

# Video

## Queens Park: Achieving a Vision for Charlotte's North End

Date: October 06, 2021

00:00:05 --> 00:00:06: Right,

00:00:06 --> 00:00:07: I think we'll get started.

00:00:07 --> 00:00:10: Welcome everyone. Thank you so much for joining us this

00:00:10 --> 00:00:13: morning for this advisory services panel for the Friends of

00:00:13 --> 00:00:14: Queens Park.

00:00:14 --> 00:00:17: I'm Georgia gambler. I'm a senior associate with you,

00:00:17 --> 00:00:20: allies advisory services, and I'm going to hand this over

00:00:20 --> 00:00:21: to Alan Razack.

00:00:23 --> 00:00:27: Good morning, it's good to almost see all of you

00:00:27 --> 00:00:29: this morning as Georgia said,

00:00:29 --> 00:00:32: I'm Alan Resak. I am a real shape developer and

00:00:32 --> 00:00:37: consultant and a former architect who works in the

00:00:37 --> 00:00:41: Philadelphia

00:00:41 --> 00:00:44: market and the principal and a firm called AR Spruce,

00:00:44 --> 00:00:46: which is a real estate development and services company.

00:00:46 --> 00:00:50: I am Co chair along with Carlton Brown,

00:00:50 --> 00:00:53: whom you'll meet in just a bit of this panel.

00:00:53 --> 00:00:56: We've been working for the last two days.

00:00:56 --> 00:01:00: 2 1/2 days. On the problem that you presented to

00:01:00 --> 00:01:03: us and this morning represents our read back to you

00:01:03 --> 00:01:06: of our observations and recommendations.

00:01:06 --> 00:01:09: Before I do that, I'd just like to say a

00:01:09 --> 00:01:10: little bit about the organization that's presenting this.

00:01:10 --> 00:01:16: Can we go to the next slide,

00:01:16 --> 00:01:19: Georgia? Urban land issue is a real estate and land

00:01:19 --> 00:01:23: use industry Trade Organization.

00:01:23 --> 00:01:27: It's an organization, is dedicated to research and to

00:01:27 --> 00:01:29: education,

00:01:29 --> 00:01:32: and our sole goal is to help create thriving and

00:01:32 --> 00:01:35: sustainable communities.

00:01:29 --> 00:01:32: We have about 4546 thousand members worldwide.  
00:01:32 --> 00:01:34: Vast majority of those are in North America.  
00:01:34 --> 00:01:40: About 35,000 of them, and we have a national organization  
00:01:40 --> 00:01:43: of which this endeavor is apart.  
00:01:43 --> 00:01:47: And also several dozen local chapters that we called district  
00:01:47 --> 00:01:47: Councils,  
00:01:47 --> 00:01:51: including one in Charlotte. You like just a bunch of  
00:01:52 --> 00:01:52: stuff,  
00:01:52 --> 00:01:55: a bunch of stuff in the fields of research and  
00:01:55 --> 00:01:56: education in real estate,  
00:01:56 --> 00:01:58: land use, and among those is the thing that we're  
00:01:59 --> 00:01:59: doing right now.  
00:01:59 --> 00:02:02: The Advisory Services panel program.  
00:02:02 --> 00:02:07: Come next and utilized in hundreds of these over its  
00:02:08 --> 00:02:08: history.  
00:02:08 --> 00:02:10: It was founded before 1947,  
00:02:10 --> 00:02:14: but since 1947 they've done some 700 of these and  
00:02:14 --> 00:02:17: they all work virtually the same way.  
00:02:17 --> 00:02:21: A sponsor organization, whether it's a for profit or a  
00:02:21 --> 00:02:22: non profit,  
00:02:22 --> 00:02:29: as in this case the governmental agency educational  
institution,  
00:02:29 --> 00:02:32: asks you allowed to assist with.  
00:02:32 --> 00:02:35: Taking a look at and making recommendations about a  
particular  
00:02:35 --> 00:02:37: real estate problem by their very nature,  
00:02:37 --> 00:02:40: they're usually pretty complicated problems,  
00:02:40 --> 00:02:43: or that we wouldn't be invited in the program typically  
00:02:43 --> 00:02:43: works this way.  
00:02:43 --> 00:02:45: Usually we're in person. Unfortunately,  
00:02:45 --> 00:02:47: we're not here, which we greatly regret.  
00:02:47 --> 00:02:50: We would much rather be in Charlotte than in the  
00:02:50 --> 00:02:51: places we're sitting right now.  
00:02:51 --> 00:02:56: I guarantee you. But usually this process takes 5 days  
00:02:56 --> 00:03:00: and it involves talking to as many people as we  
00:03:00 --> 00:03:00: can.  
00:03:00 --> 00:03:04: Who are stakeholders and then taking that information in the  
00:03:04 --> 00:03:07: information provided to us by the sponsor and other research  
00:03:07 --> 00:03:10: system by ULI staffing ourselves and assimilating that into a  
00:03:10 --> 00:03:13: series of observations and recommendations,  
00:03:13 --> 00:03:15: we've done virtually all of that work.  
00:03:15 --> 00:03:19: In this case virtually, and we've done it in the

00:03:19 --> 00:03:21: space of two days so.  
00:03:21 --> 00:03:24: It's not enough time to be quite honest with you.  
00:03:24 --> 00:03:26: We've done the best we can and we stand behind  
00:03:26 --> 00:03:28: our recommendations.  
00:03:28 --> 00:03:30: We hope that they are helpful to you.  
00:03:30 --> 00:03:31: Let's go to the next slide,  
00:03:31 --> 00:03:34: Georgia. I want to thank the sponsors who've been very  
00:03:35 --> 00:03:39: generous with their time with information forensic Queens  
Park in  
00:03:39 --> 00:03:40: particular.  
00:03:40 --> 00:03:44: Who are the sponsors, along with the JPD Foundation JPB  
00:03:45 --> 00:03:45: Foundation,  
00:03:45 --> 00:03:48: which through you all I has provided significant funding for  
00:03:49 --> 00:03:49: this process.  
00:03:49 --> 00:03:53: This particular process next and then finally we want to  
00:03:53 --> 00:03:56: thank all of the stakeholders who agreed to talk with  
00:03:56 --> 00:03:58: us and spend some time with us and offer us  
00:03:58 --> 00:04:01: their insights. We can't do this without talking to the  
00:04:01 --> 00:04:03: people who actually know what's going on.  
00:04:03 --> 00:04:06: On the ground are willing to share the their observations  
00:04:06 --> 00:04:10: and their frank opinions with us and everyone that we  
00:04:10 --> 00:04:13: spoke to was very generous with their time with their  
00:04:13 --> 00:04:14: observations. So we thank them.  
00:04:17 --> 00:04:21: And I want to just show you who the panelists  
00:04:21 --> 00:04:21: are.  
00:04:21 --> 00:04:24: There are things I'm not going to go through.  
00:04:24 --> 00:04:26: The list of them, each one of them will introduce  
00:04:26 --> 00:04:27: themselves in turn.  
00:04:27 --> 00:04:30: And with that I remind the panelists to please introduce  
00:04:30 --> 00:04:31: yourselves in turn.  
00:04:31 --> 00:04:34: The panelists, as you will observe here,  
00:04:34 --> 00:04:39: are come from various places in the United States and  
00:04:39 --> 00:04:41: that is by design,  
00:04:41 --> 00:04:42: that they come from different places,  
00:04:42 --> 00:04:45: and also that they are not from Charlotte,  
00:04:45 --> 00:04:47: because they are not from Charlotte.  
00:04:47 --> 00:04:49: They have no skin in this game whatsoever.  
00:04:49 --> 00:04:52: Our only goal here is to provide you with our  
00:04:52 --> 00:04:52: best,  
00:04:52 --> 00:04:57: our best impartial advice about the questions that you've  
asked  
00:04:58 --> 00:04:58: us.

00:04:58 --> 00:05:00: Another thing that I I want you to know about  
00:05:00 --> 00:05:03: the panelists said they have been chosen because they have  
00:05:03 --> 00:05:07: specific expertise in the areas that pertain to this problem  
00:05:07 --> 00:05:09: and they are experts in their field,  
00:05:09 --> 00:05:11: which is why they were chosen.  
00:05:11 --> 00:05:15: Uhm? Finally, all of us are volunteers.  
00:05:15 --> 00:05:16: We don't work for you alive.  
00:05:16 --> 00:05:19: We all run our own companies or work for a  
00:05:19 --> 00:05:21: private or nonprofit companies,  
00:05:21 --> 00:05:24: and we're not being paid to do this,  
00:05:24 --> 00:05:26: so this is our way of giving back to the  
00:05:26 --> 00:05:28: land use industry into the real estate community and the  
00:05:28 --> 00:05:30: community at large and we're happy to do it.  
00:05:30 --> 00:05:33: We're very happy to be able to provide some service  
00:05:33 --> 00:05:33: here,  
00:05:33 --> 00:05:36: and we thank you for inviting us to participate in  
00:05:36 --> 00:05:37: this next slide,  
00:05:37 --> 00:05:41: please. So I'm pretty quick going to hand this over  
00:05:41 --> 00:05:43: to the panelists here.  
00:05:43 --> 00:05:45: We're going to do the actual meet of the talking  
00:05:45 --> 00:05:45: here,  
00:05:45 --> 00:05:48: but I wanted to just give you a couple of  
00:05:48 --> 00:05:51: pieces of set up here in the more than 30  
00:05:51 --> 00:05:54: interviews we did with stakeholders,  
00:05:54 --> 00:05:56: we heard lots of things,  
00:05:56 --> 00:05:59: and while we have promised you that we're not going  
00:05:59 --> 00:06:00: to repeat those verbatim,  
00:06:00 --> 00:06:03: somethings rose to the surface for us.  
00:06:03 --> 00:06:05: The first one that we heard from many,  
00:06:05 --> 00:06:07: many people about the idea of Queens Park as it  
00:06:07 --> 00:06:09: has been presented by the forensic.  
00:06:09 --> 00:06:12: Beach Park is it's a good idea,  
00:06:12 --> 00:06:17: but we've heard lots of butts and the primary,  
00:06:17 --> 00:06:21: but we heard I would encapsulate in this.  
00:06:21 --> 00:06:23: It's not just about the park and you're going to  
00:06:23 --> 00:06:26: hear more about that from the panelist as we go  
00:06:26 --> 00:06:26: along.  
00:06:26 --> 00:06:29: In particular, we've heard that it's about mobility.  
00:06:29 --> 00:06:34: Both social mobility and physical mobility in terms of  
00:06:34 --> 00:06:38: transportation,  
00:06:34 --> 00:06:38: it's about affordability, resilience and sustainability,  
00:06:38 --> 00:06:40: and I think we all know that.

00:06:40 --> 00:06:42: Parks can't solve all of those problems,  
00:06:42 --> 00:06:44: but they certainly are an important component.  
00:06:44 --> 00:06:47: When you were doing city building.  
00:06:47 --> 00:06:50: We've heard from a lot of people that the approach  
00:06:50 --> 00:06:53: that's been taken so far in promulgating this idea is  
00:06:53 --> 00:06:54: not hitting home.  
00:06:54 --> 00:06:58: Where it matters. We've heard some hard what we perceive  
00:06:58 --> 00:07:00: to be some fairly hard truth,  
00:07:00 --> 00:07:03: given the questions that we've been asked.  
00:07:03 --> 00:07:07: Katz is not moving. Come and you're going to hear  
00:07:07 --> 00:07:10: our panelists talk about ways to respond to that.  
00:07:10 --> 00:07:12: Norfolk Southern camping negotiated with,  
00:07:12 --> 00:07:15: but I think we all realize that it's going to  
00:07:15 --> 00:07:15: be a long haul.  
00:07:15 --> 00:07:18: It can be done, but you're planning for how you  
00:07:18 --> 00:07:19: approach this,  
00:07:19 --> 00:07:22: but short term, medium term and long term is 3  
00:07:22 --> 00:07:25: but need to account for the fact that it's going  
00:07:25 --> 00:07:29: to take a long time to make that ultimate vision  
00:07:29 --> 00:07:31: happen. We've heard that the North End can learn from  
00:07:31 --> 00:07:32: the South end experience.  
00:07:32 --> 00:07:35: South End took everybody in Charlotte by surprise,  
00:07:35 --> 00:07:39: apparently, and there was some planning that didn't get done  
00:07:39 --> 00:07:42: before the development exploded along the rail line there,  
00:07:42 --> 00:07:45: and there's an opportunity in the North End that everyone  
00:07:45 --> 00:07:47: acknowledged to learn from the lessons of the South,  
00:07:47 --> 00:07:49: and we'll talk more about that.  
00:07:49 --> 00:07:54: We've heard from a number of people that the process  
00:07:54 --> 00:07:57: of pitching Queens Park has become,  
00:07:57 --> 00:08:00: perhaps unintentionally but unnecessarily adversarial,  
00:08:00 --> 00:08:03: and therefore there's some fence mending to be done,  
00:08:03 --> 00:08:08: and some image corrections that can be made that can  
00:08:08 --> 00:08:12: serve to the benefit of the idea of the park  
00:08:12 --> 00:08:16: that bled into the other thing we heard that.  
00:08:16 --> 00:08:18: This is our coinage, not other people.  
00:08:18 --> 00:08:21: But we perceived that in Charlotte,  
00:08:21 --> 00:08:25: there's a way of accomplishing the things that have been  
00:08:25 --> 00:08:30: done over the last several decades in Charlotte that involves  
00:08:30 --> 00:08:35: everyone pitching together in public private partnerships to  
00:08:35 --> 00:08:37: make things  
00:08:35 --> 00:08:37: that have a common good happen.  
00:08:37 --> 00:08:41: And we've heard lots of suggestions about the ways that

00:08:41 --> 00:08:43: that can work here for this.

00:08:43 --> 00:08:45: For this endeavour, let's go to the next slide,

00:08:45 --> 00:08:49: Georgia. So I'm not going to read these,

00:08:49 --> 00:08:51: but I just want to acknowledge that we were asked

00:08:51 --> 00:08:52: specific questions.

00:08:52 --> 00:08:56: We have repeatedly warned our sponsors that we will encapsulate

00:08:56 --> 00:09:00: it in this presentation and the materials that will follow

00:09:00 --> 00:09:03: this presentation later on in narrative form.

00:09:03 --> 00:09:05: We will answer. These questions were addressed.

00:09:05 --> 00:09:08: Each one of these questions and you will hear those

00:09:08 --> 00:09:12: embedded in the various places in the presentation.

00:09:12 --> 00:09:16: There are three basic issues here that we were asked

00:09:16 --> 00:09:16: to address.

00:09:16 --> 00:09:21: Figuring out how to gain formal adoption of this idea,

00:09:21 --> 00:09:23: and as part of that part and parcel of that

00:09:23 --> 00:09:25: trying to figure out a way to deal with the

00:09:25 --> 00:09:29: cast facility expansion presence of the cast facilities expansion.

00:09:29 --> 00:09:31: Figuring out a way to deal with the rail yards

00:09:31 --> 00:09:35: in to collaborate with Norfolk Southern to the greatest extent

00:09:35 --> 00:09:38: possible to try to achieve the goals and then how

00:09:38 --> 00:09:40: to build support for incremental growth of space in the

00:09:40 --> 00:09:40: North End.

00:09:40 --> 00:09:44: Principally thinking. About trying to do some starter parts in

00:09:44 --> 00:09:45: various locations,

00:09:45 --> 00:09:48: let's go to the next slide.

00:09:48 --> 00:09:51: Here's what you're going to hear in terms of the

00:09:51 --> 00:09:53: structure or presentation today.

00:09:53 --> 00:09:58: The overriding theme that we're going to talk about today

00:09:58 --> 00:10:02: is encouraging the proponents of the park to adopt A

00:10:02 --> 00:10:06: new and more comprehensive perspective about the issue.

00:10:06 --> 00:10:09: We're going to talk to you about that in terms

00:10:09 --> 00:10:13: of partnerships and leadership about the place itself and what

00:10:13 --> 00:10:14: it wants to be about.

00:10:14 --> 00:10:16: The timing for how you do these things,

00:10:16 --> 00:10:20: and about funding and finance opportunities.

00:10:20 --> 00:10:22: Carlton is going to wrap up with a series of

00:10:23 --> 00:10:25: takeaways and then we'll have a Q&A session.

00:10:25 --> 00:10:27: At the end. So with that I am going to

00:10:27 --> 00:10:29: turn it over to Jenny,

00:10:29 --> 00:10:32: who is going to talk with you about partnerships and

00:10:32 --> 00:10:33: leadership.

00:10:33 --> 00:10:33: Thank

00:10:33 --> 00:10:36: you Alan. Good morning everyone.

00:10:36 --> 00:10:37: It's really my pleasure to be here.

00:10:37 --> 00:10:40: I run a public private partnership in Fort Lauderdale,

00:10:40 --> 00:10:43: FL. We focus on investment,

00:10:43 --> 00:10:47: growth and consistent improvement in our downtown urban core and

00:10:47 --> 00:10:50: my background largely spans in the public sector.

00:10:50 --> 00:10:53: I worked for the municipal government here for over 16

00:10:53 --> 00:10:54: years,

00:10:54 --> 00:10:57: so I bring to the table and understanding of the

00:10:58 --> 00:10:58: politics,

00:10:58 --> 00:11:03: the Community engagement and really developing relationships too.

00:11:03 --> 00:11:07: Advance very important initiatives such as this.

00:11:07 --> 00:11:11: Next slide. So first and foremost,

00:11:11 --> 00:11:14: we wouldn't be here speaking with you all without the

00:11:14 --> 00:11:18: hard work and effort from friends of Queens Park and

00:11:18 --> 00:11:21: we really wanted to take time to credit the group

00:11:21 --> 00:11:22: that has spent. You know,

00:11:23 --> 00:11:25: if not years almost a decade,

00:11:25 --> 00:11:29: envisioning this Queens Park effort and really big ideas are

00:11:29 --> 00:11:31: often born in this manner.

00:11:31 --> 00:11:35: You have inspired others. We believe you've set the pathway

00:11:35 --> 00:11:39: for momentum and you've served as an instigator to really.

00:11:39 --> 00:11:42: Set an opportunity to focus on the larger area of

00:11:42 --> 00:11:43: North End,

00:11:43 --> 00:11:47: so kudos in that regard and you know the the

00:11:47 --> 00:11:51: work that you've done certainly sets the stage.

00:11:51 --> 00:11:54: With that being said, we recognize that you know a

00:11:55 --> 00:12:00: larger planning effort that really addresses Charlotte's growth strategy for

00:12:00 --> 00:12:01: the North End.

00:12:01 --> 00:12:05: That would involve all parties working together on a holistic

00:12:05 --> 00:12:09: plan is what's needed to really kick off this process,

00:12:09 --> 00:12:12: and part of that, as Alan just mentioned,

00:12:12 --> 00:12:15: is understanding some of these critical obstacles.

00:12:15 --> 00:12:19: The opportunities and also the needs and desires of each

00:12:19 --> 00:12:21: party before we kick off that.

00:12:21 --> 00:12:25: Planning process, so as we talk about partnerships and

00:12:25 --> 00:12:29: leaderships

00:12:25 --> 00:12:29: for this effort to build a new collective vision for

00:12:29 --> 00:12:29: the North End,  
00:12:29 --> 00:12:34: part of this includes redefining and expanding the group of  
00:12:34 --> 00:12:37: partners to focus on this larger vision.  
00:12:37 --> 00:12:42: Next slide, please. In Charlotte,  
00:12:42 --> 00:12:46: you have a series of many wonderful prior planning efforts  
00:12:47 --> 00:12:50: that have already set the stage for for the vision  
00:12:50 --> 00:12:51: of larger,  
00:12:51 --> 00:12:54: greater Charlotte, as well as parts of the North End  
00:12:54 --> 00:12:58: and and these planning efforts have already engaged the  
public  
00:12:58 --> 00:12:59: in meaningful ways.  
00:12:59 --> 00:13:02: So while looking specifically at North End,  
00:13:02 --> 00:13:07: there's several overlapping guiding principles from the  
comprehensive plan,  
00:13:07 --> 00:13:11: the county's Parks and Recreation master plan and center  
cities.  
00:13:11 --> 00:13:15: 2040 vision that really allow us to address broader,  
00:13:15 --> 00:13:20: relevant issues specific to the North End housing access for  
00:13:20 --> 00:13:23: all safe and resilient public spaces.  
00:13:23 --> 00:13:27: Equitable mobility and diversity. Equity and inclusion.  
00:13:27 --> 00:13:35: Next prior to kicking off a zoomed out focus study  
00:13:35 --> 00:13:37: for the North End.  
00:13:37 --> 00:13:40: We feel that it's important to really recognize,  
00:13:40 --> 00:13:44: acknowledge, and understand each partner's unique role.  
00:13:44 --> 00:13:46: What they bring to the table,  
00:13:46 --> 00:13:49: also, what their needs and goals are.  
00:13:49 --> 00:13:52: When this is factored into the planning process,  
00:13:52 --> 00:13:56: there's there sets up an opportunity for decision making by  
00:13:56 --> 00:14:00: all partners that creates an environment for broad  
participation,  
00:14:00 --> 00:14:04: and this is particularly true for the Community members,  
00:14:04 --> 00:14:08: particularly who live in and under in underserved areas.  
00:14:08 --> 00:14:11: That may have not shared in decision making along the  
00:14:11 --> 00:14:13: course of these processes.  
00:14:13 --> 00:14:18: Next so as we talk about kicking off the effort  
00:14:18 --> 00:14:22: with a larger vision plan for the North End.  
00:14:22 --> 00:14:27: We're essentially looking at a new structure for a taskforce  
00:14:27 --> 00:14:29: oriented framework.  
00:14:29 --> 00:14:34: We believe fundamentally, the public sector should be  
responsible and  
00:14:34 --> 00:14:39: in charge of leading the planning effort as they've done  
00:14:39 --> 00:14:40: with other projects,  
00:14:40 --> 00:14:43: and this could be a joint collaboration between the city



00:14:43 --> 00:14:44: and the county.

00:14:44 --> 00:14:48: In our research, we've seen that appear to be successful

00:14:48 --> 00:14:51: with other area plans with that really.

00:14:51 --> 00:14:56: Understanding who the Champions are from the elected official levels,

00:14:56 --> 00:15:00: we had the pleasure to interview several elected officials and

00:15:01 --> 00:15:05: having champions at that level really helps drive progress in

00:15:05 --> 00:15:07: momentum on these larger projects.

00:15:07 --> 00:15:12: Also, the executive administration at the public sector level.

00:15:12 --> 00:15:16: Being a county or city organization that has several different

00:15:16 --> 00:15:16: departments,

00:15:16 --> 00:15:22: sometimes competing needs resources or even goals,

00:15:22 --> 00:15:25: it's important to have leaders that run these type of

00:15:25 --> 00:15:30: planning efforts that can manage a variety of stakeholders within

00:15:30 --> 00:15:31: their organizations.

00:15:31 --> 00:15:32: The second part to this,

00:15:32 --> 00:15:35: and again, Alan briefly touched on it.

00:15:35 --> 00:15:41: Charlotte has benefited over decades from very visible private sector

00:15:41 --> 00:15:42: leaders,

00:15:42 --> 00:15:46: often times at the CEO levels who don't necessarily have

00:15:46 --> 00:15:47: direct skin in the game.

00:15:47 --> 00:15:50: When it comes to these type of planning efforts or

00:15:50 --> 00:15:52: advancing big initiatives,

00:15:52 --> 00:15:56: but carry the water to help pull the Community forward

00:15:56 --> 00:15:58: to implement these type of projects.

00:15:58 --> 00:16:02: Also, as part of the private sector taskforce,

00:16:02 --> 00:16:07: recognizing that cats and North Fork Southern have.

00:16:07 --> 00:16:09: By and that may be needed,

00:16:09 --> 00:16:11: but also decision making along the way,

00:16:11 --> 00:16:16: and finally the Community and Community engagement is really the

00:16:16 --> 00:16:19: foundation of establishing this planning vision,

00:16:19 --> 00:16:21: not just inviting folks to participate,

00:16:21 --> 00:16:25: but giving them a seat at the table during the

00:16:25 --> 00:16:26: decision making process.

00:16:26 --> 00:16:31: And next slide. And we feel strongly that by kicking

00:16:32 --> 00:16:34: off this very holistic,

00:16:34 --> 00:16:39: inclusive and comprehensive planning process with a series of successful

00:16:39 --> 00:16:41: partnerships in a taskforce format,

00:16:41 --> 00:16:46: it actually sets the stage for beneficial public private

partnerships  
00:16:46 --> 00:16:50: that can come together to implement elements of this North  
00:16:50 --> 00:16:51: End plan.  
00:16:51 --> 00:16:55: Projects like housing Park implementation,  
00:16:55 --> 00:16:59: capital improvements and utility and infrastructure  
advancements.  
00:16:59 --> 00:17:02: And ULI. Has outlined a series of principles that help  
00:17:02 --> 00:17:06: set a road map for successful public private partnerships that  
00:17:06 --> 00:17:09: will be very beneficial for the North End in years  
00:17:09 --> 00:17:13: to come. So now I'm going to turn it over  
00:17:13 --> 00:17:15: to Claudia and Nate,  
00:17:15 --> 00:17:17: who will talk about place.  
00:17:19 --> 00:17:19: Good  
00:17:19 --> 00:17:21: morning, my name is Gabriela.  
00:17:21 --> 00:17:23: Can you Mark Clark? I am my partner,  
00:17:23 --> 00:17:27: woodland design and I actually sit here in our office  
00:17:27 --> 00:17:28: and Alexander,  
00:17:28 --> 00:17:31: Virginia even though we have offices all over the country,  
00:17:31 --> 00:17:33: I've been in practice as a landscape architect,  
00:17:33 --> 00:17:36: urban designer for 23 years,  
00:17:36 --> 00:17:39: mostly in urban environments like this and I also serve  
00:17:39 --> 00:17:44: in the Executive Board for the Alexander Economic  
Development Partnership.  
00:17:44 --> 00:17:48: So it does give me as a practitioner of design  
00:17:48 --> 00:17:49: gives me a sort of.  
00:17:49 --> 00:17:53: Different point of view when talking about issues that pertain  
00:17:53 --> 00:17:55: to city growth and economic development.  
00:17:55 --> 00:17:58: Next please, I'm very happy to be here by the  
00:17:58 --> 00:17:58: way,  
00:17:58 --> 00:18:02: and this has been an incredibly enriching conversation with  
the  
00:18:02 --> 00:18:04: stakeholders and with my Co panelists.  
00:18:04 --> 00:18:09: As Alan said, the tone earlier in some of the.  
00:18:09 --> 00:18:13: Information and feedback that we heard is this notion that  
00:18:13 --> 00:18:15: the park is fabulous.  
00:18:15 --> 00:18:18: You know who doesn't want to see a park versus  
00:18:18 --> 00:18:19: just semi,  
00:18:19 --> 00:18:21: you know, attractive. You know.  
00:18:21 --> 00:18:24: Trying to access spam, you know a fair amount of  
00:18:24 --> 00:18:24: space.  
00:18:24 --> 00:18:27: We know other amenity. It's a.  
00:18:27 --> 00:18:30: It's a very quick reaction like right perks are fabulous.  
00:18:30 --> 00:18:33: But it's like the issue or or this concern that

00:18:33 --> 00:18:34: we heard about.

00:18:34 --> 00:18:36: Perhaps we need to zoom out,

00:18:36 --> 00:18:38: need to zoom out and look at that park in

00:18:38 --> 00:18:39: the context of the North End.

00:18:39 --> 00:18:43: And make sure that whatever is proposed as the park

00:18:43 --> 00:18:44: or parks,

00:18:44 --> 00:18:47: it actually serves the needs of the community in the

00:18:47 --> 00:18:49: future as it grows next please.

00:18:49 --> 00:18:51: So that's the point that we've taken in this journey.

00:18:51 --> 00:18:52: In the last couple of days,

00:18:52 --> 00:18:55: one is examining the location in the scale of the

00:18:55 --> 00:18:57: space and start to ask ourselves,

00:18:57 --> 00:19:01: is 1 Park consolidated what it with the spaces?

00:19:01 --> 00:19:04: So we felt like a a more of a Bible

00:19:04 --> 00:19:08: study that examines that projected growth in this area for

00:19:08 --> 00:19:09: population for growth,

00:19:09 --> 00:19:13: for jobs, and those are going to be the drivers

00:19:13 --> 00:19:16: of what people will need in this in this area

00:19:16 --> 00:19:17: of town.

00:19:17 --> 00:19:19: As part of that, we feel like the the county

00:19:19 --> 00:19:23: Parks and Recreation Department will have their fingers on the

00:19:23 --> 00:19:26: pulse as far as those needs for amenities,

00:19:26 --> 00:19:29: open space, park space programming,

00:19:29 --> 00:19:32: etc. So I think they need.

00:19:32 --> 00:19:33: We believe that there should be a.

00:19:33 --> 00:19:37: It's an invaluable partner as far as representative in the

00:19:37 --> 00:19:38: task force.

00:19:38 --> 00:19:41: In another piece that we came up with,

00:19:41 --> 00:19:46: is the. Bring a progressive urban design thinking into your

00:19:47 --> 00:19:50: explorations and what do we mean by that?

00:19:50 --> 00:19:53: There are new examples out there in the marketplace,

00:19:53 --> 00:19:58: different cities, they have done tremendous work to incorporate rail

00:19:59 --> 00:19:59: facilities.

00:19:59 --> 00:20:03: Into urban design solutions to to have a better integration

00:20:03 --> 00:20:06: and not necessarily eyesores or or just places that we

00:20:07 --> 00:20:09: want to just fence off it could become part of

00:20:09 --> 00:20:13: place. Making people like train watching and and I'm I'm

00:20:13 --> 00:20:17: I'm trying to make quick examples because there are they

00:20:17 --> 00:20:17: cannot be.

00:20:17 --> 00:20:19: Ignore so it's all incremental.

00:20:19 --> 00:20:24: You know interest, amenity activation,  
00:20:24 --> 00:20:27: integration. Those are the kind of the things we seek  
00:20:27 --> 00:20:32: when incorporating facility facility facilities like this part me on  
00:20:32 --> 00:20:34: to master planning next please.  
00:20:37 --> 00:20:40: For that matter, then, when you get into the the  
00:20:40 --> 00:20:43: the city building aspect that Alan also mentioned previously,  
00:20:43 --> 00:20:46: how do we fit a park?  
00:20:46 --> 00:20:49: A series of parks within the city in in the  
00:20:49 --> 00:20:51: city or county goals for this?  
00:20:51 --> 00:20:56: This area of town? And Jenny just touched on it.  
00:20:56 --> 00:20:57: There's gotta be consensus, you know,  
00:20:57 --> 00:20:59: between the public and the private sector.  
00:20:59 --> 00:21:01: For this. And bringing the public officials and the P  
00:21:02 --> 00:21:04: and the people that can champion this costs.  
00:21:04 --> 00:21:08: In this project a part of the dialogue.  
00:21:08 --> 00:21:11: And that can have a multi prong sort of serving  
00:21:11 --> 00:21:11: purpose,  
00:21:11 --> 00:21:15: one establishing the needs for for for this park.  
00:21:15 --> 00:21:16: And is it a neighborhood park?  
00:21:16 --> 00:21:18: Is at a City Park or is it both?  
00:21:18 --> 00:21:21: We'd like to think as designers that the parks can  
00:21:21 --> 00:21:23: serve both and can you know,  
00:21:23 --> 00:21:27: have flexibility in the integrated into the design to serve  
00:21:27 --> 00:21:29: the needs of the day today versus special events and  
00:21:30 --> 00:21:32: then the other piece is establishing realistic goals.  
00:21:32 --> 00:21:33: You know what it is,  
00:21:33 --> 00:21:37: you know from our previous slide projection of population  
growth,  
00:21:37 --> 00:21:38: job growth in this area.  
00:21:38 --> 00:21:42: Then can help us establish the goals of what the  
00:21:42 --> 00:21:45: part can be to serve those individuals in the current  
00:21:45 --> 00:21:46: and in the future.  
00:21:46 --> 00:21:48: And then really think about this.  
00:21:48 --> 00:21:54: This this space being a piece of a larger puzzle,  
00:21:54 --> 00:21:57: where again what was mentioned before as a part of  
00:21:57 --> 00:21:59: an urban design master plan,  
00:21:59 --> 00:22:00: you know, bring connectivity, mobility,  
00:22:00 --> 00:22:03: housing. We heard from our stakeholders interviews that it  
would  
00:22:03 --> 00:22:04: be great to have a part,  
00:22:04 --> 00:22:06: but we still need to be able to cross,  
00:22:06 --> 00:22:08: you know, from north, from east to West and it  
00:22:08 --> 00:22:09: wouldn't be wonderful.

00:22:09 --> 00:22:12: And some of these initiatives can still help us with  
00:22:12 --> 00:22:15: that sort of physical planning of the space and your  
00:22:15 --> 00:22:17: master plan already talked.  
00:22:17 --> 00:22:19: Touches on some of those already.  
00:22:19 --> 00:22:22: The next one please. I'm going to hand it over  
00:22:22 --> 00:22:25: to Nate who's going to talk about how the lessons  
00:22:25 --> 00:22:28: from the South end can can be put into place  
00:22:28 --> 00:22:30: when planning for the North End mate.  
00:22:31 --> 00:22:34: Thanks Gabriela. Hi everybody, I'm Nate Hummel.  
00:22:34 --> 00:22:37: I am the director of Planning and design for a  
00:22:37 --> 00:22:38: progressive urbanism,  
00:22:38 --> 00:22:43: Special services district in West Philadelphia called  
University City District.  
00:22:43 --> 00:22:46: We replace making in workforce development organization.  
00:22:46 --> 00:22:49: So a lot of these questions and issues that we've  
00:22:49 --> 00:22:52: heard from various stakeholders are things I deal with daily.  
00:22:52 --> 00:22:55: I work in transit with transit agencies to add public  
00:22:55 --> 00:22:57: spaces to train stations,  
00:22:57 --> 00:22:59: and I want to share some of these lessons learned  
00:22:59 --> 00:23:01: for how we've been able to achieve these things in  
00:23:01 --> 00:23:02: West Philadelphia.  
00:23:02 --> 00:23:05: By taking small approaches and and sort of different  
strategies  
00:23:05 --> 00:23:06: towards maintenance,  
00:23:06 --> 00:23:08: so some of the things we heard from a lot  
00:23:08 --> 00:23:12: of different groups were things are going to change in  
00:23:12 --> 00:23:13: the North End.  
00:23:13 --> 00:23:16: Well that's because that lynx blue line is that catalyst  
00:23:16 --> 00:23:20: it it's there it is going to make things change.  
00:23:20 --> 00:23:23: Density is going to greatly change in this area.  
00:23:23 --> 00:23:26: Neighborhood character is going to greatly change in this  
area  
00:23:26 --> 00:23:29: and when we were talking to elected especially,  
00:23:29 --> 00:23:32: they kept saying we cannot repeat what happened.  
00:23:32 --> 00:23:35: On the South end, we can't have this.  
00:23:35 --> 00:23:38: Go fast and break things approached this sort of tech  
00:23:38 --> 00:23:38: idea.  
00:23:38 --> 00:23:41: It's we have to be more intentional.  
00:23:41 --> 00:23:43: We have to think about how we want these things  
00:23:43 --> 00:23:43: to flow,  
00:23:43 --> 00:23:44: how we want this to be,  
00:23:44 --> 00:23:47: a city neighborhood, and I think that's important though at

00:23:47 --> 00:23:49: the county parks and it's city.  
00:23:49 --> 00:23:51: This is a city. This is city building.  
00:23:51 --> 00:23:53: This is how we do it and so adding more  
00:23:53 --> 00:23:53: open space,  
00:23:53 --> 00:23:56: there's opportunities to do all kinds of open space in  
00:23:56 --> 00:23:56: this,  
00:23:56 --> 00:23:59: which is a direct counter to what happened in the  
00:23:59 --> 00:23:59: South.  
00:23:59 --> 00:24:02: Affordability is an issue. That's something that needs to be  
00:24:02 --> 00:24:04: very thoroughly considered for this area.  
00:24:04 --> 00:24:07: With a history of. Redlining as Miss area,  
00:24:07 --> 00:24:10: there's a lot of disinvestment that really needs to be  
00:24:10 --> 00:24:15: corrected and addressed and so through affordability and  
through equity.  
00:24:15 --> 00:24:17: You'd start to see things bigger it,  
00:24:17 --> 00:24:19: yes, this might seem like a gigantic area for a  
00:24:20 --> 00:24:20: park,  
00:24:20 --> 00:24:21: but we're talking about zooming out.  
00:24:21 --> 00:24:24: You see even more. You see these systems in place.  
00:24:24 --> 00:24:26: You see these connections to other things,  
00:24:26 --> 00:24:28: how it can change, and so the whole idea of  
00:24:28 --> 00:24:32: equitable planning really sets the tone for multiple buyins for  
00:24:32 --> 00:24:35: lots of different people to come in from other angles.  
00:24:35 --> 00:24:37: Because I like this aspect of it,  
00:24:37 --> 00:24:40: I like that aspect of it when you're thinking about  
00:24:40 --> 00:24:42: the general public good for everyone,  
00:24:42 --> 00:24:45: it really enhances the overall project and makes it more.  
00:24:45 --> 00:24:48: Of that Citicorp that I think everybody wants it to  
00:24:48 --> 00:24:48: be,  
00:24:48 --> 00:24:53: next slide. And so waste of doing this.  
00:24:53 --> 00:24:55: Of course you have that massive big idea,  
00:24:55 --> 00:24:57: but how do you chip away at that?  
00:24:57 --> 00:24:59: How do you start to do things?  
00:24:59 --> 00:25:00: How do you build trust?  
00:25:00 --> 00:25:04: How do you do things like get transit agencies to  
00:25:04 --> 00:25:05: trust you funders,  
00:25:05 --> 00:25:08: the public city officials elected?  
00:25:08 --> 00:25:11: You have to pave the way really for this bigger  
00:25:11 --> 00:25:12: vision with your ideas.  
00:25:12 --> 00:25:13: How can you do things?  
00:25:13 --> 00:25:15: How can you build this trust?  
00:25:15 --> 00:25:18: How can you build buzz and get excitement?

00:25:18 --> 00:25:20: Well, there's an organization out in New York called the  
00:25:20 --> 00:25:21: Project for Public space.  
00:25:21 --> 00:25:23: They have this method that is just wonderful as a  
00:25:23 --> 00:25:25: way to start things up.  
00:25:25 --> 00:25:27: And this is exactly what we've done with Amtrak and  
00:25:27 --> 00:25:30: with our regional transit agency in Philadelphia called  
SEPTA.  
00:25:30 --> 00:25:33: It's lighter, quicker, cheaper projects.  
00:25:33 --> 00:25:35: Another way of looking at this as perfect as the  
00:25:35 --> 00:25:35: enemy have done.  
00:25:35 --> 00:25:37: Don't wait for that perfect project,  
00:25:37 --> 00:25:40: the perfect site. The perfectness that perfect that do  
something.  
00:25:40 --> 00:25:43: Build some energy. Get people excited about it so you  
00:25:43 --> 00:25:45: can take these things and this isn't a do a  
00:25:45 --> 00:25:47: do it yourself kind of project where you might hear  
00:25:47 --> 00:25:49: it like yarn. Bombing or something.  
00:25:49 --> 00:25:50: That's not what I mean by lighter,  
00:25:50 --> 00:25:53: quicker, cheaper. We meet our strategic locations where  
you're adding  
00:25:53 --> 00:25:54: a public space.  
00:25:54 --> 00:25:56: Maybe it's tables, chairs, and umbrellas.  
00:25:56 --> 00:25:59: It's not a \$5 million option,  
00:25:59 --> 00:26:02: it's something that you're trying and so you can fail  
00:26:02 --> 00:26:04: small if you fail at \$50,000,  
00:26:04 --> 00:26:05: you're not run out of town.  
00:26:05 --> 00:26:06: You fail at \$5 million.  
00:26:06 --> 00:26:08: People want you to find a new place to live.  
00:26:08 --> 00:26:11: This is a big difference and you have to experiment.  
00:26:11 --> 00:26:12: You have to try these things.  
00:26:12 --> 00:26:14: You have to be willing to fail,  
00:26:14 --> 00:26:18: you get public feedback. There's this methodology of tactical.  
00:26:18 --> 00:26:20: Urbanism, sorry for all the jargon,  
00:26:20 --> 00:26:23: but what one thing you can do is this thing  
00:26:23 --> 00:26:25: called a rendering in real time.  
00:26:25 --> 00:26:29: So everybody knows that church basement renderings  
hanging on a  
00:26:29 --> 00:26:29: wall,  
00:26:29 --> 00:26:31: and those people six people show up and they give  
00:26:31 --> 00:26:32: you their comments.  
00:26:32 --> 00:26:35: But when you do something like put a bunch of  
00:26:35 --> 00:26:36: hay bails out in the street.  
00:26:36 --> 00:26:38: And you say this is what the new turning rate

00:26:38 --> 00:26:38: is going to be.

00:26:38 --> 00:26:40: This is where this new public space in the street

00:26:40 --> 00:26:42: going to be that surrendering in real time that might

00:26:43 --> 00:26:45: have cost \$50 to put those hay bales out there.

00:26:45 --> 00:26:46: But you talked with the city traffic engineers.

00:26:46 --> 00:26:48: You know that turning radius you know it kind of

00:26:48 --> 00:26:48: works.

00:26:48 --> 00:26:51: That's a way of prototyping these ideas.

00:26:51 --> 00:26:55: And when you have things that are already working.

00:26:55 --> 00:26:56: Focus on those, so again,

00:26:56 --> 00:27:00: that Blue line is so successful you have a really

00:27:00 --> 00:27:04: trendy and of the moment developer that did Optimist Hall.

00:27:04 --> 00:27:07: That's outstanding. Double down on that stuff when you're

00:27:07 --> 00:27:08: talking

00:27:07 --> 00:27:08: about your starter park,

00:27:08 --> 00:27:09: don't have it all the way on the other end

00:27:10 --> 00:27:10: away from that.

00:27:10 --> 00:27:12: Have it right next to Optimist Hall.

00:27:12 --> 00:27:14: Had it in a place.

00:27:14 --> 00:27:16: That makes people kind of curious.

00:27:16 --> 00:27:18: What is this? Maybe you have signs out there to

00:27:18 --> 00:27:22: say hey coming the future park or increased mobility

00:27:22 --> 00:27:22: enhanced

00:27:22 --> 00:27:22: mobility.

00:27:22 --> 00:27:24: This is the kind of thing focus on what's already

00:27:24 --> 00:27:25: working.

00:27:25 --> 00:27:27: Make people excited. That's how you build that,

00:27:27 --> 00:27:29: because that's how you get people to talk about it.

00:27:29 --> 00:27:31: That's how you get real opinions from people.

00:27:31 --> 00:27:35: So early action items might seem frivolous and wasteful.

00:27:35 --> 00:27:37: They are not. They help you get to know,

00:27:37 --> 00:27:39: especially in your training people how to use a public

00:27:39 --> 00:27:39: space.

00:27:39 --> 00:27:41: 'cause, let's face it, you're going to have to train

00:27:41 --> 00:27:43: a lot of people how to come into this space

00:27:43 --> 00:27:45: that they haven't been coming into forever.

00:27:45 --> 00:27:48: And so you have to do these little projects that

00:27:48 --> 00:27:52: make things exciting and make people want to be their

00:27:52 --> 00:27:53: next slide.

00:27:53 --> 00:27:57: And a big part of what happens in these massive

00:27:57 --> 00:27:59: facilities is OK.

00:27:59 --> 00:28:01: You have one group of people that has this big

00:28:01 --> 00:28:01: idea.



00:28:01 --> 00:28:03: They raise the money they build the thing.  
00:28:03 --> 00:28:06: It's amazing. Then you have to be site stewards for  
00:28:06 --> 00:28:07: the rest of time.  
00:28:07 --> 00:28:10: That is amazing and you have.  
00:28:10 --> 00:28:12: That can be something that sinks a lot of projects.  
00:28:12 --> 00:28:14: Well, what I encourage you to do is what my  
00:28:14 --> 00:28:15: organization did.  
00:28:15 --> 00:28:17: Flip the script on maintenance.  
00:28:17 --> 00:28:20: Don't just think of maintenance as this bottomless pit where  
00:28:20 --> 00:28:23: money disappears and it runs out to the suburbs and  
00:28:23 --> 00:28:26: the money leaves Charlotte and you don't see it.  
00:28:26 --> 00:28:27: It's don't think of it that way.  
00:28:27 --> 00:28:31: How can you make that something you celebrate?  
00:28:31 --> 00:28:33: So we created a social services enterprise as part of  
00:28:34 --> 00:28:35: our workforce development.  
00:28:35 --> 00:28:37: Branch of University City district.  
00:28:37 --> 00:28:38: We call it Green City works.  
00:28:38 --> 00:28:42: It's a full subsidiary of my organization,  
00:28:42 --> 00:28:44: but we train people in the soft skills how to  
00:28:44 --> 00:28:45: basically have a bank account,  
00:28:45 --> 00:28:47: how to be a responsible employee.  
00:28:47 --> 00:28:49: So you choose some most services,  
00:28:49 --> 00:28:52: but also you teacher on this on the job training  
00:28:52 --> 00:28:53: for landscape services.  
00:28:53 --> 00:28:56: These are people that were unemployed for sometimes 53  
00:28:56 --> 00:28:56: weeks  
00:28:56 --> 00:28:56: or more.  
00:28:56 --> 00:28:58: They're all West Philadelphians now.  
00:28:58 --> 00:29:00: They're hired at living wage jobs.  
00:29:00 --> 00:29:01: They start at \$15 an hour.  
00:29:01 --> 00:29:03: They have the same benefits I have,  
00:29:03 --> 00:29:05: and they're maintaining parks in their neighborhood.  
00:29:05 --> 00:29:08: The money they spend stays in the neighborhood.  
00:29:08 --> 00:29:10: It's in a way, a cyclical economy where things are  
00:29:11 --> 00:29:11: staying together.  
00:29:11 --> 00:29:14: You can do that with your maintenance of a facility  
00:29:14 --> 00:29:15: of this size.  
00:29:15 --> 00:29:18: Now there's all kinds of issues with that who are  
00:29:18 --> 00:29:19: going to be the responsible partners?  
00:29:19 --> 00:29:21: Is that the counties of the city?  
00:29:21 --> 00:29:22: Is that a private entity?  
00:29:22 --> 00:29:24: Are their friends groups that conform?

00:29:24 --> 00:29:27: Philadelphia has a huge park system called Fairmount Park.  
00:29:27 --> 00:29:29: They couldn't raise money specifically,  
00:29:29 --> 00:29:32: so there's a separate organization that was formed called the  
00:29:32 --> 00:29:33: Fairmount Park Conservancy.  
00:29:33 --> 00:29:35: They were a group formed basically to raise money.  
00:29:35 --> 00:29:37: For the part so they can spend it on projects,  
00:29:37 --> 00:29:40: there's all kinds of creative examples of how this happens  
00:29:40 --> 00:29:41: in other places,  
00:29:41 --> 00:29:43: and when you're thinking about Charlotte,  
00:29:43 --> 00:29:46: I like using Philadelphia in your 2040 plan,  
00:29:46 --> 00:29:49: going from 900,000 population of 1.2 million.  
00:29:49 --> 00:29:52: Philadelphia is 1.2 million people.  
00:29:52 --> 00:29:54: Are you ready for Charlotte to be the size of  
00:29:54 --> 00:29:54: Philadelphia?  
00:29:54 --> 00:29:57: Think about these kinds of things,  
00:29:57 --> 00:29:58: and when we're talking about all these,  
00:29:58 --> 00:30:00: zooming out all of this stuff,  
00:30:00 --> 00:30:05: this impacts of systems of Rayland and Norfolk Southern and  
00:30:05 --> 00:30:06: local transit.  
00:30:06 --> 00:30:10: Timing really comes into play and it makes you wonder  
00:30:10 --> 00:30:13: what does all this mean for our project?  
00:30:13 --> 00:30:16: How can we do quick strike projects and also have  
00:30:16 --> 00:30:18: this long term discussions with the railroad?  
00:30:18 --> 00:30:20: I can't think of a better person to talk to  
00:30:20 --> 00:30:22: you through these things than Carlton.  
00:30:22 --> 00:30:24: And I am excited to turn it over to him.  
00:30:26 --> 00:30:29: OK, good morning. My name is Carlton Brown and thank  
00:30:29 --> 00:30:31: you Nate for turning this over to me.  
00:30:31 --> 00:30:37: I'm a principal at a direct invest development.  
00:30:37 --> 00:30:41: We are a development company that is worked on for  
00:30:41 --> 00:30:42: the last 25 years,  
00:30:43 --> 00:30:47: sustainable development and disinvested urban  
communities.  
00:30:47 --> 00:30:51: Our focus has been how do you read knit fabric  
00:30:51 --> 00:30:53: of broken communities?  
00:30:53 --> 00:30:57: And that's one of the sort of larger things that  
00:30:57 --> 00:30:59: that we're talking about here.  
00:30:59 --> 00:31:02: Connecting the Carter around trying.  
00:31:02 --> 00:31:06: And gram to the rest of the community across the  
00:31:06 --> 00:31:06: tracks.  
00:31:06 --> 00:31:09: And the question is when does that happen and how  
00:31:09 --> 00:31:10: does that happen?

00:31:10 --> 00:31:14: And it's all about timing next slide.

00:31:14 --> 00:31:18: So when we when we think of this is everything

00:31:18 --> 00:31:21: is going to happen in phases as much as as

00:31:21 --> 00:31:23: we like to see this happen at once.

00:31:23 --> 00:31:27: It's a few things just to remember number one.

00:31:27 --> 00:31:29: The north didn't have the north,

00:31:29 --> 00:31:31: the north didn't happen all at once.

00:31:31 --> 00:31:34: The university was put on the North End and it

00:31:34 --> 00:31:35: started a growth spurt.

00:31:35 --> 00:31:40: There the railroad has come there and it started another

00:31:40 --> 00:31:41: growth spurt.

00:31:41 --> 00:31:45: On the other hand, on that Ryan Graham Carter.

00:31:45 --> 00:31:47: It hasn't benefited from there,

00:31:47 --> 00:31:50: so during this sort of phasing thing we want to

00:31:50 --> 00:31:53: start to think about how do we start to bring

00:31:53 --> 00:31:57: this all together and the first thing we have to

00:31:57 --> 00:31:59: do is in year one,

00:31:59 --> 00:32:01: figure out what the priorities are,

00:32:01 --> 00:32:06: get the leadership together. And realize to move this thing

00:32:06 --> 00:32:08: for it because we got a great idea.

00:32:08 --> 00:32:11: This idea didn't exist. I mean,

00:32:11 --> 00:32:14: it wasn't even the ethos and to the Friends of

00:32:14 --> 00:32:16: Queens Park said.

00:32:16 --> 00:32:18: I've got an idea and they work to get it

00:32:18 --> 00:32:19: out there,

00:32:19 --> 00:32:22: so it's out there and now it's about how do

00:32:22 --> 00:32:26: we get it adopted during this intermediate term years 2010.

00:32:26 --> 00:32:29: That's when we start to plan.

00:32:29 --> 00:32:32: We've got the new partners in we're getting new voices

00:32:32 --> 00:32:35: in and we're going to develop a shared vision that

00:32:36 --> 00:32:39: includes not just the park because of my colleagues have

00:32:39 --> 00:32:42: said the whole North End because what does that do

00:32:42 --> 00:32:45: that brings in more stakeholders?

00:32:45 --> 00:32:46: It makes the city manager.

00:32:46 --> 00:32:49: It makes the mayor. It makes the City Council.

00:32:49 --> 00:32:53: It makes everyone want to focus on this because it's

00:32:53 --> 00:32:55: more stakeholders.

00:32:55 --> 00:32:58: It's can start to do the things on the North

00:32:58 --> 00:33:02: End that they were unsuccessful in doing on the South

00:33:02 --> 00:33:06: end and so working on these interventions is a it's

00:33:06 --> 00:33:09: a public private partnership and you can start looking at

00:33:09 --> 00:33:11: large scale things.

00:33:11 --> 00:33:14: So small scale things. But this is a time when  
00:33:14 --> 00:33:14: they happen.  
00:33:14 --> 00:33:17: Some of them are going to be planned at this  
00:33:17 --> 00:33:17: time.  
00:33:17 --> 00:33:20: But some of them are going to be implemented during  
00:33:20 --> 00:33:20: this time frame.  
00:33:20 --> 00:33:22: There's some things you can sing along time to get  
00:33:23 --> 00:33:23: implemented,  
00:33:23 --> 00:33:26: but there are these other things not only at the  
00:33:26 --> 00:33:30: scale that Nate just talked about those sort of temporary  
00:33:30 --> 00:33:31: interventions,  
00:33:31 --> 00:33:33: but there can be some larger interventions that you can  
00:33:33 --> 00:33:34: make that a more permanent.  
00:33:34 --> 00:33:38: Once you know the temporary things are working and the  
00:33:38 --> 00:33:41: longer term things is the 5 to 25 years,  
00:33:41 --> 00:33:45: these things sort of overlap because there are some things  
00:33:45 --> 00:33:48: that move on railroad time.  
00:33:48 --> 00:33:51: I was living in New York and I was one  
00:33:51 --> 00:33:54: time in Penn Station and I saw the notice on  
00:33:54 --> 00:33:57: the board for the train schedule.  
00:33:57 --> 00:33:59: It was 62 hours late.  
00:33:59 --> 00:34:04: Well, how can a train coming from Chicago be 62  
00:34:04 --> 00:34:05: hours late?  
00:34:05 --> 00:34:09: Well, in developer time 62 hours late is insane because  
00:34:09 --> 00:34:14: for developers we've got a different timeframe for railroads,  
00:34:14 --> 00:34:17: right? I want to buy a piece of land.  
00:34:17 --> 00:34:19: I want to turn the key and I'm finished with  
00:34:19 --> 00:34:19: that.  
00:34:19 --> 00:34:21: Three years later I financed it.  
00:34:21 --> 00:34:24: I built it. Three years is the sort of imaginary  
00:34:24 --> 00:34:26: time frame for a railroad,  
00:34:26 --> 00:34:28: and so that's one of your partners here.  
00:34:28 --> 00:34:30: And so you've got to recognize that.  
00:34:30 --> 00:34:32: And how do you bring him in next line?  
00:34:34 --> 00:34:36: So over this short term thing,  
00:34:36 --> 00:34:40: we're going to be starting to redefine the opportunity  
00:34:40 --> 00:34:44: everyone  
00:34:40 --> 00:34:44: before me has talked about how that opportunity needs to  
00:34:44 --> 00:34:45: be redefined,  
00:34:45 --> 00:34:47: but we haven't told you what the answers are.  
00:34:47 --> 00:34:51: Reason is, we don't know what the answers are in  
00:34:51 --> 00:34:53: redefining that opportunity.

00:34:53 --> 00:34:55: We've talked to you about process.  
00:34:55 --> 00:34:56: How do you get there,  
00:34:56 --> 00:35:00: and the process is that with these new stakeholders in  
00:35:00 --> 00:35:02: their their collective knowledge,  
00:35:02 --> 00:35:05: the things they bring to the table.  
00:35:05 --> 00:35:08: That's gonna really tell you what the opportunity is and  
00:35:08 --> 00:35:09: how it's defined.  
00:35:09 --> 00:35:12: This is going to happen early on because this is  
00:35:12 --> 00:35:12: fun,  
00:35:12 --> 00:35:16: established the direction of the entire project you're going to  
00:35:16 --> 00:35:17: engage with.  
00:35:17 --> 00:35:20: City officials, county officials with cats.  
00:35:20 --> 00:35:23: You're going to recognize what their limitations are.  
00:35:23 --> 00:35:28: You aren't going to move the cats maintenance facility,  
00:35:28 --> 00:35:31: it's been delayed. It was supposed to be the first  
00:35:31 --> 00:35:31: phase.  
00:35:31 --> 00:35:34: They reallocated money. That's not going to happen,  
00:35:34 --> 00:35:36: but what else? So you want them to do and  
00:35:36 --> 00:35:39: I think those are the things you can start to  
00:35:39 --> 00:35:40: talk about in this first phase.  
00:35:40 --> 00:35:42: One of the design implications.  
00:35:42 --> 00:35:45: Do you want them to do now with this new  
00:35:46 --> 00:35:50: facility that has implications for what we hope will be  
00:35:50 --> 00:35:52: a park around that facility,  
00:35:52 --> 00:35:54: right? Those decisions can be made now.  
00:35:54 --> 00:35:57: These are the things that happen during this first phase,  
00:35:57 --> 00:36:01: so you're deconstructing a lot of the ideas that cats  
00:36:01 --> 00:36:02: might have had.  
00:36:02 --> 00:36:05: The Norfolk Southern Matter had the Mecklenburg County  
might have  
00:36:05 --> 00:36:06: had.  
00:36:06 --> 00:36:09: And you're coming up together with a new plan and  
00:36:09 --> 00:36:11: a new vision that is more inclusive.  
00:36:11 --> 00:36:17: Next slide. Intermediate term and again you see these terms  
00:36:17 --> 00:36:19: overlap 2 to 10 years.  
00:36:19 --> 00:36:23: What we're saying is you're gonna define you're going to  
00:36:23 --> 00:36:23: study.  
00:36:23 --> 00:36:26: You're going to design and there should be another word  
00:36:26 --> 00:36:26: there.  
00:36:26 --> 00:36:30: Implement. So in each one of these phases these are  
00:36:30 --> 00:36:32: various things that happen.  
00:36:32 --> 00:36:35: It's not all one thing you're still building on the

00:36:35 --> 00:36:36: lessons from South End,  
00:36:36 --> 00:36:39: you're going to be more inclusive here.  
00:36:39 --> 00:36:43: You're gonna look at how can you integrate affordable housing,  
00:36:43 --> 00:36:46: how cute innovate, mobility, and how can you do.  
00:36:46 --> 00:36:50: Equity is sustainability because that brings in a lot of  
00:36:50 --> 00:36:54: the political support that because those are the priorities of  
00:36:54 --> 00:36:55: the city.  
00:36:55 --> 00:36:58: And so when you see that the part the North  
00:36:58 --> 00:37:01: End or an integrated set of priorities,  
00:37:01 --> 00:37:04: then you can start to get people to buy in  
00:37:04 --> 00:37:07: the one that you have to really understand during this  
00:37:07 --> 00:37:10: time frame is what other things?  
00:37:10 --> 00:37:13: Norfolk southern, and it's really Amtrak,  
00:37:13 --> 00:37:15: Norfolk and Southern Short line railroads.  
00:37:15 --> 00:37:19: What we found out is a lot of railroads involved  
00:37:19 --> 00:37:19: in that,  
00:37:19 --> 00:37:22: and what are they? What are they not gonna do?  
00:37:22 --> 00:37:24: They are not going to do anything that's going to  
00:37:24 --> 00:37:26: increase their costs of operation,  
00:37:26 --> 00:37:28: so the moment you say this,  
00:37:28 --> 00:37:31: something that's going to create your custom operations.  
00:37:31 --> 00:37:34: It's not going to happen the moment you say that  
00:37:34 --> 00:37:36: I'm going to increase your capital costs,  
00:37:36 --> 00:37:38: you're gonna have to pay to do something to make  
00:37:39 --> 00:37:39: this fire.  
00:37:39 --> 00:37:41: That's not in the business.  
00:37:41 --> 00:37:44: That does not make their businesses stronger business,  
00:37:44 --> 00:37:46: but when you tell them things,  
00:37:46 --> 00:37:49: they can do things that don't have negative cost implications  
00:37:50 --> 00:37:52: that are going to make city Charlotte better.  
00:37:52 --> 00:37:57: Those corporate leaders is leaders that that CEO,  
00:37:57 --> 00:38:00: those leaders of the community can tell them.  
00:38:00 --> 00:38:03: This is good for your community and our community,  
00:38:03 --> 00:38:04: and it doesn't hurt you,  
00:38:04 --> 00:38:07: cost wise. That's something that,  
00:38:07 --> 00:38:11: as a community organization. For the people that envisioned  
00:38:11 --> 00:38:14: this,  
00:38:11 --> 00:38:14: you can't do that, but that larger team you built  
00:38:14 --> 00:38:16: can do it quite effective.  
00:38:16 --> 00:38:19: That is how things have happened in Charlotte.  
00:38:19 --> 00:38:21: Those are the things that are going to be doing  
00:38:21 --> 00:38:23: going on in this two to five year period.

00:38:23 --> 00:38:26: The real design is going to happen.  
00:38:26 --> 00:38:29: They're going to be in for mental things that will  
00:38:29 --> 00:38:32: happen around this area both in the corridor on both  
00:38:32 --> 00:38:35: sides of the railroad and then starting to find the  
00:38:35 --> 00:38:39: places to implement parts as you go or a part.  
00:38:39 --> 00:38:44: And next slide. The planning studies.  
00:38:44 --> 00:38:48: Railroads. I I used to work for AT&T,  
00:38:48 --> 00:38:50: you know which was like this.  
00:38:50 --> 00:38:52: This is when it was one phone company,  
00:38:52 --> 00:38:55: right? And we could plan something and we could study  
00:38:55 --> 00:38:59: something forever because there wasn't any incentive unless  
there was  
00:38:59 --> 00:39:02: some reason to put a new facility at a specific  
00:39:02 --> 00:39:04: place because she couldn't provide service.  
00:39:04 --> 00:39:07: But other than that you studied for a long time.  
00:39:07 --> 00:39:10: Railroads, you know, a great studying thing,  
00:39:10 --> 00:39:11: so you got us. Do this.  
00:39:11 --> 00:39:15: Now you've got to study the impacts on their freight.  
00:39:15 --> 00:39:16: What is it going to do?  
00:39:16 --> 00:39:18: They're gonna do it themselves,  
00:39:18 --> 00:39:20: but we're probably going to have to figure out a  
00:39:20 --> 00:39:22: way for us when I say us you,  
00:39:22 --> 00:39:25: the city of Charlotte, your partners to pay for it.  
00:39:25 --> 00:39:27: So that's so it's cost neutral for them.  
00:39:27 --> 00:39:30: And when you get to that point where you can  
00:39:30 --> 00:39:33: say these are ideas that we can implement that have  
00:39:33 --> 00:39:34: no impact on you,  
00:39:34 --> 00:39:37: you suddenly got something they can start their railroad to  
00:39:37 --> 00:39:37: move.  
00:39:37 --> 00:39:40: That could take a year that could take two years.  
00:39:40 --> 00:39:41: They could take five years.  
00:39:41 --> 00:39:44: I have no idea what it would be,  
00:39:44 --> 00:39:47: but when you've got that leadership coalition doing it you  
00:39:47 --> 00:39:49: can make it happen much quicker,  
00:39:49 --> 00:39:51: much more quickly, and the same thing with the North  
00:39:52 --> 00:39:54: End when you're looking at the North End.  
00:39:54 --> 00:39:56: This is one of the things everyone says we've got  
00:39:56 --> 00:39:58: to do a better job at developing this.  
00:39:58 --> 00:40:02: When you look at the the the opportunity zone area,  
00:40:02 --> 00:40:05: how do we bring capital there to make it grow  
00:40:05 --> 00:40:08: along with the rest of the the east side of  
00:40:08 --> 00:40:10: this neighborhood?

00:40:10 --> 00:40:14: So next slide. In the long term,  
00:40:14 --> 00:40:17: this is where we're really on railroad time,  
00:40:17 --> 00:40:22: right up a lot of the land you have acquired,  
00:40:22 --> 00:40:25: both on the east side and the West side of  
00:40:25 --> 00:40:26: the tracks.  
00:40:26 --> 00:40:28: There would be new buildings there.  
00:40:28 --> 00:40:31: There will be new people there and everyone will be  
00:40:31 --> 00:40:34: waiting for the completion of these parts of parts.  
00:40:34 --> 00:40:38: But over that 25, five to 25 year period,  
00:40:38 --> 00:40:43: we believe that this park or several parts that.  
00:40:43 --> 00:40:47: Realize this vision of having place where people can come  
00:40:47 --> 00:40:51: together where you can have outdoor events where you can  
00:40:51 --> 00:40:54: gather where you can do it passively where you can  
00:40:54 --> 00:40:58: do it actively. We believe that will happen over this  
00:40:58 --> 00:40:58: period,  
00:40:58 --> 00:41:00: but it will be phased,  
00:41:00 --> 00:41:03: right? It will be faced as fast as we can  
00:41:03 --> 00:41:07: convince the railyard that it can be moved with beans  
00:41:07 --> 00:41:11: as fast as we can demonstrate the economic viability of  
00:41:11 --> 00:41:14: it and the means to pay for it so that  
00:41:14 --> 00:41:17: in some places would be a huge hurdle.  
00:41:17 --> 00:41:19: I think in the city of Charlotte.  
00:41:19 --> 00:41:23: Which I always get the feeling from everything we know  
00:41:23 --> 00:41:25: that it's a can do city and it's not a  
00:41:25 --> 00:41:29: big hurdle because you've got the right teams that have  
00:41:29 --> 00:41:31: gotten over big hurdles before next line.  
00:41:33 --> 00:41:38: And pass it on to who got passed this on  
00:41:38 --> 00:41:40: to David.  
00:41:40 --> 00:41:43: Oh, OK, Lauren. Hi,  
00:41:43 --> 00:41:47: I'm Warren Douglas. I'm a transportation and land use  
00:41:47 --> 00:41:50: planner  
00:41:47 --> 00:41:50: and specialize in transit project development.  
00:41:50 --> 00:41:52: I work at some transit in Seattle,  
00:41:52 --> 00:41:55: WA as a senior project manager,  
00:41:55 --> 00:42:00: working a healthy agency advance their ambitious transit  
00:42:00 --> 00:42:04: expansion program  
00:42:00 --> 00:42:04: that includes building 62 miles of light rail to complete  
00:42:04 --> 00:42:07: 116 miles system over the next 25 years.  
00:42:07 --> 00:42:09: Prior to joining some transit,  
00:42:09 --> 00:42:12: I worked as a transportation planning consultant in the DC  
00:42:12 --> 00:42:15: area and today I'm going to talk about funding  
00:42:15 --> 00:42:17: and financing with my colleague



00:42:17 --> 00:42:19: David. So to talk about  
00:42:19 --> 00:42:21: funding and financing opportunities, you'll see  
00:42:21 --> 00:42:22: that we need categorize them  
00:42:22 --> 00:42:24: into two key buckets  
00:42:24 --> 00:42:26: that support the implementation strategy  
00:42:26 --> 00:42:28: that we described in previous  
00:42:28 --> 00:42:30: slides. So  
00:42:30 --> 00:42:33: bucket one are opportunities to fund the near term planning  
00:42:33 --> 00:42:34: efforts.  
00:42:34 --> 00:42:37: Conducting these studies and preparing and adopting a plan  
is  
00:42:37 --> 00:42:40: key to laying the groundwork for future funding.  
00:42:40 --> 00:42:44: Like it too, are opportunities for the long term implementation.  
00:42:44 --> 00:42:47: So this is how you fund the vision and David  
00:42:47 --> 00:42:49: is going to discuss these tools.  
00:42:49 --> 00:42:52: The potential funding sources that we describe today are just  
00:42:52 --> 00:42:53: examples.  
00:42:53 --> 00:42:55: Our list is not exhaustive,  
00:42:55 --> 00:43:00: but conservatively starting place. So one potential funding  
source is  
00:43:00 --> 00:43:05: the Federal Transit Administration's transit oriented  
Development planning grant.  
00:43:05 --> 00:43:09: The goals of the grant program include encouraging  
comprehensive 2D  
00:43:09 --> 00:43:12: planning at transit stations supporting Tierney,  
00:43:12 --> 00:43:15: planning work that goes beyond the typical process,  
00:43:15 --> 00:43:19: and encouraging creative partnerships to maximize.  
00:43:19 --> 00:43:23: To maximize chances for successful 2D implementation.  
00:43:23 --> 00:43:27: We identified three potential activities at the grant could fund.  
00:43:27 --> 00:43:30: One is to develop the comprehensive plan and vision to  
00:43:30 --> 00:43:31: be purpose.  
00:43:31 --> 00:43:36: The existing rail yard. Two to identify strategies for Equitable  
00:43:36 --> 00:43:42: TRD around system stations and three identifying multimodal  
connections to  
00:43:42 --> 00:43:44: increase access to transit,  
00:43:44 --> 00:43:45: particularly for  
00:43:45 --> 00:43:49: the underserved communities on the West side of the  
proposed  
00:43:49 --> 00:43:50: park.  
00:43:50 --> 00:43:52: I would note that in 2018 the city of Charlotte  
00:43:52 --> 00:43:56: received a TRD planning grant to plan for development along  
00:43:56 --> 00:43:58: the proposed links silver line.  
00:43:58 --> 00:44:01: So the city is aware of this grant opportunity and

00:44:01 --> 00:44:04: can demonstrate to FT that they are great partner and  
00:44:04 --> 00:44:05: grant recipient.  
00:44:05 --> 00:44:09: Another potential federal funding sources to the Economic  
Development Authority  
00:44:09 --> 00:44:12: as part of their local technical assistance program.  
00:44:12 --> 00:44:15: This could look at relocating portions of the NS yard  
00:44:15 --> 00:44:18: and looking at impacts to the regional freight network while  
00:44:18 --> 00:44:21: connected to promoting economic development,  
00:44:21 --> 00:44:23: and they excuse me in the area.  
00:44:23 --> 00:44:24: Looks  
00:44:24 --> 00:44:27: like. So to supplement  
00:44:27 --> 00:44:29: a federal grant, or in lieu of the Charlotte,  
00:44:29 --> 00:44:33: could use local city of Charlotte could use local funds.  
00:44:33 --> 00:44:35: These funds could be a result of the Transportation mobility  
00:44:36 --> 00:44:37: network bond measure  
00:44:37 --> 00:44:39: that will go to the voters next year.  
00:44:39 --> 00:44:39: And  
00:44:39 --> 00:44:43: of course there could be a public private partnership where  
00:44:43 --> 00:44:44: private funding  
00:44:44 --> 00:44:45: could contribute dollars.  
00:44:47 --> 00:44:48: Slide.  
00:44:49 --> 00:44:52: This is just a brief overview of possible sources to  
00:44:52 --> 00:44:54: help fund those early planning efforts,  
00:44:54 --> 00:44:56: and with that I'll pass it to David to talk  
00:44:57 --> 00:44:59: about other sources to fund the implementation  
00:44:59 --> 00:44:59: portion.  
00:45:00 --> 00:45:02: Sure, thanks Lauren. Hey everybody,  
00:45:02 --> 00:45:05: I'm Davids Aiden with Gensler,  
00:45:05 --> 00:45:07: which is a global architecture and planning firm.  
00:45:07 --> 00:45:11: I'm based in Washington DC and I am a practice  
00:45:11 --> 00:45:15: area leader in the planning and Transportation Group for  
Gensler.  
00:45:15 --> 00:45:20: We're doing several complex transportation projects along  
the East Coast.  
00:45:20 --> 00:45:25: Including Baltimore Penn Station, New Carrollton Multimodal  
and in others  
00:45:25 --> 00:45:28: prior to coming to Gensler,  
00:45:28 --> 00:45:31: I worked at Amtrak, so I lived on railroad time  
00:45:31 --> 00:45:34: to use a reference from from my colleague Carlton.  
00:45:34 --> 00:45:37: There I was in our major stations planning group and  
00:45:38 --> 00:45:42: doing major infrastructure infrastructure projects along the  
Northeast Corridor and  
00:45:43 --> 00:45:45: my specific focus was Washington Union Station.

00:45:45 --> 00:45:48: In addition to other responsibilities,  
00:45:48 --> 00:45:50: prior to that, I worked for the National Capital Planning  
00:45:51 --> 00:45:51: Commission.  
00:45:51 --> 00:45:55: Where which is DC's Federal planning agency?  
00:45:55 --> 00:45:58: For those of you who might be familiar with Washington  
00:45:58 --> 00:46:00: DC's planning structure there,  
00:46:00 --> 00:46:03: I did several transportation infrastructure studies,  
00:46:03 --> 00:46:07: one of which was a study to relocate the freight  
00:46:07 --> 00:46:10: railroad lines outside of the core of the city.  
00:46:10 --> 00:46:13: So I got to really understand the complexities of the  
00:46:14 --> 00:46:15: freight railroad during that.  
00:46:15 --> 00:46:18: During that time at NCPC.  
00:46:18 --> 00:46:22: So to kind of reference some things you've already heard.  
00:46:22 --> 00:46:25: You know there are kind of two key things that  
00:46:25 --> 00:46:29: we see as really important to setting this project up  
00:46:29 --> 00:46:33: to get the most opportunity for funding.  
00:46:33 --> 00:46:36: I think first of all is this notion of not  
00:46:36 --> 00:46:40: looking at Norfolk Southern and this yard as a simple  
00:46:40 --> 00:46:42: transaction in a lot of ways.  
00:46:42 --> 00:46:45: You almost kind of forget about Norfolk Southern for a  
00:46:45 --> 00:46:47: minute and think about this as a system.  
00:46:47 --> 00:46:49: What we learned over the last couple of days is,  
00:46:49 --> 00:46:51: you know this. This yard does not operate in a  
00:46:52 --> 00:46:52: vacuum.  
00:46:52 --> 00:46:55: CSX has trackage rights through here.  
00:46:55 --> 00:46:59: There is the ACM W Shortline which has trackage rights  
00:46:59 --> 00:47:01: and connects into the system.  
00:47:01 --> 00:47:04: Here Amtrak runs through this area and there may be  
00:47:04 --> 00:47:06: future users there.  
00:47:06 --> 00:47:08: There's talk about high speed rail and others,  
00:47:08 --> 00:47:11: so in a way to really think about this from  
00:47:11 --> 00:47:13: a funding standpoint,  
00:47:13 --> 00:47:16: there needs to be a paradigm shift to thinking about  
00:47:16 --> 00:47:19: this yard in the context of the broader freight system.  
00:47:19 --> 00:47:21: So I think that's number one.  
00:47:21 --> 00:47:23: Secondly, and you've heard a lot about this already,  
00:47:23 --> 00:47:27: is creating a vision for this site and for this  
00:47:27 --> 00:47:31: area that has the most benefit attributed to it and  
00:47:31 --> 00:47:35: and the chunk of that benefit really has to be  
00:47:35 --> 00:47:37: to the system that I just described.  
00:47:37 --> 00:47:39: Going through a planning process,  
00:47:39 --> 00:47:43: getting consensus for how the yard could be moved or

00:47:43 --> 00:47:47: reconfigured and done in a way that provides capacity,  
00:47:47 --> 00:47:50: benefits, or other benefits, efficiency benefits.  
00:47:50 --> 00:47:53: To the the regional system framing it that way and  
00:47:54 --> 00:47:57: and developing that vision is really going to put this  
00:47:57 --> 00:48:01: project in a position to get the most funding opportunities.  
00:48:01 --> 00:48:04: So, given that what are those funding opportunities?  
00:48:04 --> 00:48:05: So on the federal level,  
00:48:05 --> 00:48:12: the Federal Railroad Administration has several low interest  
financing programs  
00:48:12 --> 00:48:19: that help implement complex infrastructure infrastructure  
programs that increase capacity.  
00:48:19 --> 00:48:22: One is riff. And the other one is that if  
00:48:22 --> 00:48:25: your programs under under the FRA.  
00:48:25 --> 00:48:27: Those could be sources for moving,  
00:48:27 --> 00:48:29: moving some lines out, decommissioning some lines,  
00:48:29 --> 00:48:31: and increasing capacity in other places.  
00:48:31 --> 00:48:34: I think you can really make that case once that's  
00:48:34 --> 00:48:35: all identified.  
00:48:35 --> 00:48:38: Of course. Federal earmarks with a local match are a  
00:48:38 --> 00:48:43: common source of funding for major projects that would  
require  
00:48:43 --> 00:48:45: state representations sponsorship.  
00:48:45 --> 00:48:50: Uhm, one other aspect that we thought was really interesting  
00:48:50 --> 00:48:53: was the the the need to connect over the yard  
00:48:53 --> 00:48:57: or once the yard is decommissioned and relocated,  
00:48:57 --> 00:49:01: connecting that street grid and in creating that that mobility  
00:49:01 --> 00:49:06: and those connections between those neighborhoods there  
are HWA grants  
00:49:06 --> 00:49:09: that could be a potential source for that type of  
00:49:09 --> 00:49:12: improvement. At the federal level.  
00:49:12 --> 00:49:16: Additionally, in our interviews we heard a lot of concern  
00:49:16 --> 00:49:20: for how the site is remediated once the infrastructure is  
00:49:20 --> 00:49:22: relocated or reconfigured,  
00:49:22 --> 00:49:24: and there's a lot of grants out there for that  
00:49:25 --> 00:49:26: type of cleanup,  
00:49:26 --> 00:49:27: one of which at the federal level,  
00:49:27 --> 00:49:31: is the EPA brownfield cleanup grant once the program is  
00:49:31 --> 00:49:34: identified and the need is is is described,  
00:49:34 --> 00:49:35: and then finally, you know,  
00:49:35 --> 00:49:38: we can't have these conversations without talking about the  
current  
00:49:38 --> 00:49:41: infrastructure conversation that's happening in Congress,  
00:49:41 --> 00:49:45: you know. I think everybody is anxious to see what

00:49:45 --> 00:49:46: that yields here soon.

00:49:46 --> 00:49:48: It might be a little too late to get something

00:49:48 --> 00:49:49: in there now,

00:49:49 --> 00:49:52: but there will be other federal infrastructure bills in the

00:49:52 --> 00:49:52: future,

00:49:52 --> 00:49:55: and I think keeping that conversation going.

00:49:55 --> 00:49:59: Getting this project on the national and the federal radar

00:49:59 --> 00:50:04: through your representation will be really critical for that.

00:50:04 --> 00:50:07: Moving beyond federal funding, looking at state and local and

00:50:07 --> 00:50:09: some of you on the call frankly may know a

00:50:09 --> 00:50:10: little bit more about this from us.

00:50:10 --> 00:50:13: Since you're practitioners of development in the area,

00:50:13 --> 00:50:15: but we did see some opportunities.

00:50:15 --> 00:50:18: One is the North Carolina Department of Environmental  
Quality Brownfields

00:50:18 --> 00:50:21: program which could help with the remediation of the site.

00:50:21 --> 00:50:24: Once the program is defined.

00:50:24 --> 00:50:27: We you know we were looking pretty hard at TIF

00:50:27 --> 00:50:29: programs in this city of Charlotte and Mecklenburg County.

00:50:29 --> 00:50:33: Both have TIF programs and you know,

00:50:33 --> 00:50:36: once a year we really need a plan to understand

00:50:36 --> 00:50:39: like where where the private development can be can be

00:50:39 --> 00:50:43: helped by these public improvements to really define that tip.

00:50:43 --> 00:50:46: For those of you who are familiar with those.

00:50:46 --> 00:50:48: Would you think this is a potential?

00:50:48 --> 00:50:51: There would be a tremendous amount of public investment  
here.

00:50:51 --> 00:50:53: You know, for the infrastructure for the park,

00:50:53 --> 00:50:55: for the, for the adjacent public space,

00:50:55 --> 00:50:59: for the roads that could generate property value increases  
that

00:50:59 --> 00:51:02: can be captured to help to help invest in that

00:51:02 --> 00:51:04: in that in those improvements.

00:51:04 --> 00:51:06: And we think that's something that should be explored.

00:51:06 --> 00:51:10: Additionally, the city of Charlotte has placed making grants,

00:51:10 --> 00:51:12: and you've heard a little bit about this from my

00:51:12 --> 00:51:13: colleagues.

00:51:13 --> 00:51:15: You know this is, you know,

00:51:15 --> 00:51:17: at its core is probably.

00:51:17 --> 00:51:20: You know one of the bigger place making exercises in

00:51:20 --> 00:51:23: the in this area of the country and getting placemaking

00:51:23 --> 00:51:25: funding and grants to help support.

00:51:25 --> 00:51:28: That could be a really great opportunity.

00:51:28 --> 00:51:33: Also, the city of Charlotte has their own opportunity zone  
00:51:33 --> 00:51:38: program for low investment or disadvantaged disadvantaged areas.

00:51:38 --> 00:51:40: Kind of not knowing the political context for that,  
00:51:40 --> 00:51:44: but this could be a great opportunity to utilize that  
00:51:44 --> 00:51:49: opportunity zone to help implement the plan once it's created.

00:51:49 --> 00:51:50: Go to the next slide.

00:51:52 --> 00:51:55: Just some other things that consider and we heard this  
00:51:55 --> 00:51:58: from some of our from our interviews as the potential  
00:51:58 --> 00:52:01: to create a foundation to administer funds and apply for  
00:52:01 --> 00:52:04: grants. If you look at some of the great public  
00:52:04 --> 00:52:07: spaces and parks in the country thinking about Piedmont Park  
00:52:07 --> 00:52:10: in Atlanta or railroad Park and Birmingham,  
00:52:10 --> 00:52:14: they have their own conservancies or foundations set up to  
00:52:14 --> 00:52:14: help.  
00:52:14 --> 00:52:16: Not only program and maintain,  
00:52:16 --> 00:52:20: but also to get funding and administer funds through them.  
00:52:20 --> 00:52:23: That would be a great opportunity here and really broadened  
00:52:23 --> 00:52:25: the pool of opportunities for funding.  
00:52:25 --> 00:52:29: Should a nonprofit foundation be set up to drive this  
00:52:29 --> 00:52:30: project?  
00:52:30 --> 00:52:32: Also, you know, I think you know we need to  
00:52:32 --> 00:52:35: think about as we go through the planning process and  
00:52:35 --> 00:52:37: define the project a little more.  
00:52:37 --> 00:52:41: What are the opportunities to finance future revenue streams  
00:52:41 --> 00:52:44: from  
00:52:44 --> 00:52:44: programming from retail even if there if there's additional  
00:52:44 --> 00:52:45: development  
00:52:44 --> 00:52:45: that?  
00:52:45 --> 00:52:49: Can be included. There might be some opportunities to  
00:52:49 --> 00:52:52: finance  
00:52:49 --> 00:52:52: those those revenue streams as the projects built out,  
00:52:52 --> 00:52:55: so just some things to think about there before we  
00:52:55 --> 00:52:57: go to the next section.  
00:52:57 --> 00:53:00: I did want to talk about the partnership example a  
00:53:00 --> 00:53:03: little bit more and this goes back to what I  
00:53:03 --> 00:53:06: was saying about really thinking about this.  
00:53:06 --> 00:53:09: The element of this project that's about the regional freight  
00:53:09 --> 00:53:12: system and the regional transportation system.  
00:53:12 --> 00:53:13: Thinking about it that way,  
00:53:13 --> 00:53:17: it's really gonna help. Pull in more stakeholders and really

00:53:17 --> 00:53:21: creative coalition to help support this and one of the  
00:53:21 --> 00:53:24: examples of that is to create program in Chicago.  
00:53:24 --> 00:53:26: It's a much bigger scale there,  
00:53:26 --> 00:53:29: but I think it's a great model for saying for  
00:53:29 --> 00:53:31: seeing how public agencies,  
00:53:31 --> 00:53:34: private operators, public operators can all come together.  
00:53:34 --> 00:53:38: Create a program and support its long term implementation  
and  
00:53:38 --> 00:53:41: getting funding at various levels.  
00:53:41 --> 00:53:42: The state of Illinois contributes to this.  
00:53:42 --> 00:53:44: The City of Chicago does.  
00:53:44 --> 00:53:45: And of course the federal government does as well.  
00:53:45 --> 00:53:49: So just something we want you to think about as  
00:53:49 --> 00:53:52: we frame this project and put it in a position  
00:53:52 --> 00:53:55: to get maximum financial support.  
00:53:55 --> 00:53:58: So next slide. So I think the takeaway is I'm  
00:53:58 --> 00:53:59: going to Carlton next,  
00:53:59 --> 00:54:00: I believe.  
00:54:01 --> 00:54:06: Uhm takeaway next slide. Uhm,  
00:54:06 --> 00:54:10: you know? What are we taking away from this right?  
00:54:10 --> 00:54:15: Uhm, hopefully you're going to take away from this  
something  
00:54:15 --> 00:54:18: that is equal to or at seats.  
00:54:18 --> 00:54:20: What you came to the table with.  
00:54:20 --> 00:54:23: In other words, we hope we provided some insights that  
00:54:23 --> 00:54:25: can help you move forward,  
00:54:25 --> 00:54:29: but our big takeaways are things that we essentially told  
00:54:29 --> 00:54:32: you at the beginning that we told you throughout the  
00:54:32 --> 00:54:35: program throughout the presentation,  
00:54:35 --> 00:54:37: and we're telling you again.  
00:54:37 --> 00:54:41: That you've really got to focus on partnerships,  
00:54:41 --> 00:54:45: right? If this thing is going to go anyplace and  
00:54:45 --> 00:54:46: it should.  
00:54:46 --> 00:54:50: It won't go simply because it's a good idea.  
00:54:50 --> 00:54:54: It will go because you formed the effective partnerships,  
00:54:54 --> 00:54:58: the move it from just a good idea to the  
00:54:58 --> 00:55:04: same thing that can be actualized over various incremental  
pieces,  
00:55:04 --> 00:55:09: frameworks and time. You just can't do this alone.  
00:55:09 --> 00:55:12: I think what you've done so far is nothing less  
00:55:12 --> 00:55:13: than heroic,  
00:55:13 --> 00:55:17: right? It's visionary, it's heroic,  
00:55:17 --> 00:55:20: and it's really those sort of things that with that

00:55:20 --> 00:55:22: seed with that little seed.  
00:55:22 --> 00:55:24: That grows into the tree.  
00:55:24 --> 00:55:29: That's what changes this neighborhood and so building those partnerships  
00:55:30 --> 00:55:34: gets you there when you think about this more intently,  
00:55:34 --> 00:55:36: the place is not the part,  
00:55:36 --> 00:55:39: right. The place is the community,  
00:55:39 --> 00:55:42: and the park is part of that integrated fabric.  
00:55:42 --> 00:55:45: And so in this community,  
00:55:45 --> 00:55:49: that fabric is probably more complex than in other communities  
00:55:49 --> 00:55:51: that are not transit oriented,  
00:55:51 --> 00:55:55: IE. For freight I mean for passengers,  
00:55:55 --> 00:56:00: but also for freight and so working that integrated fabric  
00:56:00 --> 00:56:02: to make it a stronger place,  
00:56:02 --> 00:56:06: a more equitable place. Those are things we think you  
00:56:06 --> 00:56:09: have the potential to do here.  
00:56:09 --> 00:56:12: The North End that was overlooked in the South end.  
00:56:12 --> 00:56:16: So the fact of the matter is you can overtime  
00:56:16 --> 00:56:20: make the North End a more desirable or at least  
00:56:20 --> 00:56:25: as desirable community as the South end through developing these  
00:56:25 --> 00:56:29: partnerships, thinking about place in the in the broader sense  
00:56:29 --> 00:56:31: instead of the narrow sense.  
00:56:31 --> 00:56:34: But recognizing this is not a short haul,  
00:56:34 --> 00:56:36: this is not a Sprint.  
00:56:36 --> 00:56:39: This is a really long distance race,  
00:56:39 --> 00:56:41: you know. This is like a marathon.  
00:56:41 --> 00:56:47: Maybe a super marathon since we have the railroad involved,  
00:56:47 --> 00:56:50: right? But what's going to get you through that is  
00:56:50 --> 00:56:53: the strength of those partnerships,  
00:56:53 --> 00:56:55: because they're always going to be building on them.  
00:56:55 --> 00:56:57: You're going to bring in more people.  
00:56:57 --> 00:56:59: They're going to bring in resources to it,  
00:56:59 --> 00:57:02: and over the time of this you will make those  
00:57:03 --> 00:57:06: incremental improvements that came through your clan.  
00:57:06 --> 00:57:11: The partnerships developed about what their vision a place can  
00:57:11 --> 00:57:12: be.  
00:57:12 --> 00:57:16: The funding will come with that because they look there's  
00:57:16 --> 00:57:19: a lot of capital out in the market,  
00:57:19 --> 00:57:22: right? And is looking for a big place to be.



00:57:22 --> 00:57:24: It's looking for places where it can earn is looking  
00:57:25 --> 00:57:27: for places where it can make a difference,  
00:57:27 --> 00:57:31: right? The strength of your partnerships that ideas about your  
00:57:31 --> 00:57:31: place,  
00:57:31 --> 00:57:36: your timing and planning will bring in the funding to  
00:57:36 --> 00:57:37: actualize this.  
00:57:37 --> 00:57:40: Those those are big takeaways there.  
00:57:40 --> 00:57:40: Next slide.  
00:57:42 --> 00:57:45: Thanks, I I get to find out we touched a  
00:57:45 --> 00:57:47: coin I get the final word.  
00:57:50 --> 00:57:54: Before I continue, I want to give a shout out  
00:57:54 --> 00:57:58: a huge shout out to ULI staff who really make  
00:57:58 --> 00:58:00: this thing happen.  
00:58:00 --> 00:58:03: Georgia gambler, Lauren Callahan and Kelsey Steven.  
00:58:03 --> 00:58:05: Although she can't be with us 'cause she had an  
00:58:06 --> 00:58:06: emergency,  
00:58:06 --> 00:58:12: Lauren gracefully and quickly stepped in to help Georgia,  
00:58:12 --> 00:58:15: who has done absolutely Yeoman duty to put this together.  
00:58:15 --> 00:58:19: So if we were all in a room together,  
00:58:19 --> 00:58:20: I would be insisting that we give them all a  
00:58:20 --> 00:58:21: hand.  
00:58:21 --> 00:58:22: We're going to do that virtually now.  
00:58:22 --> 00:58:25: So thank you very much to them for doing such  
00:58:25 --> 00:58:30: a magnificent job in putting this presentation together and  
00:58:30 --> 00:58:31: us all directed.  
00:58:31 --> 00:58:33: So here's the last word.  
00:58:33 --> 00:58:36: A forensic Queens Park has done a magnificent job.  
00:58:36 --> 00:58:40: As Carlton said. You've gotten your community's attention,  
00:58:40 --> 00:58:42: and you've made this opportunity happen.  
00:58:42 --> 00:58:45: It's an opportunity to have a larger conversation about what  
00:58:45 --> 00:58:47: the North End is going to be.  
00:58:47 --> 00:58:50: And as we said, you can't do this alone.  
00:58:50 --> 00:58:52: We know that you recognize that you can't do this  
00:58:52 --> 00:58:55: this alone because we've talked with you about it,  
00:58:55 --> 00:59:00: so we're recommending that you diversify your efforts by  
00:59:00 --> 00:59:03: helping  
00:59:03 --> 00:59:07: to establish and participating in a powerhouse.  
00:59:07 --> 00:59:11: Task Force, which is how Charlotte does things joining in  
00:59:11 --> 00:59:12: a broader collaboration to define what the entire North End  
00:59:12 --> 00:59:15: is going to be.  
00:59:15 --> 00:59:17: And you need to go into that group as all  
00:59:15 --> 00:59:17: participants do with an open mind,

00:59:17 --> 00:59:21: and are resolved that you're going to address all of  
00:59:21 --> 00:59:25: the North End's issues through all appropriate responses and  
recognize  
00:59:25 --> 00:59:28: that some of those responses are not going to be  
00:59:28 --> 00:59:32: addressed by Parkland. So in other words,  
00:59:32 --> 00:59:35: be comprehensive. Look at all the aspects.  
00:59:37 --> 00:59:39: That's the main thing we want you to take away  
00:59:39 --> 00:59:40: from this.  
00:59:40 --> 00:59:43: In addition to all of the great detail that the  
00:59:43 --> 00:59:45: panel accreted on to that idea.  
00:59:45 --> 00:59:48: We're showing you this slide because you started out by  
00:59:48 --> 00:59:49: asking us about a park,  
00:59:49 --> 00:59:51: and so we're going to zoom back in and just  
00:59:51 --> 00:59:53: think about the park for a second.  
00:59:53 --> 00:59:57: We're showing you here your idea against four three other  
00:59:57 --> 00:59:58: existing parts.  
00:59:58 --> 01:00:03: Probably the three greatest public open spaces in the United  
01:00:03 --> 01:00:05: States and I'm from Philadelphia,  
01:00:05 --> 01:00:07: so you can guess which one I think is the  
01:00:07 --> 01:00:09: greatest Central Park.  
01:00:09 --> 01:00:13: The Boston Common combined Boston Common and public  
Gardens and  
01:00:13 --> 01:00:17: Rittenhouse Square look at the relative sizes of those not  
01:00:17 --> 01:00:20: only in relationship to your proposed total.  
01:00:20 --> 01:00:24: 260 acres recognizing not all of that would be part  
01:00:24 --> 01:00:27: and comparing the diversity of sizes there,  
01:00:27 --> 01:00:31: I'm going to make the argument that the gravity that  
01:00:31 --> 01:00:35: each one of those public spaces possesses in their  
communities  
01:00:35 --> 01:00:38: is equal their size notwithstanding.  
01:00:38 --> 01:00:40: And so this really isn't about size.  
01:00:40 --> 01:00:42: This is about how you use open space to knit  
01:00:42 --> 01:00:45: together a community as it solves all of the other  
01:00:45 --> 01:00:48: problems that we've talked with you about today.  
01:00:48 --> 01:00:52: So we encourage you to be flexible about your idea  
01:00:52 --> 01:00:53: about what the park is,  
01:00:53 --> 01:00:56: and rather than going in with the park assist solution,  
01:00:56 --> 01:00:59: be open to a number of solutions which might not  
01:00:59 --> 01:01:01: be your original vision.  
01:01:01 --> 01:01:03: The great thing is that you've got this conversation going.  
01:01:03 --> 01:01:06: You've got the tools to make this happen,  
01:01:06 --> 01:01:08: and you've got the dedication.

01:01:08 --> 01:01:12: And the smarts and the willing to stick to it,  
01:01:12 --> 01:01:16: which you've demonstrated to achieve this vision for the North  
01:01:16 --> 01:01:16: End,  
01:01:16 --> 01:01:20: the North End can be the greatest neighborhood in Charlotte.  
01:01:20 --> 01:01:21: You guys have set that up.  
01:01:21 --> 01:01:24: So just continue and you're going to be making some  
01:01:25 --> 01:01:26: of this up as you go along.  
01:01:26 --> 01:01:30: We hope we've helped with our recommendations for you.  
01:01:30 --> 01:01:33: We're happy to have an answer.  
01:01:33 --> 01:01:36: Any questions that you have to the extent that we  
01:01:36 --> 01:01:37: can and again,  
01:01:37 --> 01:01:38: thank you for inviting us.  
01:01:38 --> 01:01:44: To participate in this really fascinating and important conversation.  
01:01:44 --> 01:01:47: George, are we? How are we doing questions and answers?  
01:01:47 --> 01:01:52: Are we asking people to chat or a mute or?  
01:01:52 --> 01:01:52: I  
01:01:52 --> 01:01:56: think we'll begin by fielding questions from the Friends of  
01:01:56 --> 01:01:58: Queens Park leadership team.  
01:01:58 --> 01:01:58: If you  
01:01:58 --> 01:02:00: have any additional questions, please feel free  
01:02:00 --> 01:02:02: to put them in the chat and we will call  
01:02:02 --> 01:02:04: on you as we get to them.  
01:02:05 --> 01:02:06: Well, I guess I'll I'll  
01:02:06 --> 01:02:07: kick things off then  
01:02:07 --> 01:02:09: I'm. Eric Spangler. I'm  
01:02:09 --> 01:02:10: the director  
01:02:10 --> 01:02:12: of Friends of Queens Park,  
01:02:12 --> 01:02:13: 501C3. I want to thank  
01:02:13 --> 01:02:14: all the panelists  
01:02:15 --> 01:02:15: for  
01:02:15 --> 01:02:16: your time.  
01:02:17 --> 01:02:19: Over the last couple  
01:02:19 --> 01:02:21: few days, but then even before  
01:02:21 --> 01:02:24: that, going back months now and to the UI  
01:02:24 --> 01:02:25: staff who helped put  
01:02:25 --> 01:02:26: this together,  
01:02:26 --> 01:02:28: I think it's been very informative  
01:02:28 --> 01:02:28: and helpful for  
01:02:28 --> 01:02:30: us. Uhm,  
01:02:31 --> 01:02:32: I guess my question  
01:02:32 --> 01:02:34: is to maybe explore

01:02:34 --> 01:02:36: and hear a little bit more from you about the  
01:02:36 --> 01:02:37: cats issue,  
01:02:37 --> 01:02:38: which sounds to  
01:02:38 --> 01:02:38: me like.  
01:02:40 --> 01:02:40: You know the  
01:02:40 --> 01:02:42: operational needs of cats  
01:02:42 --> 01:02:45: taken into consideration Council  
01:02:45 --> 01:02:46: in favor of this.  
01:02:48 --> 01:02:48: Expansion  
01:02:49 --> 01:02:50: going forward and  
01:02:50 --> 01:02:51: and I'd like to hear some  
01:02:51 --> 01:02:53: more from you all about what you learned there.  
01:02:58 --> 01:03:01: Uh, David, would you like to?  
01:03:01 --> 01:03:03: I think David might be a good one to kick  
01:03:03 --> 01:03:05: that conversation off.  
01:03:05 --> 01:03:08: And, uh, I should. I should start by saying that,  
01:03:08 --> 01:03:11: Carlton, I spoke with a representative from cats so we  
01:03:11 --> 01:03:13: can weigh in here too.  
01:03:13 --> 01:03:14: But other to start with David.  
01:03:15 --> 01:03:17: Yeah, I think there are a lot of different issues  
01:03:17 --> 01:03:18: that we heard on that.  
01:03:18 --> 01:03:21: I think one of the which one of which that  
01:03:21 --> 01:03:23: really struck me the way I understood it,  
01:03:23 --> 01:03:27: was that they had received federal funding for what they  
01:03:27 --> 01:03:29: want to do there,  
01:03:29 --> 01:03:33: and changing that program would jeopardize that funding and  
that  
01:03:33 --> 01:03:34: arrangement,  
01:03:34 --> 01:03:35: which I can understand. I mean,  
01:03:35 --> 01:03:38: you go through and you go through a process to  
01:03:38 --> 01:03:41: get that funding and and unwinding that can be can  
01:03:41 --> 01:03:42: be very,  
01:03:42 --> 01:03:44: very problematic. So I mean,  
01:03:44 --> 01:03:49: under understanding that challenge, I think that was one of  
01:03:49 --> 01:03:50: the key drivers also.  
01:03:50 --> 01:03:53: And I'm speaking very broadly here because I can't say  
01:03:54 --> 01:03:56: I'm a perfect expert on the cats system,  
01:03:56 --> 01:04:00: but the alternatives that were put forward would,  
01:04:00 --> 01:04:05: from an operational standpoint, result in deadheading trains,  
01:04:05 --> 01:04:08: which in from an operational standpoint is a nono,  
01:04:08 --> 01:04:11: and what that means is there are trains moving without  
01:04:11 --> 01:04:12: people on them,

01:04:12 --> 01:04:13: they're not making revenue moves,  
01:04:13 --> 01:04:16: they're they're going to a facility or whatever without without  
01:04:16 --> 01:04:19: moves and and and without people and revenue and train,  
01:04:19 --> 01:04:21: deadheading and trains and bus land is.  
01:04:21 --> 01:04:25: Kind of. Kind of a killer because it's it's a.  
01:04:25 --> 01:04:27: It's a. It's an extravagant operation.  
01:04:27 --> 01:04:29: Operational costs that typically can't be bare,  
01:04:29 --> 01:04:32: and so from what I heard through our conversations,  
01:04:32 --> 01:04:36: those were two of the two of the big kind  
01:04:36 --> 01:04:37: of drivers.  
01:04:37 --> 01:04:39: 22Y cats is kind of.  
01:04:39 --> 01:04:43: Where, where they are, but I think there were,  
01:04:43 --> 01:04:46: you know, and I'm some other my colleagues can talk  
01:04:46 --> 01:04:46: to this.  
01:04:46 --> 01:04:48: I still think there's some opportunities though,  
01:04:48 --> 01:04:51: to think about how to work around that and get  
01:04:51 --> 01:04:55: the type of teody tech development that that I think  
01:04:55 --> 01:04:57: is desired for for that for that part.  
01:04:57 --> 01:04:58: Or for the area,  
01:04:58 --> 01:05:02: sorry. Let me add a couple of things to that.  
01:05:02 --> 01:05:06: You know some of this came from our conversation with  
01:05:06 --> 01:05:08: cats and some of it came from.  
01:05:08 --> 01:05:11: I think Nate on our team right?  
01:05:11 --> 01:05:14: And one of the things Nate says look if we  
01:05:14 --> 01:05:18: accept that that that maintenance facility is going to be  
01:05:18 --> 01:05:22: there then and you aren't going to move it because  
01:05:22 --> 01:05:25: of the barriers with the federal funding and the state  
01:05:25 --> 01:05:26: funding.  
01:05:26 --> 01:05:30: This facility was the original was part of the original  
01:05:30 --> 01:05:31: plan.  
01:05:31 --> 01:05:34: But the original rail light rail that went in,  
01:05:34 --> 01:05:38: but it came in over budget and so they've had  
01:05:38 --> 01:05:41: to overnight cars on active lines.  
01:05:41 --> 01:05:44: That's kind of a no no for what you do  
01:05:44 --> 01:05:46: from a safety standpoint.  
01:05:46 --> 01:05:49: If they move this to the end of the line,  
01:05:49 --> 01:05:52: as David said, it would be dead headed.  
01:05:52 --> 01:05:54: They operate on narrow margins,  
01:05:54 --> 01:05:58: so they can't afford to increase their operating costs,  
01:05:58 --> 01:06:00: right? They just can't do it,  
01:06:00 --> 01:06:03: and so they have money that is being redirected to  
01:06:04 --> 01:06:04: doing this.

01:06:04 --> 01:06:06: But it could be planned into,  
01:06:06 --> 01:06:09: designed in a way that will complement whatever is going  
01:06:09 --> 01:06:11: to come in the future.  
01:06:11 --> 01:06:14: Whether it's a big park or a small park or  
01:06:14 --> 01:06:15: housing etc.  
01:06:15 --> 01:06:19: It doesn't have to. Look like an industrial warehouse in  
01:06:19 --> 01:06:22: the Netherlands and no one ever sees it can be  
01:06:22 --> 01:06:25: designed as an intricate part of the fabric.  
01:06:25 --> 01:06:29: This new fabric that's part of this neighborhood and so  
01:06:29 --> 01:06:33: I've seen all sorts of things that have taken that  
01:06:33 --> 01:06:38: approach that were fundamentally a very utilitarian purpose.  
01:06:38 --> 01:06:42: But because they understood the value of good design,  
01:06:42 --> 01:06:45: it made an important part of the fabric.  
01:06:45 --> 01:06:47: So rethinking what that is.  
01:06:47 --> 01:06:51: From just a transit barn into an intricate portion of  
01:06:51 --> 01:06:53: the community,  
01:06:53 --> 01:06:58: and now you're starting to have something that stimulates  
growth  
01:06:58 --> 01:07:00: and use in that community.  
01:07:00 --> 01:07:03: Without going to war, but you just aren't gonna win  
01:07:03 --> 01:07:06: and what you do is when you do that you  
01:07:06 --> 01:07:10: bring them miss your partner and what better person to  
01:07:10 --> 01:07:13: talk to or railroad about the need to do something  
01:07:13 --> 01:07:17: in community than a railroad that is already made a  
01:07:17 --> 01:07:21: commitment to doing that and so now you're making that  
01:07:21 --> 01:07:23: you're making that partnership much stronger.  
01:07:25 --> 01:07:26: This  
01:07:26 --> 01:07:28: is Tony. I had a couple observations I wanted to  
01:07:28 --> 01:07:31: discuss with everyone and get your feedback on a few  
01:07:31 --> 01:07:32: things.  
01:07:32 --> 01:07:36: So certainly understand the coalition building we we want to  
01:07:36 --> 01:07:36: do that.  
01:07:36 --> 01:07:38: We're trying to kind of struggle on how to do  
01:07:38 --> 01:07:39: that,  
01:07:39 --> 01:07:43: and so you know my work has been solely in  
01:07:43 --> 01:07:46: the North End for last 18 years.  
01:07:46 --> 01:07:48: And so I I definitely have a a love and  
01:07:48 --> 01:07:52: a passion for making this community everything that it can  
01:07:52 --> 01:07:52: be,  
01:07:52 --> 01:07:54: whether we're involved with it or not.  
01:07:54 --> 01:07:56: We started out with camp North and along time ago  
01:07:56 --> 01:07:58: worked on it for seven years.

01:07:58 --> 01:08:02: Sold that vision just making sure it wouldn't become just  
01:08:02 --> 01:08:03: an industrial campus,  
01:08:03 --> 01:08:05: you know, sold the vision to a group at a  
01:08:05 --> 01:08:05: New York.  
01:08:05 --> 01:08:07: They came and brought their own ideas and experience.  
01:08:07 --> 01:08:09: I had no equity or ownership in that,  
01:08:09 --> 01:08:10: but worked on it for seven years.  
01:08:10 --> 01:08:13: They took it and ran with it and made it  
01:08:13 --> 01:08:14: incredible.  
01:08:14 --> 01:08:15: And that's how I'm feeling about this.  
01:08:15 --> 01:08:16: I've been working on this.  
01:08:16 --> 01:08:19: Park idea and idea for last 18 years as well.  
01:08:19 --> 01:08:22: Almost 20 years, I'm happy to hand it off.  
01:08:22 --> 01:08:23: We just want to know who those people are going  
01:08:23 --> 01:08:24: to be.  
01:08:24 --> 01:08:26: They're going to help carry the water with us.  
01:08:26 --> 01:08:28: We'd love to step aside to be part of the  
01:08:28 --> 01:08:28: team,  
01:08:28 --> 01:08:31: but so far we have not found people to get  
01:08:31 --> 01:08:32: as excited about her.  
01:08:32 --> 01:08:34: Spend the amount of time that we spend on that,  
01:08:34 --> 01:08:36: so we're trying to figure out how to engage those  
01:08:36 --> 01:08:38: people appropriately enough so that we can all be on  
01:08:39 --> 01:08:40: the bus and not be driving a bus over them  
01:08:40 --> 01:08:43: or with them and feel that kind of adversarial piece.  
01:08:43 --> 01:08:46: So that's one piece we need some help and support  
01:08:46 --> 01:08:46: on us.  
01:08:46 --> 01:08:51: How to get. The team engaged and connected and working  
01:08:51 --> 01:08:54: on the project to move it forward.  
01:08:54 --> 01:08:55: And how we can help facilitate that?  
01:08:55 --> 01:08:57: So that's one thing I wanted to kind of throw  
01:08:57 --> 01:08:58: out there with you guys.  
01:08:58 --> 01:09:00: We've done a whole lot of planning exercise.  
01:09:00 --> 01:09:03: We even did. You allow tap for North End,  
01:09:03 --> 01:09:06: so I don't think the park is going to solve  
01:09:06 --> 01:09:09: equity and affordable housing and social mobility.  
01:09:09 --> 01:09:10: And all of those things.  
01:09:10 --> 01:09:13: It can solve the direct connection to transit line and  
01:09:13 --> 01:09:14: it will have a lot more things.  
01:09:14 --> 01:09:15: They're going to have to go,  
01:09:15 --> 01:09:18: but it's not going to be the end all be  
01:09:18 --> 01:09:19: all for everyone so.

01:09:19 --> 01:09:23: That laying out a couple of different things and then  
01:09:23 --> 01:09:25: there will be a question at the end,  
01:09:25 --> 01:09:29: and so I also want to have an observation around  
01:09:29 --> 01:09:33: all these past few light taps and 2020 visions plans.  
01:09:33 --> 01:09:34: We've talked about North End.  
01:09:34 --> 01:09:37: We've done that for 20 years and has been impactful  
01:09:37 --> 01:09:40: and effective with things I can't northan happening,  
01:09:40 --> 01:09:43: but we still haven't had a singular focus on what  
01:09:43 --> 01:09:45: to do for the park,  
01:09:45 --> 01:09:47: so I want to be careful about rolling it back  
01:09:47 --> 01:09:48: into the same exercise.  
01:09:48 --> 01:09:51: We've done two or three Times Now with just north  
01:09:51 --> 01:09:51: on.  
01:09:51 --> 01:09:55: So that's the question is like tying this part scenario,  
01:09:55 --> 01:09:58: Queens Park vision into the North End vision I think  
01:09:58 --> 01:10:01: could also be seen as adverse aerial with the rest  
01:10:01 --> 01:10:03: of Charlotte or US against them,  
01:10:03 --> 01:10:06: which I've seen a lot North End over the last  
01:10:06 --> 01:10:06: 20 years,  
01:10:06 --> 01:10:09: which is why we have all the social services in  
01:10:09 --> 01:10:11: North End 'cause there's not enough political will to get  
01:10:11 --> 01:10:12: things to happen.  
01:10:12 --> 01:10:16: So as we reimagine rebrand our our plan for friends  
01:10:16 --> 01:10:17: of Queens Park,  
01:10:17 --> 01:10:19: I believe it should be the city of Charlotte Spark.  
01:10:19 --> 01:10:21: Yes it is in North End.  
01:10:21 --> 01:10:24: But I think we need to have stakeholders from the  
01:10:24 --> 01:10:24: entire city,  
01:10:24 --> 01:10:28: South, North East, West and not just say this in  
01:10:28 --> 01:10:29: North End thing.  
01:10:29 --> 01:10:30: It's a city of Charlotte.  
01:10:30 --> 01:10:33: Things that's one observation I put out there to the  
01:10:33 --> 01:10:34: group to think about as we rebranded.  
01:10:34 --> 01:10:37: Let's think about as the People's Park of the city  
01:10:37 --> 01:10:39: of Charlotte happens to be in North End,  
01:10:39 --> 01:10:40: but it's not just a North End.  
01:10:40 --> 01:10:42: Thing is the way I can say.  
01:10:42 --> 01:10:44: I mean, I work solely in the north and only,  
01:10:44 --> 01:10:46: but I think it needs to be seen as an  
01:10:46 --> 01:10:48: image in an icon for the city.  
01:10:48 --> 01:10:51: So those are my a lot of different comments.  
01:10:51 --> 01:10:53: So I'll let you guys respond to that,



01:10:53 --> 01:10:56: but I also wanted to get your feedback on the  
01:10:56 --> 01:10:59: interview with Mr McCall since he has built this city,  
01:10:59 --> 01:11:02: you know and knows the Charlotte Way and how he  
01:11:02 --> 01:11:06: built this coalition is what were his thoughts on how  
01:11:06 --> 01:11:07: it could be done.  
01:11:07 --> 01:11:08: And it's not working.  
01:11:09 --> 01:11:14: Uhm well, I I was the one who spoke with  
01:11:14 --> 01:11:15: Mr McCall.  
01:11:15 --> 01:11:22: And uhm. He might be a poster child for.  
01:11:22 --> 01:11:30: The level of energy. Come and the.  
01:11:30 --> 01:11:34: Not completely unguarded, but basic support for the idea of  
01:11:35 --> 01:11:40: what difference between spark the core of what you're about.  
01:11:40 --> 01:11:45: Uhm? And he believes she can get this done.  
01:11:45 --> 01:11:49: Uhm? He believes he can get it done in a  
01:11:49 --> 01:11:50: time frame.  
01:11:50 --> 01:11:54: Look, he put the largest bank in the United States  
01:11:54 --> 01:11:55: so and I didn't.  
01:11:56 --> 01:11:59: So one of the you know he was pretty cool.  
01:11:59 --> 01:11:59: You can get this done.  
01:11:59 --> 01:12:02: You can get this done in a time frame that's  
01:12:03 --> 01:12:06: shorter than probably we we might be suggesting here.  
01:12:06 --> 01:12:08: But the predicate to that is getting the right people  
01:12:08 --> 01:12:09: in the room,  
01:12:09 --> 01:12:12: and Tony clearly understand the issues that are involved with  
01:12:12 --> 01:12:14: getting the right people in the room.  
01:12:14 --> 01:12:18: Uhm? Part of the hard part of this,  
01:12:18 --> 01:12:23: from my perspective and part of my my takeaway of  
01:12:24 --> 01:12:29: the conversation that I had with you and others.  
01:12:29 --> 01:12:32: Is that the team building aspect of this?  
01:12:32 --> 01:12:38: You know developing this task force is that's not necessarily,  
01:12:38 --> 01:12:41: and we don't mean to indicate that's an easy thing  
01:12:41 --> 01:12:42: to do.  
01:12:42 --> 01:12:47: Uhm? Because the energy that's required to participate in  
01:12:47 --> 01:12:50: that  
01:12:50 --> 01:12:54: and to be a meaningful member of it,  
01:12:54 --> 01:12:54: and given the time frames we're talking about to stick  
01:12:54 --> 01:12:54: to it.  
01:12:54 --> 01:12:58: Are key criteria for participation in this process.  
01:12:58 --> 01:13:03: Come and. What we're suggesting to you,  
01:13:03 --> 01:13:07: I believe, is that the energy that you have so  
01:13:08 --> 01:13:13: far put into creating a vision that you've been pitching  
01:13:13 --> 01:13:14: be put.

01:13:14 --> 01:13:19: Rather, into the development of this coalition or this task  
01:13:19 --> 01:13:23: force with the with the key predicate that we're all  
01:13:23 --> 01:13:26: going to come to the table and we are going  
01:13:26 --> 01:13:33: to. Uh, I hesitate to use the word restart,  
01:13:33 --> 01:13:34: 'cause it's not exactly what we're saying here,  
01:13:34 --> 01:13:37: but it is. We're going to start with a blank  
01:13:37 --> 01:13:39: piece of paper and we're going to take all the  
01:13:39 --> 01:13:42: considerations of the stakeholders into account,  
01:13:42 --> 01:13:45: and we're going to jointly work to try to get  
01:13:45 --> 01:13:47: to yes with all of those.  
01:13:49 --> 01:13:52: The the problem with leading with the vision that you  
01:13:52 --> 01:13:55: have is that it presupposes an outcome,  
01:13:55 --> 01:13:58: and that's not the nature of the conversation that we're  
01:13:58 --> 01:13:59: suggesting.  
01:13:59 --> 01:14:02: Uhm, you were going to need.  
01:14:02 --> 01:14:10: Uh, respected. Proponents of this who are going to drive  
01:14:10 --> 01:14:13: action in their sectors.  
01:14:13 --> 01:14:15: So, uh, you know if you can find one of  
01:14:15 --> 01:14:18: the many CEOs that you have in Charlotte who is  
01:14:18 --> 01:14:20: willing to take this on,  
01:14:20 --> 01:14:22: they're not going to make this happen by themselves,  
01:14:22 --> 01:14:25: but they can coalesce support around the business  
community,  
01:14:25 --> 01:14:27: and they can also, by the ways,  
01:14:27 --> 01:14:30: because they built businesses, most of them can also help  
01:14:30 --> 01:14:33: you with managerial support in terms of helping you with  
01:14:33 --> 01:14:36: strategic direction and tactical direction.  
01:14:36 --> 01:14:39: Uhm, your undertakings to get to those people is just  
01:14:39 --> 01:14:41: like networking in your business.  
01:14:41 --> 01:14:45: Work in business development, one person leads to another  
person  
01:14:45 --> 01:14:46: leads to another person.  
01:14:46 --> 01:14:48: Shirley is smaller than Philadelphia,  
01:14:48 --> 01:14:49: but you know what? Philadelphia is,  
01:14:49 --> 01:14:52: a small town. May have 1.2 million people in it,  
01:14:52 --> 01:14:55: but the people who are participating in these kinds of  
01:14:55 --> 01:14:57: decisions it's a fairly small group of people,  
01:14:57 --> 01:15:01: and so networking your way to that that broader coalition  
01:15:01 --> 01:15:02: that you're talking about.  
01:15:02 --> 01:15:06: Whether that's just for the North End or includes  
stakeholders  
01:15:06 --> 01:15:07: from outside of the North End,  
01:15:07 --> 01:15:12: is something that's going to take some time and effort

01:15:12 --> 01:15:13: and planning.

01:15:13 --> 01:15:17: And I would strongly suggest that you speak with people

01:15:17 --> 01:15:21: on the subject of putting the coalition together.

01:15:21 --> 01:15:23: As opposed to the idea of the park.

01:15:23 --> 01:15:25: So if you went to Mr McCall for example,

01:15:25 --> 01:15:30: he said I would really appreciate your advice on.

01:15:30 --> 01:15:33: Who should be sitting at the table for your perspective

01:15:33 --> 01:15:37: and what the best ways to get those people involved

01:15:37 --> 01:15:37: is?

01:15:37 --> 01:15:39: I think you'll get input from him and others in

01:15:40 --> 01:15:40: that respect,

01:15:40 --> 01:15:43: and then that can give you a target for going

01:15:43 --> 01:15:43: forward.

01:15:43 --> 01:15:45: And he said as much.

01:15:45 --> 01:15:47: Not so many words I.

01:15:47 --> 01:15:49: I'm not quoting him but you know he and others

01:15:49 --> 01:15:51: and it's not just him.

01:15:51 --> 01:15:55: He and other stakeholders and interviewees said very similar

01:15:55 --> 01:15:57: things

01:15:55 --> 01:15:57: about this in terms of the collaboration environment.

01:16:00 --> 01:16:01: Alpine chime in on something.

01:16:01 --> 01:16:02: Yes please.

01:16:02 --> 01:16:05: So I I think just kind of on this topic.

01:16:05 --> 01:16:08: You know what the the pitch here and the story

01:16:08 --> 01:16:12: that's being pushed is very much about the park,

01:16:12 --> 01:16:13: which is great. I mean it.

01:16:13 --> 01:16:16: But in our interviews we heard a lot of the

01:16:16 --> 01:16:19: it's a great idea but you know and we also

01:16:19 --> 01:16:22: heard things about people you know talking about.

01:16:22 --> 01:16:23: Is it the right scale?

01:16:23 --> 01:16:25: Is it the right location for a park of that

01:16:25 --> 01:16:26: size or whatever you know?

01:16:26 --> 01:16:28: And all those things are conversations that could be worked

01:16:28 --> 01:16:28: out,

01:16:28 --> 01:16:31: but I almost think there's a bigger story here.

01:16:31 --> 01:16:35: And that's about solving this historic piece of infrastructure

01:16:35 --> 01:16:38: that

01:16:35 --> 01:16:38: has inhibiting connectivity and growth of the city and every

01:16:38 --> 01:16:41: major American city is dealing with that issue.

01:16:41 --> 01:16:43: I mean, that was the inspiration for the Big Dig.

01:16:43 --> 01:16:45: There was inspiration for Millennium Park here in DC.

01:16:45 --> 01:16:47: There trying to figure out what to do with the

01:16:47 --> 01:16:50: Southeast Southwest Freeway that cuts off the city.

01:16:50 --> 01:16:53: There's such a bigger story related to solving that issue  
01:16:53 --> 01:16:56: for connectivity to knitting the city together that I feel  
01:16:56 --> 01:16:59: like just focusing on the park almost kind of limits  
01:17:00 --> 01:17:02: your ability to pull in that coalition.  
01:17:02 --> 01:17:03: And that was just, you know,  
01:17:03 --> 01:17:05: I don't know if my colleagues or everybody agrees with  
01:17:05 --> 01:17:05: me,  
01:17:05 --> 01:17:08: but I think that was definitely observation that I heard  
01:17:08 --> 01:17:12: absolutely and gleaned from our conversations is that the  
park  
01:17:12 --> 01:17:12: is a great idea,  
01:17:12 --> 01:17:14: but I think there's a bigger story there that can  
01:17:15 --> 01:17:16: help you grow your coalition,  
01:17:16 --> 01:17:17: particularly related to connect, connecting,  
01:17:17 --> 01:17:20: and and and knitting. That part of the city back  
01:17:20 --> 01:17:20: together.  
01:17:21 --> 01:17:26: The other thing I would add on that one of  
01:17:26 --> 01:17:28: the takeaways from the.  
01:17:28 --> 01:17:32: McCall discussion is that if you get those CEOs in  
01:17:32 --> 01:17:36: that are sort of thought as corporate leaders,  
01:17:36 --> 01:17:39: you will bring in the city manager.  
01:17:39 --> 01:17:41: You'll bring in the county manager.  
01:17:41 --> 01:17:43: You'll bring in the mayor with them,  
01:17:43 --> 01:17:48: right? Because it's that sort of collective joint vision that  
01:17:48 --> 01:17:50: is going to move this thing forward.  
01:17:50 --> 01:17:56: And and so I think as Alan was saying.  
01:17:56 --> 01:17:59: Finding that one so it becomes a magnet for the  
01:17:59 --> 01:18:00: other right,  
01:18:00 --> 01:18:02: and then that's how you started to move this thing  
01:18:02 --> 01:18:03: forward.  
01:18:03 --> 01:18:05: But until you get that one.  
01:18:05 --> 01:18:08: Yeah, it's the challenge is going to be exactly what  
01:18:08 --> 01:18:09: it's been up to.  
01:18:09 --> 01:18:13: This point, you know it could be another 18 years  
01:18:14 --> 01:18:15: of messing around.  
01:18:15 --> 01:18:20: Railroad time, right. But if you get that,  
01:18:20 --> 01:18:23: if you figure out whatever the network is,  
01:18:23 --> 01:18:26: your social networks, your business networks,  
01:18:26 --> 01:18:30: and do that. Get it started and and I think  
01:18:30 --> 01:18:32: then it starts to flower.  
01:18:34 --> 01:18:38: And and all that on that that really understanding in  
01:18:38 --> 01:18:41: those one on one kind of networking conversations.

01:18:41 --> 01:18:45: What are the priorities of these elected officials of these  
01:18:45 --> 01:18:49: corporate citizens of the county and city administrators?  
01:18:49 --> 01:18:53: And how can you leverage the success of North End  
01:18:53 --> 01:18:56: to compliment progress on those priorities?  
01:18:56 --> 01:18:57: Be it the red line,  
01:18:57 --> 01:19:02: the silver line, you know other infrastructure needs  
throughout the  
01:19:02 --> 01:19:03: city,  
01:19:03 --> 01:19:06: and I think when you start to have Co benefits.  
01:19:06 --> 01:19:10: Through North End planning, then you really developed the  
alliances,  
01:19:10 --> 01:19:12: the Coalition and the collective support.  
01:19:12 --> 01:19:13: That's going to be needed for the long run.  
01:19:18 --> 01:19:19: That Craig  
01:19:19 --> 01:19:22: has his hand raised. Thank you everyone.  
01:19:23 --> 01:19:27: I appreciate the thoughtfulness and your time and energy this  
01:19:27 --> 01:19:27: week.  
01:19:27 --> 01:19:30: It was very helpful. I think for our group to  
01:19:31 --> 01:19:33: have that outside perspective.  
01:19:33 --> 01:19:40: We also appreciate the participation by all of our local  
01:19:40 --> 01:19:41: folks.  
01:19:41 --> 01:19:44: We know that you know an hour or  
01:19:44 --> 01:19:44: also  
01:19:44 --> 01:19:44: two  
01:19:44 --> 01:19:45: valuable  
01:19:44 --> 01:19:45: of your time  
01:19:45 --> 01:19:46: and  
01:19:46 --> 01:19:49: is we appreciate your willingness to participate in those  
interviews.  
01:19:49 --> 01:19:52: And I think that was really important before I begin  
01:19:52 --> 01:19:52: Allen,  
01:19:52 --> 01:19:55: Philadelphia has 1.6 million people,  
01:19:55 --> 01:19:58: so those extra 400,000 haven't all moved to Charlotte yet,  
01:19:58 --> 01:20:01: but I'm sure they're probably on their way.  
01:20:01 --> 01:20:06: It's rain. Uhm, but my question is,  
01:20:06 --> 01:20:09: you know it, we've we've we've sort of  
01:20:09 --> 01:20:09: on it just  
01:20:09 --> 01:20:10: touched  
01:20:09 --> 01:20:10: a little bit. Jenny  
01:20:10 --> 01:20:14: almost was sort of touching scratching at this one was.  
01:20:14 --> 01:20:17: There's there's a time in place for things in this  
01:20:18 --> 01:20:21: conversation and and they were you sort of mentioned the.  
01:20:21 --> 01:20:24: You know, it's a great idea but and we've had

01:20:24 --> 01:20:26: those conversations we've talked,  
01:20:26 --> 01:20:28: we talked to a lot of folks over the last  
01:20:28 --> 01:20:29: year and a half.  
01:20:29 --> 01:20:32: Many of the folks that you talked to multiple times  
01:20:32 --> 01:20:33: in many cases,  
01:20:33 --> 01:20:39: and many of those folks have competing priorities.  
01:20:39 --> 01:20:40: Uhm, and this has been,  
01:20:40 --> 01:20:43: you know, last like two years in Charlotte,  
01:20:43 --> 01:20:44: just like it's been a lot of other places.  
01:20:44 --> 01:20:45: It's been a real  
01:20:45 --> 01:20:46: big fat struggle and.  
01:20:47 --> 01:20:47: You  
01:20:47 --> 01:20:50: know trying to get something like this,  
01:20:50 --> 01:20:53: which is a really sort of big idea to be  
01:20:53 --> 01:20:56: able to float to the top to even get people  
01:20:56 --> 01:20:59: to commit to being part of a task force.  
01:20:59 --> 01:21:02: So I guess my fundamental question is do you do  
01:21:02 --> 01:21:05: you feel like there is support enough to at least  
01:21:05 --> 01:21:09: start to incubate this idea in a more formal way?  
01:21:13 --> 01:21:16: I'll jump on and then I'm sure others on the  
01:21:17 --> 01:21:18: panel will as well.  
01:21:18 --> 01:21:20: Time in a place is so important and I'm glad  
01:21:20 --> 01:21:21: you use.  
01:21:21 --> 01:21:23: I use that that phrase all the time.  
01:21:23 --> 01:21:29: Being that the comprehensive plan was just adopted being that  
01:21:29 --> 01:21:33: the county has the parks master plan that was just  
01:21:33 --> 01:21:37: adopted as well and the vision 2044 greater Uptown which  
01:21:38 --> 01:21:40: includes a variety of focus areas,  
01:21:40 --> 01:21:45: is pending review and approval by city and county officials.  
01:21:45 --> 01:21:48: I think the momentum is there to connect the dots.  
01:21:48 --> 01:21:51: And to really layer in these,  
01:21:51 --> 01:21:57: you know sometimes competing but more often aligned and  
01:21:57 --> 01:21:58: complementing  
01:21:58 --> 01:22:02: issues that are,  
01:21:58 --> 01:22:02: you know, facing Charlotte as a whole and we talked  
01:22:02 --> 01:22:03: about those housing,  
01:22:03 --> 01:22:07: you know, economic upward mobility,  
01:22:07 --> 01:22:10: so you know use the momentum of these kind of  
01:22:10 --> 01:22:14: legacy planning efforts that have taken place over decades in  
01:22:14 --> 01:22:17: Charlotte and and use those to set the table in  
01:22:17 --> 01:22:22: this coalition. Building as you know your your elected officials

01:22:22 --> 01:22:27: and public administration have already invested so much time in

01:22:27 --> 01:22:30: advancing those plans to use this project in the North

01:22:31 --> 01:22:34: End planning and the potential for park systems and and

01:22:35 --> 01:22:40: greater development opportunities to see those through as an implementation

01:22:40 --> 01:22:41: vehicle.

01:22:46 --> 01:22:50: I I would observe that the the question at hand

01:22:50 --> 01:22:51: has.

01:22:53 --> 01:22:57: Seems to be in the process of shifting from a

01:22:57 --> 01:23:00: design question to a political question.

01:23:00 --> 01:23:02: And. You know what they say.

01:23:02 --> 01:23:05: Politics is the art of the possible.

01:23:05 --> 01:23:08: Of course, the people that you were talking to have

01:23:09 --> 01:23:11: competing interests that that's a given.

01:23:11 --> 01:23:14: The purpose of getting them all together at the table

01:23:14 --> 01:23:17: is to get those interests on the table in a

01:23:17 --> 01:23:19: way that you can deal with them.

01:23:19 --> 01:23:21: You're not going to know what all of those are.

01:23:21 --> 01:23:23: You know politics is also.

01:23:25 --> 01:23:28: A combination of tactics and strategy.

01:23:28 --> 01:23:32: The idea here is to recognize that you're dealing in

01:23:32 --> 01:23:34: a political environment.

01:23:34 --> 01:23:39: And our suggestion that you be inclusive about the players

01:23:39 --> 01:23:40: here.

01:23:40 --> 01:23:45: And spent significant energy in fostering that political action that

01:23:45 --> 01:23:47: is going to be necessary.

01:23:47 --> 01:23:49: I'm not talking about electoral action,

01:23:49 --> 01:23:53: I'm talking about the the politics in the greater sense

01:23:53 --> 01:23:58: of bringing groups together and coalesce into get something done

01:23:58 --> 01:23:58: and.

01:23:58 --> 01:24:02: We've seen plenty of examples in Charlotte were told about

01:24:02 --> 01:24:05: plenty of examples of Charlotte Word that happened through a

01:24:06 --> 01:24:09: combination of forces that decided this thing is going to

01:24:09 --> 01:24:11: happen. Sometimes that was a handful of people,

01:24:11 --> 01:24:14: and sometimes that was more than a handful of people.

01:24:14 --> 01:24:17: I'm going to suggest that increasingly these days,

01:24:17 --> 01:24:19: the idea of you know,

01:24:19 --> 01:24:24: a few wealthy business people getting in and determining the

01:24:24 --> 01:24:26: outcome of public endeavor like this.

01:24:26 --> 01:24:30: Those, uh, those seem to be waning,  
01:24:30 --> 01:24:34: so your constituency is very large and that actually I  
01:24:34 --> 01:24:37: think we're down to your benefit.  
01:24:37 --> 01:24:41: Consider yourself a constituent. Once you get to the table,  
01:24:41 --> 01:24:46: you're a constituent for the park or parks and their  
01:24:46 --> 01:24:50: role in creating good urban design here.  
01:24:50 --> 01:24:55: That's fine. There will be proponents for other aspects of  
01:24:55 --> 01:24:58: what the plan ultimately ends up being.  
01:24:58 --> 01:25:01: As you go along. Uhm,  
01:25:01 --> 01:25:03: but I think you have to recognize that you were  
01:25:03 --> 01:25:07: going through a political endeavour here and that you were  
01:25:07 --> 01:25:09: going to have to use that political energy and in  
01:25:09 --> 01:25:12: some cases you can use the fact that people have  
01:25:12 --> 01:25:15: competing interests to actually further the 'cause.  
01:25:15 --> 01:25:19: Once you recognize them, acknowledge them and not tried  
to  
01:25:19 --> 01:25:21: deny that they exist.  
01:25:21 --> 01:25:22: And to be quite honest with you,  
01:25:22 --> 01:25:26: we we had had heard from some of the people  
01:25:26 --> 01:25:29: that we've talked to that,  
01:25:29 --> 01:25:32: particularly with regard to. The rail services,  
01:25:32 --> 01:25:35: both cats and Norfolk Southern that.  
01:25:38 --> 01:25:41: Uh, the proponents of the park.  
01:25:41 --> 01:25:48: Weren't seriously considering the real-world constraints that  
exist for them.  
01:25:48 --> 01:25:51: Uhm, and you're going to get further by acknowledging those  
01:25:51 --> 01:25:54: constraints and then working with them for them to help  
01:25:54 --> 01:25:56: you achieve your vision and you to help them achieve  
01:25:56 --> 01:25:59: their vision. 'cause they do have a vision.  
01:25:59 --> 01:26:04: Of their own. Anybody else have on the panel?  
01:26:04 --> 01:26:05: Have additional thoughts there.  
01:26:08 --> 01:26:13: I would say something you know and this is just  
01:26:13 --> 01:26:14: speculation.  
01:26:14 --> 01:26:20: But I believe that once you get.  
01:26:20 --> 01:26:24: The railroad and cats. They recognize that you are not  
01:26:24 --> 01:26:25: the enemy.  
01:26:25 --> 01:26:27: Because right now they it's adversario,  
01:26:27 --> 01:26:31: right? Once you get them to realize that you are  
01:26:31 --> 01:26:32: not the enemy.  
01:26:32 --> 01:26:35: Then I think you bring them to the table and  
01:26:35 --> 01:26:39: the discussions with some of the other part partners.  
01:26:39 --> 01:26:44: Saying the nature of those discussion changes right and so



01:26:44 --> 01:26:49: and so that coalition building that everyone talked about and  
01:26:49 --> 01:26:52: we talked about in our presentation,  
01:26:52 --> 01:26:56: we said it's a year of reconstructing those that coalition,  
01:26:56 --> 01:26:58: right? And so it might be a year and a  
01:26:59 --> 01:26:59: half.  
01:26:59 --> 01:27:00: It might be 30 minutes,  
01:27:00 --> 01:27:02: but probably not 30 minutes,  
01:27:02 --> 01:27:04: right? But it's not. It takes some time.  
01:27:04 --> 01:27:09: And really, you know your team sitting down and working.  
01:27:09 --> 01:27:14: Out a strategic approach for doing that and doing one  
01:27:14 --> 01:27:14: thing,  
01:27:14 --> 01:27:18: putting your ego and your back pocket and just sitting  
01:27:18 --> 01:27:19: on it right?  
01:27:19 --> 01:27:22: Because sometimes to do that,  
01:27:22 --> 01:27:27: but these large organizations and institutions that have huge  
institutional  
01:27:27 --> 01:27:27: egos,  
01:27:27 --> 01:27:30: right? You gotta put your own ego in your back  
01:27:30 --> 01:27:30: pocket.  
01:27:30 --> 01:27:34: Sit down and figure out strategically.  
01:27:34 --> 01:27:35: This is who we want to go after.  
01:27:35 --> 01:27:38: This is who we want to develop this relationship.  
01:27:38 --> 01:27:41: How do we get them in into our corner?  
01:27:41 --> 01:27:43: And and move it forward from that.  
01:27:43 --> 01:27:45: And you who those people are,  
01:27:45 --> 01:27:48: which are the order of doing that?  
01:27:48 --> 01:27:50: You guys got to decide that yourselves,  
01:27:50 --> 01:27:52: but I think that's going to be part of the  
01:27:52 --> 01:27:52: process.  
01:27:55 --> 01:27:55: And  
01:27:55 --> 01:27:57: a lot of this is not surprising from the way  
01:27:57 --> 01:27:58: that we went about this.  
01:27:58 --> 01:28:01: We really kind of intentionally just went grassroots and said,  
01:28:01 --> 01:28:02: let's get the public excited.  
01:28:02 --> 01:28:04: Let's go out to social media and say,  
01:28:04 --> 01:28:06: hey, we want a Central Park for Charlotte.  
01:28:06 --> 01:28:08: Of course the city in the county Norfolk son said,  
01:28:08 --> 01:28:10: hey where the Parks Department with the city and north?  
01:28:10 --> 01:28:12: Why didn't you come to us so we get it?  
01:28:12 --> 01:28:15: I mean that was not strategic on our end,  
01:28:15 --> 01:28:16: but just the way we want to do things.  
01:28:16 --> 01:28:18: Let's just. It's a good idea.

01:28:18 --> 01:28:20: Let's see if everyone likes it and put it out  
01:28:20 --> 01:28:22: there and make it real equal playing field out kind  
01:28:22 --> 01:28:25: of registering all these different levels of political.  
01:28:25 --> 01:28:27: Things that we're going to we have to do now  
01:28:27 --> 01:28:28: to get something done of this scale.  
01:28:28 --> 01:28:31: So we were definitely agitators in the mix.  
01:28:31 --> 01:28:34: And you know that that's fine for what we need  
01:28:34 --> 01:28:36: to do to get it to a certain level.  
01:28:36 --> 01:28:38: So the question I posed the group was from your  
01:28:38 --> 01:28:39: conversations,  
01:28:39 --> 01:28:42: so they'll probably tell you something different and they told  
01:28:42 --> 01:28:43: us you don't have to tell us now,  
01:28:43 --> 01:28:45: but it would be nice if you had takeaways from  
01:28:45 --> 01:28:48: conversation with panels or interview people.  
01:28:48 --> 01:28:49: Hey, you might want to reach out to this person.  
01:28:49 --> 01:28:52: They'd be a good advocate or Braxton is really interested  
01:28:53 --> 01:28:53: in this,  
01:28:53 --> 01:28:55: or you know just some takeaways that we can take  
01:28:55 --> 01:28:55: this.  
01:28:55 --> 01:28:57: Don't say. If this is something you're interested in,  
01:28:57 --> 01:28:59: we'd love to have you as part of the team  
01:28:59 --> 01:29:01: and will sit on the side with you or collectively  
01:29:01 --> 01:29:01: or whatever,  
01:29:01 --> 01:29:04: but they'll probably tell you things they don't tell us,  
01:29:04 --> 01:29:06: and this forum may not be the right place to  
01:29:06 --> 01:29:08: kind of air all of that,  
01:29:08 --> 01:29:10: but we'd love to hear some comments from you guys  
01:29:10 --> 01:29:13: eventually on people you'd recommend for us to reach out  
01:29:13 --> 01:29:15: to the things they're interested in.  
01:29:15 --> 01:29:15: That would be important,  
01:29:16 --> 01:29:18: they, yeah hi, this is Gabriel,  
01:29:18 --> 01:29:20: and they were definitely recommendations on the one to one  
01:29:20 --> 01:29:23: interviews for specific contacts that needed to be a part  
01:29:23 --> 01:29:24: of the discussion,  
01:29:24 --> 01:29:26: so for sure we communicate that.  
01:29:27 --> 01:29:28: That will be invaluable.  
01:29:29 --> 01:29:31: Follow up a little bit on that,  
01:29:31 --> 01:29:33: I'm gonna I'm gonna jump in as chair here I  
01:29:33 --> 01:29:36: just want to remind both our panelists.  
01:29:36 --> 01:29:40: But in particular are sponsored that the predicate of our  
01:29:40 --> 01:29:44: interviews with the stakeholders was that they were  
confidential and

01:29:44 --> 01:29:47: that we weren't going to repeat anything,  
01:29:47 --> 01:29:52: either verbatim or otherwise, about them.  
01:29:52 --> 01:29:53: And so it would be.  
01:29:53 --> 01:29:57: While we can't make some generic suggestions about that,  
01:29:57 --> 01:30:00: that the privacy issues, there are pretty important.  
01:30:00 --> 01:30:02: Yeah, that that that that might.  
01:30:02 --> 01:30:04: I would be worried about a string over the line  
01:30:04 --> 01:30:05: there a bit.  
01:30:05 --> 01:30:07: OK, I thought it was more about the source of  
01:30:07 --> 01:30:09: the information rather information itself,  
01:30:09 --> 01:30:10: so pardon for that.  
01:30:11 --> 01:30:13: Thank you. Thank you for clarifying.  
01:30:13 --> 01:30:16: Then we certainly appreciate those those companies,  
01:30:16 --> 01:30:19: realities and conversations. We look for any kind of insight  
01:30:20 --> 01:30:22: that you obviously would be able to share,  
01:30:22 --> 01:30:26: particularly with the folks that we haven't had the opportunity  
01:30:26 --> 01:30:29: yet to have more in depth conversations.  
01:30:29 --> 01:30:30: Economic development is one group,  
01:30:30 --> 01:30:34: for example, that we we look to seek more conversations  
01:30:34 --> 01:30:35: with them,  
01:30:35 --> 01:30:40: understand. There are some discussions that we may not be  
01:30:40 --> 01:30:45: made aware of or that we just cannot participate it,  
01:30:45 --> 01:30:48: but certainly we want to understand as much as possible  
01:30:48 --> 01:30:50: their challenges to be able to.  
01:30:50 --> 01:30:54: When I say challenges, I mean better understand their  
01:30:54 --> 01:30:56: challenges  
01:30:56 --> 01:30:58: that they can share so that we can better integrate  
01:30:58 --> 01:31:00: them into the conversation.  
01:31:00 --> 01:31:03: So yeah, we can. We can help each other out  
01:31:03 --> 01:31:06: in terms of moving a larger vision together.  
01:31:06 --> 01:31:09: Well look, let me say this and I,  
01:31:09 --> 01:31:14: I think what Alan said is just was one of  
01:31:14 --> 01:31:17: the underlying principles of these this whole intervention.  
01:31:17 --> 01:31:19: The GLI dust certain amount of confidence challenges,  
01:31:19 --> 01:31:24: but let me say this right.  
01:31:24 --> 01:31:25: That these people have participated in this process of  
01:31:25 --> 01:31:29: interviewing  
01:31:29 --> 01:31:30: says one thing,  
01:31:30 --> 01:31:33: right? They care if they didn't care,  
01:31:33 --> 01:31:37: they wouldn't have been at the table.  
01:31:37 --> 01:31:39: We wouldn't have gotten in contact with him and in  
01:31:39 --> 01:31:39: our presentation you're going to see all the list names  
01:31:39 --> 01:31:39: of people who we talked to.

01:31:39 --> 01:31:41: You can look at that and say,  
01:31:41 --> 01:31:44: oh, these are the people that were interested enough to  
01:31:44 --> 01:31:45: do an interview,  
01:31:45 --> 01:31:49: right? And I think with that without knowing without us  
01:31:49 --> 01:31:50: telling you.  
01:31:50 --> 01:31:54: But they said etc. You can start to do your  
01:31:54 --> 01:31:58: own networking and figure out how to go back to  
01:31:58 --> 01:31:58: him.  
01:31:58 --> 01:32:00: Do a little research on it.  
01:32:00 --> 01:32:03: I mean, you know when we're trying to enter a  
01:32:03 --> 01:32:07: market you know and and I've met Craig in Birmingham  
01:32:07 --> 01:32:10: and I knew nothing about Birmingham,  
01:32:10 --> 01:32:12: but I did a whole lot of work to know  
01:32:12 --> 01:32:16: everybody and everything I needed to know in Birmingham.  
01:32:16 --> 01:32:19: And I have more work in Birmingham than I have  
01:32:19 --> 01:32:22: in New York right now and I've been living in  
01:32:22 --> 01:32:23: New York for 30 years.  
01:32:23 --> 01:32:26: So my point is that as business people,  
01:32:26 --> 01:32:28: right? We know how to build.  
01:32:28 --> 01:32:33: Networks get information. Meet the people you need to meet  
01:32:33 --> 01:32:34: right to do it.  
01:32:34 --> 01:32:36: So with that list of people we interviewed,  
01:32:36 --> 01:32:38: you can figure it out.  
01:32:38 --> 01:32:40: You guys can figure it out who it is.  
01:32:40 --> 01:32:42: You need to talk to that they were here at  
01:32:42 --> 01:32:42: the table.  
01:32:42 --> 01:32:45: You know they're interested. And again,  
01:32:45 --> 01:32:47: as I said. But do you go in your pocket  
01:32:48 --> 01:32:50: and let him know you need help?  
01:32:50 --> 01:32:53: Right, let him know you need help and that's such  
01:32:53 --> 01:32:55: a positive message,  
01:32:55 --> 01:32:58: right? You know that you need help because you sort  
01:32:58 --> 01:33:00: of changed the dynamics there.  
01:33:02 --> 01:33:06: I'll add on Mary Mack and Tony's comment of the  
01:33:06 --> 01:33:07: grassroots effort.  
01:33:07 --> 01:33:12: Don't don't let that stop actually keep pumping that up  
01:33:12 --> 01:33:13: even stronger,  
01:33:13 --> 01:33:16: much more diverse. You know there's going to be a  
01:33:16 --> 01:33:17: group of people,  
01:33:17 --> 01:33:20: whether it's 1000 or just a couple dozen that are  
01:33:20 --> 01:33:23: that that are diehards on this project and they need  
01:33:24 --> 01:33:26: to stay just as passionate just as involved.

01:33:26 --> 01:33:29: And I think the more that those folks that are  
01:33:29 --> 01:33:32: already involved at a grassroots level can go out and  
01:33:32 --> 01:33:35: connect with others in the community even outside of the  
01:33:35 --> 01:33:37: North End. That can also start to form.  
01:33:37 --> 01:33:41: Those relationships with those interested 30 or more that  
we've  
01:33:42 --> 01:33:46: interviewed and really start to tell their personal story about  
01:33:46 --> 01:33:47: why this excites them.  
01:33:47 --> 01:33:50: You know, at the right time that's meaningful,  
01:33:50 --> 01:33:52: and these are people that will show up to public  
01:33:52 --> 01:33:53: meetings.  
01:33:53 --> 01:33:56: These are people that flood social media streams that really  
01:33:57 --> 01:34:00: let their elected leaders know that this is important to  
01:34:00 --> 01:34:00: them.  
01:34:00 --> 01:34:04: And as that grows and becomes more diverse and it  
01:34:04 --> 01:34:07: becomes a wave and a current that's going to help  
01:34:07 --> 01:34:07: lead this.  
01:34:07 --> 01:34:12: Particularly when these really critical you know complex  
decision points  
01:34:12 --> 01:34:14: are coming down the line.  
01:34:16 --> 01:34:19: Let me let me add one thing to that to  
01:34:19 --> 01:34:22: extend on both of those things.  
01:34:22 --> 01:34:25: The thing you need to do here is listen.  
01:34:25 --> 01:34:28: So as you're talking to so far,  
01:34:28 --> 01:34:32: your conversations, we believe with the with the other  
stakeholders  
01:34:33 --> 01:34:33: have been.  
01:34:33 --> 01:34:36: They've been a pitch and there's nothing wrong with the  
01:34:36 --> 01:34:37: pitch.  
01:34:37 --> 01:34:39: It's what got you to this place where you are  
01:34:39 --> 01:34:39: now.  
01:34:39 --> 01:34:43: But now it's time to take a step back and  
01:34:43 --> 01:34:43: listen.  
01:34:43 --> 01:34:45: And that does two things.  
01:34:45 --> 01:34:48: First of all, it's incredibly disarming,  
01:34:48 --> 01:34:51: right? So if you're if you're there to absorb what  
01:34:51 --> 01:34:54: they have to tell you and do as little talking  
01:34:54 --> 01:34:55: as possible.  
01:34:55 --> 01:34:57: Other than just asking follow up questions,  
01:34:57 --> 01:35:00: you will be amazed at how invested you get people  
01:35:00 --> 01:35:03: in the things that you're interested in and how much  
01:35:03 --> 01:35:06: information you gain from them about how to put this  
01:35:06 --> 01:35:13: coalition together. So that goes along with Carlton's

admonition to.

**01:35:13 --> 01:35:15:** After meeting with people and starting this networking,  
**01:35:15 --> 01:35:17:** the thing you're doing is you're asking for their help  
**01:35:17 --> 01:35:19:** and it's not the help to create the park,  
**01:35:19 --> 01:35:21:** it's to help to put together the group that is  
**01:35:21 --> 01:35:24:** going to establish the vision for the North End.  
**01:35:24 --> 01:35:27:** Much different undertaking that put you at a different place  
**01:35:27 --> 01:35:27:** at the table,  
**01:35:27 --> 01:35:31:** by the way. And I referred earlier to,  
**01:35:31 --> 01:35:33:** you know it forensic Queens Park.  
**01:35:33 --> 01:35:36:** It could just be the proponent for the park or  
**01:35:36 --> 01:35:37:** for open area,  
**01:35:37 --> 01:35:42:** but. I believe you're interested in more than that,  
**01:35:42 --> 01:35:44:** and so your ability to.  
**01:35:44 --> 01:35:47:** Talk about always with the idea of that you know  
**01:35:47 --> 01:35:50:** you want to create this neighborhood with an appropriate  
amount  
**01:35:51 --> 01:35:53:** of open space that serves not just this neighborhood,  
**01:35:53 --> 01:35:56:** but serves Charlotte as a whole and keeping that in  
**01:35:56 --> 01:35:57:** mind.  
**01:35:57 --> 01:36:00:** Using that as a partial vehicle to address all of  
**01:36:00 --> 01:36:03:** these other concerns I think gives you purview to be  
**01:36:03 --> 01:36:07:** useful to Charlotte in a variety of ways that extend  
**01:36:07 --> 01:36:09:** beyond the park, but you do that by listening.  
**01:36:09 --> 01:36:12:** Understand what understand what the issues are not from  
us,  
**01:36:12 --> 01:36:14:** but from the people who are actually experiencing.  
**01:36:14 --> 01:36:21:** These issues. Other questions. Well,  
**01:36:21 --> 01:36:21:** I'll jump  
**01:36:21 --> 01:36:22:** in for a second question,  
**01:36:22 --> 01:36:24:** that's all right, excuse me,  
**01:36:24 --> 01:36:25:** I've got a little bit of a cold  
**01:36:25 --> 01:36:25:** today.  
**01:36:27 --> 01:36:28:** So I appreciate the  
**01:36:28 --> 01:36:29:** reframe and orientation  
**01:36:29 --> 01:36:30:** towards.  
**01:36:31 --> 01:36:33:** You know what are the needs of of North End  
**01:36:33 --> 01:36:36:** and broadening the conversation from a sales pitch  
**01:36:36 --> 01:36:38:** for a park to  
**01:36:38 --> 01:36:39:** something larger?  
**01:36:39 --> 01:36:43:** Focusing on mobility and resilience and all the other  
**01:36:43 --> 01:36:45:** key values that you  
**01:36:45 --> 01:36:47:** have identified. I am curious

01:36:47 --> 01:36:50: though, if anybody kind of  
01:36:50 --> 01:36:52: adopted more the viewpoint that kind of Pony Express  
01:36:52 --> 01:36:53: where we'll really is about  
01:36:53 --> 01:36:55: the park and at some level  
01:36:55 --> 01:36:57: charlottes losing an opportunity  
01:36:57 --> 01:36:58: if we don't act now.  
01:36:59 --> 01:37:02: To have a large urban park anywhere  
01:37:02 --> 01:37:03: near the Uptown,  
01:37:04 --> 01:37:05: or if  
01:37:05 --> 01:37:06: that's not a sentiment that you really  
01:37:06 --> 01:37:07: heard in terms of the urgency  
01:37:07 --> 01:37:08: and the  
01:37:08 --> 01:37:11: you know, the scarce resource of land near our city  
01:37:11 --> 01:37:11: center  
01:37:12 --> 01:37:13: and the lack of any park in the  
01:37:13 --> 01:37:15: Uptown. It's bigger than about five acres,  
01:37:15 --> 01:37:16: and it's not all about size.  
01:37:16 --> 01:37:19: And like you said, those there's these other signature public  
01:37:19 --> 01:37:20: spaces in cities that aren't huge.  
01:37:21 --> 01:37:22: But did you hear that  
01:37:22 --> 01:37:25: when you interviewed the stakeholders about the kind of the  
01:37:25 --> 01:37:25: fierce urgency of now  
01:37:25 --> 01:37:27: for? A  
01:37:27 --> 01:37:28: park near Uptown  
01:37:28 --> 01:37:30: for Charlotte? Or is that something that you didn't really  
01:37:30 --> 01:37:31: hear so much of?  
01:37:36 --> 01:37:39: Gabriela, you you had a number of conversations around  
that.  
01:37:39 --> 01:37:41: Do you want to start us off on that?  
01:37:41 --> 01:37:46: Yes I can. I actually heard from folks that immediately  
01:37:46 --> 01:37:50: leaving the immediately adjacent areas on the West and east  
01:37:50 --> 01:37:52: side of the park.  
01:37:52 --> 01:37:54: And you know their reactions to the present,  
01:37:54 --> 01:37:56: 'cause they're familiar with the presentation,  
01:37:56 --> 01:37:57: with all the renderings and the vision.  
01:37:57 --> 01:38:00: And they felt like their their motion fixed.  
01:38:00 --> 01:38:05: You know first reaction was very positive in that you  
01:38:05 --> 01:38:06: know the the.  
01:38:06 --> 01:38:07: I'm going to say this again.  
01:38:07 --> 01:38:09: The visceral reaction was so cool,  
01:38:09 --> 01:38:12: you know we can. We know if something like this  
01:38:12 --> 01:38:13: can put Charlotte on the map.

01:38:13 --> 01:38:15: Somebody actually said something like that,  
01:38:15 --> 01:38:18: and it was. It was a appreciation for like what  
01:38:18 --> 01:38:21: I said in my presentation the changing the what is  
01:38:21 --> 01:38:23: now to what the potential I mean.  
01:38:23 --> 01:38:26: Obviously it's night and day.  
01:38:26 --> 01:38:29: However, the conversation depends and they were more.  
01:38:29 --> 01:38:31: There was a positive in that park.  
01:38:31 --> 01:38:37: There were less. In Phatic about the size and scale,  
01:38:37 --> 01:38:39: I don't think they really understand it though.  
01:38:39 --> 01:38:41: That's just my personal opinion,  
01:38:41 --> 01:38:44: and it's not until you put it into scale like  
01:38:44 --> 01:38:47: Allen overlaid of Central Park where you know you start  
01:38:47 --> 01:38:50: understanding how big displays can be.  
01:38:50 --> 01:38:53: That's just my personal interpretation,  
01:38:53 --> 01:38:57: but they were concerns or questions about.  
01:38:57 --> 01:38:58: In a place like that,  
01:38:58 --> 01:39:02: there could be so large you know what about safety?  
01:39:02 --> 01:39:06: What about, uh, you know,  
01:39:06 --> 01:39:10: just other. Aspects of design and the cities and spaces  
01:39:10 --> 01:39:14: that actually come with open space and so safety was  
01:39:14 --> 01:39:16: a topic of discussion and you know,  
01:39:16 --> 01:39:19: we don't have answers, which is kind of discussed there.  
01:39:19 --> 01:39:21: You know, just designer parks in general and how some  
01:39:21 --> 01:39:23: of the successes that can  
01:39:23 --> 01:39:25: be, you know can. It can be  
01:39:25 --> 01:39:28: replicated from other stories and from other parks in the  
01:39:28 --> 01:39:29: in the country or whatever.  
01:39:29 --> 01:39:32: What have you? So to answer your question directly,  
01:39:32 --> 01:39:35: there was really not direct reaction to size,  
01:39:35 --> 01:39:36: whether it's big and small.  
01:39:36 --> 01:39:39: He was more about other aspects of park building and  
01:39:40 --> 01:39:41: park design that came.  
01:39:41 --> 01:39:44: They usually come with that like safety for example,  
01:39:44 --> 01:39:46: or acts or access like.  
01:39:48 --> 01:39:51: That was from the folks on the West side that  
01:39:51 --> 01:39:52: we had a chance to talk to.  
01:39:52 --> 01:39:56: There was some part of the conversation was about just  
01:39:56 --> 01:40:00: connectivity and they just felt like right now there is  
01:40:00 --> 01:40:03: such a a dead end and our property and said,  
01:40:03 --> 01:40:05: you know, hopefully whatever it is,  
01:40:05 --> 01:40:06: it becomes of this open space.  
01:40:06 --> 01:40:08: You know that there is communication 'cause we feel like



01:40:08 --> 01:40:08: there is.

01:40:08 --> 01:40:12: It's such an isolation from that part of the city.

01:40:12 --> 01:40:15: So conversation less about scale,

01:40:15 --> 01:40:17: more about everything else. That kind of comes with park

01:40:17 --> 01:40:18: in the urban in the.

01:40:19 --> 01:40:23: Urban fabric. And it was fairly consistent.

01:40:23 --> 01:40:25: Some of us in the panels have talked to other.

01:40:27 --> 01:40:28: People actually live in

01:40:28 --> 01:40:29: nearby. I think it was a Jenny.

01:40:29 --> 01:40:31: Was it you that talked to others?

01:40:31 --> 01:40:33: Yes yes. Thanks Gabriela. I was going to jump in

01:40:33 --> 01:40:36: and say it was a little bit of a different

01:40:36 --> 01:40:39: vein of discussion of future use of land in and

01:40:39 --> 01:40:42: around the area or Charlotte as a whole and not

01:40:42 --> 01:40:45: so much that we're losing land and we won't have

01:40:45 --> 01:40:47: any available or park space.

01:40:47 --> 01:40:51: It's more as this underutilized and oftentimes vacant land in

01:40:51 --> 01:40:54: and around the Queens Park area is built.

01:40:54 --> 01:40:57: How did those new vertical private developments?

01:40:57 --> 01:41:01: Respond to the needs of the communities their ground floor

01:41:01 --> 01:41:02: neighborhood serving retail.

01:41:02 --> 01:41:06: Are there small plazas or areas to congregate at some

01:41:06 --> 01:41:07: of these?

01:41:07 --> 01:41:11: You know, new developments. So how are these projects

01:41:11 --> 01:41:11: starting

01:41:11 --> 01:41:14: to fit in?

01:41:11 --> 01:41:14: To compliment either the fabric that exists in some of

01:41:14 --> 01:41:17: these neighborhoods that already have a development

01:41:17 --> 01:41:19: pattern?

01:41:17 --> 01:41:19: Or if they don't because there is a lot of

01:41:19 --> 01:41:20: vacancy,

01:41:20 --> 01:41:23: particularly on the West End from what we could tell,

01:41:23 --> 01:41:25: you know, how does it create a new fabric that

01:41:25 --> 01:41:26: connects people,

01:41:26 --> 01:41:31: and I think another. Important part here is.

01:41:31 --> 01:41:34: Where the switching station is the area that Norfolk Southern

01:41:34 --> 01:41:35: owns.

01:41:35 --> 01:41:38: It's not going to be developed tomorrow based on everything

01:41:38 --> 01:41:40: that we've talked about for the last two hours.

01:41:40 --> 01:41:43: There are so many constraints with that land,

01:41:43 --> 01:41:45: so it's not as though it's a prime piece of

01:41:45 --> 01:41:48: redevelopment land that is going to see you know,

01:41:48 --> 01:41:51: new private development around the corner,

01:41:51 --> 01:41:54: so I don't think that there's as much of a  
01:41:54 --> 01:41:57: concern that this opportunity for a grand vision for a  
01:41:57 --> 01:42:00: park in and around the rail yards is going to  
01:42:00 --> 01:42:04: be missed. More how the development in and around that  
01:42:04 --> 01:42:06: area is really going to serve the benefit of the  
01:42:06 --> 01:42:07: community.  
01:42:07 --> 01:42:10: And then when the opportunity arises,  
01:42:10 --> 01:42:14: the coalitions are built. The hard studies and analysis is  
01:42:14 --> 01:42:14: done.  
01:42:14 --> 01:42:17: The Co benefits are analyzed and a park or a  
01:42:17 --> 01:42:19: series of parks becomes the solution.  
01:42:19 --> 01:42:22: That's when I think people will really,  
01:42:22 --> 01:42:25: you know, say this is the way that we solve,  
01:42:25 --> 01:42:27: not having enough park space or a grand,  
01:42:27 --> 01:42:30: you know, park space in this part of our our  
01:42:30 --> 01:42:30: community.  
01:42:31 --> 01:42:33: Let me add to that,  
01:42:33 --> 01:42:35: but Jenny and I spoke to some of the same  
01:42:35 --> 01:42:35: people,  
01:42:35 --> 01:42:39: but I spoke to some others nerves and other various  
01:42:39 --> 01:42:40: things about that.  
01:42:40 --> 01:42:43: Certainly heard things that Jenny said,  
01:42:43 --> 01:42:48: but when we talk about that space where Queens Park  
01:42:48 --> 01:42:49: is proposed,  
01:42:49 --> 01:42:52: one of the things I've heard from people.  
01:42:54 --> 01:42:57: Is that not so much about the part,  
01:42:57 --> 01:43:00: but that the railroad kept them from getting to what  
01:43:00 --> 01:43:03: they felt was becoming a stronger,  
01:43:03 --> 01:43:06: committed community with stronger assets on the other side,  
01:43:06 --> 01:43:10: right? And so, that's sort of absence,  
01:43:10 --> 01:43:14: or that almost in some ways traditional southern way of  
01:43:14 --> 01:43:18: building that the lower income community is on one side  
01:43:18 --> 01:43:21: of the tracks and the higher income is on the  
01:43:21 --> 01:43:23: other side of the tracks.  
01:43:23 --> 01:43:24: And they were trying to decide.  
01:43:24 --> 01:43:28: Well, what is the park make that any difference,  
01:43:28 --> 01:43:31: right? It'll still be the lower income community on one  
01:43:31 --> 01:43:34: side of the tracks and the higher income community.  
01:43:34 --> 01:43:37: Other side of tracks, and so that's one of the  
01:43:37 --> 01:43:41: things that for getting broader community support support,  
01:43:41 --> 01:43:42: you got it. You got to address.  
01:43:42 --> 01:43:45: That is the question you know.

01:43:45 --> 01:43:49: Historically that's a question and nothing that has been said  
01:43:49 --> 01:43:50: has addressed that.  
01:43:50 --> 01:43:55: And so when we say making this more than about  
01:43:55 --> 01:43:55: the park.  
01:43:55 --> 01:43:57: That's one of the reasons why,  
01:43:57 --> 01:44:00: because if you don't have that sort of support.  
01:44:00 --> 01:44:04: Trust me, you aren't going to get the political support  
01:44:04 --> 01:44:04: here,  
01:44:04 --> 01:44:06: and you haven't gotten that support.  
01:44:06 --> 01:44:09: Let me just be straight with you about that right,  
01:44:09 --> 01:44:13: but the next thing that we know is the people  
01:44:13 --> 01:44:19: the county Mecklenburg County is responsible for building  
and operating  
01:44:19 --> 01:44:21: the parts right?  
01:44:21 --> 01:44:24: And Mecklenburg County Department of Parks is this,  
01:44:24 --> 01:44:29: like every Department of parks I've ever said I run  
01:44:29 --> 01:44:29: into.  
01:44:29 --> 01:44:32: We don't have enough money to maintain all our parts.  
01:44:32 --> 01:44:35: You know we've got parks,  
01:44:35 --> 01:44:37: and if you looked at their report right,  
01:44:37 --> 01:44:38: it's like look at this part.  
01:44:38 --> 01:44:41: Yeah, it looks like a field with a little fence,  
01:44:41 --> 01:44:43: right? Oh, look at this park.  
01:44:43 --> 01:44:45: It looks great. We've got to do something about the  
01:44:45 --> 01:44:47: park we already got.  
01:44:47 --> 01:44:50: That's what the Mecklenburg County Parks report said,  
01:44:50 --> 01:44:54: right? So that's when you talk only about parts,  
01:44:54 --> 01:44:57: right? That's who you're talking to,  
01:44:57 --> 01:44:59: right? You've got to change that.  
01:44:59 --> 01:45:03: Hello. It's not difficult to change that dialogue,  
01:45:03 --> 01:45:05: you just gotta back up again.  
01:45:05 --> 01:45:08: I think Alan said something about back up and listen  
01:45:08 --> 01:45:12: to what they had to say and ask about building  
01:45:12 --> 01:45:13: this coalition right?  
01:45:13 --> 01:45:16: And then I think that's when you really get the  
01:45:16 --> 01:45:19: real focus on doing what you want to do right.  
01:45:19 --> 01:45:23: But until you get that sort of thing when some  
01:45:23 --> 01:45:25: group of people is saying.  
01:45:25 --> 01:45:27: It's just going to be another thing for the wealthy  
01:45:27 --> 01:45:30: people in other sidetracks there's nothing for me,  
01:45:30 --> 01:45:34: they are. You know, come on,  
01:45:34 --> 01:45:36: you gotta deconstruct that you got,

01:45:36 --> 01:45:37: you gotta find a better way.

01:45:39 --> 01:45:41: This is a shared one.

01:45:41 --> 01:45:44: Last thing on this topic from Arabs question and the

01:45:44 --> 01:45:48: notion of gathering space in one interview panel.

01:45:48 --> 01:45:51: Lauren and I had a very robust conversation with some

01:45:51 --> 01:45:54: interviews about where people are going to go when the

01:45:54 --> 01:45:56: Panthers win the Super Bowl.

01:45:56 --> 01:45:59: Yeah, and you know, I think there was a real

01:45:59 --> 01:46:01: prevalence of that.

01:46:01 --> 01:46:05: There's no, there's no really signature central gathering spot

01:46:05 --> 01:46:07: for

01:46:07 --> 01:46:09: that type of activity,

01:46:09 --> 01:46:12: and I think the people that we heard from we're

01:46:12 --> 01:46:15: really excited about the prospect that this could solve that

01:46:15 --> 01:46:18: and really create that that that gathering space for the

01:46:18 --> 01:46:20: community. And then you know also making it very authentic

01:46:20 --> 01:46:22: to Charlotte was another comment that we heard that I

01:46:22 --> 01:46:25: thought was really was really interesting.

01:46:25 --> 01:46:27: So I mean to your point to your question earlier.

01:46:27 --> 01:46:28: I you know, I think there was some general positivity

01:46:28 --> 01:46:31: from we heard about it.

01:46:31 --> 01:46:32: It's just these little. These nuances and these bigger picture

01:46:32 --> 01:46:34: issues that we need to workout.

01:46:34 --> 01:46:38: I I think. I think the broad answer to the

01:46:38 --> 01:46:39: question,

01:46:39 --> 01:46:41: in addition to the specifics that we've heard from the

01:46:41 --> 01:46:42: panelists,

01:46:42 --> 01:46:45: is that we heard universally.

01:46:45 --> 01:46:47: From everyone we talked to,

01:46:47 --> 01:46:52: whether it's a sponsor group or interviewees that Charlotte

01:46:52 --> 01:46:53: needs

01:46:53 --> 01:46:57: more parks.

01:46:57 --> 01:46:57: Everybody acknowledges that and many people were aware

01:46:57 --> 01:46:57: of the

01:46:57 --> 01:46:57: statistic.

01:46:57 --> 01:47:00: Maybe that's because you've done a good job of

01:47:00 --> 01:47:00: promulgating

01:47:00 --> 01:47:06: this statistic,

01:47:06 --> 01:47:10: but. Statistics Charlotte ranks near the bottom of park space

01:47:10 --> 01:47:16: open space per capita in the United States,

01:47:16 --> 01:47:18: among large cities. So you have that advantage and the

01:47:18 --> 01:47:25: second one is you have.

01:47:18 --> 01:47:25: And a lesson in not incorporating that into your planning.

01:47:25 --> 01:47:29: For urban design in the form of the South end  
01:47:29 --> 01:47:31: and we heard from many people.  
01:47:31 --> 01:47:34: You know, I haven't been to the South end because  
01:47:34 --> 01:47:36: we're not in Charlotte,  
01:47:36 --> 01:47:38: so I can't comment. None of us can comment on  
01:47:38 --> 01:47:38: that.  
01:47:38 --> 01:47:41: Personally, I believe although some of us have been to  
01:47:41 --> 01:47:43: Charlotte more recently than others,  
01:47:43 --> 01:47:46: but we heard from many of the people we talked  
01:47:46 --> 01:47:49: to and you heard in our presentation at the South  
01:47:50 --> 01:47:53: end is offers some lessons in things that you must  
01:47:53 --> 01:47:54: think about ahead of time.  
01:47:54 --> 01:47:59: And open space was absolutely at the top of that  
01:47:59 --> 01:47:59: list.  
01:47:59 --> 01:48:00: Affordability.  
01:48:01 --> 01:48:03: I don't know. Maybe affordability  
01:48:03 --> 01:48:07: was taught, but those two were were,  
01:48:07 --> 01:48:10: you know, the most prevalent comments we heard about  
01:48:10 --> 01:48:13: what  
01:48:10 --> 01:48:13: happened in the South and what needs to be planned  
01:48:13 --> 01:48:14: for in the North End.  
01:48:14 --> 01:48:17: So you had that going for you as well.  
01:48:17 --> 01:48:22: Carlton I apologize to Carlton because I promised him I  
01:48:22 --> 01:48:25: was going to bring this statistic up to you.  
01:48:25 --> 01:48:32: Of the 843 acres that comprise Central Park the gathering  
01:48:32 --> 01:48:33: space,  
01:48:33 --> 01:48:36: the Great Lawn of Central Park,  
01:48:36 --> 01:48:39: which can accommodate 1.2 million people,  
01:48:39 --> 01:48:43: according to the city, is 55 acres.  
01:48:43 --> 01:48:47: OK, so you don't need a 260 acre park.  
01:48:47 --> 01:48:49: By the way, it's the Panthers win the Super even  
01:48:49 --> 01:48:50: if the Panthers win Super Bowl.  
01:48:50 --> 01:48:53: I don't believe the entire population of Charlotte is going  
01:48:53 --> 01:48:54: to deposit itself there,  
01:48:54 --> 01:48:57: so I think you've got some leeway in terms of  
01:48:57 --> 01:48:59: the size of that space when when the Eagles won  
01:48:59 --> 01:49:00: the Super Bowl,  
01:49:00 --> 01:49:02: by the way, which was in 1896.  
01:49:02 --> 01:49:09: Uhm? The entire city put itself not in Rittenhouse Square.  
01:49:09 --> 01:49:11: Not on the Parkway, which is where we have our  
01:49:11 --> 01:49:12: big gatherings.  
01:49:12 --> 01:49:15: They deposited themselves on Broad Street,

01:49:15 --> 01:49:17: which is the widest one of the widest streets in  
01:49:17 --> 01:49:18: Philadelphia.  
01:49:18 --> 01:49:23: It's 100 feet wide. There were a million people celebrating  
01:49:23 --> 01:49:24: that,  
01:49:24 --> 01:49:28: some of them burning cars and tearing down light poles.  
01:49:28 --> 01:49:31: And but we managed to find places for those people  
01:49:31 --> 01:49:31: to go,  
01:49:31 --> 01:49:34: because by instinct people went to that place.  
01:49:34 --> 01:49:37: You can certainly create that place on the North End  
01:49:37 --> 01:49:39: and it would be fabulous on the North End.  
01:49:39 --> 01:49:41: But the scale of that.  
01:49:41 --> 01:49:43: There are a lot of varieties of scale on how  
01:49:43 --> 01:49:44: you do that,  
01:49:44 --> 01:49:47: and one place doesn't necessarily need to serve all of  
01:49:47 --> 01:49:48: those functions.  
01:49:48 --> 01:49:50: So we have our big functions on the Parkway in  
01:49:50 --> 01:49:51: Philadelphia,  
01:49:51 --> 01:49:54: but Rittenhouse Square is a different kind of place where  
01:49:54 --> 01:49:57: people gather and do different kinds of things.  
01:49:57 --> 01:49:58: And the North End needs both of those kinds of  
01:49:59 --> 01:49:59: places.  
01:49:59 --> 01:50:03: And you can accommodate those by thinking differently  
01:50:03 --> 01:50:03: about their  
01:50:03 --> 01:50:03: components,  
01:50:03 --> 01:50:05: and then maybe thinking about them separately.  
01:50:11 --> 01:50:16: OK, good thank you very much.  
01:50:16 --> 01:50:19: Please believe me were sincere when we say we really  
01:50:19 --> 01:50:22: appreciate being invited to talk to you about this issue  
01:50:22 --> 01:50:25: and about the North End of Charlotte and Charlotte in  
01:50:25 --> 01:50:27: general. It's been a true pleasure.  
01:50:27 --> 01:50:29: I hope we can meet each other in person if  
01:50:29 --> 01:50:31: we do follow up with an in person thing.  
01:50:31 --> 01:50:35: I'm pretty sure that everybody on this panel is in.  
01:50:35 --> 01:50:39: And so we look forward to that eventuality,  
01:50:39 --> 01:50:42: and we wish you great luck in this endeavour.  
01:50:42 --> 01:50:45: We think you can make this happen and hope we  
01:50:45 --> 01:50:47: have been some help to you.

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