

1 COMMITTEE ON STRATEGIC PLANNING  
2 AND SERVICE DELIVERY  
3

4 IN RE THE MATTER: )  
5 REGULAR MEETING )  
6 FEBRUARY 9TH, 2022 )  
7 )

8  
9 Report of proceedings at the meeting of  
10 the above-entitled cause, before Tabitha Watson, an  
11 Illinois Shorthand Reporter, on the 9th day of  
12 February, 2022, at the hour of 9:30 a.m., via  
13 videoconference.  
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20 Reported by: Tabitha Watson, CSR, RPR  
21 License No.: 084-004824  
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1 BOARD MEMBERS PRESENT:

2 KEVIN IRVINE, Chairperson

3 LESTER BARCLAY

4 JOHNNY MILLER

5 ROSA ORTIZ

6 ALEJANDRO SILVA

7  
8  
9 STAFF PRESENT:

10 DORVAL R. CARTER, JR., President

11 GREGORY LONGHINI, Secretary

12 MIKE CONNELLY

13 BRAD JANSEN

14 ELSA GUTIERREZ

15  
16 ALSO PRESENT:

17 BERNARD JAKES

18 ALEJANDRO SILVA



1 (whereupon, the following  
2 proceedings were had via  
3 videoconference.)

4 SECRETARY LONGHINI: Good morning. I'm Greg  
5 Longhini, Secretary of the Board of the Chicago  
6 Transit Authority.

7 On February 2nd, 2022, this office issued  
8 a notice of changed format for all committee and  
9 board meetings of February 9th, 2022. Since  
10 there's currently in effect a state-wide  
11 declaration as a result of the COVID-19 pandemic  
12 which has been renewed month to month since the  
13 start of the pandemic and pursuant to section 7(e)  
14 of the Open Meetings Act, the head of the Chicago  
15 Transit Authority has determined that it is not  
16 practical or prudent to conduct an in person  
17 meeting in light of the ongoing disaster.  
18 Therefore, all meetings today will take place only  
19 virtually.

20 We are now ready to begin the Committee on  
21 Strategic Planning and Service, Chairman Irvine.

22 CHAIRPERSON IRVINE: Good morning. This is  
23 Kevin Irvine and I am chair of the Committee on  
24 Strategic Planning and Service Delivery. I would



1 like to call to order the January -- sorry, I'm  
2 already messing up the script -- the February 9th,  
3 2022 meeting of the Committee on Strategic Planning  
4 and Service Delivery.

5 Greg?

6 SECRETARY LONGHINI: Yes. We'll call the role.

7 Director Ortiz.

8 DIRECTOR ORTIZ: Here.

9 SECRETARY LONGHINI: Director Barclay.

10 DIRECTOR BARCLAY: Here.

11 SECRETARY LONGHINI: Director Miller.

12 DIRECTOR MILLER: Here.

13 SECRETARY LONGHINI: Chairman Irvine.

14 CHAIRPERSON IRVINE: Here.

15 SECRETARY LONGHINI: We have a quorum with all  
16 four members of the Committee present.

17 Let the record show that Director Jakes  
18 and Director Silva will be attending the meeting as  
19 will President Carter and Deputy General Counsel  
20 Brad Jansen.

21 CHAIRPERSON IRVINE: Thank you, Greg.

22 Our first order of business today is the  
23 approval of the January 12th, 2022 committee  
24 minutes. We need a motion to approve.



1 DIRECTOR MILLER: So moved.

2 DIRECTOR ORTIZ: Second.

3 SECRETARY LONGHINI: Moved and seconded by  
4 Directors Miller and Ortiz. I'll take the vote.  
5 Director Ortiz.

6 DIRECTOR ORTIZ: So moved.

7 SECRETARY LONGHINI: No, just a yes or no --

8 DIRECTOR ORTIZ: Yes.

9 SECRETARY LONGHINI: -- for the minutes.

10 Director Barclay.

11 DIRECTOR BARCLAY: Yes.

12 SECRETARY LONGHINI: Director Miller.

13 DIRECTOR MILLER: Yes.

14 SECRETARY LONGHINI: Chairman Irvine.

15 CHAIRPERSON IRVINE: Yes.

16 SECRETARY LONGHINI: The minutes are approved  
17 with four yes votes, sir.

18 CHAIRPERSON IRVINE: Thank you. Our next order  
19 of business is a review of an ordinance authorizing  
20 the permanent adoption of bus route Number 31, 31st  
21 Street.

22 Mike Connelly.

23 MIKE CONNELLY: Good morning. Good morning,  
24 Directors. I'm Mike Connelly, your Chief Planning



1 officer, joined today by Elsa Gutierrez,  
2 Vice-President of Schedule and Service Planning.  
3 Our purpose today is to share the staff  
4 recommendation to make Route 31 permanent. If you  
5 would, next slide.

6 As shown on this map, the 31st Street bus  
7 fills in a significant gap in CTA's east-west route  
8 network. Most of our bus grid is at half-mile  
9 intervals. This gap without the 31st Street bus  
10 was a mile and a half from Cermak to 35th Street.  
11 A quarter of a mile is generally considered the  
12 standard walking distance or walk shed for access  
13 to a bus route shown here as gray shading on the  
14 map. This route was started as an experiment in  
15 2019 based on community feedback including from  
16 elected officials, churches, and community  
17 agencies.

18 Strong community support for this route  
19 has come from the Bridgeport Alliance, the Little  
20 Village Environmental Justice Organization, the  
21 First Lutheran Church of the Trinity, and the  
22 Coalition for a Better Chinese-American Community,  
23 as well as from the Illinois Institute of  
24 Technology or IIT. All have contributed to



1 marketing and promoting the use of this route.

2 This route operates from the Orange Line  
3 station on the west to Lake Street Meadows Shopping  
4 Center on the east. It operates every half hour.

5 If you would go to the next slide. The  
6 pandemic has made evaluation of routes difficult,  
7 but strong ridership performance in the summer of  
8 2021 shows an emerging cohort of riders who are not  
9 associated with IIT. In addition, a ridership  
10 increase in the fall of 2021 reflects the return to  
11 in-person instruction at IIT. This route is a  
12 minority and low-income route with many essential  
13 workers riding every day. This route fills a major  
14 gap in service for the south side. The annual  
15 operating cost of this route is \$573,000.

16 Although the experiment did not meet the  
17 ridership goal we had set, equity considerations  
18 would ordain retaining this route as a permanent  
19 part of our system. Staff are, therefore,  
20 recommending making the 31st Street bus permanent.

21 Thank you. I'll try to answer any  
22 questions.

23 SECRETARY LONGHINI: Thank you, Mike.

24 Director Ortiz, any questions?



1 DIRECTOR ORTIZ: No.

2 SECRETARY LONGHINI: Director Barclay.

3 DIRECTOR BARCLAY: No questions, but a comment.  
4 I want to commend President Carter and the team for  
5 their efforts. I fully support this  
6 recommendation. It's a good example of CTA  
7 listening to, engaging with, and responding to the  
8 needs of our ridership.

9 You know, over the course of the pilot  
10 program, adjustments were made to address the  
11 concerns and the transit needs of the community.  
12 So we really appreciate what the team has done with  
13 respect to this 31st Street route. Thank you.

14 SECRETARY LONGHINI: Thank you.

15 Director Miller, any questions?

16 DIRECTOR MILLER: No questions. Just ditto to  
17 what the chairman has said. Thank you.

18 SECRETARY LONGHINI: Chairman Irvine, any  
19 questions?

20 CHAIRPERSON IRVINE: No questions. I just want  
21 to, again, thank Mike and Elsa and you and the rest  
22 of your team and President Carter for the decision  
23 to -- you know, the recommendation to make this  
24 route permanent. I have been on the CTA Board now



1 for just over ten years and the advocates for the  
2 31st Street bus started working on this issue  
3 before I joined the Board and I remember going to a  
4 meeting down in Bridgeport in 2013 at the first --  
5 what was it, the First United -- First Lutheran  
6 Church of the Trinity down in Bridgeport and  
7 meetings with the folks from Bridgeport Alliance  
8 and other groups and hoping that we could get  
9 this -- make this route happen and so to see -- to  
10 be here today and still be on the Board and be able  
11 to support its permanent establishment is fantastic  
12 and I just want to thank all the members of all the  
13 different groups you mentioned, Mike, and all the  
14 individuals who organized, met with CTA, rode bikes  
15 along the route, showed up at board meetings, went  
16 to the City Council. I mean, they worked really,  
17 really hard to gather support for this route and it  
18 was tireless and it was persistent and it was  
19 creative and it was passionate and driven by a love  
20 of the communities that they live in and so it's  
21 great we're in a position now where we can make  
22 this route permanent.

23 I would say I know they want, you know,  
24 longer hours and weekend service and go all the way



1 to the lakefront. I would love to see that too,  
2 but this is a great win for today and I am excited  
3 to know that this route will be staying in that  
4 community for years to come and I think everyone  
5 feels a real sense of pride with this route when  
6 they see it knowing that this is something that,  
7 you know, wasn't just handed to them, but they  
8 fought for it and just I appreciate all the  
9 advocacy of everyone who cares about transit and  
10 knows the benefit it brings to your community.

11 So just -- I know I'm winding down my  
12 service on the Board and I'm so happy to support  
13 this route becoming permanent before I finish my  
14 service. So thanks again. I'm looking forward to  
15 voting yes.

16 SECRETARY LONGHINI: Thank you, Director --  
17 Chairman.

18 Director Jakes, would you have any  
19 questions or comments?

20 DIRECTOR JAKES: No comments. Ditto to all the  
21 (inaudible).

22 SECRETARY LONGHINI: Director Silva.

23 DIRECTOR SILVA: No comments.

24 SECRETARY LONGHINI: Okay. We have no further



1 questions on this matter, Chairman.

2 CHAIRPERSON IRVINE: Thank you.

3 May I now have leave to place this item on  
4 the omnibus for approval?

5 DIRECTOR MILLER: So moved.

6 DIRECTOR ORTIZ: Second.

7 SECRETARY LONGHINI: Moved and seconded by  
8 Directors Miller and Ortiz, Chairman.

9 CHAIRPERSON IRVINE: Thank you.

10 Our next order of business is a review of  
11 an ordinance authorizing the permanent realigned  
12 bus routes Number 52 Kedzie and Number 94  
13 California.

14 MIKE CONNELLY: Morning. I'm Mike Connelly,  
15 your Chief Planning Officer. Joining me again  
16 today is Elsa Gutierrez, Vice-President of  
17 Schedules and Service Planning.

18 I'd like to brief you a little bit on the  
19 ridership results for the experimental operation of  
20 the restructuring of the bus routes 52 Kedzie and  
21 94 California. Staff recommendation is to make  
22 this route restructuring permanent.

23 If you would, go to the next slide. This  
24 pair of maps outlines the original previous routing



1 on the left and the experimental routing on the  
2 right. Since June of 2020, CTA has been operating  
3 an experiment which restructured these two routes.  
4 They simplified routing and aligned it with the  
5 city street grid system. The goal of this change  
6 was to simplify the bus network in the central part  
7 of the city on the west side. This change puts the  
8 California bus on California for its full length  
9 and the Kedzie bus on Kedzie. If you would, go to  
10 the next slide.

11 The customer response to this change has  
12 been very positive. We have seen better than  
13 average ridership recovery on these two routes  
14 during the pandemic. These are both low-income and  
15 minority routes with many essential workers using  
16 these. The improved route structure is more  
17 discernible for riders and easier to understand.

18 This service change is cost neutral.  
19 Staff are recommending to make this change  
20 permanent. With that, I'll thank you and take any  
21 questions that you may have.

22 SECRETARY LONGHINI: Thank you.

23 Director Ortiz.

24 DIRECTOR ORTIZ: No questions. It is an



1 excellent recommendation.

2 SECRETARY LONGHINI: Director Barclay.

3 DIRECTOR BARCLAY: No questions. Just  
4 commending the team on once again identifying, you  
5 know, potential opportunity for our riders and  
6 making adjustments to improve service for our  
7 riders. Thank you.

8 SECRETARY LONGHINI: Director Miller.

9 DIRECTOR MILLER: No questions.

10 SECRETARY LONGHINI: Chairman Irvine.

11 CHAIRPERSON IRVINE: No questions.

12 SECRETARY LONGHINI: Director Jakes, any  
13 questions?

14 DIRECTOR JAKES: No questions.

15 SECRETARY LONGHINI: Director Silva, any  
16 questions?

17 DIRECTOR SILVA: No questions.

18 SECRETARY LONGHINI: Chairman, there are no  
19 further questions on this matter.

20 CHAIRPERSON IRVINE: Thank you, Greg.

21 May I now have leave to place this item on  
22 the omnibus for approval?

23 DIRECTOR MILLER: So moved.

24 DIRECTOR ORTIZ: Second.



1 SECRETARY LONGHINI: Moved and seconded by  
2 Directors Miller and Ortiz.

3 We may move to the next order of business,  
4 Chairman Irvine.

5 CHAIRPERSON IRVINE: Thank you. Our final  
6 order of business today is the review of an  
7 ordinance authorizing the permanent extension of  
8 bus route Number 157, Streeterville/Taylor.

9 Mike Connelly.

10 MIKE CONNELLY: Good morning. Again, Mike  
11 Connelly, your Chief Planning Officer; Elsa  
12 Gutierrez, Vice-President of Schedule and Service  
13 Planning is also in the meeting.

14 We're going to brief you a little bit on  
15 the ridership results for the experimental  
16 operation of the Number 157 Streeterville/Taylor  
17 bus route extension. Staff are recommending that  
18 this route become permanent.

19 Since June of 2020, CTA has been operating  
20 an extension of Route 157 in North Lawndale as an  
21 experiment. This route extension was requested by  
22 the North Lawndale Community Coordinating Committee  
23 and supported powerfully and strongly by their  
24 alderman. Previously, the bus service to this area



1 had been curtailed during a set of budget-driven  
2 service cuts due to low ridership in the past. The  
3 goal was to reintroduce service into an area with a  
4 growing need for transit service and a growing need  
5 for city investment.

6 This route extension connected to two rail  
7 stations and provides for bus transfers to four  
8 additional bus routes in the area of North  
9 Lawndale. This is a focus neighborhood for the  
10 City of Chicago Invest Southwest initiative and the  
11 section of Ogden that the bus route operates on is  
12 one of the focused corridors for that effort,  
13 amplifying the benefit. If you don't mind going to  
14 the next slide.

15 This extension provides a positive benefit  
16 for the North Lawndale community, a community with  
17 a history of underinvestment. This provides  
18 mobility for residents to jobs, to shopping, and to  
19 medical services. Ridership has shown a positive  
20 trend throughout the fall months of 2021.

21 This extension services both low-income  
22 and minority populations in the extension area.  
23 The performance during the pandemic emphasizes the  
24 route extension's importance for those who need



1 transportation.

2 The projected annual cost is \$550,000.  
3 Although this experiment did not achieve the target  
4 ridership level, this recommendation reflects the  
5 value of equity in service planning decisions,  
6 ranking that more highly than achieving than  
7 achieving high farebox recovery ratios.

8 Staff is recommending making Route 157  
9 extension a permanent part of the CTA system.

10 Thank you. I'll be glad to take any questions.

11 SECRETARY LONGHINI: Thank you.

12 Director Ortiz, any questions?

13 DIRECTOR ORTIZ: Not at this time. I believe  
14 it's going to make a big difference in the  
15 communities that it will serve. Thank you.

16 SECRETARY LONGHINI: Director Barclay.

17 DIRECTOR BARCLAY: Great job creatively  
18 utilizing an existing route to address growing  
19 needs in a community that's underserved.

20 We talked about this at the briefing, just  
21 extending the route to make this work for the  
22 community is very creative and I'm very pleased to  
23 see the CTA moving in that direction and hope we  
24 can look at other routes in the future to do the



1 same thing, to just extend those to areas that are  
2 not fully served.

3 SECRETARY LONGHINI: Thank you.

4 Director Miller.

5 DIRECTOR MILLER: No questions.

6 SECRETARY LONGHINI: Chairman Irvine.

7 CHAIRPERSON IRVINE: No questions, but yeah,  
8 thanks to the team for making this happen and I  
9 also want to, you know, thank the members of the  
10 community that advocated for this change and the  
11 extension and I'm excited to see how this grows in  
12 the future. Thank you.

13 SECRETARY LONGHINI: Director Jakes.

14 DIRECTOR JAKES: No questions.

15 SECRETARY LONGHINI: Director Silva.

16 DIRECTOR SILVA: No questions.

17 SECRETARY LONGHINI: There are no further  
18 questions on this matter.

19 CHAIRPERSON IRVINE: Thank you.

20 May I now have leave to place this item on  
21 the omnibus for approval?

22 DIRECTOR MILLER: So moved.

23 DIRECTOR ORTIZ: Second.

24 SECRETARY LONGHINI: Moved and seconded by



1 Directors Miller and Ortiz.

2 CHAIRPERSON IRVINE: Okay. Before we proceed  
3 to vote, President Carter would like to say a few  
4 words.

5 President Carter.

6 PRESIDENT CARTER: Thank you, Director Irvine.  
7 I want to make a couple of points about the route  
8 recommendations that we provided to the Board  
9 today.

10 First of all, I want to thank the Board  
11 for their support of our recommendation and for  
12 even more importantly their support of what we're  
13 trying to do with a number of these  
14 recommendations, which is really address, you know,  
15 challenges we have certainly identified in certain  
16 communities that we recognize need to have service  
17 improved in order to meet the mobility needs of  
18 those communities.

19 And, you know, when we started the pilots,  
20 we had targets we established for ridership that we  
21 felt were sort of critical to justifying the pilot  
22 on a permanent basis. What the planning department  
23 presented to you today were recommendations to make  
24 permanent routes that never really quite made the



1 targets, but certainly showed the type of progress  
2 that we wanted to see that indicated a demand and a  
3 need for the services that we're providing. And I  
4 think it's important as we continue to identify  
5 other opportunities to do this, as was mentioned by  
6 the chairman and as I've heard from many of the  
7 board members individually, is that CTA is very  
8 committed to pursuing where we can the improvement  
9 of our services to better serve the communities  
10 that we operate in and we especially recognize the  
11 importance of these services to those who are  
12 transit dependent.

13 If there's anything we've seen from the  
14 pandemic is that the essential workers, the people  
15 who depend on transit were utilizing our services  
16 in some cases at the same level that they were  
17 utilizing it in a pre-pandemic environment and that  
18 certainly has, I think, certainly amplified the  
19 importance of public transportation in a city like  
20 Chicago.

21 I am committed, as I have been throughout  
22 my tenure as president of CTA, to pursuing these  
23 opportunities to improve our service where we can  
24 to address that. But I would be remiss if I didn't



1 point out one of the biggest challenges that we  
2 face in doing this and that, of course, is the  
3 funding that we receive to support our operations.  
4 Historically ridership has been the bellwether  
5 performance metric on success at CTA and every  
6 transit agency in the country. What I believe has  
7 become clear as we've gone through this pandemic  
8 and have dealt with the realities of what our  
9 service is needed for, that that is not a sole  
10 basis for determining success.

11 One of the other bases for determining  
12 success is, of course, how well you're serving the  
13 community that needs you the most and if we are  
14 going to continue to be in a position to do the  
15 type of things we're doing here, recommending the  
16 type of changes that we know are necessary in a  
17 post-pandemic environment, we are going to have to  
18 have a conversation about the level of funding for  
19 public transportation and how we want it to  
20 operate.

21 Historically, my high-performing routes  
22 pay for the low-performing routes and the recovery  
23 ratio which got mentioned a couple times in Mike's  
24 presentation drives that decision-making process.



1 In a new normal, you know, the number of  
2 high-performing routes that I may have may be very  
3 different than what I had pre-pandemic. Where  
4 those routes may go may be very different than what  
5 they are pre-pandemic. And as such, we are going  
6 to have to reimagine our service to deal with the  
7 reality of what our customers want to do and where  
8 they wanted to do it. We are prepared to do that.  
9 We are working hard to identify ways to improve our  
10 service we think will meet those expectations.

11 But at some point in time, we're going to  
12 have to have a conversation about how we get funded  
13 to accomplish that goal. It is not something I am  
14 prepared to have an answer to today, but it is  
15 something that I want the Board to understand will  
16 be part of a longer strategy that I will be  
17 pursuing as we continue to make sure CTA is in the  
18 financial position to provide the type of services  
19 we're talking about today and in the future.

20 So, once again, I want to thank you so  
21 much for your support and approval of what we're  
22 doing here today. I will tell you that this will  
23 not be the last of these that you will see. We  
24 will continue to move forward and Mike and his team



1 have a lot of other ideas I'm excitedly looking  
2 forward to presenting to you. But we're also going  
3 to be addressing looking at how we are funded and  
4 ways we can address that funding to recognize the  
5 complete value of what public transportation means  
6 in a city like Chicago where it is so critical to  
7 the overall economic development and growth and  
8 vitality of the city as we know it.

9 So thank you so much and I look forward to  
10 the continued support of the Board as we continue  
11 to pursue these various issues.

12 SECRETARY LONGHINI: Thank you, President  
13 Carter.

14 You may proceed, Chairman Irvine.

15 CHAIRPERSON IRVINE: Thank you.

16 And thank you, President Carter. I  
17 couldn't agree more with all of your comments and I  
18 hope we can make changes so we can get more funding  
19 and we can get some freedom from the farebox ratio  
20 and how that impacts our service.

21 So thank you for your leadership and thank  
22 you for your year of commitment to this and to  
23 equity. We just -- a couple days shy past Transit  
24 Equity Day and this is a great example of, you



1 know, policies that may be well intended, but can  
2 impact transit equity. So I look forward to a  
3 future where we have even more transit service.  
4 Thank you.

5 Since there is no further business to come  
6 before the Committee, may I have a motion to  
7 recommend board approval of the omnibus?

8 DIRECTOR MILLER: So moved.

9 DIRECTOR ORTIZ: Second.

10 SECRETARY LONGHINI: Moved and seconded. I  
11 will now take the rollcall votes.

12 Director Ortiz.

13 DIRECTOR ORTIZ: Yes.

14 SECRETARY LONGHINI: Director Miller.

15 DIRECTOR MILLER: Yes.

16 SECRETARY LONGHINI: Director Barclay.

17 DIRECTOR BARCLAY: Yes.

18 SECRETARY LONGHINI: Director Irvine.

19 CHAIRPERSON IRVINE: Yes.

20 SECRETARY LONGHINI: That motion is approved  
21 with four yes votes, sir.

22 CHAIRPERSON IRVINE: Thank you.

23 And finally a motion to adjourn?

24 DIRECTOR MILLER: So moved.



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DIRECTOR ORTIZ: Second.

SECRETARY LONGHINI: Moved and seconded, so I will take the vote.

Director Ortiz.

DIRECTOR ORTIZ: Yes.

SECRETARY LONGHINI: Director Miller.

DIRECTOR MILLER: Yes.

SECRETARY LONGHINI: Director Barclay.

DIRECTOR BARCLAY: Yes.

SECRETARY LONGHINI: Chairman Irvine.

CHAIRPERSON IRVINE: Yes.

SECRETARY LONGHINI: We are adjourned.

(which were all the proceedings had in the above-entitled cause.)

(Adjourned at 9:51 a.m.)





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<b>\$</b>					
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<b>\$550,000</b>	<b>adjustments</b>	<b>Bridgeport</b>	<b>comment</b>	<hr/>	<b>economic</b>
16:2	8:10 13:6	6:19 9:4,6,7	8:3	<b>D</b>	22:7
<b>\$573,000</b>	<b>adoption</b>	<b>briefing</b>	<b>comments</b>	<b>day</b>	<b>effect</b>
7:15	5:20	16:20	10:19,20,23 22:17	7:13 22:24	3:10
<hr/>	<b>advocacy</b>	<b>brings</b>	<b>commitment</b>	<b>days</b>	<b>effort</b>
<b>1</b>	10:9	10:10	22:22	22:23	15:12
<hr/>	<b>advocated</b>	<b>budget-driven</b>	<b>committed</b>	<b>deal</b>	<b>efforts</b>
<b>12th</b>	17:10	15:1	19:8,21	21:6	8:5
4:23	<b>advocates</b>	<b>bus</b>	<b>committee</b>	<b>dealt</b>	<b>elected</b>
<b>157</b>	9:1	5:20 6:6,8,9,13 7:20	3:8,20,23 4:3,16,23	20:8	6:16
14:8,16,20 16:8	<b>agencies</b>	9:2 11:12,20 12:6,8,	14:22	<b>decision</b>	<b>Elsa</b>
<hr/>	6:17	9 14:8,17,24 15:7,8,	<b>communities</b>	8:22	6:1 8:21 11:16 14:11
<b>2</b>	<b>agency</b>	11	9:20 16:15 18:16,18	<b>decision-making</b>	<b>emerging</b>
<hr/>	20:6	<b>business</b>	19:9	20:24	7:8
<b>2013</b>	<b>agree</b>	4:22 5:19 11:10	<b>community</b>	<b>decisions</b>	<b>emphasizes</b>
9:4	22:17	14:3,6	6:15,16,18,22 8:11	16:5	15:23
<b>2019</b>	<b>alderman</b>	<hr/>	10:4,10 14:22 15:16	<b>declaration</b>	<b>engaging</b>
6:15	14:24	<b>C</b>	16:19,22 17:10	3:11	8:7
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