

The City Council of the City of Charlotte, North Carolina convened for Council Committee Discussions on Monday, December 5, 2022, at 6:01 p.m. in Room 267 of the Charlotte Mecklenburg Government Center with Mayor Vi Lyles presiding. Councilmembers present were Danté Anderson, Tariq Bokhari, Edmund Driggs, Malcolm Graham, Renee Johnson, LaWana Mayfield, James Mitchell, Marjorie Molina, Victoria Watlington, and Braxton Winston, III.

**ABSENT UNTIL NOTED:** Councilmember Dimple Ajmera.

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## **ITEM NO. 1: COUNCIL COMMITTEE DISCUSSIONS**

**Mayor Lyles** said we will start off doing the infrastructure discussion and then going into the committee report outs. We talked a lot about how do we develop what people wanted to accomplish with infrastructure and what would be the outcomes at the end of the day as we were doing infrastructure discussions and having this meeting. We are going to have that meeting on the 19<sup>th</sup>, and it is going to be at one o'clock here in this room. I have to say that Councilmember Driggs and Manager Jones and I will not be able to attend because we are going to meet with USDOT (United States Department of Transportation) Deputy's Assistant Secretary about Build America Bureau. It was something that was on the schedule, but it was really important for the infrastructure meeting to take place. So, the Mayor Pro Tem will preside over that meeting on the 19<sup>th</sup> that we are having here.

The goal of this meeting for us was actually to build the definition for Council, how they see infrastructure and what is necessary to accomplish. We will have that discussion. Now Ed, and the manager, and I will be in Washington, D.C. We will be getting a session on how the Bipartisan Infrastructure Law will be dispersed and information about that. We will come back and let you know about the outcomes of that and the work that we are doing in terms of infrastructure specific to USDOT. Then we will learn about what you do on the 19<sup>th</sup> in terms of civic and municipal infrastructure for our own city. So, tonight I thought we might start off with everyone, if the chairs are going to report on the infrastructure, then I would start off with Ms. Watlington to ask her for her committee's discussion out of our housing and safety, and neighborhood improvement, all of those things about people being a part of it. I think we ought to go around because I just noticed that we do have a camera here. Let us start off with our city attorney for introductions.

**Councilmember Watlington** said certainly, thank you. In the housing and safety and community committee we had a couple of key pieces that came out as infrastructure topics as input into the meeting related to those key areas. From a housing standpoint, the housing location policy rezonings and affordability bonuses, what's working, what's not, concentration of affordable housing and then lastly, TOD (Transit Oriented Development) and mixed income housing. When we talk about infrastructure, the focus and the theme is really about how do we put the houses where the jobs are and where existing infrastructure is? How do we as a city plan ahead not only within our city limits, but regionally with our partners and neighbors nearby? I think that was one of the themes of the day in each committee meeting was how do we move from just thinking about the City of Charlotte within our direct control into how do we contribute to the broader region as the nucleus of the MSA (Metropolitan Statistical Area)?

From a safety standpoint, some of the things that came up immediately were lighting. Number one, we know that we have had an opportunity to improve our lighting maintenance across the city. Councilmember Mayfield noted a few of our areas 277, Beatties Ford. We know that Billy Graham also is another area that is in need of continued lighting maintenance. We know that we have a couple of projects ongoing addressing those areas. That is one thing that, as we think about infrastructure, we want to make sure that we are safely lighting areas. We know that well-lit areas not only reduce fatalities with traffic, but also crime, which was another significant policy area that we want to look at as it relates to neighborhoods, in particular. We want to talk

about how housing is not just housing alone but as seen in the light of things like schools. Like I said crime and safety, walkability, storm water. We know more and more we're starting to see residents starting to lift up concerns about how new developments near their neighborhoods are impacting their storm water infrastructure. Then finally from a community standpoint, and also safety we really, really want to take a look at what we can do to further incentivize recruitment and retention of our medics, our CPD (Charlotte Police Department) officers and our firefighters. I would open it up to anyone else from the committee that might want to add something.

**Councilmember Ajmera arrived at 6:09 p.m.**

**Councilmember Driggs** said Transportation, Planning and Development, the members are myself as chair, Ms. Anderson as vice chair, and Mr. Graham, Ms. Johnson, and Mr. Mitchell as committee members. I think one thing that was apparent from our conversation is that a clear separation of this topic among the committees is very hard. There is a lot of crossover, and I think we're all mindful of this kind of integrated idea we have for basically improving our city and making our city a great place. We talked about meeting format. The point was made that we need to be clear that we are just starting a process here, that we're not going to solve the whole thing. I think Mr. Graham, in particular, was very clear about that. We suggested that we should have opportunity for Council discussion rather than necessarily hearing a lot of presentations. It really needs to be about the opportunity for us to come together. One recommendation that was made was that we might have a facilitator in order to make sure that we have structure in the conversation.

On the subject of transportation, one of our members suggested that we needed more information about city versus state-maintained roads because we are constantly being challenged about state-maintained roads. People don't know the difference. We did talk about the need for a regional transportation strategy. I mentioned, in particular, that Connect Beyond is exactly the way we are going about that. We have to look at a regional approach and start policy work with Connect Beyond and recognize too that federal funding depends on that. This is not just sort of a desirable thing for us, but I think it is a critical condition for funding. On growth and planning, the question was, "How do we grow smart and have less impact on our residents?"

So, how can we manage our growth to achieve our purposes and avoid the negative implications. I think that was the driver behind this whole process is that we are increasingly finding that our pursuit of density and more housing is leading to louder and louder objections about the congestion and traffic conditions in these locations. So, how can we be a little bit more mindful about that? How can we measure the impact of rezoning and look at cumulative traffic impacts from pending development? I will say personally I think our metrics for assessing traffic are sometimes hard for people to understand because you are in an environment like Providence Road in my district, where there's a whole bunch of different things going on and it's not clear that we're thinking cumulatively about the effect of them.

So, we might want to look harder at how we measure the traffic and the cumulative effects. What are the existing constraints in the system? Water, sewer, storm water, transportation. We did talk about water, sewer, as well as transportation, and storm water. Those are enterprise funds. We would need to study more carefully their existing framework for capital investment, system maintenance, and growth of the investment plans they have and understand that if we get more aggressive in terms of how they grow, that will probably have implications in terms of the rates we have to charge because they are self-funded. Then include the 2040 Plan in the conversation, to ensure that all Council is familiar with it, and we are not reinventing anything that we have already discussed.

Priorities as a subject, recognize that we have conflicting priorities and how do we reconcile those? Social justice, equity, economic development, environment, quality of life questions, sometimes these goals work at cross purposes. The example I like to use is trees and housing sidewalks. Let's be more upfront about recognizing that we are

going to have to make choices and think about what those are. How do we apply priorities to projects and identify sequence? We know about 200 projects that were identified recently in a presentation we got. Water and storm water have their own pipeline of capital projects and so on. So, should Council try to communicate more clearly what our priorities mean in terms of the order in which we tackle those things? Mobility, priority, safety, growth, equity, how do we prioritize these against each other once again reconciling?

We did talk about funding as well. I think one thing that was apparent from the presentation we got is that our CIP (Capital Investment Plan) capacity is really very small in relation to all the things we want to do. Mr. Bokhari, I think you pointed that out very plainly in our meeting. We are talking about another source and obviously the one we have identified is the sales tax for the Transformational Mobility Network. I think we need to be clear about what plans we make that depend on the realization about the Mobility Network and the sales tax and what we could really achieve with the CIP.

The truth is when you look at some of the allocations we saw in our bond cycles, and how small they are in relation to the need, we're going to need something bigger in order to really make a dent in these infrastructure issues. I think that's it. Then maximize the federal funding which again would require that we have a regional transportation plan and exhaust all opportunities to get funds from state and federal sources. That's it. I don't know if any member of the committee would like to add anything. I hope I got it all. Thank you.

Mayor Lyles said Ms. Ajmera, we are talking about the infrastructure portion of what your committee discussion was. If you could tell us just in this area and then we're going to come back for committee reports later.

**Councilmember Ajmera** said sure. Before I give my committee report, I just want to echo what Mr. Driggs said about infrastructure. It's a very large issue. In the CIP, it's just drop in the ocean. Whatever we do through CIP will not address even 10 percent of the billion-dollar problem that we have. That's where sales tax increase comes in play and that's where the intergovernmental lens is so critical because we can't really do that without the support from the federal and state legislators. In fact, our committee discussed the intergovernmental lens to infrastructure investments. I will just walk you through what our committee had discussed.

There was consensus among the committee members to bring a facilitator for December 19<sup>th</sup> meeting. Also, Ms. Mayfield brought up a great point about having visuals and maps on key infrastructure investments that's been made in the last five years throughout the city and also the infrastructure investments that are planned for the future. I think we agreed on that we do need that information. Also, the need to come up with metrics and plans to measure things.

On December 19<sup>th</sup> when we meet, we need to have clear objectives. Here are the things that we are going to tackle and have clear goals for that meeting. We also talked about taking a deeper dive into the Bipartisan Infrastructure Law and see how we can tap into some of the federal funds that are available. Mr. Mitchell had raised a good point about prioritizing within the CIP. I did bring this up earlier where CIP is just a drop in the ocean, however, we do need to prioritize where we have very immediate needs that can be addressed while we continue to work on sort of a sales tax increase. So, prioritizing CIP and how it is spent would be a key.

Viewing infrastructure through the equity framework, we have discussed equity in government's framework, and it was approved by the majority of the Council. So, we got to look at how some of these investments are being made and how especially in the communities that have been underserved. Also, Mr. Bokhari had brought up the need to define some buckets under infrastructure and create a measurable road map. He was referring to planning and understanding strategies in investments as it relates to storm water, mobility, transportation, school capacity, Greenway, and the environment.

There was one item that was mentioned by one of the committee members where oftentimes Council gets approached about everything to do with infrastructure, but there needs to be a clear understanding and helping the public understand the clear difference between the infrastructure investments that are made by the city versus by the state. I know the question that often comes up in Ms. Johnson's district, where there are a lot of state-maintained roads and even in Ms. Watlington's district. So, we need to have that clear distinction and then also probably advocate for those as we finalize our federal and state legislative agenda items. So, that's in a nutshell, but committee members feel free to jump in if I missed anything here. That's just my notes.

**Councilmember Graham** said the Economic Development Committee met and we also had our discussion on infrastructure. We acknowledged the email that the Mayor Pro Tem sent as a guide. So, we acknowledge that work that he and others did and obviously we looked at this from an economic development perspective, big picture. I started off the conversation talking about the infrastructure at the Charlotte Douglas International Airport. It's the facility that powers the region.

Certainly, what we're doing there in terms of infrastructure investment, although it's an enterprise division, is really important, not only for the City of Charlotte, but for the region. We did acknowledge that regional economic development generator and the work that the folks at the airport are doing. Keeping in line with that regional perspective, we did talk, Councilmember Watlington and I about the regional approach to this from an economic development perspective. As we go out to shop economic development projects for the city, that we really also do it through a regional lens to make sure that we are working in conjunction with the 13 counties surrounding us and that they are part of our economic development discussion.

As the city grows and matures, it's not just Charlotte, it's the Charlotte Region now. So, we acknowledge some of those items, incentives for directing growth in a certain area, site selection for when these companies are looking at the Charlotte area. The conversation about the TIGs (Tax Increment Grants), the budget, and also legislative agenda items as well. We even discussed briefly the transportation authority rights. So, all of those regional things that we have to do to make sure that as the city grows, and the infrastructure needs stretched, that we are working with regional partners. We couldn't talk about infrastructure from an economic development perspective without acknowledging the work that Ed is doing in the Transportation Committee. We concur with him in terms of the importance of Connect Beyond and the importance of the mobility plan that we just received last week. I threw in the importance of following the market roads. These small towns, these two-lane highways, they all need to be widened. That's really, really important for us as well.

So, we acknowledge the importance and the relationship between transportation and economic development and how they kind of work together. All of that, again, is also a regional approach in terms of where we go. Then we ask the basic question, "Where's the growth then, with all the challenges and identifying of the hotspots in the city?" Based on the number of rezonings that come across our desks over the last 19 months, you know, District 3, District 2, District 7 is really where all these rezonings are coming from. Making sure we identify, what I call hot spots in those districts, of those areas of town to ensure that we are addressing infrastructure needs in those particular communities.

We also understand that, and we agree with Councilmember Mayfield, that we should identify projects that are apparently on the books planned and ready to go that may address some of these infrastructure needs currently. We said two to three years, but five years out may also be very appropriate as well. We also acknowledge the need that this is a big, big budget item. We are going to need federal support. I am glad to hear that the Mayor and others are going to D.C. to find out where those infrastructure dollars are flowing and where it is going and how we can get some of those dollars for projects here in the Charlotte Region.

Also, we concur that NCDOT plays an extremely important role in terms of identifying infrastructure relief on roads that are currently owned and operated by the states. Lastly, some of the obvious that we talked about the impact on Charlotte water, the impact on Charlotte sanitation, the impact on Charlotte fire, the impact on Charlotte police. All of those things on a monthly basis when we do rezonings, all of those city departments are impacted directly. So, making sure that from a budgetary perspective that we are just keeping up with the growth with these basic departments in terms of projects, staffing, etcetera. Then lastly, I wouldn't be the economic chair if I didn't say this, "We can't stop the growth and we can't stop development." So, we got to find a way to manage our growth into, or to control it as much as we can. Development is one of the reasons we hadn't raised taxes in six years. Six years, so, we got to find a way to identify where our pain points are and then, more importantly, how do we pay for it? So, that's in a nutshell our conversation. If anyone from the committee wants to chime in now, they can do so at this point.

Mayor Lyles said so much that we've got in common across all of the committee discussions. The example, you know, we recognize that we are a center of a region that is growing. We have to build relationships in state and federal, and I would even say county now that they are working with affordable housing and building some things out or where their facilities are, and we have to remember Greenways are in the county's purview. Again, something like that is really important. I heard a sense of urgency that it's not just something we can do in the CIP, but a sense of urgency of being able to fund and forward on something that was large. Metrics, meaning that when I say metrics, generally what I believe people are saying is that we can tell people what we are going to do and be able to report out whether or not we have done it.

I know that the urgency of projects that are here and now as well as those that we have in the future and the purpose of some of our projects whether they are to serve or develop opportunities or to address past discrepancies are all there. I think you guys have hit this, the question is going to be in this discussion, how do you frame that and what is most important? I don't think it's a one-time discussion obviously. I had asked the Mayor Pro Tem, Mr. Bokhari, and Ms. Johnson to actually give some thought to this in terms of the agenda. I mean really if there is going to be a facilitator, someone has to choose the facilitator. If there is going to be pre-reads as recommended and suggested, with maps and outlines, this is major and big. How do you get it to something that you can talk about, and the three Council members and Mayor Pro Tem would be able to help accomplish that.

**Marcus Jones, City Manager** said let me tell you what I think I heard. What I would like to do is just talk about some opportunities over the course of the next four months. You do have the infrastructure meeting that's on the 19<sup>th</sup>. You have the Jobs & Housing Summit that is on January 9<sup>th</sup> and 10<sup>th</sup>. You have three budget workshops, one in February, one in March, one in April, and then there was a discussion about potentially having a retreat in January. So, instead of having to, what does it say, take?

Mayor Lyles said the elephant.

Mr. Jones said the elephant, whatever it is. There are some opportunities here. So, what I heard is you know having pre-reads, which to me, certain things like the state of infrastructure-water, sewer, transportation, I think would be helpful. Visual maps, some of the things that we have seen over the course of the last five years in terms of growth. I really liked the way that Councilmember Watlington started off. You know, where are the jobs and how do we plan ahead? Maybe there is some information from the economists, what they are seeing in the area. I believe we have those pre-reads, as well as the facilitator that we would be able to have the Council have a good conversation around infrastructure for the 19<sup>th</sup> knowing that there is still some additional opportunities to discuss other aspects of this either through a budget workshop or if we are talking about lighting or things of that nature, but that's just starting off to maybe do a bit of a platform that can be built on.

Mayor Lyles said any reaction to the [INAUDIBLE] or any reaction to the report on that? **Councilmember Anderson** said I just believe in great input through all of the committees today. We're not going to get this done in one meeting. I am hopeful that if we walk into the 19<sup>th</sup> with a structure and desired outcomes outlined going in, I think that is so critical for us to articulate what our desired outcomes are before we even start the meeting. So, that will set us up for success on a go-forward basis with these touchpoints that we have together in Jan. and February. So, that's the only piece that I did not hear here. We discussed it earlier, but I think we need to specifically outline what our desired outcome is. Thank you.

Mr. Driggs said I would just say at a high level that I think there will be a lot of attention paid to our process because this is a sore subject in the community. I think we have the appearance right now of proceeding with our plan and allowing development to proceed without regard to impact, local impact. I would hope for this meeting that we go in and come out with something that gives people hope, that makes them think that we are taking this seriously, and that they have reason to be hopeful that there is going to be relief on some of these issues, congestion issues and so on. We have, in our 2040 Plan, placed the emphasis on density and accommodating growth in such a way that we could keep cost down. Maybe we didn't talk enough about infrastructure then, so this is our opportunity to do that. I just hope that when we are done people in the community will feel better about our concerns with the congestion and other issues. Thank you.

Mr. Graham said yes, I agree with Councilmember Anderson. I think the end is in the beginning. Right, we want to know how we align this thing. I also agree with the Mayor Pro Tem in terms of a narrowly tailored conversation that we give staff clear direction in terms of where we want to land this plane and move forward. It's a worthy conversation, not only a conversation, it's a worthy exercise that I believe that the Council should undertake knowing that we are not going to solve anything on the 19<sup>th</sup> other than to level set and make sure that we all kind of know where we are going, how we are going to get there, how long it is going to take, what resources that we need, etcetera. So, I hope that there's some patience around the table in terms of the process that we are going to take, but I am committed to walking through it.

I think it's a worthy undertaking that we have to take. I like the way that the Manager has set it out that it corresponds with some of our budget discussions because a lot of these things are budgetary in nature that we might resolve. It's a big-ticket item and so a lot of the heavy lifting will be coming, I believe, out of D.C. and the state and certainly those things that we can do within our purview, within our local budget. This exercise is a marathon and I hope that we have the patience to kind of see it through and not thinking that we're going to solve issues on the 19<sup>th</sup> or even in January, but we set the framework. As Councilmember Anderson indicated that the end is in the beginning, so let's make sure that we know exactly which road we are going to choose and how. I think that's real important. Thank you.

Ms. Ajmera said I agree with Ms. Anderson. We do need to have clear objectives. That was one of our committee's feedback is to have clear objectives as we go into this December 19<sup>th</sup> meeting and have clear metrics. What does success look like to this Council from infrastructure perspective? From what I hear there seems to be consensus among having additional workshops especially on the budgets. I am looking at you on infrastructure focus, including the CIP. CIP just plays a very small part in that, but I think overall Mr. Graham is right. At the end of the day, the funding is what we need to figure out for all of this. We will need to have budget specific workshops on these items as we move into our budget season. That's all I have.

**Councilmember Mitchell** said I think our colleagues have made outstanding comments. I'm just going to leave us with one word. I want us to be intentional as we start this work on December 19<sup>th</sup>. We need to be committed and make sure to be intentional as we move along, particularly we can set some short milestones. City Manager, I think you did a great job of breaking out, kind of the check-in points. You know high strategy retreat, budget workshops in February. Councilmember Driggs, I think you're right, if we can show the citizens, we're intentional, we're committed. I think

it will be good way that we are finally now starting to sit down and have a conversation about infrastructure.

**Councilmember Winston** said as we all know Council decided to have this infrastructure meeting in December and in conversations with staff and conversations with other Council members and with conversations with community members who have really kind of been attuned to this decision to have this meeting, everybody has been at a consensus that they want to know what this is and what can they expect when this meeting happens on the 19<sup>th</sup>. That obviously is something that has been echoed around the table. So, Mr. Bokhari, Ms. Johnson, and I have worked on this kind of guiding document that was used to have a similar or the same kind of conversation across policy area paths.

Our intent really is to set staff up for success over these next few days so they're able to set up a meeting that is appropriate to Council's wants and desires and, as I said, provides outcomes for and acts as a starting point for our policy pathways, and further policy discussion whatever that may mean. I think in order to do that, in order to set staff up for certain success, we have to answer some questions tonight. First of all, how? How are we going to go about this meeting? Should this be a facilitated discussion between staff and Council as it was suggested earlier today in a couple different committees? If not, what should it look like? Who should be part of this discussion? Is this something that is just staff and Council talking to one another? Some folks have suggested that we should invite partners in our different policy areas.

For instance, you know I think about, again I'm just going to pull examples from each kind of committee areas from a planning lens. Do we invite the development community from an economic development lens? Do we invite the business alliance, the CRVA (Charlotte Regional Visitors Authority)? From a housing and safety perspective, do we invite community organizations or neighborhood organizations? From an intergovernmental standpoint, do we invite different representatives from local governments or our lobbyists? If we invite them is this a conversation that we want them to participate in or do, we just think it's important that they are in the audience? Then of course, what should be on the agenda? We have all here thrown out a lot of topics that we all think are important, but we're not going to be able to deal with everything in one meeting, in a two-hour meeting. There were some overlaps that were referred to in the four different meetings today.

I think we can answer those questions and rely on this document that Ms. Johnson, Mr. Bokhari, and I kind of put together to help us figure this out, but I think we also need feedback from staff. After we have this conversation, do you have this sufficient guidance from us or do you need more details in any of the specific areas to make the two hours that we spend together in a couple of weeks really effective? So, again, I would really start, how should this meeting go? Mr. Mitchell really put it out there. I thought it was a great idea that it should be a facilitated discussion. We need somebody that helps us translate between each other because sometimes staff's perspective doesn't get translated right to Council and vice versa. So, we need to make sure that we're on the same page, first and foremost. How do we get there? I think we need I think we need Council from colleagues to determine which direction we should go.

Mayor Lyles said so I heard that a facilitated [INAUDIBLE].

Mr. Mitchell said Madam Mayor, I was just going to ask would you like for us to vote on the first item of Mayor Pro Tem or just a nod of heads?

Mayor Lyles said I don't think you have to vote to have a facilitated meeting. I think the biggest question is who facilitates it. Someone needs to think about what the criteria is for someone that is going to facilitate, and having someone that does it well or addresses that. So, I would say no. No vote required. This is a discussion here now. So, we can go to continue. I am going to say facilitated meeting, yes.

Mr. Winston said, and, to your point, I think the facilitator who you pick might depend on, again, who is at this meeting, who is participating. Is this just staff and Council or do we think we need other partners at this table because that is something we have heard from Council, not just today, but in past conversations around infrastructure.

Mayor Lyles said the next, I think you said a facilitated meeting and we're saying, yes. So, the next one you mentioned, is it Council and staff or is it Council, staff, and partners?

Mr. Winston said who is part of this meeting.

Mr. Graham said I think until we know where we're going, I would feel a little bit uncomfortable inviting others around the table until we set a clear direction into where we are going. I agree that the infrastructure discussion should include those who impact it. So, I don't have any problem with that. I just want to be sure that when we take off, we know where we are going so that we won't bring any additional confusion to the conversation until we kind of know exactly where we are headed.

Ms. Watlington said I said there are some obvious partners like CRTPO and others that are like looking at this from a regional standpoint. Are we talking about whether we want to invite the people beyond the usual suspects?

**Councilmember Bokhari** said well I don't know who the usual suspects would be for this meeting. I think that's again who we need to define tonight, who.

Ms. Watlington said because to me if we keep talking about this regional piece, there are some folks that we already know. Like, we know that CRTPO, we know that Council of Governments, we know there are certain bodies that exist that are trying to look at an overall planning situation. I mean I think that the alliance might be a partner as we talk about planning economic development strategies and employment centers around the region. I mean the railroad, for instance, maybe someone from the railroad board may be an obvious partner. I think that there are some things we can hash out that make pretty good sense because a lot of those plans are already somewhere in development but may not necessarily be as visible. I don't think we should go about it trying to have an infrastructure conversation recognizing that we're regional kind of center without having some of those partners at the table.

Mr. Driggs said I think in a two-hour span, we have our work cut out for us as a Council to clarify, try to establish a consensus on the subject of infrastructure. My concern would be if we started inviting other people. We're just not going to have time. I mean it's very hard to take on board and also, I think like Mr. Graham. I think we can get to a place in two hours as a Council, where then the stage is set for more in-depth meetings with various subject matter experts or stakeholders. If we attempt too much in that short timeframe, I think we're going to come away empty. The thing I like about the facilitator is that it might help us to have a structured conversation and to have some take away from it. Like they might help us to get to the point where we can actually say this is what happened as a result of these two hours.

**Councilmember Johnson** said first of all, I do not know when we restricted it to two hours.

Mayor Lyles said we sent it out in the memo, and I didn't get any feedback that it would be. This is a meeting that's very important and you own it. So, you can go further. You can do more if you have agreement that, that's what you want to do.

Mrs. Johnson said I mean I guess that would be up to Council, but I'm just hearing two hours today. So, I don't know. Yes, I don't know what the other colleagues thought. I agree with Mr. Driggs. Yes, this is a regional issue, but I think there are enough issues locally, that we as Council need to sit down and discuss first. One of the things when we were meeting that Mr. Bokhari said, "Anything that's discussed during zoning is fair game." We should not be waiting until our zoning meetings to discuss these issues. My



proposal for this meeting was just that we're looking at the growth of the city in a comprehensive way. This should not be a novel idea as explosive as the growth is in the city.

I almost see it like if you go to a restaurant, if you can't afford the tip, don't go to the restaurant. So, if we can't address the consequence of growth, then we need to slow down the growth. We as Council do have that ability. If we do that or not, then that's a different issue, but to say that we can't stop the growth or the development, it's just not true. We don't want to do that, but we do need to address the consequences of the growth. We have the 2040 Plan. We have all of these plans for the 88 new people that are moving here per day, but there are residents that are here that are hurting.

We hear it every month at the zoning meetings, the traffic, the safety, the schools are overcrowded. Then we would say that the schools aren't under our purview, yet we know that children in failing schools, you know it's difficult to move up, to be upwardly mobile. So, it's all interconnected and I think it's okay that we take an afternoon to talk about it. This won't be the last meeting, but it should be the first. We should be intentional about strategic and responsible and balanced growth. So, what I would say I'd like to see a facilitator. I'd like to see a facilitator from MWBE (Minority and Women Business Enterprise) list. There are some leadership coaches. Maybe we take a look at some coaches from that group. I think that this will be a great opportunity. So, I'd like to see the facilitation. If we need to meet with Mr. Jones afterwards and talk about the agenda and everything, we can do that as well if the Council will trust us to move forward with that. Thank you.

Mr. Winston said the logistics of a meeting, especially when we invite people we want to facilitate, we have a zoning meeting later that day, so we do have to set some parameters about what we want to achieve. I have a follow-up question for Mr. Driggs. Mr. Driggs suggested that we should come to consensus around infrastructure as a Council. That sounds like an outcome. That sounds like a broad outcome. I wonder if there is some way, we can tailor that, because I doubt that we would come to a broad consensus on everything. Again, in consult with Ms. Johnson and Mr. Bokhari, we really saw that the 19<sup>th</sup> as the start of a policy discussion that would kind of move forwards. So, perhaps a consensus around how that future policy discussion would go, but I do not want to put words in Mr. Driggs' mouth.

Mr. Driggs said I just want to be clear. The way I look at this, we don't need to reinvent the 2040 Plan. I mean we just spent years thinking about the future of the city and direction we want to go and addressing a lot of these issues. So, what we're talking about right now is whether we have adequately addressed the implications of our growth priority in the 2040 Plan. Creation of housing, liberalizing land use, if we have adequately addressed infrastructure. When I said consensus, call it clarity. All I am trying to say here is that I think we need to talk to each other and reach a point where we have as shared as possible an opinion about what this whole topic means, infrastructure. What are we talking about here, right? It comes down to again, I think, acknowledging that one of those conflicts or tensions in our 2040 Plan, is that as we encourage developers to offer us more housing and bigger buildings and so on, we're creating a lot of problems on the ground.

We are deficient already in terms of our infrastructure capacity in a lot of areas. We want to transition away from cars, but it will take time. I think we can do more than we have done, but I do not want to go back and start kind of reinventing everything that we did because we have a lot invested in our 2040 Plan already. So, I hope that that's clear. It's just about clarity, right. I mean if you ask everybody around the room what it means to them, you might get 11 different answers. We need to try and harmonize that a bit.

**Councilmember Anderson** said I'm just going to throw out some ideas. I think that this meeting is really the jumpstart of a variety of conversations. One approach might be, we have a subset of topics that we've laid out a bit earlier. One approach might be that we have a facilitator who is knowledgeable in design thinking, right, and run it like a design

workshop who can help us prioritize the subset of list and how we would go about attacking those, understanding that there's some interconnectivity between several of them, of course. If we have a facilitator who can help us prioritize and identify interconnectivity, then what we could come out of this meeting with is a list, that we have an action plan of how we are going to address it and begin identifying ways in which we can address it. Such as additional funding sources, partnering with regional, state, and other municipal parties.

I think we need to have a way to attack this first before we invite others, other voices into the conversation, because if we invite other voices into the conversation at the very first meeting, then I don't think we are going to be successful in getting a structure. We'll be very successful in having ideas out there. So, we need to land on a structure, feel like we all feel relatively good about the plan of attack, and then we introduce other voices that we want to lean on for subject matter experts' points of view; people who can help us. So, that's just my suggestion of how we can potentially execute the meeting.

Mayor Lyles said thank you. I wanted to say that I think there's been a lot of truth in everything that people have commented on, the differences. Somebody's got to pull this together in a way that has an outcome that people agree with, and I know how difficult that is. I'm not quite sure that right now we can land on something that immediate to say, what I've heard people say, is that Council and staff need to work together with a facilitated discussion that extends beyond the two hours. The zoning meeting starts at 4 p.m. So, you can go until 3 p.m. or 3:30 p.m., and then have the zoning meeting at 4 p.m. I think that's one way to do it, but it is the beginning because infrastructure is a topic. What are you going to connect? What do you even define as your infrastructure and then how do you define your priorities within infrastructure? How do you look at the way we approach it? Is there something that's different?

Honestly, our city in the past has approached it as an economic development tool. I think there's something to be said for what we would like to see done, how it would be done differently, and if it should be done differently, how? It may not be the idea of coming to a common consensus about where it's going, but even just the definition of what infrastructure is because infrastructure is done by lots of people in this community. Do you discuss public infrastructure or are you looking at private infrastructure? I am always very reluctant, I'm just going to say this, to ask the schools and the county to participate in something that we haven't talked to them about in a way that they feel like they're a partner.

So, if we're going to talk about some of the other plans, we can give information on CRTPO because basically that is a state law. It's just the process. It's about weighting scores. CRTPO is all about scores and it's not about where it is, it's just about how they score the project often. So, I think there's a lot of emphasis on this. I think we have to figure out, and I think suggested were, the idea of extending the time of the meeting, having a facilitator that has some skill set on infrastructure, and then deciding how you do the interconnections or the definition of what infrastructure is for this community, and that can extend beyond, but I just think it's a focus that we all have to work with then.

Ms. Watlington said yes, so I feel like infrastructure can be a big thing, right. If we go back to the whole reason this meeting was called in the first place, it came out of zoning. How are we looking at the broader picture in order to make sure that, as we are approving rezonings, we are not making things worse. So, to me rather than backing all the way up and trying to create a brand-new strategy why not just work from what was shared with us last week? Show us the projects. Show us, based on the criteria that was shared with us last week that's supposed to take all of our Comp 2040 goals into account. Show us how places were scored. Where are the intersections? That to me was a great start. I don't see what valuable other thing we could be doing at this point besides looking at the actual intersections and looking at the projects to improve those intersections, how much it's going to cost? Do we have a way to pay for it? If we do, great, let's prioritize it. If we don't, where are we going to get it and what are we going to do in the meantime?

That to me is the only outcome that would address the initial need for this meeting in the first place and that bleeds very nicely into every other form of infrastructure, which we should already be banked into those projects because you don't just have transportation projects. You've got all kinds of storm water projects and everything else, right? That's the infrastructure that we have. How does that line up with schools? That consistently shows up on the rezoning. That's an obvious overlay. As we talk about planning for transportation, those roads are going in on other counties and people riding on them are going across the county line. That's clearly a partnership opportunity. So, perhaps that doesn't happen in the first space, but if nothing else, to me the obvious next answer is to put our eyes on the map at the intersections, what are the projects? How much do they cost? Then we can talk about what the strategy is for places where we've got funding, and where we've got a need. What's the strategy for places where we have a need and no funding. I'll conclude my remarks.

Mr. Mitchell said the only thing I'd weigh in, I agree with would be from Councilmember Anderson. Maybe not the first meeting, but the second or third meeting, we're talking about invite partners. One partner I think we definitely need to have at the table is related to transportation, is HNTB. They're leading, kind of expert in that field. They've done some of our projects. So, to have that expertise, to help us address the transportation, I think is one partner we need to have on our short invitation list and, City Manager, then I think there's other partners you know that have worked with us. So, I will be glad to kind of hear your recommendation as well, having that voice at the table. Mayor, let me just, it's obvious just reading body language around here around the table. We have three people we have assigned to do this. I'm confident in their leadership that we give them feedback and maybe let them work on the agenda that comes before us December 12<sup>th</sup>. Then maybe we could spend more time because I think if we try and solve this today, we would be here until one o'clock in the morning and we all would be tired.

Mayor Lyles said I understand, yes. That's true. Those were excellent comments, Mr. Mitchell.

Mr. Jones said thank you, Mayor, members of Council. The Mayor Pro Tem was trying to be helpful to staff to see if we could have direction before we left tonight. I will say I appreciate what you've said, Councilmember Mitchell. If the three individuals are willing to just pull me in or something like that, I'd be more than willing to help pull something together.

**Councilmember Mayfield** said it's a clarifying question and maybe I missed it. It seemed like what Councilmember Watlington laid out was that direction for the Manager as far as if we need an outline to get started. As was mentioned there are the three individuals that's working on this and leading it. If we go back to the why we even got here and incorporate. You all now have all the information. Staff have been capturing all the notes throughout the day and figure out from there, where were the three or four items that, were a consensus between all of us, but using the framework that was just laid out by Councilmember Watlington. So, we don't have to keep rehashing this. We can move forward. It seemed like a direction was recommended and now for the three to go back and pull all of this information that staff has been collecting together for the day.

Mr. Winston said well I definitely heard Ms. Watlington suggest a way, but I also heard Ms. Anderson suggest a way that was different. I've heard a couple different suggestions here. The intent for today, yes, was to allow for the three of us to go back with staff to hear this full Council conversation but unless I am not hearing things right. We have a bunch of fragmented ideas, but we really don't have a majority of Council kind of guiding where this thing should go. We have a couple of different pieces some people have, two or three of us have agreed with certain parts and directions, but we haven't gotten a clear direction of expected outcomes by the full Council. I think that's where we need to get. I think we need to stay here as long as we need to, to make that

happen unless I'm hearing something different. If staff thinks they have what they need for us to kind of go for it and do some work, I'll stand corrected, I guess.

Ms. Watlington said I mean if straw votes help to give some direction, then let's do it. I mean I also would be interested to hear on what Mr. Bokhari has. I know that three of y'all were working on this thing. Was there anything, based on what you are hearing here, sounds like the direction that y'all were thinking?

Mr. Bokhari said the three of us worked over the weekend on this, having been asked to focus on it. I'll tell you this meeting on the 19<sup>th</sup>, while there's a lot of ways you can do it, if it's something where this group goes around in a free form and has conversations on things, they think our priorities or there's some external facilitator in there, or some external partners are coming in that meeting is not for me. I will not be in attendance. This meeting was designed to be something very simple, and it was meant to have a two-week sprint by staff essentially come in and take infrastructure as a word and as a topic and break it down into a taxonomy of subcategories and that's what we were all supposed to do today in committee meetings. Say, what are those subcategories in our meeting the budget, the governance, and the other words. We said school capacity.

These are things that a good barometer is. Do they ever come up on zoning nights, where people are frustrated with a rezoning petition or density citing that as lacking. So, the staff, on the 19<sup>th</sup>, would come and list and say here is our list that we've worked on directionally, a skeleton of the subcategories of infrastructure. Our skeleton-based approach of here's how we are going to collect the data, to then show each one of those points and ultimately measure them, and here's the process and timeline that we are going to go. It's just meant to be us getting presented by staff and whether it's water, sewer, storm water, roads, sidewalks, school capacity, Greenways, lights, crime stats. So, today, hopefully, they got some things that are a start of our view.

It's not meant to be guiding them. It's meant to help kick start them. They would go, work for the next two weeks, then come back to us on that day and basically say here's the plan over the next x months that we're going to build. We're just going to show you your infrastructure position, your heat map. It's going to say, here are your subcategories, here are the data points, the overlays of the map, and here are the measurements that kind of is like a volume to capacity ratio. Fail, pass, where we are, ultimately getting us to two points. One, how much money would it cost for us to solve it all across the board if we wanted to invest in it all?

We used to have a number with volume to capacity ratio which said if we solved all of this, it would cost this, but then we would be passing in all of our major corridors. We need that across the board, across every portion of town, for all of those metrics and then we have our big meeting. Our big meeting is not transactionally can we do this here or that there? It's policy-based, and it says here's how we are going to approach x, y, z in the infrastructure list. It brings infrastructure up to the level it should be in this community which is, you know, we just spent two years or more dumping gasoline on growth with the UDO (United Development Ordinance), with the Comp Plan.

Now we are going to do the same thing with our job to keep up with, that's infrastructure. So, I think the 19<sup>th</sup> meeting is really, really simple. It's staff's work as a touch point to say here's the plan that we're going to be building. Here's how long it is going to take. It's the taxonomy of subcategories. It's the data. It's the measurements around that and then it's the process by which that's going to come back to us overall. So, I don't think we have to solve anything. We have to react to see what staff has there, and say if we like it or we don't, and then that's when they keep going forward and I think we have multiple touch points like that.

Ms. Mayfield said this question is actually for staff. Based listening to what Councilmember Bokhari just went over, do you all have what you need from the conversations that we had earlier today in order to go on to the next step? If the next step was the expectation that the staff being, is supposed to bring it all together and

bring it back to us to say here's what has been identified, here are some opportunities that we're thinking about, to achieve it.

Mr. Jones said I will start off with saying thank you, Councilmember Mayfield. I love the approach. It's kind of where we started last week with Ed. We were supposed to do that by summer. I pushed it up into the first quarter of the next calendar year.

Mr. Bokhari said one point though, Mr. Manager. What we did with that, while there were some parts that touched this, I'm not referring to projects, right. Projects and all of that stuff, that's kind of like what we are doing already. What we're looking for is a state of infrastructure across the board. Where are we now? Where are the gaps basically?

Mr. Jones said I'm with you. I am trying to get to the point where we don't under deliver. So, I wish Angela was here and Liz. So, I believe that we can give you some information along those lines about what we have. So, for instance we struggle as an organization as a team when we give you how many miles of sidewalks that we have that are not funded. There's no way in the world that the city would fund all of those sidewalks because you have developers that are going to be a part of it. So, I guess what I'm saying is, I think that is the way to approach this. I'm trying to figure out how to do it in such a way that you don't get a number of data points and you say we wasted that time.

Mayor Lyles said I think that, if I could, following up on Mr. Bokhari's point is that he said, "Failed, Pass," one of the real challenges we have is how do we actually know how we put something on a list right now and whether or not that list is current. Is it a list that's, or the criteria of the list works with for us or works for the 2040 Plan. So, I think if you just had fail/pass review and examine that leads you to the policy discussion because much of this is about this is where development occurs, this is the number of square feet we're going to do, the number of miles of road and asphalt, all of that. Do we all believe in the criteria that we've established and if you had done it as fail/pass, then there's some ability to have notes. So, I just wonder if it's, I see where Mr. Bokhari has gone because I do believe that hotspots have been around in our city since the 1970s and we haven't dealt with them.

That in itself is a fact that we kind of could ask that question. Is this part of what happened in our development that when we were focusing on economic development, we didn't do this? How long has it been? That kind of conversation. If you look at the major buckets, the buckets are transportation, actually in storm water, water & sewer together. These big buckets can have kind of an assessment of are we doing things the best way now or under the right metrics now?

Mr. Bokhari said can I go really quick to that because I think this is important. I think the pass/fail thing, it's not the destination but it's an easy tool along the way, much like volume to capacity ratio. So, once we set a policy, be able to look at the whole city and see where we're failing and where it has to be at a minimum. If you think about, like if you go failing, average, acceptable. The broader point of all of this is on a rezoning night, if once we finish this whole exercise, and we got everything to, let's say to acceptable, if somebody comes in and says, "No, I don't want that rezoning there because of x, y, and z," and we look at it and it is acceptable, we say either, "That's wrong, this is good and where you want it," or we need to revisit our overall policy and up the bar even more. It doesn't become a transactional discussion with that.

So, the pass/fail thing is just one aside mentioned all of those subcategories, sub buckets underneath there, obviously, roads is a huge one. Now we've got a whole other focus on roads. So, that's going to be hit in that bucket as that work continues, but there's a ton of other topics and categories underneath there. I just think that once we have all of that laid out in front of us, it's going to be a really powerful tool to be able to kind of understand where we need to start putting investments and making policy decisions.

Ms. Watlington said I'm sorry, I've just got to say this because there's clearly for me a disconnect between what we saw last week and what we are talking about today. As an

engineer, my expectations by the time I see a project is, because you have already done this work in some capacity because otherwise how did you define what the project list is going to be in the first place. So, why wouldn't what we saw already be the culmination of that work? What I'm concerned about is that we go back to zero and have a conversation about creating something that should already be feeding the input into what's in the budget today.

Mr. Bokhari said I think here's the problem with that. Theoretically, they should have a bunch of stuff, they've already done to put in this format. Maybe it's a matter of it just hasn't been done like that or hasn't been communicated to us. I don't know which one but the reason I know this works, is I have done a mini version of it or in the middle of doing in Cotswold.

Ms. Watlington said well I'm not saying it doesn't work. What I'm saying is that it should already be done, that's what we saw last week.

Mrs. Bokhari said I'm not trying to say that people aren't doing their job. I'm saying this is a new lens that hasn't been requested to be looked at before and I'm not convinced. It wasn't there for me in Cotswold.

Ms. Watlington said so, this thing we saw last week. It matches the criteria. Was that not the new lens? That to me looked like that what was being sold was that it came straight from the 2040 Plan.

Mr. Jones said right, so the new lens that has just been approved, it's just being developed is very different than the four criteria for the last 20 years.

Ms. Watlington said absolutely, absolutely!

Mr. Jones said so, we just tried to give you the first glimpse of how we're going to move forward with these new eight criteria. One thing that I hope can get us to a good place, is that I just checked in the with the team. Water, storm water, transportation, and fire infrastructure, we believe that we could give you something around those areas, those four for you to have a good discussion on the 19<sup>th</sup>.

Mr. Bokhari said even if, I think my point is build the whole skeleton. It can be 0 percent done. We need to directionally respond to did you get the entire universe of scope included in the plan; not do you have the answers on the 19<sup>th</sup>.

Mr. Jones said I like that, and I think, I know we can do that. The question is the answers piece.

Mr. Bokhari no one would expect you to have these answers. The point is wouldn't you rather hear us react, to see if there were six or more votes that wanted to include this versus didn't care.

Mr. Jones said right.

Mr. Bokhari said you wouldn't burn your time on it. I think that's the premise.

Ms. Johnson said one example that I think about, and this comes from a zoning perspective. Mallard Creek quadrant, right now, we have pending developments that total 18,000 trips or more. There's, just down the street, the King Grants Development. I think it is a million square feet. We know that there's this cumulative impact, but where do we see this as Council? We know there's an impact on the schools.

We know that these are state owned roads that aren't going to be improved for a long time, but yet we could have a rezoning petition next month that would not take into account any of that other growth. So, that's what we need as Council. I'd like to see it like over a map with overlays. You know the traffic, the infrastructure, we know all of this growth is impacting the quality of our pipes. Where is that a problem? So, we just need

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some type of visual aid or policy or cumulative policy that helps us make responsible decisions instead of a siloed approach. So, I don't know if that, when Mr. Bokhari talked about a skeleton, if we had something with all of those buckets? You know I have asked the question about wildlife displacement. Trees, environment, all of these areas are impacted by our decisions. So, we need, just some kind of way, some kind of tool from your magic toolbox that you have. Just some kind of tool that we are able to see this. I don't know what that is.

If we could get a snapshot of the current status, the state of the infrastructure. I like that, right. The state of the infrastructure, but we need to know which areas that we really need to perhaps consider if that's an appropriate place for development or are there other areas where we need to be looking at development? We really need an overview of where we are in the city as far as the infrastructure. I don't just mean the pipes and everything, but the impact of the growth. Thank you.

**Councilmember Molina** said I've listened to all of my colleagues, and I think I've heard the conversation go from expansive to more [INAUDIBLE], to a more expansive conversation. I just want to note a few things. First, when Councilmember Bokhari was speaking it was something that resonated to me because when I think infrastructure, very similarly to a little bit of what Ms. Johnson just said, I think about what we look at in a zoning meeting on a Monday night when we're about to potentially approve a project. What's there? What's available to us? I think in my one or two comments that I made during committee today, I started to speak about something many of my colleagues have already mentioned. So, to not be redundant, I would like to say that there's so many different overlaps.

Like everyone has said, there is transportation. There are things that are within our purview and then there are also those additional metrics that are outside of our region, our purview. As we've said, county, state, federal, etcetera. I think what I heard today from our staff; however, was the beginning of some resolutions that I was very excited about. I want to mention that part. They actually presented a funding and zoning integration idea to kind of get that ball rolling. I think it's very important to let our public know. When people hear us say the decisions we make, they think that we're doing a complete project ourselves.

I think I heard Shawn Heath saying it's like a 1:5 ratio or 5:1 where the actual development community is participating at a 5 percent. We're participating at a 1 percent relative to what the impact is for funds when there is any type of infrastructure project. So, one of the things that I suggested also in committee today, and not just this meeting would facilitate that, but maybe in the future something that we have to consider is what voices from the development committee do we have at the table? I think sometimes it's like speaking two or three languages. We have our deliverables as a Council because we are responsible to the people that we serve, and their voices are really what inform what we say and do at the dais. Then, of course, we have the city, that can have a competing deliverable and we try to meet at the middle, but then you also introduce this outlier of a deliverable where the development community have what they would like to see happen.

A lot of the times there's a different baseline. There's a different outcome intended. There's so many different, there's just this array of expectation. I feel like at some point in this process we have to get those three voices in a room so that we understand what the three can do together. Considering, not to say that they outweigh what we do because they come with more money, obviously it is the decision of the dais that informs what they are able to do.

I think development, city, and this particular governing body have to work together in order to make this something that's more feasible, but from what I heard today from Shawn Heath and his team, like I said I just want to definitely life that up, is they were talking about layering the Housing Trust Fund, where it actually impacted different measurements of need from our community. Economic mobility, jobs, childcare, transportation and actually allowing developers that intended to make those items a

priority more of an impact or more access to them. I think that's what I would like to see also, but I'm going off pace.

I'm coming back to say that I feel that everyone, because we represent very diverse parts of Charlotte and what informs our opinion in many cases are the people that we serve. I heard Councilmember Bokhari talk about the project on Cotswold. That's a very unique project and I know, because his people were contacting most of us as well, that they are unique in what their expectations are. So, I said all of that to say that I think somehow, I heard CRTPO, which I'm wanting to become more familiar with. A volume to capacity ratio metric where we can actually bring those competing deliverables in some type of metric opportunity where we can see what that potential impact is so that we can better speak to the people that we serve when we make a decision. So, like I said just in summary, to sum up what I said.

I think today in the two committees that I participated in, one in particular, when we were in our housing meeting, I heard Shawn Heath bring with his team some very good ideas to get us started in our thought processes around how we streamline this process and the opportunities going forward. Then I would also, anytime that you inform policy, policy has to be something that you do regardless of what type of infrastructure project we're talking. It doesn't matter what kind of infrastructure we're talking about. If it's a policy, it is implemented across the board. We think of policy and isolation. Policy is something that is going to make these three items better and it just doesn't matter the type of process.

We are talking about policy. It absolutely has nothing to do with any of that. So, examples are important, because that's going to inform how we create the policy, but the policy has to be implemented whether we are talking about small projects, public, private entities, it does not matter. A policy is uninformed by specificity in that way.

Mayor Lyles said, okay Mr. Jones. Do you have enough to work from with the three Council members that are participating in this effort?

Mr. Jones said I feel comfortable.

Mr. Bokhari said I think we all said it best the first meeting we're not going to solve the problems. So, let's get to the first meeting with low expectations, but committed and intentional to do something great at the end.

Mayor Lyles said like I said that if you can do the first meeting. We did make a decision that there would be some facilitation. I think that's really good. I think that the remainder of it has been the idea of let's at least understand and talk from the same language. If we do that in the first meeting.

Mr. Bokhari said if I could say it real crisply if we're on this page because I think this is where a lot of confusion was. There're no expectations for this Council to solve any problems. We're going to come in there and we're going to react to what staff is putting in a framework, in a skeleton, in a go-forward plan that they're going to work on for months. We are going to have an initial reaction. It will be one of many. That's literally it.

Ms. Ajmera said if you could just get us the preview material, at least two to three days in advance so that everyone has an opportunity to read. Thank you.

Mayor Lyles said I don't know what pre-reading. I'm just trying to be really clear. What are the pre-reading plans that would be?

Ms. Ajmera said so, there were a number of requests that were made. The first request came from our committee that Ms. Mayfield had requested visuals and maps on key infrastructure investments over the past five years and what's planned in the future and if that priority needs to be changed based on the feedback from the Council. That was one of the requests that was made. I'm sure there were other requests from the committees, but I just want to make sure that if we can get some of this ahead of time.



Mayor Lyles said I think that's what I want to be clear on. If those requests were made and we're going in this direction, how does that work?

Mr. Winston said what begat Ms. Ajmera's question. I will get with staff. I sat in on every committee meeting and there were multiple requests, some which were similar, some which were very different. There were requests by individual Council members, by themselves. We will work staff to determine how to best provide Council with the data that they need.

Mr. Bokhari said I think this really feel that this needs to be a step two because the task we've given staff is all on their shoulders. It's going to take everything in their power to bring us something robust enough to react to even at a level. So, if we can all agree we're going to need that information, but the first thing is what are you going to do? So, bring us the skeleton of what you are going to do. Let us react, spend all of your time for two weeks on that, and then we won't lose. We'll compile all of these things and let them do it, but I don't think they can do both.

Mayor Lyles said I think that's an important thing. I don't want to have an expectation that people have, that's not going to work or requires a modification one way or the other.

Ms. Ajmera said, Mayor Lyles, can you just react? I just want to hear from you directly and not have others speak on your behalf. I'm not talking about Mr. Bokhari because he said we need to do both. We need to do either x or y.

Mr. Bokhari said I'm not here to speak on anyone's behalf.

Mayor Lyles said I just want to make sure that we are clear on it. So, Mr. Jones.

Mr. Jones said so, I did think we were heading down a different pathway. I thought the pathway was related to those four areas, transportation, storm water, water, and we would do fire and infrastructure. That would be the beginning of how we can compile this data. I'll give you an example. A lot of times we do talk about water, and storm water, but it's a rate. I don't think in the six years I've been here that we've really had a robust infrastructure discussion about water and storm water. So, we'll be talking more about projects and things of that nature. So, we've asked for a lot of grace. It would be helpful if we could lock into that. Keep a list of all of the other questions that have been asked tonight and work really hard for two weeks, which is really less than two weeks, because we're going to have to get you something by maybe the Friday before to get these done. I will tell you we'll keep the list and if there's some things that are so easy to do, we'll just start shooting them out to you in your packets or maybe even as a part of this if that works for Council.

Ms. Anderson said so, Mr. Jones, can I make a suggestion? Would it be possible that at next Monday when we have our meeting if you could provide a tentative agenda for this 19<sup>th</sup> meeting or maybe Mayor Pro Tem? Can we see a tentative agenda next week of the meeting in the flow so we can all get consensus before we actually execute on the 19<sup>th</sup>?

Mr. Jones said I think that's fine. I think we should give it to you before the 19<sup>th</sup>, before the 12<sup>th</sup>.

Ms. Anderson said yes, that would be great!

Mr. Jones said yes, so maybe in the next two days if we can just get an agenda that you agree upon and that way, we can continue to do the work, but you'll have an agenda.

Ms. Anderson said that would be excellent!

Mayor Lyles said by the 12<sup>th</sup>.

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Mr. Jones said before the 12<sup>th</sup>.

Ms. Anderson said he's saying that they can do it in the next few days. I was trying to give you some time. I did not want to put pressure on you.

Mr. Jones said okay.

Ms. Anderson said yes, I think that would be great and then everyone can be brought in before we begin to have pre-read requests and everything else because we'll know what we're actually focused on that day.

Mr. Graham said that's a great idea.

Ms. Anderson said do you see what I am saying?

Mayor Lyles said yes. So, I just want to make sure that we're clear on what Mr. Jones said is that if we can get questions, he can send that out with the meeting agenda, the questions that have been addressed if that's feasible. He may not be able to get everything done considering the work that's going to be done around the research for the meeting. Alright, so I want to make sure that Mr. Graham is next, but please I want you to give me some consensus on that decision. I just want you to say heads up or thumbs up if that's okay. I see nodding of heads. Alright, thank you. Okay it's important because you've made a specific request about the overlays and all of that. So, right now we'll try to do as much and get as much out, but if it's not feasible with all the other work, we'll continue to work toward it.

Ms. Mayfield said I trust the three that were identified to lead this conversation.

Mr. Graham said [INAUDIBLE] in terms of getting that agenda done that would be really helpful and again the Manager laid out a calendar of what two to three months. So, a number of the requests that we heard today can be responded to within that period and again we're going to be doing this for a while.

Mayor Lyles said right. Okay, any other items that come before from the overall on the general idea of where we're heading on infrastructure? A lot of hard work and its difficult conversations, but we're really glad that we've come to this conclusion. So, we're ready to move to the committee reports now. I think you guys did more than infrastructure today I expect. So, why don't we start with Mr. Graham? If there's anything of note, it's not required, but I think the idea was if there are questions in the committee moving forward that the Council as a whole needs to address and answer. That's what you want to get out on the table. It's not a report of everything. It's just what do you need to engage the Council end to give you guidance and thoughts, comments.

Mr. Graham said thank you, Madam Mayor. The other agenda item we had, and there were only two on today's meeting, were the Corridors of Opportunity. The staff did an amazing job today in terms of, one, giving us the year in review of all of the work that they've done in the various corridors throughout the city, gave us a perspective in terms of where we're headed for 2023 and a lot of great conversations. You should be receiving your package in probably within the next week-and-a half, the Yearly Review for the Corridors of Opportunity. Again, great meeting, great presentations, a lot of work is being done in the corridors and that will be reflective in the annual report that you'll receive within the next week or two. Thank you.

Mayor Lyles said [INAUDIBLE] want guidance, advice, comments, cajoling, laughter from your committee report?

Ms. Watlington said yes, two things. Be thinking about Housing Trust Fund tune ups and tools. If you didn't have an opportunity to tune into the meeting, take a moment and look or at the very least avail yourself of some information regarding the West Side Community Land Trust. They are doing a phenomenal job. What they're doing lines up very nicely with what staff presented today in terms of options for the Housing Trust

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Fund. I'd like to support them, and I will just go ahead on record and say that. They will be making an ask and I think that it is absolutely in line with what we'd like to do. Heads-up, we've got \$75 million remaining for housing, \$21 million in ARPA (American Rescue Plan Act), and \$50 million in Housing Trust Fund. Right! \$21 in ARPA, \$50 million in Housing Trust Fund, and \$4 million in PAYGO (Pay-As-You-Go). So, let us spend some money, y'all. Looking forward to the Housing and Job Summit.

Mayor Lyles said just another reminder that the 28<sup>th</sup> is the Housing and Jobs Fund and how to connect those two for upward mobility. I had a great conversation with Sherry, who is now leading the leading on opportunity. They are aligning their metrics and achievements city-wide with these kinds of efforts that are more sustainable in terms of addressing the mobility of generational change.

Ms. Ajmera said so, we had three additional items in addition to the infrastructure discussion. So, the second item we had on our agenda was external auditor. It's an important part of what we do. We had a clean opinion, that's the highest level of opinion we can have on our financial statements by an external auditor. Certainly, that is something to celebrate. That speaks volumes of our accounting and leadership that we have in our CFO (Chief Financial Officer), Ms. Teresa Smith. We had an external auditor from Cherry Bekaert who did present us. So, that means really no difficulties working with staff, no illegal acts, no fraud, no inappropriate accounting practices or policies.

There was one material weakness that was identified. The primary reason for the material weakness was the correction of the market value from June 30, 2022. That was driven by an incomplete new report that was not caught by staff. So, there is a new process in place by CFO Smith, indicating a plan to correct this in the future so this will be an internal review process quarterly rather than annual process.

I know Councilmember Anderson asked about that and she felt comfortable having this quarterly process. We'll certainly catch this if it ever happens in future. So, the local government commission requires that we sign a letter, by majority of the Council to be submitted to the local government commission after today's presentation. I know that CFO Smith has the letter for signature and all of the committee members unanimously approved that. There were no objections. That's in a nutshell. So, if you could sign onto that letter. We do have deadline of February 5<sup>th</sup>. Ms. Mayfield asked a very good question, "If there was any liability that you're incurring as a result of signing onto that letter?" I'll let Mr. Baker respond to that. From what I understood there is no liability. You could just ask Mr. Baker directly, but Mr. Baker can ultimately sign on behalf of the Council if you all agree to that. So, Mr. Baker, if you could just, if you wanted to add anything to that.

**Patrick Baker, City Attorney** said ultimately, you're acknowledging receipt of the report and understanding of what the report says and then I would sign that on your behalf.

Ms. Ajmera said the third item we had was the governance recommendations. This was something that was carried on from the previous Councils. There were two items. One was the four-year term and second was adding an 8<sup>th</sup> district. So, committee heard presentation from Amy Peacock, who's chaired our Citizens Committee on Governance a couple of years ago. The committee also got a presentation from our attorney, and we looked at the previous recommendations on both items. There were several questions that committee members had, especially the new members, Mr. Mitchell, Ms. Mayfield, and Ms. Anderson. So, the motion was passed to talk about that item to be deferred to our January's meeting. So, we'll bring recommendations at our January's strategy meeting. Any questions on those two items?

Alright, and the last item we had was the legislative strategy. Mr. Dana Fenton had presented both federal and state legislative items. The federal side included destination CLT (Charlotte Douglas International Airport), 2030 Transit Corridor System Plan, immigration, sustainability, and resilience. So, you can see the overall theme here is infrastructure related investments. The state side was also mobility, state transportation funds, and SAFE (Safety and Accountability for Everyone) Charlotte. So, as you can

see, we continue to focus on infrastructure. The committee will discuss this agenda item at our next meeting before it comes to the full Council for feedback. That's all I have. Committee members, anything else; anything I missed? Feel free to add.

Mr. Driggs said so did I understand that we got a clean audit opinion? I'd just like to pause for a moment and reflect on that. That's a big deal, okay. Our books were looked at, our financial management was found to be sound. So, therefore, I believe congratulations are due to the manager and finance staff.

Ms. Ajmera said right, absolutely!

Mr. Driggs said I will just mention briefly. We got a report on the UDO (Unified Development Ordinance) work process going forward. The translation is being done. I think that everybody just needs to understand this. We're doing the translation right now of the zoning categories. They will become effective on the effective date next year. Then the alignment process starts, which is another look at those in the context of our 2040 Plan and our policy map. At the same time, area plans are going to get developed. So, the entire city is broken up into 14, I believe, areas and plans will be developed for those as well. The goal is to get all of that done in a couple years, which I think is very ambitious. Ms. Craig pointed out that because of all of the work that we've done on the UDO and the kind of groundwork that we've laid for it, it's not an unreasonable target.

The other thing we talked about was the Silver Line alignment, and again here we have a conversation going right now about the locally preferred alignment, one that runs along Trade Street and the Gold Line and the other that runs along the Blue Line. We got some feedback on the outreach that staff had conducted to try to get public opinion about this and essentially, on the basis of the public opinion that they received, it looked like the Blue Line alignment was inferior, not very good responses there.

Then it came down to a comparison between the locally preferred alignment and Trade Street, the Gold Line. After hearing discussion about cost and a whole bunch of other factors, the committee decided that as far as we were concerned, the locally preferred alignment looked like the better one and we voted I believe 4:1 to that effect. It's not really a recommendation, or anything but just in committee, we felt the locally preferred alignment looked like the better answer, more work going on, on that. Ms. Anderson, I think you were the dissenting vote? So, if you care to comment, feel free. I mean if you do not, that's fine too.

Ms. Anderson said sure, thank you, Mr. Driggs. So, my perspective was and, of course, Mr. Driggs and I chair, and vice chair this committee. So, we have a lot of meetings with staff and outside partners to provide input for these decisions, and so I'm scrubbed in pretty well to it. My perspective is, there was a decision that was made by a previous Council for the preferred offering. There were two options that have risen in addition to that. There's many compelling reasons why those two options have rose to the surface. So, I would prefer that we continue down the path of listening to the public as it relates to those other two options and make a sound decision about how this will impact the future of the city and not focus our discussion around the disturbance that this construction will have in our city. Either option is going to bring construction and disturbance, but what would be the best option for the City of Charlotte on the outside of it and continue to get the input from the public. So, that's why I couldn't be fully aligned with it, but of course I will, as I did, go with the position of the committee.

Mr. Driggs said so, colleagues, I just wanted to point out this is coming up next month. So, I would encourage you all to kind of look at it and so you don't feel jammed by it. They are doing more work on it. We will get more information, but it is a decision. It's not actually a formal vote requirement. It will go, I believe to the MTC (Metropolitan Transit Commission), and I think that there should be Council support for whatever is proposed there.

Ms. Ajmera said so, Mr. Jones, we all got a map of all those options. At least, I will speak for myself, I will need some sort of briefing as to pros and cons for each option.

I'm not clear on that, just from looking at the map. I mean this is a very important decision that Council will be making. I just want to make sure that we all understand pros and cons for each one. Obviously, I appreciate the work that committee has done. I certainly will look to their recommendation, but I think it's equally important for each Councilmember to understand benefits and disadvantages for each option. I'd like to see, I know during our discussion I had asked or even at the last strategy meeting, what I would like to see. Maybe that was already presented was the economic impact, ridership numbers, and the cost for each one of these options. I am sure that information is probably available, but I think that will certainly help.

Mr. Driggs said if I may, if you just look on the website for the committee, the slides that we saw today had a lot of that in them. So, there were three columns, pros, cons, there was some money information. So, you'd get a lot closer just from looking at that.

Ms. Ajmera said so is this something that's been added to one of our dinner briefings?

Mr. Jones said thank you, Councilmember Ajmera. Let me talk a little bit about the process. So, this is kind of interesting. So, this LPA, this Local Preferred Alternative, is something that had been worked on for a while. We had a very robust conversation in this room a few years ago when we had to get \$50 million in order to have the design for the Silver Line done. I guess sometime during the pandemic there was a question about the alignment, and there was a ULI (Urban Land Institute) study. Based on the ULI study, another alignment came about as well as a third alignment that came in internally. So, to your question, I just wanted to give a little bit of level set for some of the other Council members. There would be five criteria, some of the criteria as Councilmember Driggs said, we've already started to populate some numbers. Before there's any decision that you'll make, you'll get all of that information provided to you, through the committee I believe we are coming back in January with the committee. I believe there is an MTC vote at the end of January. So, we'll get information to you. Again, I think that the Council endorsing an alignment, which is some of what the committee did today is something that the MTC would want to know. Ultimately, they will make a decision about what the alignment is.

Mr. Driggs said, Mr. Manager, I just wanted to point out that this is a big deal so I hope everybody on Council will have the opportunity to express an opinion if they want to. Thank you.

Mayor Lyles said it is an even bigger deal for towns in the south. It goes to Central Piedmont's Campus right outside of Matthews. As most of us can see, if we had a hot map for development in Huntersville and Matthews, it'd be fiery. So, I think the idea is that those communities are really trying hard to figure out mobility in a time when the state isn't doing anything for state roads in those communities as well. They don't have the capacity necessarily to address some of the other things that they would like to see in terms of mobility. It's an important decision for them as well. John Higdon is the Mayor of Matthews. If you want to have a conversation with him, I think he would appreciate that, and I know that there are other people that are serving on their Council that would also be helpful for them. Okay? They already endorsed the LPA. Matthews has already endorsed it, yes. Okay, that's the final of our committee reports, the final of the discussion on infrastructure.

Mr. Mitchell said something that has been kind of frustrating to me is just not having a conversation about CMPD (Charlotte Metropolitan Police Department). You know. I think we got sworn in September 6<sup>th</sup> and now here we are in December and seeing that we have not had any kind of discussion around the police and what they're doing and some of the issues that they are facing. So, if we could maybe at dinner briefing in January, tee up kind of the state of CMPD.

Mayor Lyles said yes, I was going to ask you how would you frame it?

Mr. Mitchell said the state of CMPD.

Mayor Lyles said the state of CMPD from the chief. That sounds like if we can make that happen with the other meetings. So, the response times will be first, but the state of CMPD will be separate.

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**ITEM NO. 2: CLOSED SESSION (AS NECESSARY)**

No closed session occurred.

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**ADJOURNMENT**

The meeting was adjourned at 7:53 p.m.

  
Stephanie C. Kelly, City Clerk MMC, NCCMC

Length of Meeting: 1 Hours, 52 Minutes  
Minutes completed: February 26, 2024