically adds about 90-foot full span on the Lobby. This column line is where the existing Lobby ends today, so the ceiling rises, a glass curtain; you can see Queen Charlotte comes back and she is inside the Terminal. Terrazzo and we will also be redoing our security check points and adding security check point technology to help speed that process along.

Concourse A Phase 2, this is the new Concourse A, Phase 1, Phase 2 and then possibly at some point in the future we may look to Phase 3. Right now, we are looking at Phase 2; again, basically it is a mirror image of Phase 1, and it will add between nine and 10

new gates. Phase 1 added nine new gates, so Phase 2 will add between nine and 10 new gates.

Fourth Parallel Runway, we are currently in the environmental process. It is an environmental assessment process. The fourth parallel runway, by FAA determination, will be a 10,000-foot runway with dual end around taxiways and upon completion or commissioning of the runway the Crossfield Runway, which is right here, will be decommissioned. So, we will still have a total of four runways, but they will all be parallel, which increases efficiency and capacity of the airfield.

Our FY2020 Budget Request, every year when we do our operating budget we look at our six budget drivers: safety & security, strategic growth, strong partnerships, asset preservation, valuing our employees, and focusing on our customers. All of our budget requests are always filtered through this lens of how do they meet at least one, if not many of these drivers or objectives. Our budget this year, we have a request of \$191 million total expenditures; it is an increase of the operating budget of \$19.2 million and 50 FTE. We are also projecting total revenues to increase by \$28 million, for an increase in net revenues of just about \$10 million. It is also important to note that we value our airlines opinions on our budget. We are still working with our airline partners to understand their concerns and field their questions, and so we may have changes to this budget as we get deeper into the budget process. It is safe to say that those changes will be reducing, not increasing the budget but we are working with the airlines now to look at that.

Our last chart is our Industry Position. Airports compare each other by cost per enplaned passenger or CPE. CLT is the worldwide leader I'll say in CPE. We are projecting CPE to be at \$2.13; the other bars represent the 25 or so large hub airports in the nation, and the blue bars are American Airline's hubs. Again, we are by far the lowest cost Airport by cost per enplaned passenger in the nation.

I also have one other item that I would like to briefly go through with you. It is an update on the status of the Airport Taxi Contract. A little bit of background on this, I'd like to provide a briefing and also make a recommendation, but I will get to that in just a second. So, a little bit of background on the Airport Taxi Contract, the Aviation Department has contracts with four taxi providers. These are providers who provide on demand service and on demand is walk-up. So, you go to the taxi stand; you don't call a taxi company to book the service; you walk up to a taxi stand, and you get in the first taxi that comes and picks you up. So, that is the difference between scheduled service and on demand, and these contracts only apply to on demand service. Any company can provide scheduled service; if you have a favorite cab company and you call them up and say pick me up at the Airport they absolutely can and do that. So, this is just for on demand. In 2016, we conducted a request for proposals associated with this contract. City Council reviewed and approved the recommendation on June 27, 2016. The contract originally envisioned as a total six-year contract a three-year term with three one-year extensions to be executed. The reason we chose a six-year contract is we have requirements of the taxi drivers of the taxi companies that we contract with and one of the requirements is that their vehicle be utilized at the Airport for no more than six years, and so we wanted to make the contract align with their investment so they can properly amortize the cost of the vehicle over the same period.

We selected four companies; they have a total of 171 permits. The four companies are City, Crown, Yellow, and Green. City, Crown, and Yellow have 47 licenses; Green has 30 licenses. The reason Green has less is at the time they were a brand-new company and because they didn't have a lot of operating experience they agreed to take less licenses as they were starting to understand what it takes to operate in the environment. The companies have performed very well. In the last 18-months, they have made approximately 350,000 trips, and during that same timeframe, we've received two customer complaints. We've had four failed inspections of vehicles, which have been corrected, and we've issued 19 notices of violations to the drivers for cutting in line, for example, at the taxi stand, those kinds of small issues. All of those things are immediately addressed and corrected by the companies, and when you work out the math on this it is miniscule; it is less than one percent. It is something like .00006 percent of the trips have resulted in the 20 or so violations or complaints.

I've also provided a memo the Council and Mayor should have received. With that we would like to request the Manager to be able to enter into those extension contracts with the four providers.

**Councilmember Egleston** said do we require that any taxi service in the Airport has the ability to take a non-cash form of payment?

Mr. Cagle said we require that all of them have the ability to do that.

Mr. Egleston said I thought we did, I just wanted to double check. The fourth parallel; I know you said the FAA stated we only need a 10,000-foot runway. If the point in the future it is determined that we need the 12,000-foot runway we are setting ourselves up to still be able to execute that pretty easily, right.

Mr. Cagle said I think there are two things about it. If we need to add 2,000-feet we do that. The other thing is with aircraft technology evolving it may not be necessary to have a 12,000-foot runway to reach some of the long-haul destinations that we couldn't reach today off of a shorter runway.

Mr. Egleston said but if that is still necessary we are still in a good position for that?

Mr. Cagle said yes.

**Councilmember Mayfield** said Brent, somewhat on that same vein, what I want to say is thank you for not only listening to the West Boulevard Neighborhood Coalition regarding the potential impact of a 12,000-foot runway versus the 10,000-foot and with knowing that there are going to be advancements with airlines because the impact in community could have been honestly detrimental with that additional 2,000-feet. So, the fact that your staff went out, had multiple meetings, heard the concerns. I appreciate that. I also wanted to ask a question specifically when we go back to the budget and staffing history and right above the CPE. When we are looking at this budget what correlation, if any, is there between our budget and our CPE costs, since we do have the lowest costs in the nation?

Mr. Cagle said there is a correlation, but it is not a one to one. On a City budget basis which is what this is, some of those costs are associated with services or facilities that the airlines use but not all of them and some of those positions, and so what happens is we take these numbers and they feed into in effect a cost allocation model that pulls them apart and looks at how those costs affect the facilities that airlines use, because we are required to only charge airlines for the cost of the services and facilities that they use, no more.

Ms. Mayfield said so, you and I for transparency sake have had conversations where you and your team have looked at different pricing scenario, so I said even if we were to go to \$3.30 that could have a positive net gain for not only the Airport, but also for the City, but we would still be the lowest costs in the nation. Somewhere in here there should be some wiggle room to look at the true costs. We still will be the lowest in comparison, but I think it would be helpful to get an idea of why there is such a differential in what are other Airports receiving in services and/or giving in services from our partners in the airlines for their costs versus what we are able to provide in our costs much lower and what would be the benefit if we were to go to \$3.30 versus \$2.13?

Mr. Cagle said I think the big differential; historically we practiced a lot of deferred maintenance and that has a cost, that bill comes due. So, we've been correcting that over the last five-years. The other thing is we were at a low point in our capital cycle so, the terminal is about 30-years old which means all of that capital cost, the cost of the bonds are now rolling out of the rate, because the bonds have been paid for, and just as they are rolling out of the rate we are reinvesting, and so you see the cost per enplaned passenger rise as we invest more in asset preservation, and as we start to reinvest in the facility and the new capital costs start to roll into the rate base.

**Councilmember Driggs** said has the grounding of the 737 Max had any effect on Airport operations?

Mr. Cagle said we continue smooth operations. I would say that it is probably much more meaningful to the airlines side, and Tracy Montrose is in the audience right behind you; I'm sure she would be happy after the meeting to provide a briefing. For us, an airplane is an airplane, and we provide that consistent platform. For them, it is very meaningful though.

Mr. Driggs said aircraft substitution and stuff like that; schedule disruptions. My other question is we are a couple years into the 10-year agreement with American Airlines which is sort of critical to the Airport; do you have a comment on the general status of that? Is that proceeding as expected, is the relationship good at this point?

Mr. Cagle said it is; so, the Airline Use Agreement (AUA), we are two-years in, and I think that both the airlines and the Airport are very happy that were able to get the new AUA in place and that is working well, and I will say we've heard no complaints if you will regarding the terms and conditions of the Use Agreement.

Mr. Driggs said on taxis, so, you guys came for all three of the renewals now or we renewing one-year at a time?

Mr. Cagle said we would like the Manager to have the authority for all three each year.

Mr. Driggs said at his discretion but authorization now from us for all three-years.

Mr. Cagle said correct, for the four providers.

**Councilmember Winston** said I was looking at the ACI rankings and noticed that we are 29th in total cargo. I want to know if there is a short, medium long-term plan of increasing our standard there. I know part of our Federal Legislative Agenda we were lobbying our Congress people and Senators to find ways to support improvements in I-74 corridor and increase our cargo capacity at our Airport. Is there anything that you can comment on?

Mr. Cagle said we are actively looking at more cargo; cargo is actually a very hot market right now across the country, but at CLT we have seen significant growth in the cargo market. When I started here we were 32nd in cargo and so we've been climbing in cargo. It is slow and I will say there are some kind of cargo mammoth hubs. It takes a long time to compete with a Nashville or a Memphis or a Miami, but we do believe that there is room for growth in cargo, significant growth in Charlotte.

Mr. Winston said we recognize that Amazon moved here and they created that new facility, and I'm sure that has increased our cargo capacity because flights have increased in there, but do we have kind of an intentional kind of pathway forward?

Mr. Cagle said we have just completed a Cargo Master Plan and that Master Plan will roll out really the basis for how we try to attract new cargo carriers.

Mr. Winston said as we are looking at reupping these contracts with cab companies; one things I've noticed is that our cabs don't have any advertising on those cabs, and it seems like a missed opportunity either for revenue and/or promoting attractions within our City that the people that are visiting. Do we have any capacity to ensure or do we have any stomach to move forward in a conversation that increases the marketing and advertising capabilities of the cabs that are coming into our Airport?

Mr. Cagle said two things on that, a couple years ago the City changed the Passenger Vehicle for Hire Ordinance to allow advertising in general on cabs, so there was no advertising on them before that, because I believe it was limited and the Airport's contract was similar, no advertising, and at that point we did say to the cab companies that we would be willing to consider that when they bring it to us. They have not brought any

options to us for the advertising at this point. Crown Cab considered it but that never came to fruition. We are open to it under certain conditions.

Mr. Winston said when does the contract need to be reupped for the cab companies?

Mr. Cagle said July 17th.

**Councilmember Phipps** said with regards to community impact of Airport operations, I heart this week-end that there is some construction going on, on one of our existing runways that has caused the flight alignments to deviate some and already customers are in complaint mode as a result of the noise. Are we doing anything to try to mitigate or get ahead of some of those complains that I guess they are projected to grow because this construction is supposed to last through Thanksgiving?

Mr. Cagle said it is. The construction you are referring to, we are making some rehabilitation work on one of our taxiways and that has led to the closure of the Crosswind Runway which means that existing operations will be using the three parallel runways rather than the Crosswind Runway which is normally utilized during the nighttime hours, because nighttime operations will use the parallels. What I will say is with aircraft noise, especially in this instance it is a push pull; it is kind of like the balloon when you squeeze on one side it pops out on the other. So, what will generally happen because we also six months ago did similar work that required 523 to close temporarily also. What happens you see a decrease in noise complaints from the University area and an increase from the areas that are aligned to the north/south runways, then when it goes back it balances itself back out again, and we see the uptick again on the University, so I won't say that we are preparing for more noise complaints, we are preparing for more and less noise complaints based on the operations.

**Councilmember Harlow** said have these four companies that we contract with shared any information about the impact of the value of the contracts with increased usage in other rideshares like LYFT and UBER and also do we have data on the usage from our Airport from those rideshare companies?

Mr. Cagle said in general, what we have seen is a steady decline over the last two-years in the number of taxi trips. When we issued this contract, trips were over 300,000 annually, now we are at about 250,000. They were down to about 275,000 last year. We are seeing a decline, and that decline seems to be slowing from where it was, but it is declined, and we would attribute that directly to TNCs.

Mr. Harlow said are we certain then going forward as we look at possibly authorizing the Manager for continuous approval or at least analysis of contracts that we need four companies?

Mr. Cagle said that is an excellent point; so, there are two answers to that. The first answer is there are 171 people who have bought cars and have a living to make, and so, we would like to reauthorize the contract for those folks. Lack of a better term, the slice of pie that each of them takes is a little bit thinner. When we go out for a new RFP in 2019, we will in all likelihood need to readjust the number of licenses down to reflect demand.

Mr. Harlow said that was kind of what I getting to.

Mr. Cagle said we would prefer not to do that now, because people have made investments.

Mr. Harlow said I agree with that too; we shouldn't just cut them out.

Mayor Lyles said if I remember this taxi discussion was something that we are all very interested in, because there were more taxi companies coming in that wanted to participate and the world has changed significantly in how people move about and the mobility from the Airport, so I think it is only fair for those that came in and stuck with us

in some regards we should go ahead and make sure they can carry this through, and I expect when we go out to rebid there will be accommodations for the shared ride services, because you are building spaces that they can use in other places, but I have noticed that some of the Airports don't make it very convenient for them, like Atlanta or a few other places that I've seen. It will be interesting to see how we do that next; so, I'm just going to ask again, is there anyone who objects to the Manager having the authority to implement the next three years of our existing taxi contract? Is everybody okay with that? I also wondered about this idea of added value at the Airport in terms of how low our cost per emplaned passenger; that cost that we've always been so proud of, is it because it is low and we are not making investments, or are we making sufficient investments and the right kind? We will look forward to that final discussion and budget submittal.

Mr. Driggs said I just wanted to comment; the Airport is a real bright spot for Charlotte, and we appreciate that. We appreciate our relationships with American Airlines and good job.

Mr. Winston said I would like to point out that over the past year we have had many employees that work in the Airport from different areas come in and give some concerns about workplace conditions and treatment. I don't know if that is the loudest of a few or if there are significant concerns in certain areas, so I would like us to continue to be mindful of the workers that do make that cost so low and make our Airport the economic engine that it is.

Mr. Cagle said yes sir.

Mr. Phipps said I want to make note that during our recent trip to Washington, D.C. and speaking to our delegation, while they really appreciate the robust construction that is going on at the Airport; they did mention that they are increasingly having a hard time navigating the Airport.

Mayor Lyles said they are not by themselves; there are about a million other people coming through there too wondering when everything is going to be finished.

Mr. Cagle said 46,000,000.

Mayor Lyles said I certainly understand; it is just like having your house remodeled; you've got to take up the tile to put down the hardwood.

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### **ITEM NO. 3: CHARLOTTE AREA TRANSIT SYSTEM UPDATE**

**John Lewis, Transit Director** said I just wanted to provide an update as a result of our conversations during the past budget meeting on some of the issues that we are working through at CATS. As you all know, we have been updating our 2030 System Plan over the last year and a half; that update has been centered around three corridors, number one the reevaluation of the North Corridor, the Red Line and beginning of evaluation of the West Corridor, which at the beginning of this study was defined by uptown to the Airport and then how all of those corridors come together in center city.

Just to give you a brief overview of the recommendations that we are taken to the MTC, our Board, in January, starting with the North Corridor there were both short, medium, and long-term recommendations in regard to mobility options for that corridor. The short-term recommendation focused on enhanced express bus Village Rider and express service that we currently operate. The medium term recommendation, when the I-77 toll-lanes open we will be operating a more bus rapid transit type of service as we continue to look for opportunities for direction connect, additional Park and Rides, etc. along the corridor but it gives us an opportunity to take advantage of the express lanes to provide more reliable service to our customers in the northern parts of the county, and then long-term to continue our conversation with our partners at Norfolk-Southern about the use of the old line for rail opportunity in the future.



Then the West Corridor, as was originally established in the 2030 System Plan, started as a Streetcar project. During this study, we have decided to move from the Streetcar to light rail. We have chosen the corridor of Wilkinson Boulevard as the alignment for that but most interestingly during this process, we heard very clearly from our neighbors to the west, in Gaston County, of their interest to be included in the 2030 Plan. We added a public workshop in the Town of Belmont, and the largest single public forum we had was in the Town of Belmont, well over 250 people came out to give their opinions and express their support for CATS to extend our study corridor into Gaston County.

At the end of the study, it was determined that we ought to combine the West Corridor with the original Silver Line locally preferred alternative; we had finished the study for the Silver Line in 2017, and that study outlines a corridor from Matthews along Independence Corridor and Monroe Road into uptown as we begin to look at opportunities for connectivity in uptown and the West Corridor, it made sense to include this as one contiguous corridor. From a mileage standpoint when you are looking at the original Blue Line, as we've just opened the Extension last year, from I-485 to UNC-Charlotte is just over 19-miles. The Silver Line from Matthews to the Airport as the crow flies it is about 22-miles, so they are very similar in terms of distance in that regard.

Then we also heard during our public outreach period very clearly from our partners in Pineville and south in Ballantyne. Number one of Pineville's change in their position; they originally talked that they did not want the original Blue Line, the South Corridor to extend to Pineville. They have since rescinded that original position and have invited us to consider extending the Blue Line from I-485 into the Town of Pineville and then beyond to Ballantyne. We will begin that study this spring and hope to have a corridor recommendation for the MTC by the end of this year.

During this time period from the recommendation to the MTC in January to now we continue to have outreach; we've had multiple community meetings. We've gone to our partners at CMS and CARPO and the MPO and other towns; we've made presentations to the Councils of Davidson, Cornelius and Huntersville. The final recommendations the MTC voted on was to establish a North Corridor Public Transportation Strategy that included those short, medium, and long-term recommendations. The West Corridor will become one Silver Line Corridor from Matthews through uptown to the Airport and then we will continue to establish a study to extend the Blue Line from I-485 to Pineville and then on to Matthews. In that Silver Line study, we will also look to extend that in future conversations into the Towns of Belmont and Stallings as we continue to have discussions with our partners in terms of regional connectivity in that regard.

I want to take a step back, at our last budget conversation there was some discussion about where the Gold Line Streetcar fits into the 2030 Plan, so I want to give a little bit of background and history on that. The Gold Line was a part and continues to be a part of the 2030 Plan. The MTC took action in 2006 to establish this as a part of the 2030 Plan then in 2009 the City Council took a separate action to advance preliminary engineering to 30% for the entire 10-mile corridor and that the City paid for that itself. In 2010, we worked with the City to receive a Phase I Urban Circulator Grant of \$25 million; the City matched that with \$12 million local match, which enabled us to construct the City LYNX Gold Line Phase I, which opened in August of 2015.

During that time period, we began project development for Phase II, which is under construction right now and in May 2016 we executed a Small Starts grant for \$150 million which was \$75 million federal and \$75 million local City funds. That construction began in 2017. As I mentioned, Phase I funding and development started at the CTC and extended to Hawthorne Lane and Fifth Street and that began operation in August of 2015. Phase II, as I mentioned is a \$150 million project, which is 50/50 split between the Federal Small Starts grants and City funding. This project will extend by 2.5 miles the Gold Line; we will add 11 new stops and 17 additional stops with level boarding. We will be taking Phase I out of commission so that we can adjust the boarding levels from the original stations. We will have to raise those about six to eight inches at each stop so we will enable us to do level boarding for our new modern Streetcar which will come on line as

we retire the vintage trolleys that are in operation now. Plan open in fall of 2020 and in that regard, I want to let Council know that we have received notice from the RNC and with the Department of Homeland Security that as a result of this construction project being immediately adjacent to and running through the security zone that there will be a cessation of construction activity in that security zone which will impact this opening date. We have now made a formal request to the Federal Transit Administration for an extension of our opening date since all work within the security zone will have to be suspended for a period of 60 to 90-days, which will have impacted our opening day. We have requested a six-month extension in that; we will hope to hear back from the FTA in the next quarter or so on their response to that but, this is the first time in the history of the FTA that we've had a federally funded project in the City during construction that has hosted a national convention, so this is new, not only for CATS but also for the feds in that regard. I just wanted to make that announcement and let you know that ahead of time, and we will keep you updated on the outcome of that.

When we do into future phases, as I mentioned earlier we will have to do the original environmental assessment for the entire 10-mile corridor, which began from Eastland Mall to the east along Central Avenue, across Independence Boulevard, including Phase I and Phase II operations now and then out to the west to Rosa Parks Road. The two ends, from Eastland into Hawthorne and then from French Street to Rosa Parks Road, would be that Phase III that we could move into consideration anytime that the City would like to move that into project development and then forward to construction.

Mayor, that ends my presentation and if there are any questions or comments I will be happy to engage that.

**Councilmember Egleston** said you said we have to pause operation of Phase I at some point to modify the stops to accommodate for the new Streetcar. When did you say you anticipate that taking place?

Mr. Lewis said in regard to Phase II construction, as you know there is a little bit of a challenge in that overall project from the Hawthorne Bridge, which has required us to do a re-evaluation of the overall schedule. We knew that at some point we were going to have to suspend Phase I service; we will continue to provide mobility options through a bus bridge while that construction and remodeling of the current stops are made. We are anticipating that new schedule in the next couple of weeks. I would imagine that the contractor will request now that work on the Hawthorne Bridge has stopped that they are redeploying their assets to other parts of the project; so, I anticipate that the work on the current platforms for Phase I would begin sometime this summer.

Mr. Egleston said and would last for a period of, ballpark what amount of time?

Mr. Lewis said that would probably be about six to eight months in our estimation, but we will have an exact schedule from the contractor when he submits that.

Mr. Egleston said six to eight months just to modify the platforms; so, six to eight months the Streetcar being off line.

Mr. Lewis said the Streetcar with the current trolleys will be off line; we will be providing bus service during that time period so that people can continue to have mobility options.

Mr. Egleston said but we wouldn't be putting the new Streetcars on the rails until Phase II is completed, so the platforms would accommodate them at that point.

Mr. Lewis said that is correct. We get the first new Streetcar in next month; we will go through a series of testing on the Blue Line, but will not be put in service until all of Phase II on the Gold Line is complete.

Mr. Egleston said you referenced this towards the end of your presentation and kind of sounded like you were putting the ball in Council's court, but what was your anticipation

for when Council might start to discuss and potentially make decisions on what Phase III looks like in funding mechanism if that is the direction we are moving forward?

Mr. Lewis said since Council made the decision in 2006 to advance the Gold Line outside of the regular MTC process, I think that has been for Phase I and for Phase II a Council led decision of when we want to move the next Phase forward and how you wanted to fund that. In both Phases, we went after federal funding but the match came purely from property tax from City funding. There were no sales tax involved in that, and so that would have to be, if you want to move forward ahead of potential sales tax revenues, that could move that forward and that would be a City Council decision.

Mr. Egleston said I certainly won't speak for Dr. Harlow, although I would imagine he would share some of my sentiments, but I'm going to be very weary to have any discussions around whether we move forward with a Phase III until I start to have more confidence in this process during Phase II and believe that we have contractors in this City who can ably and on schedule complete this work, because Phase II has not given me much confidence in that regard.

**Councilmember Winston** said the Silver Line is a 23-mile.

Mr. Lewis said as the crow flies, about 23-miles.

Mr. Winston said and 19-miles on the Blue Line. This is all local service; is there any type of ideas for forward thinking with express service along these routes?

Mr. Lewis said express rail service?

Mr. Winston said yes.

Mr. Lewis said really you could not offer express rail service, because of the capacity of rail, we don't have the ability to pull trains around other trains and so when you start talking about skipping stops our system isn't designed for trains to go around stations. That would require multiple sidetracks and have three tracks in different areas and so as our system is designed it is designed to stay on the schedule that is posted.

Mr. Winston said with the new technology in scooters that has presented itself and our continued investment in rail, has there been any forward thinking or discussion for first and last mile transfers or some type of collaboration with scooter companies to really kind of push utilization of rail in different parts of our system?

Mr. Lewis said I think that is a great point; I think there is absolutely an opportunity for us to more closely integrate our mobility system both from a public transit standpoint but also from private providers. We currently have a pilot that we are looking to expand with Lyft, with TNCs to provide first and last mile services at two of our stations. We are also moving our mobile payment system from pilot into full deployment over the next year. I think that will give us the opportunity to have more detailed discussions with private mobility providers. The challenge that we have is having one unique platform where our customers can schedule, access and pay for their services. We know very clearly that our customers do make use TNCs for first and last mile services as they've seen in our pilot. Also, from the prevalence of scooters at our rail stations, we know that is a preferred option for our customers to get to and from our rail stations. Now, I think what we would like to do is spend some time on is there ability for us to provide one single platform so that people can again, schedule, pay and utilize, and we can get data as sort of the convener of that to make that system seamless.

Mr. Winston said the idea of transportation being one of the key factors in economic mobility and equity, if we aren't I would really like us to specifically look for scooter options in terms of those first and last mile transit, especially with the guidance that we've given those companies to focus on making that technology acceptable in more underserved areas. Again, this might be an opportunity to reimagine the Blue Line for instance that we weren't forethinking enough to make it accessible to people that need this type of

transportation most. It seems like this technology might give us the opportunity to correct some of those problems that we create.

Last question, of course everything comes down to funding and in this 2030 Plan, which I adamantly support, when it comes to making these ideas reality, we know that there a lot of things nationally in terms of the way projects like this are getting funded, and I know that there is federal, state, and what we do; where is the real pressure point that we need to be focusing on? Is the State of the federal side of things?

Mr. Lewis said I think to that I would say that we need to focus on those things that we can control to the extent that we can control. So, the City of Charlotte and the citizens of Mecklenburg County have in multiple occasions expressed their support for public transit and have supported the initial half-cent sales tax and supported again through the recall campaign. So, I think that question has been answered locally. The issue that we have and we will have to go back and have a vibrant discussion with the community about what it will take to move the 2030 Plan beyond where we are now and that will be a level of increased investment. The state has ebbed and flowed over the last ten-years, and so the state participation for the original Blue Line and the Blue Line Extension was as a 25% partner; that has not dropped to 10%, but I think there are models out there in terms of public/private partnerships that we can overcome that hurdle, but there is nothing we could do from a state or local level if not for that 50% federal partner. There is a lot of debate going on in Washington about what that infrastructure will look like. One thing that we have heard very clearly is that Congress continues to support the transit program and the transit investment program. We have not gotten clear direction from the Executive Branch at this point.

Mr. Winston said there was much in the news recently about Durham not moving forward on their light rail study and plan. That they decided not to; does that in the immediate open up any more of the pie for us here in Charlotte to take advantage of their decision to say no.

Mr. Lewis said at this point, number one I would say that was disturbing and unfortunate occurrence that happened. I think in terms of public rail transportation a rising tide floats all boats and would have been good to have another successful system in our state but, I think right now we still have to evaluate the impact of that decision and see whether or not it is a net positive or negative in that regard.

**Councilmember Bokhari** said a comment for the Manager, this marks the end of the first quarter of 2019, and as we all know we've had a bit of a bumpy first quarter in some areas. I will call out the transparency and leadership by you, folks like Mike Davis in approaching and having transparency on things like the Cross Charlotte Trail and the capital project spending as it has come along. I will applaud our internal auditor for again shining a light on what we've recently found out with some spending controls that were needed in the Blue Line Extension and how we need to get a real control and handle on contract and procurement processes to make sure that we are being good stewards and we have a really tight operation. I just mention all of this now given the backdrop of that last one in that the window is closing on how long we can say these are good news stories that we are looking back at former administrations and finding things. I understand it is a big organization and there is a lot out there, but we've really got to get a handle on this, and I know it is quite evident a lot happened around here between 2010 and 2015 that is of concern to me as we've found it over this last quarter and last year, but our clock is ticking down, and I would just urge you publicly as I've urged you privately just to make the statement out loud now that we've got to get a handle on knowing where all of these exposures are and weaknesses and controls in our processes.

**Marcus Jones, City Manager** said will do.

**Councilmember Driggs** said for one I'm really happy to hear that the Blue Line is being contemplated for Ballantyne, but is there a sequence of events? So, if you expect that we would have to kind of complete the Silver Line before, or in what order do you think these things will occur?

Mr. Lewis said I've said on multiple occasions that I think the program as we move forward we have to think beyond doing these projects one at a time, because in that we start to build winners and losers in that regard. I've stated that I think this is a program that we can do simultaneously, and I consider the request to extend the Blue Line into Pineville and Ballantyne as another factor in that overall. The Silver Line can go at one time, a potential extension from Pineville to Ballantyne can happen at the same time. We are still having discussions as I mentioned with Norfolk-Southern Railroad about the Red Line, but several transit systems across the country have shown that multiple corridor construction program can move forward, and I would suggest we move in that regard.

Mr. Driggs said on the Gold Line, based on the cost of Phase II, is it reasonable to assume that the Phase III which is six miles would run \$3 hundred million to \$4 hundred million?

Mr. Lewis said without any engineering work or design work done, just the cost per mile, that would be in the realm, yes.

Mr. Driggs said and we would not anticipate any sales tax proceeds, so we would continue to fund that from the General Fund to the extent that the City has to pay for it.

Mr. Lewis said I think that is a discussion for the City; I think the Gold Line was a part of the original 2030 Plan, and it was the City who –

Mr. Driggs said went down the list and moved up to the top.

Mr. Lewis said right, it was the City's decision to fund that entirely outside of sales tax. I think at some point it would make sense for us to have a conversation with the MTC about bringing the Gold Line back within the program, but at that point the decision on when to move becomes an MTC discussion rather than a City Council discussion.

Mr. Driggs said do you expect that we will continue to get federal funds to pay for that because I've heard suggestions that that particular funding source may not be available?

Mr. Lewis said as I mentioned earlier, our past experience has been a 50% funding partner in all of our rail corridors. That continues to be the rule, although the current administration is not executed any additional New Starts projects. Congress continues to authorize it; they just haven't been executed, and so we would hope to have some clarity on that in the future, but the Blue Line and the Gold Line were both 50% federally funded projects.

**Councilmember Eiselt arrived at 6:20 p.m.**

Mr. Driggs said from the way you are talking, it sounds to me like you are thinking in terms of a big ideas transportation thing, which would involve pretty major funding initiatives, and I would suggest, as I have before, the sooner we can get a little bit of a sense of what that looks like: sales tax, whether it is CIP money, how that works, because we are kind of moving ahead with these plans, and there is still this big empty space when it comes to talking about how it might work. So, I just think it is not too soon to be looking at what a penny of sales tax actually pays for or how it fits into the context of our capital plan for the CIP to get that squared, some of it needs to come from and continue to monitor the outlook for support from other sources. You point out the state is down to 10% from 25% and the message we got in Washington was there was a big question mark about the continued availability at the 50% level of federal funds. I just wish you would talk about that some more and not leave it as the rabbit that comes out of the hat when we are further down the road.

Mr. Lewis said at the last Council meeting, Council actually did allow us to get a contract for our new Financial Advisor. That is the first stated project for that Financial Advisor to do once they come on board.

Mr. Driggs said I look forward to that. Thank you.

**Mayor Lyles** said Mr. Driggs, I can add to that. We've been working a lot with our Holland & Knight; I've been going up as often as I can to talk to the people in the Federal Transit Administration. Originally, what we had been told in the President's Infrastructure Bill is that they would do 50%, but they would do it only with new dollars being authorized. So, we would almost be in a position of having to do something new to get something out of the federal government, and that premise has lasted the longest of any idea that we have. In addition to that, I want you to know that our MTC meetings at one time were confined to the seven communities inside of Mecklenburg; we now have Concord, Pineville, Gastonia, and Stallings coming to the meetings, and they completely understand that these ideas around the resolutions that are being past, aside from Pineville, those will require some level of financial participation and that would mean what is the best source and the hiring of the Financial Advisor I think is key, but it is also key for all of us to continue to work with the President's Administration as well as the Department of Transportation. Where we have had really good discussions, but it is not that we aren't going to be there; they are not there yet, but they are also getting regular updates on what we are doing here in Charlotte. They hear about it as a part of both what we want to do as a region, not just inside of the City. I would expect that we will continue to go along that path, but until I think the Administration get a solid economic advisor, in this area, they are going to be like us, always talking around, but I think anyone that looks at our sources that are available right now would know that a regional sales tax or special district sales tax could be supported by federal funding, but also, we could be looking at those districts as we go and build new, value added calculations. It is going to be a much larger number of sources, but the major source that we have under our control right now would be asking for an increase in our sales tax. That in itself I think needs really a lot of work.

I said this to the volunteers, we can define the problem but then we have to get the analytics behind it and then some citizen engagement and in this case our citizen engagement is with a regional system of governance and people that are participating beyond where we are today. So, it is challenging, it is hard work. John has been going on a regular basis; I try to stay in touch on the infrastructure as much as possible, but our options are now wide, it is just how do we shape them firmly with the other communities that are participating. I will give you the example; the Mayor of Concord came in last week, and they've got the Phillip Morris site, and he said they are now redesigning what they are planning on doing. They are going to do a 500-acres super site and then everything else would be 20 to 100 or 200-acres, and they said that the 7.5 miles from the way the Blue Line stops now to get to Phillip Morris. They need that to offer that to people that they are having come down to look at that site. I think that people have gotten the idea that rail connects on a straight line in a way for us to connect people going to a work site and back in a reasonable amount of time.

So, we've gotten resolutions from Concord, Pineville, Gastonia, Stallings and Pineville, all of these communities have come together and said we want to be a part of this planning. They know too that it comes at a cost, because we can't do it in Mecklenburg by ourselves. I want to say there is no answer, but the data step is the first one, so we can know our choices in a concrete way.

Mr. Driggs said Mayor, if I could just say, we as a Council didn't know any of that and have no answers if people ask us how this is going to work. It would be helpful if the dialogue that is going on and the thinking that is going on around this could be kind of more participatory, because it is a big prospect. I think it is something we need to do, and it is going to make a huge difference, but the numbers are enormous, and I think John, you told me once that a penny of sales tax funds about \$2.5 billion.

Mr. Lewis said if we added another half-cent to go to a penny that could support in today's dollars about \$2.5 billion to \$3 billion program.

Mr. Driggs said that kind of information is useful to have just sowed get a little bit of a sense of what we might be working with the future.

Mayor Lyles said do we send out the MTC minutes to the Council? We will start doing that, and I think that is an important thing if you are really interested. That is where those

deeper discussions are so we will start sending those out and as we continue to work we will ask Dana to report on what is going on. The Federal Administrator was nominated 12 to 15 months ago, hadn't been before Congress for – I'm not saying it is easy, but it is a challenge to have the right person in the room at the right time and you never know whether it is in the Executive Office or in a cabinet right now. It is different. I hope everyone understands that part, but the money I think when you get the data from the Financial Advisor we will be able to begin to pin down, because I think it is not just us knowing. It is the other communities, because in Gastonia you can't go countywide on a sales tax, but you might go district wide or Belmont. So, we are going to have to look at options and choices. I'll be glad anytime to report back on anything that develops in Washington that we hear that is perhaps kind of like an idea. It is basically just that right now.

**Councilmember Mayfield** said Mr. Lewis, when you mentioned retiring the train cars have you started any conversations with Charlotte Trolley if we are going to retire those to look at partnering since you have a conversation that is happening in South End with Charlotte Trolley and others?

Mr. Lewis said we've met several times with the Charlotte Trolley Group, and we have more recently been in the realm of what to do with the rubber tired trolleys we had on the shuttle that we've had, but we've not gotten to any discussion on what to do on any interest they had on the actually trolley cars themselves.

Ms. Mayfield said I would hope that we would have that as a consideration opposed to retiring how do we keep in use especially when you know there are a number of community groups that are working to hold on to some semblance of Charlotte as we are growing and looking more and more like many other cities across the nation. I'm also trying to understand what potentially can happen, worst case scenario if the extension is denied along with who is responsible for the costs that will need to be paid for a delay on the extension? Because of the event that will be happening in 2020, we are going to need to do a pause but what we are waiting for is a response back of whether or not we will get approval for the extension of our deadline. One, what happens if we were not to get that extension and is who is responsible for those costs because of the delay?

Mr. Lewis said let me say this; the delay that would happen, all construction work is slated under the current contract to be completed by April of 2020. The challenge that we have is then, just like we did with the Blue Line Extension, we have a series of testing that must be done and the testing must be uninterrupted testing, and so it is the testing period that would be interrupted by the RNC. So, we can't have trains going by or other things happening in that area during what I'm going to call blackout period. So, what is happening is our testing is going to have to be delayed until after the RNC. So, that will begin almost four months of testing starting in September that we would have begun in April or May and gone through into that August timeframe. Construction will be done; it is the testing aspect of it that is impacted by the RNC. Again, as I mentioned, it is the first time this has happened, a construction project, a transit project in this City that is having a convention; I'm not going to say it is 100% that it would happen, but I can't imagine our federal partners not working with us in that regard.

Ms. Mayfield said well I can imagine that, so that will be interesting and I think it will be helpful to know both sides of the scenario. We need to know again, because even if the actual development of the project is done, are you saying, because I didn't hear one way or another a clear answer on if there will be additional costs and if there are costs who is responsible for those costs?

Mr. Lewis said the Federal Government is a 50% partner in that. They've funded 50% of the project and all of our construction work is funded in that regard; the testing has been budgeted in that so it would be just a stopping. I would not imagine there being higher costs other than consultants remaining on board, because the construction work would have already been done. If we were in construction there would be a demobilization costs

and remobilizing costs, but construction work should be done. So, at that point it is really in our ballpark to commence and run the testing aspect of it.

Ms. Mayfield said with this conversation regarding connecting to Pineville, now that they are ready to come back to the table and for it to extend out to Ballantyne, help me understand what that would look like, because right now the Blue Line goes to the last exit or first exit, depending on which way you are going, is the I-485 exit, and that exit was built to go up over businesses to try to have the least negative impact as possible. So, are we considering in this conversation continuing from I-485 line on around?

Mr. Lewis said yes. So, it would be what is key in that aspect and we will be working with both the Town of Pineville and Ballantyne to understand where they would like the corridor to go. There is a difference in how we would go over I-485 and the Norfolk-Southern Railroad if Pineville wants us to come to their downtown or whether they want us to come to the Mall location and both of those would have an impact on how we get to Ballantyne. So, that is the crux for the study that we will be working with our partners over the next six to eight months to understand those aspects, but in any case we will have to go over I-485 and over the Norfolk-Southern Railroad.

Ms. Mayfield said when we are talking about our partners, we are talking about the businesses that are along that will potentially be impacted by any decision along either route.

Mr. Lewis said absolutely, construction does not happen without impacts to the people who live and work along that corridor. So, corridor design is very important over that time period.

Ms. Mayfield said we've had some challenges over the years regarding business owners being at the table; so, that is why I'm asking for clarity and getting a commitment on the front end. It feels like we are trying to lay some type of groundwork around a potential one-cent tax; what I would like to know is have we done any research to what Nashville, Jacksonville, Louisiana, and Atlanta have done regarding hospitality and tourism and recognizing that hospitality and tourism is a direct connector with transportation; so, those communities are looking at utilizing hospitality and tourism tax that they have authority on to help offset the costs for transportation opposed to identifying an additional tax on really our most vulnerable community of who is going to see the greatest impact of that. Have there been any conversations to even look into what is happening in other communities?

Mr. Lewis said I think there are two answers to your questions; number one, the first thing we need to do is identify what the potential costs of these projects are, because we have to work back from what the cost will be and then begin to lay out what the options are to get that. Sales tax is a portion of that potentially other revenue sources. We've also had discussion about value capture and what can we get from economic development, the development community as they continue to gain windfalls from this public investment? I would not say there is a one set solution to this. Once we identify what the potential cost is then I think we need to engage in that conversation on what is the best source of revenue to meet that local financial responsibility.

Mr. Jones said a couple of things are going on right now, and I want to make sure we are giving you as much information as we can; so, from a communication standpoint some of the options that John just spoke about with the big plan we need to bring that to you so that everybody has shared information and of course share decision making. Also with the Gold Line; I just want to make sure that we are all on the same page with the Gold Line. While the RNC is an issue, even before the RNC we've had some challenges with the Gold Line. So, I don't want to lay this all at the feet of the RNC; Hawthorne Bridge, you name it. There have been some concerns about us being able to finish the project on time. I think what John is suggesting is that with the federal approval, that date will move from the early fall to February or March of 2021 and so to your question Ms. Mayfield, with that then that becomes our new end date. Again, I just want to make sure it is a lot of moving pieces going on and this has been a challenging project for some time.



**Councilmember Harlow** said as Mr. Lewis said and I appreciate Councilmember Driggs asking some questions about the Gold Line and the full scope in costs and you have been before us a couple times, and I know we keep pushing that and moving that down the road. I'm a little confused; you mentioned that we need to do some of these things simultaneously, otherwise we are picking winners and losers. I feel a little bit like a loser right now and for the folks that I represent in regards to this concept. We are having conversations, and we almost throwing prices and numbers and even alignment for Pineville, through their downtown, through the mall or wherever and that is a very, very recent thing that we kind of just are hearing about Pineville turning back the clock and now we want to participate. We are hearing stuff about Concord that I've never heard.

Mayor Lyles said I just heard it last week; I'm telling you real time discussion here.

Mr. Harlow said we've heard about the Gold Line thinking we have an alignment plan already and we still have a dollar amount attached to it. You've punted it to multiple times today and said anytime the Council would like to move forward with private development, so I guess what action do we need to take to say hey let's at least move forward with it identifying this scope because we are kind of identifying scopes of other things when this has been in the plan much longer? And yes, we have our other concerns right now with the Phase II part of it; we understand everything with the federal government and how that might affect funding and all of that, but we keep hearing about all these capital projects how the better defined the scope is the more we don't have all these cost overruns. But if we can't even get to defining that scope, no cost associated with it, it is going to be very tough to have that vibrant discussion that we want to have with the community that you referenced because we are not getting any answers on that. What I'm really afraid of is we've heard the \$8 million on the Silver Line and if we get a number back about going through Pineville before we get a number back about Phase III that is a problem to me. It just is. We have a plan and if someone is afraid to tell us that this shouldn't be the plan anymore or put an amount to it or what actions we might need to take to get there. I came to our budget session; I'm glad you are back, didn't quite get out of this what I through we were going to get out of it so, Mr. Manager there has got to be more meat to this one, particularly on Gold Line Phase III.

Mr. Jones said John, I think the way to address the question is from the preliminary allocation to get Phase III started you are talking about \$5 million; what is the number?

Mr. Lewis said that would only be a guess at this point. What has happened is this project was originally part of the MTC sales tax. It was a City decision to remove it from the sales tax and turn it into essentially a City project. So, the rest of the discussion about the 2030 Plan has all been sales tax funded and MTC, CATS typically funded program that we have funded along our capital program for the last 10-years. The Gold Line has been funded in a different manner and through a different decision-making process, and so I think what we are trying to do is find a way to bring those very different processes either parallel together back in sic of to find a way to make that one single process again.

Mr. Harlow said explain to me the MTC process of which I guess they both have their benefits, our own process of saying Mr. Manager fine a way in the CIP to put it in there versus the MTC, which is a larger board that has a lot of other interests at play, from various towns and other communities, but has a sales tax funding model that goes with it as well. I wasn't here to say how or why those things were kicked to the Council; I guess we don't know what the cost might be so we don't know which might be more beneficial.

Mr. Egleston said could someone that was here explain why that change was made?

Mayor Lyles said I could and it would take about a 45-minute timeframe to do it, so let's have a meeting and come back on the Gold Line. You have good questions, really solid and I will tell you the Councilmembers; I think it was my first term, and it was a very difficult decision, but we wanted it to happen and so we started it, but to go through how that decisions and the merits of what were discussed will take more time than we have tonight for the rest of our agenda.

Mr. Winston said can you give an executive level synopsis of final decision and why that was done

Mayor Lyles said that would be about 30-minutes. You have to remember this started under [inaudible] in 2010 under Mayor Anthony Foxx; it then translated to Mayor Dan Clodfelter and then it translated to Mayor Jennifer Roberts, and now it is here and that is just under the administrations to just to kind of keep the timeline. It is not that they were responsible. I don't want to imply that; it was just that is how long the decision making was and how it was done. I think we will have to have a session like this, and we come back as quickly as possible to explain the history of the Gold Line.

Mr. Harlow said it is budget time right now; so, not that we need to go through the 30 or 40-minute executive summary, but at some point, we've only got a couple Budget Workshops left, and we are going to get a budget here in another six weeks or so, so it is kind of I guess –

Mayor Lyles said it is not an operating decision; it is a five-year capital improvement program, and right now we don't have a way to define which year. I think that is the conversation we would have as well. If you want an answer tonight I think it would be foolish, because I don't think we would be factual, and it would not be real, and I don't think we want to go there. If you want something done you want it done right and so having those numbers and having that understanding what it is I think deserves more context. I think Mr. Driggs and I came on Council at the same time and I certainly would like to hear his side, because I've heard the story multiple ways and not deviating from the end results but just how people's perception of what was going to happen and where it was done. I think we need to do it in a little bit more realistic way, but I understand what you are saying, where is it in the five-year CIP, that is your question and that is what we can come back and talk about as a Council.

Mr. Driggs said I just want to comment briefly to try to respond, okay. There was an MTC plan; it was a sequence of projects. The Gold Line was down the list; however, it became a politically very active topic partly because of the east/west connotation, there was emotion, there was politics, so a way was found to move forward with it.

Mayor Lyles said it was the ranking of it; projects are ranked according to criteria. It was the ranking.

Mr. Driggs said that is what I'm saying; it wasn't ranked from a technical transportation perspective at the top of the list but people wanted to move ahead because we had social pressures and political pressures; so, a way was found to kind of move forward that involved actually a relative small commitment in Phase I, because we had federal funding and then we moved ahead and we did Phase II but predecessors of ours let's say kind of set us up for a situation where there was going to be this question about whether we could carry on the way it was started or end up facing the same conversation they were having back then about where it should be prioritized. I think what Mr. Lewis is suggesting is the happiest ending we could hope for is a holistic not sequential, but a holistic approach to all of the transportation needs, and I think what I see taking shape is some big plan like a Denver thing or something like that. Then it gets syncretized with the other projects if I'm interrupting right.

Mayor Lyles said [inaudible] never brought into a recommendation of us to deal with it and that requires a funding source if we are going to do the whole big Denver things. Again, I always appreciate this, but I think for us to have a conversation about this perhaps we haven't gone into enough depth with some of the people that are new to Council to understand how often this decision has been revisited, and it has been revisited I think five times in six years.

Mr. Driggs said I think it is within our collective power to kind of put it back wherever we want it. I've never been a fan of the Gold Line, because I thought it deserved to be where it was but, no doors are reclosed, right? We just have to answer a whole bunch of big picture questions about how things are getting paid for and what is happening when. This

is why I keep pushing for more information about the sources we are talking about, so we can begin to think about these things. I don't think the interpretation that it has been put on the back burner is right. I think it just ended up in a weird place because of the events leading to here.

**Councilmember Newton** said thank you John for the presentation; I really appreciate it. I appreciate the discussion surrounding funding; I'm of the opinion and I think everyone agrees with this, plans are fantastic but we don't see anything occur if we don't have money for those plans. I would agree with Mr. Harlow, I feel like I'm a loser as well. The folks in my area are a loser and I say that because I'm being open with everybody tonight.

Mayor Lyles said I really think that language matters and when you say that you are a loser or the people in your community I really think we have worked too hard, moved too far to characterize any part of this community, any part of it as losing. Guys, words matter and this community has stepped up and done so much in the last 18-months I dare not call anyone on this Council who has been able to talk and discuss and vote in a way that moves us forward, that impacts and makes a difference in this community in that way. So, please.

Mr. Newton said the point I'm making is that I feel much like I assume my colleague feels; we have extraordinary needs in my community. We have a need for transportation infrastructure growth, and we have people who as a byproduct of that need are marginalized. I wouldn't disagree with an idea of us building out a transportation infrastructure in a comprehensive fashion, but to the extent and we've seen this with the Cross Charlotte Trail, to the extent that we do have to prioritize. I would suggest that we do it in a way where we identify areas that have the greatest need. The marginalized the most vulnerable communities, the ones that need, so the ones that need that transportation growth so that they can get to their jobs. I think experience in parts of this community, the amenities available to them that wouldn't otherwise be available to them but for the transportation that they need. So, I would propose that to my colleagues. Madam Mayor, we had this conversation about federal funding and how we relied on 50% of our funding to come from the federal government; you had mentioned that at this point in time we need to have something new, and I just wanted to ask some clarification on that. Are we talking about shovel in the ground new or are we talking something new from the standpoint of it having been planned yet?

Mayor Lyles said I think I was talking about new in the context of what are our choices for financing the 2030 Plan.

Mr. Newton said I would agree with my colleague as well the sooner that we can have some clarity of how to move forward the better. I'd heard the number \$8 billion for the Silver Line; I don't know if that was something that was mentioned earlier or maybe I missed that or is that something that was mentioned in a Committee that I'm not a part of it. Is the Silver Line an \$8 billion project?

Mr. Lewis said no, we will not be able to put a price tag on that until we get a level of engineering that will give us a reliable price tag. That is \$6 billion to \$8 billion figure that has been batted around is not just for the Silver Line; that is the Red Line and the Silver Line as it was laid out. It does not include the Pineville to Ballantyne, but the Pineville to Ballantyne construction is about four-miles as the crow flies. What that number came from was when you take the cost per mile in today's dollars of the Blue Line Extension, which we opened last year, of \$125 million per mile and add up the mileage of all three of those corridors you get somewhere around \$7 billion, but that is in today's dollars. It will be something more than that in 10-years.

Mr. Newton said we are guesstimating at that; it is something that we can, so long as we have the funding, it is part of our 2030 Plan. I hope we get there. I wanted to ask about the Airport; we are looking at the Silver Line going down Wilkinson Boulevard, is there going to be any extension into or closer to the Airport itself off of Wilkinson Boulevard?

Mr. Lewis said as we are planning that corridor, we are working with the Airport. Their plans call for a people mover. Their people mover to come up through the current parking facilities out to Wilkinson Boulevard and some additional development that they have in their plans on that side of Wilkinson Boulevard that we will connect to and that will be a station area. So, in individual getting on or off the Silver Line Train would get immediately onto a people mover to get into the Airport facilities.

Mr. Newton said my concern there was pedestrian safety and maybe even something that is pedestrian friendly. I appreciate that and that thought has been given to that.

Mayor Lyles said Mr. Lewis, I think you need to provide the budget for the assessment of the Silver Line and the amount of funding necessary as quickly as possible. I believe that the Council needs to see that five-year schedule for the Silver Line.

Mr. Lewis said sure.

**Councilmember Ajmera** said Mr. Lewis, what did you say the opening date was for the Gold Line?

Mr. Lewis said Gold Line Phase II, its original opening date was August 30, 2020.

Ms. Ajmera said and with the RNC coming, what is the new date?

Mr. Lewis said with the RNC coming we are requesting since our full funding grant agreement was executed in 2016 and that was before I was aware of discussions about the RNC, and so that was the date that we executed our construction, our planning, engineering construction contract to ward. The RNC happened, and it is real; we have only recently been appraised of the impact of the new security requirements which will require us to shut down all construction activity within a certain radius for upwards of 90-days or it could be more. As a result, under our original construction plan, construction of the Gold Line Phase II would have been complete sometime in April or May of 2020 and then CATS would begin its what we call our service burn in, our testing, like we did for the Blue Line Extension where trains are just going back and forth, and we are testing all the signals, all the intersections, every aspect of software and hardware. Since that cannot happen during that blackout period, we would have to wait and do our testing until after the RNC and that blackout period ended. So, we would need somewhere between four and six-months to complete our testing that would have happened in March or April of 2020 if not for the event. We are requesting from the federal government a six-month extension of our grant agreement with them so we can meet those requirements.

Ms. Ajmera said did you just say became aware of this security requirement just recently?

Mr. Lewis said yes, the length of the closedown. We always knew there were security requirements associated with that; we did not know the length of the potential shutdown.

Ms. Ajmera said is there an alternative plan to allow sort of in the Phase rollout; there are certain portions that are completed could be rolled out before the ones that we are having challenges with?

Mr. Lewis said no, because remember it is testing not construction so the entire line will be constructed at that point. We will need to test the entire alignment, and so really it wouldn't do us any good to open a portion because unfortunately for this conversation the blackout area sits right in the middle of the alignment, and so you really couldn't test. If it was at the end of the alignment perhaps that would have been an option, but the fact that it sits in the middle of the alignment it really doesn't give us an opportunity to do a phased in approach.

Ms. Ajmera said this is a concern, because we have had several business owners in an area where we are having challenges with the Gold Line construction where their business has suffered because of the ongoing construction. Now, we are looking at

additional six months in opening of the entire Gold Line, and this is really going to impact businesses in those neighborhoods.

Mr. Lewis said I think we have to remember that most of the impact that is happening to those businesses, a very real impact, is as a result of the construction. Again, the construction will be done and we are talking about testing so, the access to a lot of those businesses will be back; the streets will be open. There will just not be any train service along there.

Ms. Ajmera said so, they would still have an access to their neighborhood.

Mr. Lewis said absolutely, all of that work will be done. If you can remember, I know the opening of the Blue Line Extension, for me, seems like a long time ago but once we took all the cones down and all the evidence and we were just running trains up and down, all of the access points to the businesses were made available, and so activity along the North Tryon Street was pretty much as normal, just without the train service. That is what the Gold Line Phase II will look like. All construction activity will be completed, the roadways will be back to normal, car traffic will be back to normal, there will just not be train traffic in there.

**Councilmember Phipps** said I can appreciate all the conversations we've been having so far, but I want to bring it back down to some of the operational aspects on the Blue Line right now. In terms of ground floor activation of the parking decks, what is going on with that? At the J. W. Clay Deck, University City Deck, dark on the ground floor.

Mr. Lewis said we are working and are in negotiations with several potential, I will call them clients, that will come into that. The challenge that we are having quite frankly in negotiations; we have multiple people in the entities that are interested. It is the federal requirement that any contract we enter into can be cancelled for convenience within 30-days. That is a federal requirement and that has become a hurdle for some of these interested parties.

Mr. Phipps said wow, so this was the contract agreement going into lease negotiations from the start?

Mr. Lewis said any federally funded facility, as a result there is a requirement of continuous ongoing control and since they are in a federal facility the federal requirements are such that if the feds want to come in and reclaim there is a 30-day notice in that and some businesses are good with that and some are having some challenges. That is not a likely occurrence but it is one that is required by the federal government.

Mayor Lyles said I think we need more explanation on this Mr. Lewis. I need to understand that better. I know that those are stops that we've bought and constructed because of the parking, but it seems to me that the leasing of the ground floor levels need some better explanation. We do federal leasing under the Airport and a lot of different places, so I'm just curious about how we would see that and if there is any option around it.

Mr. Phipps said getting back to the parking decks and infrastructure, right now, I guess the two decks that I'm interictally familiar with J. W. Clay and University City; the gates are still up now, right. We haven't started to operationally charge for parking in those decks yet?

Mr. Lewis said we do charge for those decks. We have personnel that are out charging and enforcing at both of those decks.

Mr. Phipps said okay, because I didn't experience that just last week. I couldn't even find a spot in the J. W. Clay lot, so I had to leave there and go to the University City lot, but the gates were still up, maneuverability, anybody can come in and out. I didn't see anybody taking any monies or gates coming down and going up.

Mr. Lewis said the automatic system is not in operation, but we have personnel out there who are charging and making sure we are enforcing.

Mr. Phipps said my last question is there has been some talk about a new station stop in South End. Do you know what the status of that is?

Mr. Lewis said absolutely, this began as a CATS safety initiative; so, if you are familiar with the Publix's Grocery Store and all the residential development around that, we were getting a lot of complaints from our train operators of people illegally crossing the right-of-way, literally climbing the fence, because it is easier to go straight across our rail right-of-way than walk down several blocks to the closest crosswalk and signalized intersection. So, CATS wanted to, as a pedestrian safety initiative, to look into putting a pedestrian crossway there. As we began that discussion about location, we started to hear from the development community in and around there that wanted to look into the potential for a full-blown station there. Again, it was our initiative from a pedestrian safety standpoint; the discussions we are having are we could entertain a full station, but the cost of that station would have to be privately funded.

**Councilmember Eiselt** said I guess I'm thinking through this whole federal restriction if there is federal money involved, to Mr. Phipps' point about the ground level activation. Even if it was a private developer building the station if that land was bought with federal money, would those federal restrictions apply?

Mr. Lewis said there would not be any retail activity there.

Ms. Eiselt said okay, where I'm going with that is that as you know I'm struggling with the Silver Line alignment. I assumed initially that it was about ridership and where the best stops were going to be for ridership but it is really more about development and so, I am concerned about that point that there would be restrictions that the federal government puts on a station or a garage where we are counting on development building up around that station. We do need to know more about that.

Mr. Lewis said I think we need to separate those two issues. Number one, when we are talking about the parking garage that was funded as a parking facility for rail passengers using that facility for private retail use, it is a federal facility and has to follow federal guidelines in that. Development in and around the station is not impacted by those policies at all, and so what happens outside of the station is not impacted whatsoever. What the federal government's position on that is, they fund transportation infrastructure and to the extent that you are going to have other entities in that the transportation infrastructure takes precedent. So, if for example, we ran out of parking spaces and we needed to take away a floor to add additional parking spaces that we would have the ability to exit those lease agreements because to further transportation goals of that facility.

Ms. Eiselt said does it apply to any land that we use the federal money for to buy around as we plan?

Mr. Lewis said no.

Mayor Lyles said Mr. Lewis I think you need to come back more often. I wanted the Council to know that in this respect, a lot of the things that are happening around this work is actually the realization of the completion of the Silver Line Plan but also the success of the Blue Line and the development that is occurring with it. The ability for us to model a TOD ordinance, the ability for us to say now that we do have a 20-mile line, the ability for people to see the value of it has caused us to be more of a last four to six weeks' timeframe than really thoughtful over a year. I think that we will first start sending out the information on the MTC meetings and the second thing I think is that we need to preview any action that will be taken by the Council at the beginning of this month that is about our Silver Line or work that we are doing in that area.

Many of you know that Ballantyne had a Transportation Summit, south Charlotte; a lot of these ideas in some respect have just been churning and now we are getting a chance to actually talk about them. There is no decision about Pineville; there is no decision around Ballantyne except the realization of the need to move people around this community requires mass transit, and that mass transit includes not just light rail but includes bus rapid transit, some of our innovations that we want to try this year with bus rapid transit, so we will need to come back and have a little bit more detailed discussion on those things that are coming up as well as providing an overview of the actions that we've gotten to on the Gold Line. So, thank you; it is a hard discussion, but it is very fruitful in the end that shows us what we need in terms of information and the next steps required for us to do it.

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#### **ITEM NO. 4: SOLID WASTE UPDATE**

**Marcus Jones, City Manager** said this was set up for the last Budget Workshop, and we wanted to make sure that you would have at least one bite of the Solid Waste Strategy. What is not discussed is there are some other issues that we have been working on as a City in terms of the circular economy; some of the things that we can do to address the issue that we know we are having, the future issue around recycling and our ability to continue with some of the partners we've had along that.

**Rodney Jamison, Interim Director of Solid Waste Services** said may I give you a brief update on Solid Waste Services, the services that we provide, how they are funded and what to look forward to in the future. So, what does Solid Waste Services do? Solid Waste Services provides up to five services a week to our residents. We have a \$59.7 million budget, 314 employees. Our residents of about 45,000 are serviced each day and they receive up to the five services; those five bulk services are garbage weekly, bulky unlimited bulky on call by service, unlimited yard waste weekly and then we have bi-weekly recycling. This also breaks out the cost per service or what it cost to do the business.

Now, we will go further in so, now we are saying how are these fees divided up; how are they paid by our residents? The General Fund actually funds 72% of our budget; 26% is coming from the user fee. The \$46.06 and then \$1.1 million is coming from other revenues. In detail of course shows the General Fund as \$42.9 million of the \$59.7 million budget. The user fee \$15.7 million, the \$1.1 is the other which is coming from corrugated cardboard, taxes that are refunded from the disposal fee and small business garbage charges. As you see the additional services that we provide, yard waste, recycling and bulky add up to \$25 million. The fee is \$15.7 million; that is covering only 63% of just three services alone.

Looking to the future, this location here in 2011 took up two-hours to service. In 2018 it is now taking us six-hours to service this same development. There has been a great increase, 253 units in 2011 to 776 units in 2018. Here we are showing you how growth is exceeding our current capacity, has more people moving into the City of Charlotte and it is making it more difficult to service them with the same staff that we currently have. So, in 2011 we were servicing 207,000 residents, and now we are servicing 223,000 and counting as we speak, so we are still adding on. As people move on garbage collection capacity has increased, bulky services 68% increase in service calls of bulky request since 2011 to now. Yard waste capacity of course is unlimited and that has increased. The service demands on some of our budget drivers, which you just went through, those service demands are high. Congestion, more people are moving to the City of Charlotte that means it takes us a little longer to get from point A to point B. Wait times have increased due to the storms that we are receiving at the disposal site. The disposal site typically takes 30-minutes to an hour for us to be in out, now it is taking anywhere from an hour to three-hours. So, that is built in time that it is taking us so, things that are happening along the way as I'm having to move individuals from other services to accommodate the demand just to keep up and of course over-time is actually increasing. Contract increases, the disposal fees, curbside recycling contract, the multifamily

dumpster/compactor contract and our rollout contracts. They will be up for renewal coming up in the few years actually.

Many municipalities are having discussions on the recycling commodities decline so what I want to make sure you understand is the City of Charlotte is in the collection business. The County is actually in the disposal; their responsibility is disposal. So, when it comes to the recycling commodities decline we have to get a head of the game and the City of Charlotte is actually making those moves right now with the development of the innovation bond. We will be able to make more innovative ideas and come up with innovative ideas to reuse and repurpose recycling. So, we are getting ahead of what is to come.

**Councilmember Driggs** said are you suggesting bringing up the fees to cover a higher percentage of the costs related to those services?

Mr. Jamison said I am suggesting that it could be looked into.

Mr. Driggs said but we don't yet have a budget proposal for Solid Waste Services, is that right?

Mr. Jones said not at this time.

**Councilmember Eiselt** said I realize the County takes care of dumping it, but eventually it is going to come back on us from a cost standpoint. There have been reports that cities across the country have stopped recycling and reports that China is not taking any more recycling, so how concerned are we that this is going to come back on us pretty quickly and not in time for the innovation barn to fix it, that is for sure?

Mr. Jamison said we are concerned, we probably have a bout a two-year span before it really affects us from what we are looking at. We are concerned, but I'm glad we are taking steps to get ahead of it.

Ms. Eiselt said but are we getting ahead of it? If we have a two-year span, what are we doing aggressively now so that we can be ready for it in two-years?

Mr. Jamison said we are ramping up on our education processes in the community and engaging more to actually point out what is not being accepted and how can we better package the deal of what is being accepted at the recycling centers.

Ms. Eiselt said are we measuring any impact on that, how people are changing their habits? We talked about this a couple years and Councilmembers wanted to look at pay as your throw and things like that. I just wonder if we need to get aggressive and start looking at other tactics to get people to change their behaviors or to figure out what our options are going to be.

Mr. Jamison said yes, we continue to research for better tactics.

**Councilmember Phipps** said over the weekend I was reviewing the renewal contract for Adopt-A-Highway and one of the things they require now is recycling but one of the sentences they had in it said that according to state law it was illegal to dispose of aluminum and glass in landfills; so, how are we getting around that when it comes to our recycling. You said the City collects it but the County is responsible for disposal. What happens when the recycle truck comes and dumps our recycling, where does it go?

Mr. Jamison said it actually goes to the recycling center that is owned and run by the County. At that point once it is actually delivered there and dumped they make the decision on where that product goes.

Mr. Phipps said so, they are the ones that are responsible for making sure that it doesn't go in the landfill, those items that are supposed to be recycled.

Mr. Jamison said yes.



Mr. Jones said one thing I want to make sure that we are trying to set something up that suggests it is the County's fault, not at all. What Rodney is saying and I think I got this right, the moment that it goes into the truck it is really not ours anymore and while the innovation barn won't solve everything we are at least trying to get out in front of it, and I would not be surprised as early as next year that there could be some costs that is associated with recycling that we have not had up to this point. We are just trying to get it out there now even though it is not factored into the FY20 budget, but soon thereafter we need to start talking about this, because as we start to think about the priorities of the City you could see this as being inconsistent with our environmental approaches when it comes to recycling and landfill.

**Councilmember Egleston** said similar to Ms. Eiselt's question, how much of our education- I'm led to believe that part of the issue with what we are able to find a buyer for on our recyclable materials is that we have a very dirty stream of recyclables. How much of our education efforts are geared towards trying to educate our citizens about not only what should be recycled, which I think most people have a decent idea, but the level of cleanliness, like if you have a dirty peanut butter jar for instance and just throw that into your recycling bin, you are definitely doing more harm than good, and it is also probably not worth the water it would take to clean it out. How much have we ever before or are we planning to in the future educate people around kind of balancing the cost benefit analysis on some of those things and putting good stuff in so that we might have a market to sell it on the back end?

Mr. Jamison said you just actually spoke to what we've been discussing lately with a lot of communities. We are actually increasing that effort of more education on clean products because that is exactly what is causing issues within the recycling industry. Plastics and paper – plastics are just being put in there and they are not being cleaned out. At one point it was even tops of plastic bottles that weren't accepted, so they are working on that as well. We are trying to streamline it directly to what needs to be recycled and what is being accepted and what is not.

Mr. Egleston said there was a pretty aggressive program. I remember that involved stickers that people would put on their bins probably six or eight years ago that really had a very detailed chart for you that was a good reminder because on the lid of your bin if you put the sticker on there of what – not number six plastics or everything else, and anecdotally, I don't feel like I have seen as much of that type of education as I did during that time period where it went to a single stream rollout bin system. I hope we can get back towards that citizen education so that there is better utilization of our system.

Mr. Jamison said we just implemented that again so you will see that happening.

**Councilmember Winston** said I would like to see a marketing plan to really get ahead of not just educating on some of the things Mr. Egleston was talking about which is by the way one of the intentions of my suggestion around advertising on tops of caps. Those are other ways that we can get messages around ideas around recycling, what goes where, but his kind of new paradigm for recycling period. I think as our City tries to deal with this and some of the expectations and goals that we've set, I think we owe it to our citizens to provide some clarity over what the realities of our situation is to deal with the realities of the market. I think an education campaign would be worth it as we try to keep foresting our partnership to get to where we are going. You also mentioned once it is in the truck it is not ours;, so, finding ways to maybe collect this stuff without putting it in a truck. I know Mr. Phipps has often cited the need for this worn litter and maybe there is a tactical way of thinking about this with combining that type of effort with the realities of growth with the need of utilization of this innovation barn, and it being a workforce development project and the realities of the way we contract. Maybe there is something where again we've also seen around the country where cities are employing people that find themselves outside of the workforce but that need jobs, particularly homeless population to help pick-up litter, pick-up solid waste and again utilizing maybe some of the nuances of our contract with additional resources of this innovation barn being able to have a destination and disposal mechanism or reuse mechanism for this. I think we

should take serious consideration to look at that now and not just test the trend of what other cities are doing but take it to the next level.

**Mayor Lyles** said I think the SEAP plan that we've adopted has a branding component, a re-doable website. A lot of things that Mr. Winston is talking about, I don't know if that was additional funding or not, but I think when approve that plan we ought to at least have those requests in there that Mr. Winston talked about.

Mr. Winston said I think that is one of the things the SEAP is that it doesn't necessarily fund things but it says to get there we are going to need to take efforts. For instance, maybe when the budget proposal of Solid Waste over years you need to take additional looks at funding different things to get to where we need to go. Under the guise of that I agree, I would like us to really take a look at this now and not some ambiguous time in the future.

Mayor Lyles said it actually says you should have a new website and a new branding campaign without the timeframe but I think what Mr. Winston is saying timeframes make things happen and they are measurable by this time.

Mr. Winston said I would like to see it as soon as possible. If you have not had a budget recommendation in Solid Waste it is something that makes sense in this coming budget proposal to consider.

**Councilmember Ajmera** said to Mr. Winston's point about education and awareness; I think that is a key in terms of getting a quality recycled product. In terms of the SEAP; SEAP only focuses on four categories, transportation, building, energy generation, and equity, which is a workforce development, not so much on the waste. The innovation barn focuses on that; however, this topic has come up several times about streamlining our Waste Management Services, and I know currently it is divided between City and County. We do have a Waste Management Advisory Board, and they have started conversations about this before I started serving on Council. Have we looked at some of their recommendations in streamlining our existing process? Currently, it is pretty convoluted. So, where are we with that Mr. Manager? I know you had raised that I believe last year? Have we done more work on that and how that could potentially help with our overall waste collection?

Mr. Jones said Jason Kay has been working on that in phases. We started with what would happen in 2028, when the contract would expire, and we've worked backwards from that point. I do want to say and you bring a good point up as it relates to the SEAP versus this circular Charlotte or the innovation barn. We do have five different projects that are related to the circular economy that do create jobs that do have clean streams, that can produce revenue. So, as melibion continues to design those five different programs, plastic, recycling, concrete, there are some opportunities for us to save money even with Liz as we do sidewalk programs using recycled concrete and concrete that can last, and so the key, as Ms. Eiselt mentioned, as well Mr. Egleston, you just have to have a clean waste stream and maybe the way that we've approached this with that big bin is not the way of the future. That is what we are working on trying to get those clean streams that can actually produce revenue.

Ms. Ajmera said have we reached out to the County in regard to this process and potentially streamline them?

Mr. Jones said I will check with Jason as to how far we are with that, but I'll follow-up with you to see exactly how far along we are with the conversation with the County. Some of it was just looking at the law and reviewing what the contracts are, but I don't think we've taken it next step to have a more collaborative discussion.

Ms. Ajmera said of innovation barn ultimately once we collect, once it is in the truck it becomes County property, so for innovation barn in order for us to innovate and potentially turn into a product we will need to actually buy that. How would that work?

Mr. Jamison said there has been conversations with the County on product; so, we will be able to get some of that product, because there is some product currently that is going to the landfill from the County.

Ms. Ajmera said potentially reducing our fees.

Mayor Lyles said I was interested Mr. Jones; if you can go back on the fee structure and the revenues, I did not know that yard waste was user fee supported. Is that a characterization that you could price that that way, so it is availability that makes it a user fee? Because our Solid Waste fees are disposal fees right now. Isn't that correct?

Mr. Jones said Mayor; you are exactly right. This is a display to basically say that if you looked at the General Fund, your property tax, that you pay it generates \$42 million in revenue and then garbage, Solid Waste collections, just as if you want to think about pushing out you can, is about \$27 million of expenses. So, while the General Fund doesn't cover all these expenses, it is enough to cover the garbage disposal, but then the rest of our budget is around things that you really can think about. Do you want to have the best unlimited yard waste and that is what this is meant to say that at least we will start looking at how much of it is General Fund supported and General Fund revenue is generated as well as the fees?

Mayor Lyles said I'm assuming that those three areas, yard waste, recycling and bulky give us the most opportunity for change in the way behaviors are and how we use the product or how do we utilize the waste from those areas. Is there any priority to those three areas? I hear recycling a lot about education and the innovation barn and all of that, but yard waste in a lot of other communities is done many different ways I'm assuming. I'm not sure if our yard waste goes – does it go to the landfill?

Mr. Jamison said it goes to a composting facility.

Mayor Lyles said is composting effective now or are we having to take the yard waste beyond the composting center?

Mr. Jamison said the composting facility is effective; that is the only place it goes.

Mayor Lyles said it is interesting, and I think that we have to begin to look at this and it is not something you do by this year but, I really believe that it is something that we should begin to think about either how we structure as well as how do we increase our ability to deal with our own waste, which I think, under state law, is very difficult to do right now. I know the state law defines the definition of who has what responsibility, so another opportunity to work with the Legislature.

Mr. Egleston said on the bulky pick-up, again anecdotal observations in my District but, I would image this holds true across the City, I think there is an opportunity for partnerships with some non-profit organizations, a la Salvation Army, Goodwill and others that do large item pick-ups to take to their re-store and the Salvation Army Thrift Shops and things because the amount of things I see put out on the side of the road when people move or when they get new furniture, that are still to the eye would look to be very usable still is really frustrating. Someone puts a mattress out and then it rains and then clearly it is not a usable product anymore. I have tried on social media channels and next door and things like that to put out information about these organizations will come send people to take it out of your home and put it on a truck and take it away; you don't have to be able to move your mattress in your car to the Salvation Army. They will come get it. I hope that we can find ways to partner with them because then not only do we take it out of the waste stream, but we put it back into another use and possibly a charitable way for a charity to generate revenue too. Then, hopefully we start cutting down on our calls; if the Salvation Army is picking up mattresses then we are not.

Mayor Lyles said sounds like another opportunity for communication and efforts around that.

Mr. Winston said is there a way to create incentivized families or businesses to produce less waste by having a regressive kind of fee structure where the smaller bin that you produce week to week the less that you pay so that will incentivize people taking individual responsibility to do more home composting, to find more ways to reduce or reuse property that they might be just thinking they would trash? Maybe even thinking about living in smaller homes or something like that to produce less trash over time. Is there a way that we could structure that to get to that point?

Mr. Jones said we've talked about a number of issues whether is pay to throw or whether it is trying to find opportunities for us to incentivize people to not produce as much waste, and it goes back to communication. Some of that is, for instance we've been talking with some of the businesses in the City, and they would like to partner with us also. I believe there are opportunities; we talked about reverse tokenized opportunities where you bring your recyclable materials. You get a token, and those tokens have some value to purchase something maybe at the barn. We are trying to be innovative; we're just at the first steps of it.

Mayor Lyles said it sounds like everyone wants that to happen so thank you very much. We appreciate the presentation and I guess we will see a budget at some point.

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#### **ITEM NO. 5: COMMITTEE REPORT OUTS**

**Mayor Lyles** said what we would like to hear are those action items or policy items that are coming before the Committee and anything that you see in April as a Committee that the Council needs to be informed because of that action.

#### **Immigrant Community Committee**

Mayor Lyles said I would like to start off with Mr. Egleston who has done with Federico Rios and Emily Yaffe and a number of people, the Immigration efforts. I have to say the first meeting that we had, it was like we had two or three people speaking English and two or three people trying to translate for us in Spanish. By the time we went to the next meeting, we had professional interpreters that we could wear earphones and everyone could participate in the same way. It was just automatically, we learned some things that we should do around this dais especially for our multiple languages that we have in our City. I want to thank Larkin and Matt and Justin and Tariq and Ed and Gregg and Julie, all of those that have attended one of these. It has been a real eye-opener; so, thanks very much for that participation.

**Councilmember Egleston** said I hope to have something for our Business Meeting a week from now. So, we did just on Saturday complete our last of nine community listening engagement sessions and again, to the Mayor's point thanks to every Councilmember who attended but also thanks to all the community members who attended. We had meetings that ranged from 25 people to well over 200 people and got a variety of perspectives from a variety of residents from all different parts of the world that live in our community. Everybody should be getting an e-mail to this effect either tonight or in the morning, but we will have our final Committee meeting where members of the Committee will meet and anybody else who wants to attend, on Thursday morning at 9:30 a.m. here at the Government Center, and we will be talking about what we heard, what we think the next steps are in terms of actions that we can take quickly and then ones that might take a little more time.

I think the most common theme that we heard over and over again in every District and from every community was communication both in the form of language access, which to the Mayor's point, I think we all got to experience phenomenal technology or service probably. It is not actually that high-tech; it is just a headset system where there are translators in the corner, who are in real time translating what is being said from one language to another. I think there is great opportunities for us to utilize that sort of technology to have a more comprehensive language access plan for the City. We will

discuss a lot of that on Thursday morning at the Committee meeting, and I hope that we will be able to bring forward at the next Business Meeting, which is a week from today, some ideas for the full Council to consider in terms of action that is maybe the more lower hanging fruit that we can act on quickly. I think there will be other strategies that we can implement to address the concerns and the feedback we heard in these sessions that will take some more research, some more planning and some more time and that might be something that we hear at the later April Business meeting or into May, but per the charge that the Mayor gave us to do this work quickly and implement changes quickly, we want to be true to that so my goal would be for us to bring something forward to you, the full Council, next Monday to at least consider acting on quickly. I thought it went great; Federico and Emily did an incredible job of pulling this together on short notice. There were an absurd amount of logistics involved, and I can't speak highly enough about the work that they did.

**Councilmember Mayfield** said actually a question for the Manager's Office; we learned more than a year and a half ago because of Charlotte being chosen as one of the 15 cities in partnership with National League of Cities with the racial and equity work with a number of our partners including Durham and a number of other cities in North Carolina. One of the ways that they really addressed these conversations is they have executive leadership that are of Hispanic, Latino bilingual as well, Latin descent. When you look through the City of Charlotte Executive Leadership that is not what you see, so even though there was a great representation at the event that was held in District 3, I was not in attendance as I had two neighborhood meetings that evening, but I have spoken to a number of members in the community. When you look at our Police force for the Metro Division for all of Metro, we have one Hispanic Officer so that means if there is a call and there is assistance needed he has to go potentially from the Metro Division, meaning a call off of Freedom Drive and Columbus Circle to Huntersville. If there is going to be a real commitment; if there is a real goal for this Ad Hoc Committee, because this isn't the first time that we've had this conversation- We had a report that came back, because we had an immigrant integration whole discussion in Committee. It would be helpful to know that whatever is being identified as a recommendation to the Ad Hoc Committee is it going to go to the land of books and paperwork as the Immigrant Integration Committee's work ended up. We've had a number of retirements, a number of opportunity within the City Manager's Office within Executive positions; we are not representing as well as we can all of our community especially considering we have a very large and growing Latino and Hispanic community. We have some items that are translated. We've had Luis Maca, who has been doing great work for years in this community in the Community Relations Committee. You walk into our front entrance we have a translation that is completely wrong when you come in as far as notice. So, part of that is the company that we identified. I know that there have been conversations and it is probably going to be a recommendation because I believe the County and/or CMS has a company that they've been working with regarding translation that has been doing really well. Unfortunately, the company that we identify has not been as responsive and accurate in translations, so I'm hoping that you are listening, through the Manager's Office, with whatever recommendation comes out and that recommendation again does not make its way in the form of a document when we already have recommendations through the Immigrant Immigration Committee that we haven't had the opportunity as of yet to actually pull the trigger on and make potential investments.

Mr. Egleston said if you are available, I would love to have all that perspective on Thursday as well because some of those ideas are things that we have talked about, and I think will be included in the recommendations that come forward. My pledge to you is that the Immigrant Immigration Task Force had some recommendations that have been acted on, and I think have been effective and certainly very worthwhile, one of which is that we created the office that Federico is now in.

Ms. Mayfield said that he is three levels under. I'm saying Executive leadership.

Mr. Egleston said oh no, I wasn't saying that addresses your concern but simply that some of the recommendations of the Immigrant and Immigrations Task Force were adopted, others were things that the City didn't actually have the ability to do. So, my

intension is that anything that comes out of this Committee will have been vetted for our ability to actually implement it as a City Council within our power and within our purview, and that is certainly not going to be me presenting a report from the Committee and saying well, if we act on it we act on it. It is going to be me bringing forward things that I've already made sure we can do and saying is there a will on Council to do them. I will certainly not stand for, as you have said you will not either, this being a report that collects dust on a shelf, or being a report at all for that matter.

**Councilmember Driggs** said I just wanted to say I thought it was a great program; I was really impressed with the headsets and all the gear. We heard a lot of things that we would expect to hear about fear and so on. It is interesting I'd had the Sheriff at my Friday meeting the day before and the one thing that struck me was the Indian population. I am not sure they get really fully recognized, because it seems to be so focused on Latino population, and from conversations I had, many people in the Indian community have difficult with the legal immigration process, visas, and things like that. So, I think it would be a good agenda item if we are going to kind of be inclusive about this to recognize the sort of special situations that can arise there.

Mr. Egleston said I know we had a little bit of representation in your District; we actually had a decent amount of representation from the Indian community in Councilmember Bokhari's District event and heard a lot of exactly what you just said.

Mayor Lyles said we have lots of handouts that they gave to us to use and it was about the work visas and green card process. I think there were several on Saturday as well that said the same thing. Not as many but certainly a presence more than the first couple meetings were kind of like people feeling out whether or not we were going to show up and then they realized it was serious and the work was being done very organized and they had an opportunity to participate, so it grew significantly after the second or third one.

#### **Housing and Neighborhood Development Committee**

**Mayor Lyles** said do you have anything that is coming up in April?

**Councilmember Mayfield** said nothing that is not in the report of which we all have a copy.

#### **Transportation and Planning Committee**

**Councilmember Eiselt** said because most of us were attending the South Charlotte Transit Summit we were supposed to meet last week and we moved it to the 8th of April so that we could attend that summit and that was really great. I think it gave many of us a better idea for what the region is talking about versus what we talk about locally in Charlotte. So, I'll have a report on that after we meet. We actually have two meetings in April and then what would have happened had we met last week is we would have asked for a vote to move the TOD to the full Council and so we will do that on April 8<sup>th</sup> so we can be ready for that on April 15, 2019. We were going to have an update on the Charlotte future 2040 Plan which we will have on April 8, 2019 as well as an update on the City's consolidating of the one stop permitting center so we will do all of that April 8<sup>th</sup> and then again on the 22nd we will have a TAP meeting.

#### **Economic Development Committee**

**Councilmember Driggs** said we talked at our meeting about Committee priorities for the Council Retreat and identified five: the Business Investment Grant, Redesign, Small Business Accelerator, Great Places and Opportunity Zones, Workforce Development and MWSBE capacity. We also talked about the Business Investment Grant Program, the structure of the type of grants that we have and particular disparities in the geography between the way we provide special incentives and the County does and whether or not we should update our special incentive geography to align with theirs. We talked about business recruitment, and we are told there are actually 6,000 jobs in the pipeline and

\$300 million in investment, which was very good news, and we talked about trade transportation logistics, and I don't know if Ms. Eiselt you would like to comment on that conversation.

**Councilmember Eiselt** said we had a meeting that the Economic Development Committee put together, in particular Kevin Dick and Alexis Gordon, and it was really to kind of identify what the assets are in our region for our Intermodal Facility and the assets really to position us to be a premier location in the southeast for intermodal transportation. This was a conversation that Tony Zeiss had led in the years that he was at CPCC. When he left CPCC Dr. [inaudible], that wasn't her priority and so the conversation has sort of stalled. At the City we felt we had the opportunity to sort of be the convener to bring the parties back together. We had a really great morning, about four hours that brought freight forwarders, people in the logistics industry, people that had been in this conversation together to say this is what we need and this is what we want to do moving forward. We've just gotten sort of a review of that meeting and Alexis Gordon is going to make some recommendations going forward on how we continue that conversation and hopefully the Council will be just more aware of it, because it is an industry that we have a lot of opportunity in from a workforce development. It is one of the fastest wage growth industries out there and an industry where you can answer that market working in a warehouse right out of high school. It doesn't sound very glamorous, but you can quickly move up into management positions in the supply chain industry. I think it has a lot of potential for us from a workforce development and a commerce development scheduling.

Mr. Driggs said I would just mention too that Governor McMasters from South Carolina talked about how Charleston is expanding to accept Panamax vessels and a lot of the things that they are doing there. There are many implications for us in terms of the Intermodal Facility we have and the opportunities to take a regional approach to trade.

#### **Intergovernmental Relations Committee**

Mr. Egleston said we did meet last week with Commissioner Jerrell, who is the newly appointed Intergovernmental Relations Chair for the Mecklenburg County Commissioners. So, Councilmember Bokhari and I had a meeting with our Lobbyist Dana Fenton and the County's Lobbyist and Commissioner Jerrell last week and started to discuss our Legislative Agendas, both state and federal, where there is some overlap, where we can support them. So, we are working through that and will bring back something to the Council probably as an informational item but places where we think they can be an ally for our priorities and where we can be an ally for theirs. I'm sure you all saw that they've recently had a discussion about affordable housing, and so making sure that we know the efforts they are undertaking that contribute to our goals and vice versa. Other than that, there is not a whole lot of updates. Mr. Bokhari is going to talk about one particular item that he and Ms. Eiselt have been working on.

**Councilmember Bokhari** said I was able to join Ms. Eiselt as she was in Raleigh physically, and I was only able to dial in, but I think we had a good conversation with Representative McNeil and we had a conversation about subpoena power for the Citizens' Review Board. Again, I think there is still a bit of a road here, but this was a good person to have a conversation and share the Charlotte perspective with, and I think he was fairly comfortable, at least how he articulated to us after the meeting, in what he had heard and the reasons why we were championing it. There were some broader statewide concerns obviously, but to have had that conversation I think is a good starting point. We gained a better understanding of what is going on from his perspective and I think he gained a bit more of our, and Julie if you would like to add anything to that please feel free.

Ms. Eiselt said he was very receptive but it is an uphill battle, because we don't as he pointed out, our local Bill will attract a lot of attention from around the State that will pick away at it. He is really looking at a statewide Bill and a statewide Bill would not include subpoena power. You could take away from that there is no opportunity at all but how we left it was and first of all he was fairly complimentary of the structure of our Citizens' Review Board and in particular as to how we select people to be on that Board, because

that was his concern; how do you make sure you are not getting people on there that are just going after the Police? We went through our process for selecting people, and he felt that perhaps the opportunity down the road would be if – well what we asked for is would you consider that when you look at a statewide Bill you say if the Citizens' Review Board has demonstrated that they have a good process for selecting people and vetting people would those Boards then be allowed to consider something like subpoena power. It was a good conversation; I certainly didn't come away thinking it is going to change right now so we have to keep plugging away at it.

**Councilmember Phipps** said who is Mr. McNeil, who does he represent?

Ms. Eiselt said Asheboro. We don't have a Republican who can sponsor the Bill and so Mr. Fenton set this up for us because he is former law enforcement so, it was great to be there face to face to explain why Charlotte in particular needs this for our Police Department, to help build trust in the community, and I think he truthfully was appreciative of that conversation and maybe hadn't thought about some of our perspective before. As he pointed out, you guys don't have a Republican who can move a local Bill forward, so we have to sort of deal with what we've got right now. Regardless of what we do he might very well put a Bill forward, and it sounds like he was going to do that anyway, a Bill regarding Citizens' Review Board. I think he is also the one that write the body camera Bill, language for the body camera, so this is kind of his thing. The best we can do is maybe leave some language open as we keep hammering away at it and one day they will say certain Citizens' Review Boards can have subpoena power.

### **Environment Committee**

**Councilmember Ajmera** said at the Environment Committee's last meeting, we did a tree canopy tour, and we were joined by Councilmembers Newton and Egleston. We reviewed our 50% tree canopy by 2050 goal and existing strategies around how well we are doing to meet that goal. We reviewed our preservation sites to the sites that are more urban, Urban Arbiterium Trail, and we also reviewed our large tree assistant pilot program and how that is helping us with the tree preservation.

Obviously, there were several times we have had the Tree Ordinance topic come up where we need to make the Tree Ordinance align with our urban growth and development that we are seeing; so, that is still something that we need to work through. So, overall from urban forestry plan to tree ordinance, that is the next step we have we have also sent out this report that just tells a little bit in depth about what each site that we visited and what it said about.

### **Community Safety Committee**

**Councilmember Harlow** said the Community Safety Committee met March 20, 2019 and continued our discussions around the noise ordinance and amplified sound. We are at a place now where staff kind of reported to us about what has been done as it relates to involving the community and getting more stakeholder feedback. We brought in Willie Ratchford, from Community Relations, and there has been a lot of discussions with residents particularly uptown but also in some other areas where residents feel affected by more amplified sound and noise in entertainment districts and also business owners as well, because of that we are looking at exploring the possibility of implementing something called entertainment zones. Chief Putney feels that this may be beneficial as it relates to how to enforce noise ordinance in different parts of town, particular areas that have higher use of noise, later at night, so entertainment zones, and not just looking uptown but possibly looking at places like the Music Factory, the Central Avenue strip down in Plaza/Midwood and possibly South End and maybe some other areas in the University, as well as Mr. Phipps tried to make sure he was representing his District well there.

Looking at updating noise measurement method to account for some base components. Staff talked to a Professor at UNC-Charlotte, a kind of an expert on how to measure sound and the effects of that as you get higher up and we think about being uptown we have



taller buildings and how base on the ground might affect how that sound is measured. So, evaluating that and possibility something that we might need to implement or even some investment in certain equipment to aid CMPD in measuring that. Looking at noise buffers around certain types of development as well and to have our Legal Department kind of looking at some ways other cities and best practices at other cities have implemented that. And then just revising some kind of fine things in the ordinance but we want to make sure we are staying in the lane of the law while also not impacting any kind of first amendment implications, but at the same time trying to provide some better quality of life and address that on a mutual basis between folks who are doing business or engaging in business and noise being a part of their business and also with the residents that live here. The hope is that we are going to loop this into the new Neighborhood Development Committee; we will be carrying that also forward and also be carrying the tree canopy goal into the Committee and the minimum housing code ordinance that was referred from HAND all into the new Committee. So, everything that has been referred into other Committees have now been consolidated will still remain. There is a plan that will address all those things, nothing is being lost and we will continue those policy discussions collectively now.

Mr. Eggleston said has the meeting schedule been set for the new combined Committee?

Mayor Lyles said I see Tiffany shaking her head no.

Mr. Harlow said the third Wednesday, it is a conversation that has not been had directly with all Committee members, what I know is that from the new Committee all of the new Committee members calendars were already blocked off for another committee meeting on the third Wednesday. So, it seems to be already a mutual time without even addressing it because everyone was either on HAND or was on Community Safety. So, the third Wednesday seemed to already work. We will probably look at noon now because HAND was meeting at noon and Community Safety was meeting at 2:00 and so noon, understanding we might need a little bit longer time to meet. We will try not to meet for three hours but understanding with a consolidated Committee we've got to work some kinks out there but noon on third Wednesday.

Ms. Ajmera said there are three outstanding topics currently from each Committee; are you going to have all three of them in the first meeting?

Mr. Harlow said we haven't set an agenda for the first meeting. I plan on meeting with the Deputy City Manager, as we kind of map out how are we going to bring all of this together essentially and address this on a comprehensive basis. We haven't mapped that out yet; we've got a few weeks to figure it out but you, and I can talk too if you would like on how you want to implement that and Ms. Mayfield as well.

Ms. Ajmera said who is the support staff for this Committee?

Mr. Harlow said Ms. Sabrina Joy-Hogg.

Ms. Ajmera said also for future policy discussions around SEAP implementation, would that also be coming out of this Committee now?

Mr. Harlow said that is the plan.

Ms. Ajmera said I would be interested in knowing what would be the timeline around the implementation of the SEAP. We have had working groups on SEAP, and they have reached out to me several times about when would be the Committee meetings for those working groups where we have met with them separately prior to policy discussions to get their input. So, I would like to understand what would be the process moving forward for some of those discussions?

**Marcus Jones, City Manager** said a lot of the implementation is the work group that Assistant City Manager Kim Eagle has put together; so, part of it was the policy was

passed, and Kim leads the organizational work group that is working on implementation of the policy.

Ms. Ajmera said so, the implementation around certain policy decisions that will have to be made such as building, transportation policy decisions; so eventually that would have to come to Council for an approval.

Mayor Lyles said what working groups are these? I didn't know there were any working groups. Are they staff working groups?

Mr. Ajmera said no, not staff working groups, the stakeholders group for the SEAP.

Mayor Lyles said so, there was a stakeholders group created for certain categories of work?

Ms. Ajmera said yes. We had building, transportation, energy generation and waste and we had experts from each one of those categories. Obviously, there will be policy decisions that would have to be made on each one of those bucket items so, eventually it would come to Council for an approval. What would be the process and the timeline around those discussions?

Mr. Jones said as far as I know what is happening right now is that the staff is working on the implementation and that is around building, around some other issues. As new policies come up it would be the same process; those would get recommended to come to the Committee so the Committee could work on the policy and then come to the full body for the full body to approve.

Mayor Lyles said can the Council appoint those working groups?

Ms. Ajmera said no, this is all staff led discussions.

Mayor Lyles said as the policy would come up the staff would work with that group to get feedback; I got it.

Ms. Eiselt said the Noise Ordinance, what is the timeline for that? Initially everything was sort of 90-days, but I've heard that might be different now.

Mr. Harlow said we are planning on you receiving a draft at the next meeting. I imagine there will be Committee members take their stab at it and we will come back again, so we are thinking April, May and then hopefully Council will see it after that.

Ms. Eiselt said the medical buffer, medical noise –

Mr. Harlow said I think the Legal Department is trying to figure out the best way to put the language on it but yes, it is called the buffer zone for now.

Ms. Eiselt said so that is going to be part of the draft in the April meeting?

Mr. Harlow said yes.

### **Budget and Effectiveness Committee**

Mr. Phipps said our Committee met on March 19, 2019, and we received a preview of two of the items that we discussed tonight, Solid Waste Services and Aviation, but one of the key presentations that we did have, we had a pay practice comparison discussion for non-public safety employees. We looked at the plan and we compared it with some of our peer cities, and the data suggests that our pay plans compare favorably, but this topic is going to be coming before the full Council on Wednesday as part of our final Budget Workshop. It is hard to believe that we've reached the final Budget Workshop. I thought we had put a place holder for a possible forth one, but it looks like this is going to be the final one, so we are going to be discussing that in detail. We had a robust discussion on

ways that we possibly could improve our pay plans, but I'm look forward to this coming before the full Council for some robust discussion, and I think it will be something that everybody would be energized over; so, looking forward to this coming Wednesday at our final Budget Workshop.

Mayor Lyles said those are all the Committee reports on our agenda; I think we have covered everything that was listed out today.

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**ITEM NO. 6: CLOSED SESSION**

There was no closed session.

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**ADJOURNMENT**

Motion was made by Councilmember Egleston, seconded by Councilmember Winston, and carried unanimously to adjourn the meeting.

The meeting was adjourned at 8:14 p.m.



Emily A. Kunze Deputy City Clerk, NCCMC

Length of Meeting: 3 Hours, 5 Minutes  
Minutes Completed: April 30, 2019