

The City Council of the City of Charlotte, North Carolina convened for a Special Meeting on Monday, December 19, 2022, at 1:01 p.m. in Room 267 of the Charlotte Mecklenburg Government Center with Mayor Pro Tem Braxton Winston II presiding. Councilmembers present were Tariq Bokhari, Malcolm Graham, Renee Johnson, Lawana Mayfield, and James Mitchell.

ABSENT: Mayor Lyles and Councilmembers Ed Driggs and Victoria Watlington.

ABSENT UNTIL NOTED: Councilmembers Dimple Ajmera, Danté Anderson, and Marjorie Molina.

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Mayor Pro Tem Winston said good afternoon. I will call this Special Meeting of the Charlotte City Council to order. We are conducting this meeting in compliance with all applicable laws. Today we will be having our first discussion around infrastructure. So, staff and Council have been working very hard over the past few weeks to pull this together. I'll speak for myself, but I think I do speak on behalf of the group that's been working on this, we really do believe that this is the first step, the first meeting, the first discussion in a series of structured discussions that get to the root of Council's desires and the community's need to understand how we deal with infrastructure, what our needs are and to bring forth our priorities and ideas about how we continue to deal with growth in our city.

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ITEM NO. 1: AGENDA OVERVIEW, MEETING GOALS AND EXPECTATIONS

Mayor Pro Tem Winston said this meeting is really intended to be as much a Council conversation and discussion as possible. So, we have structured this to limit the amount of time staff is presenting to maximize time Council wants to use. So, we do have another meeting this afternoon. Our monthly rezoning meeting is to start at 4:00. So, we have as much time between now and then. We will have another meal for Council at dinner. That should be ready about 3:30. So, we probably want to keep that in mind, but again the full time is here for the Council to use as we so desire. Really, it's structured with staff only being given about 25 minutes of presentation between the two sections and the rest of that time again, will be a facilitated conversation with Council. I have been working on this along with Councilmember Bokhari and Councilmember Johnson to get us to today. So, I would like to give them an opportunity to introduce themselves, introduce today and whatever else they would like to share with the group.

Councilmember Johnson said thank you Mayor Pro Tem. I am Reneé Johnson, District 4 representative and I am honored and thrilled to have this conversation today. I want our voters and our residents to know that we hear you. We hear your concerns regarding the influx of growth in this city and the imbalance of the infrastructure. So, I'm looking forward to today. This is one of many meetings. The first of many to look at the areas where we might need to prioritize infrastructure and honestly take a step back and look at areas that have been impacted and we may need to address the lack of infrastructure in different areas. So, again, I'm thrilled to be here. It's an honor to have this discussion and I look forward to the outcome. Thank you.

Councilmember Bokhari said thank you. This meeting has been a long time in the making and we've talked about it for years which is we know that infrastructure investment is both a hazy word that everybody thinks of 100 different things when they bring it up, and it's also an area where there's a lot of need that hasn't even been calculated. We don't even know what it all is. We just know we anecdotally hear about it a lot on rezoning nights once a month when most of the time neighbors come in and say, "I don't want you to build this here because of congestion or lack of sidewalks or lack of sewer infrastructure or water infrastructure," it's all kinds of different things. I think this is a great first step in the right direction where staff will come forth and lay out

to us, "Okay, this is kind of what we think a master list looks like of what infrastructure means across the board."

Councilmember Ajmera arrived at 1:07 p.m.

That could include everything from what you normally think of which is like roads or sidewalks to the things that are under the roads that we don't give a ton of airtime like water and sewer piping, to the things like police services, fire services, and then the softer areas as well. So, having a holistic list and understanding it is a big first step and then the big second step is what are we doing to do differently than we do today?

So, we already do all these things. This is what staff exists for. They're going to keep doing them all in that form or fashion. So, it's not a question of, "Okay, are we going to do this or that?" The question is here's what we do. Then the second question is what would we prioritize in the first phase of this work effort that we would try to really analyze and take to the next level? I think that's what hopefully the crux of the conversation will have today because I think what we'll find is, you know, being honest, in the last five years, the only piece of infrastructure that we've really gone down and looked at the scoping and size, in the beginning we did a little bit with stormwater. We've done a ton with affordable housing, and we understand there's 25,000, 27,000, 32,000 units of affordable housing crisis. We understood in the early days there was a billion-dollar stormwater back log. We don't really know what the holistic impact of our infrastructure needed investments looks like. So, to be able to have all of this stuff in a tool that enables us to make budgetary decisions to say we need bonds for this, for that, to do all those kind of work, this is the foundation for that.

So, I think this will be a successful session if we agree upon, yeah, this is a holistic list of what the definition on infrastructure means. Too, we give staff guidance based on what they give us of their plan of what they're going to go do next to take a subset of that to the next level.

Mayor Pro Tem Winston said thank you very much. Again, this is going to be a discussion really for Council to use the time in the way that we want it, but we know we need help to make that happen. To get us through the next stages of how we continue this conversation during our Council retreat, during our Housing and Job Summit, and how we get to our budget process and whatever part two, three or four of this conversation Council needs to have. We have a facilitator that is going to help us figure that out with our conversation today. So, I'd like to give a few minutes to Ms. Cayme Andrea to introduce some of the ground rules as well as her general introduction and how we're going to go about today once we get to our discussion.

Cayme Andrea said thank you Mayor Pro Tem. I am Cayme Andrea as Mayor Pro Tem said and I am excited. Mr. Bokhari, I think you made a very good point in what you said in that we need to come together, you need to come together and understand the infrastructure starting with a clear point. So, to help you all engage and to move this conversation along in as a productive way as possible, there are some ground rules. You each have a copy of those. They're pretty straightforward. I don't think that you would have any question. I just want to remind you. We talked a little bit about this earlier amongst some smaller conversations that words matter. So, each of you council members represent individuals who they want you to bring their ideas and what's important to them to the table. So, we want to make way for you to do that, but do it in a way that allows us to continue to move forward. Any questions about the ground rules? Awesome. So, rolling with number four, silence means consent. I think we can move forward. Thank you, Mayor Pro Tem.

Mayor Pro Tem Winston said thank you very much. Just one note before I pass it over to staff. To get to Section 2 of our agenda, Ms. Andrea did put some index cards down. So, while staff is presenting if you guys have questions or comments not just for yourselves but can maybe help Ms. Andrea think about convening all of those ideas into the conversation, that would be very helpful. So, let's utilize all our tools. With no further ado, I will pass it to staff, Ms. Babson and Ms. Craig and I've told them already, they will

be on a timer. So, they will have 15 minutes to introduce their section to what we will define our infrastructure.

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ITEM NO. 2: DEFINING INFRASTRUCTURE

Liz Babson, Assistant City Manager said so, with that, I'll talk really quickly. Again, good afternoon and thank you for the opportunity to have this discussion with you today, Council. We know this is something that's been important to you, we've heard you and we know we're here today because this is something you requested more information on. We know you make important decisions every week related to growth in the city through the rezoning decisions, economic development projects, capital investments. We want to be able to provide you with some meaningful information about how we measure impacts from growth and where we have opportunities to do a better job of measuring that so that you have the information that you need to make those important decisions as you consider whether or not we have the infrastructure capacity in the future.

So, again this is the start of a discussion to determine how we evaluate and measure the impact of growth in the city and how those growths impact our infrastructure. As we go through the discussion today, you'll see that we're in very different places on a number of these priorities and our ability to measure those impacts. We believe this is likely a 12-to-18-month process that we will be going through with you as we develop and implement work plans necessary to develop that comprehensive set of information.

So, again, just a quick overview of the agenda today. You were provided over 100 pages in a pre-read of information which highlighted several of the priority infrastructure areas as well as a list which is an inventory of over 100 infrastructure items. We'll go through how that list was developed and focus on the nine priority infrastructure items recommended from staff. Then that's an opportunity to have a Council discussion and hear from you. We're seeking your feedback at that point so that we can determine if we've got those priorities right. Then we'll move into a discussion of those nine and share with you more detail on what we're measuring and developing in the way of work plans to measure those priorities further. Then we'll have Council discussion at that point as well. With that, Alyson, I'll turn it over to you.

Alyson Craig, Interim Planning, Design and Development Director said thanks Liz. So, as Liz mentioned there is a full list in your pre-reads of all of the different areas of infrastructure that we identified. This was done in conjunction with many of the city departments here in the City of Charlotte. We organized these into different categories just to help us organize our thoughts. So, the different categories were community needs, green infrastructure, utility infrastructure, operations, transportation, telecommunications, and emergency services.

So, as Liz said you'll have an opportunity both two weigh in on this master list to see if there's anything that we left out as well as the nine priority items that we identified. So, again, these are about 100 different areas that we identified as all different kinds of infrastructure that include both hard infrastructure as well as social infrastructure. So, when we were working towards looking at both this master list as well as looking at the nine priority areas, we really went first to some adopted plans that the city has adopted in the last few years that relate to safety, land use and mobility that include the Comprehensive Plan, the Strategic and Energy Action Plan, Vision Zero, SMP (Strategic Mobility Plan) among others. A lot of work has been done in these areas with the community and with Council and felt as if this was an important place to start. There are areas where we believe we have some level of control and influence as it relates to these areas.

So, as I mentioned before there are many different kinds of infrastructure and all of these plans talk about infrastructure in different ways and how they shape our communities and ensure access to community needs. So, complete communities have

a number of different elements that make them successful that form these different types of infrastructure whether they're soft infrastructure or hard infrastructure. It includes parks, open space, different utilities, emergency services and goods and services among others. So, I think it's important to note while these are all elements that are very much important to the success of a thriving community, that not all communities look the same and not all communities need the same things, or they may lack different things.

So, I wanted to mention an important next step in the planning process that relates to the conversation that we're having today as well as the understanding that communities have different needs. So, the next step in looking at the Comprehensive Plan and other city-wide guidance that we have, is community area planning. So, right now we have different ways in which we plan for infrastructure that includes CIP (Capital Investment Plan), the budget process and more and we've done area plans in the past, but this is an opportunity to do things a little bit differently and to do area plans that span the entire city. So, beginning early next year, January, February, we'll launch a two-year process that will do area plans separated into 15 different geographies that span the entire city. In addition to making some refinements potentially to place types from the adopted Policy Map, we'll also have an opportunity to discuss at the community level different infrastructure needs and phases and ways in which these can come to fruition as part of this process. So, wanted to mention that because it's an important step in the conversation, that while we still will have ongoing conversations about how we identify and prioritize infrastructure, this is another tool and an opportunity that we are doing differently going forward.

So, Marie I believe will be sending you out some links, but I wanted to talk about another tool that's important and new that you may not be aware of. So, in July of this past year we launched the Implementation Dashboard. This is a way in which we are working to measure our success and realizing the goals of the Comprehensive Plan. So, if you were to look in the Comprehensive Plan, there are 10 different goals and in each of those goals we have a number of metrics in which we evaluate ourselves. So, the Implementation Dashboard is an early start to starting to measure this. Of course, it's only been out for a few months. We don't have all the data available to us. Some things are things that we don't even measure today or that we want to measure. There may be some things that come out of these conversations that will influence what we want to track going forward. There are also some areas where we may be measuring them but we're not measuring them in a spatial way.

So, this dashboard right now when you go it, you can look at the bottom and there's the 10 different goals and you can start to look at how we're doing overall as a city, but I think what's really impactful too is that we can start to look at the success on a neighborhood profile area. So, I wanted to make sure that you were aware of those.

You should've also received another link. This is another tool that you'll be able to sort of play with some of the layers that are on this GIS (Geographic Information System) tool, and I appreciate Andrew Bowen and Evan Lowry and their team for preparing this. So, it was really prepared just for today. Kind of relates to some of the pre-reads that you all received. So, there's a couple of things to note on here. I know it's a little hard to read, but if you're zooming in to the tool on your iPad, you can see that there are gold-colored dots. Those are all the approved rezonings in the last five years. These are really helpful but there are some city services and other providers that don't really look at rezonings as a measure of providing infrastructure because rezoning doesn't always mean that something is happening, it's getting constructed. It may be late, or it may not happen at all. So, the purple dots on here are Certificates of Occupancy. So, those are true and real projects and units that have been constructed and put in the ground.

So, you can see on here that there's a heat map and the heat map relate to response time for our fire services and areas that are in red are areas in which we're not meeting the response times that we need. You can see too that there's also some dots on there showing future fire stations. Right there in the middle of Hidden Valley is one that's coming in 2024 and you can see that there may not be a lot of rezonings in that area,

but there have been a lot of COs (Certificate of Occupancy) issued there indicating a need for more services. So, this is just an example of how we can use visual data to really start to talk about how the pieces fit together and how we plan in the future for growth.

So, as we mentioned in the beginning, we started with these 100 plus items and we sat down with all the different departments in a room talking about different priorities and what was in our adopted plans, what we had in other priorities that the different city departments have, what we've heard from the community, and we narrowed the list down to nine. Again, when we pause for feedback, this will certainly be an area where we're very interested to hear what Council feedback is.

So, these are the nine items that we came up with and these are not listed in an order of priority. They're just a list. The nine that we came up with relate to affordable housing, which I think a couple of you have mentioned already this afternoon, emergency services, public open space and that's in the form of parks as well as public open space and development projects. Public storm drainage infrastructure, public transportation, different types of public transportation, roads, sidewalks, schools, safety. Transportation safety is one that we hear a lot about as well as water and sewer capacity. So, you can see up here that we've identified the primary responsibility of these different areas of priority that we're recommending, but they're not all provided by the city. I want to note too that it's not even just our partners at the county and the state and CMS (Charlotte Mecklenburg Schools), it's also the private sector that plays a big part in bringing these forwards.

In one of the pre-reads that you all have is a list of the infrastructure that's provided by the private sector through development as well as an indication to what's new from the UDO (Unified Development Ordinance), which there is a great deal of. So, the private sector is an important part of bringing this infrastructure to our community. It also requires collaboration with these other partners which is the suggestion for the 12 to 18 months where we can really sit down with the county, with CMS and with the state to talk about once we come up with a priority list how we can work together to realize these. So, with that I will turn it back over to you Mayor Pro Tem.

Mayor Pro Tem Winston said thank you very much. I think we're starting on a good foot. Now, this is the time that it's up to us. We have a couple of questions we would like Council to consider as we consider this section on the definitions of infrastructure and how we prioritize this. Do the priority areas reflect Council's priorities? We're looking at that list of 9 that was on slide 11. Are there any priorities that need to be added? If you have your binders from your pre-reads, that exhaustive list was presented from page 1 to page 4. Now is the time to kind of dive into some of those. As Ms. Craig said, staff provided us a list and pretty much it looks like somewhat alphabetical order, not a sequence on what is their top nine, one through nine. So, if there is a desire to prioritize, I think maybe that's part of it too.

Councilmember Bokhari said just a follow up question. If you go back to that list, I think will help us in our conversation. Just two questions for staff. One, what's the logic behind you guys choosing this list and two, I know the body of work is to create the plan, but what's the skeleton of what happened over and above what we're already doing in these topics over the next 12 to 18 months?

Ms. Babson said so, let me answer the second part of your question. That's actually the second part of this discussion today where we will drill down in more detail on those nine and talk about outcomes and metrics. Then the first part is, I'll give you the short answer. Alyson, you can add anything if I miss it. So, if you look at this chart and the way the information is laid out, to some extent, those nine minus schools are really the areas in which we provide city services and we have the opportunity to really influence the way in which that infrastructure is provided in the community.

Mayor Pro Tem Winston said [INAUDIBLE].

Councilmember Mayfield said this is a clarifying question. With going through the pre-read, I'm just trying to tie in, out of the exhaustive list of infrastructure in the pre-read, these now tie into these nine priority areas that have been identified, correct?

Ms. Babson said yes ma'am.

Ms. Mayfield said so, when I'm looking on here on page 3 and we have the category right under transportation infrastructure, we go to utility. When you turn over to page 4 utility continued and then there, we have landfill capacity and who the lead entity is, is being the county. It will also be helpful how we have this breakdown that was on the previous slide to figure out how our relationships work with these entities. Whether it's county, state, private sector, do we have any authority in some of these? Do we have limited authority? What that relationship looks like when we're looking at the priorities. Because if it's an area where we have limited authority in it, then I think that's something that we might want to consider moving out of our priority infrastructure and putting in a different bucket of community priority infrastructure. Then that's something through intergovernmental relations where we can talk about building a relationship, but for me it'll be more helpful to know which of these do we actually have authority on and if it is in relationship with county, state, private sector, given us an idea of what mechanisms do we have in place to help influence those discussions.

Mayor Pro Tem Winston said so, what I hear is sort of a process map. What are the processes where we interact with the county on landfills or CMS on school development.

Ms. Mayfield said correct, and that process map, again, first listing do we even have authority because if we don't have authority is that beneficial to have it as a part of our priority infrastructure. Thank you.

Ms. Babson said yes ma'am. So, Councilmember Mayfield, in that exhaustive list of the 100 plus items on infrastructure, in that final column, we do have lead entity. So, that represents the places where the city has a role in some part of that infrastructure. We could, if you're asking us to, go into another level of detail similar to what you see on the slide ahead, if that's what you're asking.

Ms. Mayfield said I don't think that's really getting to the question that I asked. I see that the lead entity specifically for this landfill is the county. For where the city has a role is our language and what areas of the city, we've identified for something to happen by right. As we're going through looking at development throughout, there may be an opportunity because of the 2040 Plan and the research that was done with it, that we might need to rethink some of the current language that we have based on the needs of the community today.

So, even though we have the lead entity, I think it would still be helpful, and I don't know if that would be adding an additional column or just adding an additional page to really say how much authority. So, specifically looking at landfills, we have lead entity county but it's the City of Charlotte language that was done through planning that's identifying where landfills can go. That's something that we should be working on and potentially could be since the 2040 Plan is a living item, to be able to look at, "Okay, how close to residential are we looking at this," based on the needs how effective and responsive are we going to be to the community. Thank you.

Ms. Babson said yes ma'am. Thank you for that clarification and we would require more time to follow up with that information.

Ms. Andrea said thank you. Liz, I think you just answered. I was going to ask if you had enough clarification to be able to give that. Thank you.

Councilmember Ajmera said thank you. So, under priority infrastructure areas, this is really good because this sort of summarizes all the infrastructure needs that we have, there are 100 plus. In this, I think one that I would like to see added is the green

infrastructure especially our tree canopy. I know that's under city's responsibility with our 2050 by 50 goal. So, I'd like to see that added. I see open spaces here, public open space. So, maybe combining it with green infrastructure and also electrical grid as we are working on our 2030 goal for SEAP (Strategic Energy Action Plan) and 2050 community wide goal. I think it would be very helpful because a lot of the green infrastructure is provided by the city, especially our electric charges stations throughout the city especially in Corridors of Opportunities. So, Ms. Babson, do you want to respond to that?

Ms. Babson said yes. We can take that feedback. Alyson, I don't know if you have anything more specific to add to that, but this is absolutely the kind of discussion we were interested in having with Council.

Ms. Craig said we certainly thought about tree canopy as a part of open space. That is an important part of open space, is having tree canopy. So, I'm not sure if you're wanting that as a separate item or just how trees are a part of our open space.

Ms. Ajmera said just having green infrastructure because that includes everything. That includes trees, open space, the Cross Charlotte trail that the city has invested so much in, electrical grade. I mean even the city plays a part in air quality. So, all of that. So, I think having green infrastructure would include open space.

Mayor Pro Tem Winston said yes, that was one of the comments that came up in a discussion. There was a comment from the community that for instance parks in infrastructure and we don't have that portioned out, but it does fit under that public open space portion of it. So, I think an important part of this is as it was stated earlier, language matters. If we feel like that topic isn't being specifically said out loud, it's not being taken care of but I think we need to come to some type of understanding of what is in the umbrella of all these priority lists. That is where some of that frustration I think lies.

Ms. Andrea said yes, I would agree Mayor Pro Tem with regards to the public open space. So, I don't know maybe in the process, can I ask that you guys go through each of those nine priorities and tell us what is included but not listed. Is that fair?

Ms. Ajmera said I think Ms. Babson under green infrastructure you have under this list, I think that's pretty comprehensive. So, if you would just add that instead of open space, that includes everything on slide 4 that I'm referring to, so that it's comprehensive.

Councilmember Graham said just looking, if you go back to the list again, the nine. I was just wondering whether or not there was any conversation in reference to broadband as an infrastructure, especially as the city grows. We're talking 10, 15 years from now. That's a basic utility, I think. So, I was just wondering was there any conversation around that.

Mayor Pro Tem Winston said so, you know, I've talked about some of the work that Mr. Bokhari and I have been doing as we've been working on broadband policy and the work we've doing as a city. We think that is one of the types of infrastructure that hits on a lot of these priority areas. It's under the umbrella of affordable housing from an equitable community standpoint. It's certainly under the emergency services priority list. This is something that again, Council, we don't really talk about in depth, but police, fire, they rely on their communications networks and that relates to the infrastructure that is in the ground and in the skies and on towers and stuff that is emerging. Thinking about how we utilize public open spaces, during the pandemic for instance, we did a lot of work about creating these public hotspots basically around public infrastructure so folks could have that connectivity.

Certainly, a topic of conversation around public transportation and schools and of course transportation safety. These are things that as we're looking at the future of mobility and the safety of complete streets and roadways, the ability to have connected streets is not just a physical connection, there's a digital connection that is happening.

Again, these are things that we might not think about or talk about. So, I know from the work I've been doing with staff and other council members on this, this is something that we and the private sector of course is on the forefront of the way we're thinking about it. Again, it's something that sometimes gets missing in some of these conversations. Staff, I don't know if you have a response to that.

Ms. Babson said yes, great point. So, I will say it is on the list of 100, but it did not make it to the priority list simply because we're not the primary supplier of that infrastructure, but because much of that infrastructure is dependent on having access in the right of way, that's how we're able to manage the way in which that service is provided in the city.

Mr. Graham said okay.

Mayor Pro Tem Winston said would also mention to that point, I know I've gotten many of inquiries, I'm sure many of you have, but the first mention of this infrastructure being in the private sector was very engaged and inquisitive about how we're approaching these things. I would also note that for those that are watching online or on television, that we have some of our partners in the private sector as well as our staff in the room right now. So, perhaps that's an area, an opportunity for future meetings where we're able to have a conversation with our partners, both in intergovernmental and the private community. Again, understanding that it was important for Council that we have this conversation amongst ourselves and our staff first and foremost.

Councilmember Johnson said I guess I just needed a little more clarification to piggyback off what Councilmember Ajmera said. It looks to me like the headers for the priority areas are different than the categories in our pre-read. So, I think it would help if the categories were consistent. Like public open space, that's not defined there, but it is defined clearly if we look at green infrastructure. So, I would propose that language matters and that the language be the same because all of these areas are priorities for us. I've asked several times about wildlife displacement. So, that's on here. So, if we are considering these issues and that's the purpose of the meeting, to consider the impact that all of this growth has had on our city and on our infrastructure. So, I would like to see that the categories be the same. When we ask about broadband, the response was that it's not in our purview, the same could be said for schools, but it's on there.

So, I guess I just need clarification. Also, the outcome of the meeting, is staff prepared to change the priorities based on Council conversation? Are we going to see at the end of the meeting kind of what we do in the budget meeting and the straw votes, if this list changes based on this conversation?

Ms. Andrea said yes. Councilmember Johnson, I heard you ask three different questions. If we could go back and give staff an opportunity to address the first question and then the second and then the third.

Mayor Pro Tem Winston said before staff, you mentioned the wildlife. I think what Ms. Mayfield's suggestion around process maps could be very helpful because my understanding is that's an environmental services concern and that's something that's housed in the county. I know on every rezoning for instance, they have to sign off on what is appropriate and before it even gets to us, they might have resolved issues with the petitioner or with the developer, however we want to term it. This is a vision again that we never see and then staff isn't necessarily presenting. So, we as Council members don't even know how to directly approach that particular issue. Again, like I said using that wildlife matter and perhaps staff have direct knowledge.

Ms. Johnson said if I can just elaborate on that issue or that item specifically. I've asked you that question before Alyson, but I don't know that anyone is actually taking ownership over that issue. So, that's a question. Question number four.

Ms. Craig said so, we have talked about wildlife some as it relates to the UDO and the county. So, I think that comes from different places. So, it's a function of land use, it's a function of parks. So, I think that would be an area if it were added to the list would be something that we would have to work with our partners on addressing.

Ms. Johnson said okay that green infrastructure, that category, wildlife is under there. If we just call it green infrastructure versus public open space, I think that addresses unless you can define what public open space means on this list for us.

Ms. Craig said so, I may need some help from Liz on this. The public open space when we defined it here was really, as it relates to the public open spaces, provided in parks, the public open spaces provided through development projects, through some of our initiatives like greenways and urban arboretum trails. Tree canopy is a component of that, but it wasn't the driver of that particular category. So, that's how we got to public open space and using those words as the priority that's here on this list.

Ms. Babson said just to add to that Councilmember Johnson. So, if you're looking at the list of 100, the categories aren't the things that we brought forward as priority infrastructure areas, it's the asset. So, all of those nine falls somewhere within the asset column on that list.

Mayor Pro Tem Winston said [INAUDIBLE].

Ms. Johnson said yes.

Ms. Mayfield said following up on Councilmember Johnson's identification, what she says makes perfect sense. We have seven categories that's identified. If we did not have both of these in front of us, looking at this priority infrastructure list, I think we have a better opportunity of renaming.

Councilmember Molina arrived at 1:44 p.m.

The only thing that will make me even consider that this priority infrastructure list goes along with this is the fact that we kept emergency services. So, by renaming it, I think that would also make it clearer for the community when they have access to look at the breakdown of these 100 because then we can go in and clearly see, "Okay, under operations, this is what we're talking about." Under green infrastructure just as Councilmember Ajmera mentioned, wildlife is in here, wetlands is in here, trails and other things are in here. So, opposed to this priority infrastructure areas being titled the way it is, if we actually align the language with what we have in this pre-read, I think that would be a lot easier not only for us to follow, but for the community to follow.

If we say community need, I think that is going to reflect a lot more to our residents and then be able to breakdown those needs versus how we currently have it because there's a lot of wiggle room in interpretation with what's in front of us right now. Whereas there was a lot more clarity in the breakdown of green infrastructure, what is operations, transportation and infrastructure, utility. Utilizing that same language just helps to create continuity. So, thank you for bringing that to the table so that we can look at aligning because again, if we started from the beginning of words and language have power, if we have consistency in those words, I think it would help to move the conversation forward. So, whether it's this Council or another Council, they will be able to look at it and know what was being discussed previously.

Mayor Pro Tem Winston said so, just for my clarification. What we're saying is that we think the terms that are on slide 11 that are under the column of priority area are insufficient and that we think the terms that are in the pre-read under the category area, those eight terms are more all-encompassing and that it provides a more effective standard for how we talk.

Ms. Mayfield said for my understanding, correct. If I'm understanding Councilmember Johnson, that continuity and consistency would actually further us a lot. It would move us a lot further down the line.

Ms. Craig so, just to clarify. The way I'm hearing that is that when we were listing these priorities that it needs to be this is the category and these are the specific assets that are included in this particular list. Right?

Ms. Babson said yes. So, if I can, ask you to go back to slide 10, this is an example of what we're talking about and what was done to go from the list of more than 100 to the 9 that we have in front of you.

Ms. Mayfield said so, clarification Mayor Pro Tem. I think we're not saying the same thing. So, coming back to 10 and looking at this list versus what I thought I heard and what I'm recommending is just a clarification of the language and consistency in that language. When we look at priority area, replace affordable housing with community need. Keep emergency services. I am saying utilize the language that we have in the book. Public open space is too generic. You all did a great job of creating what that looks like under green infrastructure.

What are operations using this category language, under priority level area because these priorities are the categories that you broke down. You just gave us more definition in the category of what's included in it, but if you just use those same titles under priority area, I just think it's a lot easier for not only this Council and any future Council, it would be a lot easier for community too follow along. If community goes out and has a conversation about roads and sidewalks or schools, which again is not in our preview to a larger extent, versus community need, I see that that gives an opportunity for a much stronger conversation.

Ms. Andrea said thank you. A couple of things. Ms. Babson, are you clear on what she's asking?

Ms. Babson said I believe I have a general understanding of that. Yes.

Ms. Andrea said can you for me, in your own words put that back just so that we can make sure that we have clarity before we move forward?

Ms. Babson said so, again, back to the example on slide 10, we would have to go through an exercise of doing this crosswalk mapping of sorts for the list of 100 to get to what those categories would be. They will likely be very similar in language to what is listed as the broader categories.

Mayor Pro Tem Winston said can I lend a hand? Ms. Mayfield, please correct me if I'm wrong. What I'm hearing Ms. Mayfield and to an extent Ms. Johnson is saying is that the language and the categories on page one through four of our pre-read kind of really do set the stage for a more all-encompassing infrastructure conversation. That we should be referring to our infrastructure in those kinds of ways because when we say community need, we know that we are referring to affordable housing which is under our purview, while also talking about its relationship to schools which isn't under our purview. If we don't use that language in our decision making and our policy making, then we're leaving something out if we're just talking about affordable housing or then we're not talking about those things.

Mayor Pro Tem Winston said we really do want to think about maybe in our public speak, the way we're talking about these things to the community, these are more useful tools understanding that in our offices on different floors that we're dealing with. You might be dealing with affordable housing or public transportation in a more kind of defined manner, but we really need to be using more all-encompassing terms when we're dealing with the overall topic, from a community perspective. Is that accurate?

Unknown said I'm going to go ahead and say yes.

pti:mt

Ms. Andrea said so, I will offer one of the things that I did hear Councilmember LaWana say. Yes, the language should be used if that's its intent. I don't know. I don't want to put words in your mouth, but that's what I think is missing in that clarity.

Mayor Pro Tem Winston said let Ms. Ajmera go first. I think she has something on this topic.

Ms. Ajmera said I think in a nutshell what they're saying. Just use the category that's already in the pre-read. That's all. There's no rocket science here. Just use the category. I think there is consensus among Ms. Mayfield, Ms. Johnson, myself at least on the green infrastructure and that way you don't even have to define it here. It's already defined in our pre-read. So, you are just pretty much taking public open space out for an example and replacing it with green infrastructure. Same thing with removing affordable housing and replacing it with community need because it will include everything including arts and cultural facilities that we are responsible for part of it for an example. So, I think that will just clarify what each category means because we already have this material. You've probably spent a lot of time trying to get to this. I get it. You probably tried to summarize it for us, but I think when you tried to summarize it, there were a few things that were left out. So, I think if you just go back to using this comprehensive list that you have will just address everyone's concerns.

Mayor Pro Tem Winston said is that problematic at all? Are there any concerns that you have with that?

Ms. Babson said so, not concerns, I just want to put out there for the Council to consider that again the list of the nine priorities are really in large part those things that we as an organization can influence through our work, through our investment, through our regulations. The full list of 100, if you look at that sheet and look down on the far-right column as the lead entity, there were a lot of those included in that list that we, the city, don't directly influence nor are we responsible for.

Ms. Ajmera said right. No, I understand that there is a lot of it that is not within the city's purview, but however there is some that is still within the city's purview. For an example, arts facilities that we actually fund, especially capital improvements. That's not part of this list. So, in trying to summarize it which I think you all tried and did a pretty good job, I think we left out a little bit. We might have left a few. So, to Ms. Johnson's point about wildlife, if you include green infrastructure, it'll include some of the wildlife and open space. I know as we have gone through some of the rezonings, especially in far east, far up north University area, or even for Steele Creek area, we have seen some concerns from our residents, especially around wildlife habitat and deer population and really creating an ecosystem.

So, even though it's really within the county and the state's purview, I think the city plays a part in that through rezoning. So, I think having that broad enough will address some of the community's concerns that we've been hearing through our rezoning process.

Ms. Andrea said I want to go back to Ms. Johnson. You asked about broadband. That was one of the stacked questions that you had. Was there a response to that?

Ms. Johnson said if I can respond. When the categories are changed, broadband would be addressed.

Councilmember Anderson arrived at 1:56 p.m.

So, yes. I appreciate the ownership of the staff and I understand what you're saying, but in my opinion, the purpose of today's meeting, our rezonings, our decisions impact all of these. These are the things that residents are concerned about. So, while the city staff is not directly able to make those changes and my examples of schools we're not either. So, we just want to know that there's a plan, that these items are considered. So, if there's something that's not in our purview, then we have a plan or a grid that this is referred to another department or the intergovernmental. We cannot continue not to talk

about these items that are impacted by growth. So, that's why I think changing it to this language is consistent, it's all encompassing, and we can at least have a plan. We have to. We can't continue to make decisions in a bubble and expect our residents to be more upwardly mobile if they're in failing schools and the schools are overcrowded and we're continuing to approve development. So, it's all interconnected, it's a holistic approach and that's what we're seeking today.

Mr. Bokhari said yes. I just think it's going to be a lot easier if we go and hear what the actual plan that staff is going to set forth on to do to visualize these. We can go around and just argue semantics of the titles and the topics, but I think it's going to be a lot more impactful if we see what the vision is to be done and then under that lens, look back at what is and isn't included there.

Mayor Pro Tem Winston said so, I think I just heard from Ms. Johnson and Mr. Bokhari in different words, we would like to know a little bit more about how staff evaluates these infrastructure items, the ones that do fall under our direct purview and the ones that we rely on our partners for as well. I think that's kind of what the next section of this meeting is. Am I hearing that right Ms. Andrea?

Ms. Andrea said that's what I hear as well. I think that the next section would probably bring more questions as well, yes.

Mayor Pro Tem Winston said staff, if you're ready, we can move on to section three where we talk about how we do evaluate our infrastructure needs and for that section Mr. McKinney is going to join us and he has about 10 minutes to go through that part of this section.

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ITEM NO. 3: EVALUATION OF INFRASTRUCTURE NEEDS

Liz Babson, Assistant City Manager said just real quickly while Ed gets up there and gets set up. Again, this is going into a bit more detail on those nine priority areas recognizing we had a lot of discussion about changing words that are used to describe those nine areas. So, we wouldn't have had the opportunity to make those changes. So, just bear with us in that regard. This will give you an example. Ed's going to do one of the nine just to dive into a bit more detail to show you how we're looking at outcomes and metrics and where we still have more work to do in the way of measuring these impacts from growth and development in this city to provide you Council with some of the information that you're asking for. So, with that, Ed. Thank you.

Ed McKinney, Charlotte Department of Transportation said sure. Thank you. Ed McKinney with the Charlotte Department of Transportation. So, as Liz just described what I want to try to do is just give you a glimpse. So, the detail of this slide and the specifics that are in the Strategic Mobility Plan, this slide particularly around managing congestion. Then as a note, there's a couple of things I'll describe on this slide around other plans. This one for example has the Strategic Energy Action Plans. So, there's parts of what are some of the outcomes here that are tied to those goals. Then you see the other columns. So, the high-level targets. What are we trying to do? If these are our higher-level goals, what are the outcomes we're trying to achieve. The metrics then are what are the things that we measure? How do we make sure that what we're doing is achieving those goals. How do we track year by year or over a period of time what the progress is and are we getting to those goals?

Then the far column is what do we need to do? A lot of what's in that last column are again, particularly for transportation, some of the initial thinking that's still a work in progress. We talked last month around the mobility work and a lot of analysis that we're doing around taking our goals and thinking about the priorities and projects and how we identify and prioritize those. As you'll see on this list, there's lots of detail work that we need to do. I think one of the questions that came up from that presentation was show

us more, show us some of the detail. This is a little bit of that. Not all of it, but a little bit of that.

So, let's talk a little bit about this one particular. So, this is focused around the first and foremost one, I think obviously you're familiar with the ongoing work that we've done for decades around building our sidewalk network, the building of our bike network, expanding our street connectivity. We've had subdivision regulations in place. So, we inspect, and we build both those new streets and we expect developers to do those as well. Then obviously that load share goal, and again there's some very specific ways with some important data that we need to collect that will help us track the progress to those goals.

So, again the expectation, sidewalks being the obvious example. We know what that need is, we know what the resource we have available to us to build that and again we've sort of year-by-year track and target what we can achieve. It's important to note, you'll see in that work plan, lots of relationships and connections back to the UDO and to the Comprehensive Transportation Review. Again, there's lots of new things in the UDO and some things we've talked with you about in that transportation review that are ensuring that development is giving us some of these things, more so than what we've been doing in the past. So, it's a big step forward and we're going to be making sure that we're tracking and measuring that and testing whether that's getting the outcomes that we want to achieve.

Then the last one. This is safety. Again, lots of work that we've already been doing. The adopted vision we have for Vision Zero, tracking that. Certainly, we've got data and have been doing that to identify the high injury network and let that guide us from a data driven standpoint where we need to be investing to improve safety. The two below that are just good examples. Street lighting and those are things that we're targeting, identifying. Again, prioritizing where those are most impactful, and then things like pedestrian connectivity, new pedestrian crossing and infrastructure. Again, aligned to safety and timed and prioritized based on the data that's driver particularly around crashes in our high injury network. So, again, I'll stop there. That was just simply to give you a glimpse of the level of detail we would be going into. This is obviously just one example around transportation and pulled directly from some of the detail you have in your spreadsheet.

Mayor Pro Tem Winston said thank you, and you did it with two minutes to spare. So, I'm proud of you. Before I recognize Mr. Bokhari, I'd just remind Council. Mr. McKinney, he didn't go through all of the slides that are presented. Staff does have other examples of how they evaluate different infrastructure needs. I think as we start having this conversation, if it matches any of the slides, they'll try to throw those up on the screen, but even this whole list as we talked about before, not an exhaustive list of how all infrastructure needs are evaluated by staff in concert with other partners that are needed to do that evaluation.

Councilmember Bokhari said yes, I think this is a really good view of where we could go. I think that if you think about what's the next steps in what we're going to do and the ultimate body of work, I think these provide great examples. Some things that we already kind of do, some that we have planned to do, some new things, but by the topic areas. So, I think if we're going to evolve this to the next step, that's going to get tactical in execution, I think it's taking this. We're going to still as a Council need to debate what should be included but I think we're going to need to see that next layer here. If you go back to that first set of examples, assess new signal needs as one example. Think of that as one micro that's underneath an overall bucket of which there's seven buckets or whatever it is.

So, we need to understand the city-wide metric of here are the total numbers. We need to have a view that says somehow if we were to fund it all to be acceptable today, this is where that would be. It would take X millions of dollars to get to that point at a city level and then we need to be able to map that to a policy statement. This is where our discussion comes in, of this is the level of acceptability and I think that's where it gets

down into a tool. You guys have the layered map that we used on a zoning day to show us water or certain things like that. We should be able to go into these buckets and see if somebody comes in with a rezoning and they say, "We're not invested in properly." We can go in and not just at a city level, but at a corridor level, at a street intersection level, we can look at all of these topics and say, "You're right, you're behind, or you're above."

So, what you've got to do here is lay out the end state keep map and report that we're going to look at city wide. It needs to be a tool that can dive down from a city view into a tactical tool use in making decisions on rezonings and things like that. Then it needs to be mapped to our current policies and it's going to be one of three things. We have a policy and we're meeting it. We have a policy and we're not meeting it, and we don't have a policy that addresses this at all. That's where we're going to have the bulk of our work which is, is that policy set at the right level? Should we be okay with this level of congestion or this level of minimum for traffic signals and the technology we use there? So, then we're now at the right level of the Council doing our work and we don't sit here and try to make transactional decisions to say, "Well, you're right. This rezoning should or shouldn't happen there."

It should be based on our policy. It seems like a huge amount of work because it is a huge amount of work, but I really believe this is the starting point for you guys to come back to us and say, "Remember those seven or nine items," or whatever it is, "This is the dashboard we're going to work to create, to populate, the fill in. This is the mapping to your policy, and this is the tool that ultimately is going to allow you to both drill in and see the level of acceptability and the amount of funding that's necessary to make that happen." To me, that seems like a really cutting-edge approach to quantify the most important reason why we exist as a governing body right now.

Cayme Andrea said Mr. Bokhari, I noticed when you were talking there were several nods in agreement around the room with council members and then some with questions. So, Mayor Pro Tem I just wanted to give a space for that response.

Mr. Bokhari said I totally appreciate everyone's agreement with me.

Mayor Pro Tem Winston said something that you were saying Mr. Bokhari in thinking about the systems operation network capacity and thinking about the conversation that we were just having. To me, this also intersects with broadband technology or digital inclusion. It may or may not because of the fiber optics and how those systems connect. Also maybe from a process map standpoint, how do we prioritize these types of networks on city maintained road versus state maintained roads? What is the process map of that and how do we know to say, "Okay, we want to do this on all our intersections, but this state is prioritizing certain intersections." So, how does that affect the way we might prioritize where we put our assets knowing that the state investments are coming this year or they're not coming for another decade.

Mr. Bokhari said I'd just add one quick point to that. I would start this exercise and throw out the window anything that is a nonstarter. Let's not say, "Well we don't fully own that topic. So, let's not put it in." That may be a hindrance, but I think we need to prioritize by what's the most important stuff for us to knock out in the first phase? Then we try to go to that point. We know schools need to be on that. We absolutely know it because that just comes up all the time, but we don't own that, but we have to go down that path and figure it out. I think technology based infrastructure probably warrants its own bucket there because at the end of the day, we may hit head winds that say we can't do this or that. I don't think we start by minimizing the list to say let's not put this on there. If it rises to a level of importance to we need to attack it first, even if we don't own it, the state owned roads thing, that's going to be a big chunk. I think first we figure out what we're going to measure and what we're going to try to do, and then we figure out, "Okay, well what do we need to bring to the table in order to make them change their priority list to do this or that."

Councilmember Mitchell said Ed, do you mind just a couple of questions and just your feedback if you don't mind. So, Council, the only statement I'm going to start off with. I think it'd be important to us if we approach all this from a holistic standpoint, not just one off a particular section. So, Alyson help me for one second. We're about to move to 14 regional, what do we call them?

Alyson Craig, Interim Planning, Design and Development Director said Community Area Plans.

Mr. Mitchell said so, we're about to move to 14 Regional Community Area Plans getting away from the District Plan. Ed, to me, is better information for us. Would be helpful as you take those 14, list if you can the sidewalks already funded and about to take place and if we can list them by the 14 and the district. I just want to make sure we look at everything we do from a sense of equity. We've got the equity framework in place. So, make sure we are developing all parts of Charlotte. That's number one because I think we've already earmarked certain sidewalks that are to be funded. Number two Ed, what is the policy as it relates to development of sidewalks. Council, we've gone through this 10 years ago. We told developers, "You don't have to do sidewalks." I remember old Pat McCrory, when he was Mayor, he forced developers to put sidewalks at least on one side.

So, can you share with us what is the policy on sidewalks because we all get those calls about sidewalks. Question number one if I may, just the policy on sidewalks.

Mr. McKinney said sure.

Mayor Pro Tem Winston said just before Mr. McKinney goes. Council members if you go to page 16 and 17 in your pre-reads. We're going to try to pull that up here on the screen as well. It's relevant to the conversation and the answer.

Mr. McKinney said sure. Certainly, Alyson can jump in because they're obviously as you described a big part of this, as what our expectations are for development and again as you described those expectations have changed over time for good reasons. So, essentially today but also augmented certainly in the UDO are the expectations. Both the physical length, width and design of sidewalks. So, we certainly expect developers when they're just building on their side of the road, they've got to build the sidewalks to the standards that are described in our UDO.

Mr. Mitchell said okay.

Mr. McKinney said if we're building new streets, we have the same expectation. In that case it's sidewalks on both sides based on the type of street and the dimensions we expect. So, without getting into details we fully expect in both our current rules and a little bit strengthened by our UDO rules have expectations around development to build sidewalks as part of their infrastructure.

Mr. Mitchell said perfect. Thank you. So, we can take this and then just break it down what region and what district, I think this would be very helpful. If we can go to slide 16, we're talking about complete street lighting. So, let's tackle street lighting. Most of us get calls from neighborhoods requesting more street lighting in their neighborhood. What we have put in place is the Neighborhood Matching Grant. I feel comfortable in saying either we need to increase funding to our Neighborhood Matching Grant, or we need to increase funding and somehow give that responsibility because we all know street lighting is a deterrent for crime, street lighting makes all our neighborhoods safer. So, I can tell you about three or four of them have applied for the Neighborhood Matching Grant with the session. The new session starts in March. So, I think Council that is very important. We say safe and equitable mobility, how do we fund a street lighting? Is it strictly developers or is it on the city or can we just put more funding in the Neighborhood Matching Grant program? So, just to examine that. Thank you, Mayor Pro Tem.

Mayor Pro Tem Winston said Council members, page 25 and 26 in the pre-read relates to that if you want an answer to the question.

Mr. McKinney said yes, to maybe briefly clarify what the map said. We do have a map that describes where the needs are for street lighting, but that's very specific to arterials that issue you're describing is not mapped and is a separate issue that you're suggesting something we need to look into in more detail.

Mr. Mitchell said thank you Ed. Thank you Mayor Pro Tem.

Mayor Pro Tem Winston said thank you very much.

Councilmember Ajmera said so, Mr. McKinney, this is a really good presentation where you already identified needs and work plan from the city's perspective. So, staff has already done tremendous work pulling together all the needs and the next steps. From the Council, is there anything you need to help staff prioritize? If you look at the list slide number 14 all the way up to slide number 17 under transportation safety and roads and sidewalks, this is a tremendous list. What can we do as a Council to help prioritize, especially areas that are high injury networks where we really need to address the gaps sooner rather than later? So, if you could just tell us about the steps that Council can take today as part of the infrastructure discussion to really get started on this high injury network. That's number one question I have.

Number two. I know that Mr. Bokhari requested coming up with all the needs under each bucket and having some sort of dollar number assigned to it. I hear the ask. However, we also have to keep in mind that some of these needs are addressed by the private sectors especially some of the missing sidewalks, bike lanes. So, putting a number out there, it may not be entirely the city's responsibility. It certainly would help to show how big the gap is and how wide inequities are in the system, but keeping in mind that it may not be an accurate picture. Thank you, Mr. Mitchell, for bringing the equity framework that Council had recently adopted, because if you look at the sidewalk maps that we have, I know this was something Ms. Babson has provided last year or the year before, you can clearly see there is inequity.

A lot of the sidewalk gaps, it's really in areas that's been left behind. What policy decision can we make today or that we should consider as part of our next steps to address some of these gaps. As you can see, clearly there's a lot of gaps on the west side, northeast, around Steele Creek area than the other parts of our city. We clearly need to address that and look at it from the equity angle and really refer to our equity in governance framework that was adopted earlier this year. So, those are my question. So, if you'll address one by one.

Ms. Andrea said yes, let's address one by one. So, the first one had to do with priority, I think. Is that right Ms. Ajmera?

Ms. Ajmera said right.

Ms. Andrea said do you remember her question?

Mr. McKinney said yes, I think so. So, a couple of things. I would refer you back and I'll talk a little bit about the discussion we had back in November around mobility. So, I want to go back to that and talk about where we're going next. Before I do that, I want to emphasize safety, our Vision Zero Policy and the priority that Council has given to us now for a number of years including funds to support that. So, we have been prioritizing that really and we have the data to help us make good decisions and the funding and again, our priority has elevated in the Strategic Mobility Plan. So, that is our top priority.

So, I do want to emphasize that's something we have been prioritizing and continue to do. What we're doing now, going back to our discussion that we just started back in November around the mobility investment, more to come. The question is what can Council do? We'll be back to you. We're in this process now of shaping some of that

initial work that we shared with you back in November. As we discussed, there's a lot of ongoing more detailed work. What we'd like to be able to do is come back with you I think in the first quarter of next year to describe where we are. Give you a better sense of the details and what's driving that to get your direction as to making sure that the way we're suggesting identifying and prioritizing projects is consistent with where Council wants us to be.

Again, we start at the high level, the 2040 Plan, our Strategic Mobility Plan, but as you know as we're talking about it today in more detail, how you make very specific decisions to ensure that you're being true to those priorities, we need to have a discussion with Council about that to make sure. So, I would say more to come. We've got more details you see that we need to do to bring back in front of you to have a more detailed informed discussion about how we want to prioritize and get your direction.

Ms. Ajmera said thank you Mr. McKinney. So, I understand that staff has been prioritizing some of the high injury networks, but I think the challenge is where the need is just too wide. As you can clearly see from the list, that we're not able to keep up, and part of it is a funding issue. I think Ed will often highlight this; we build less than five miles of sidewalk every bond cycle because it takes \$6 million per one mile to build a sidewalk roughly. We are just very slowly chipping away that I don't know if we're truly making a dent. So, I think at some point I know that we are having a discussion on budget planning, but that's just from CIP dollars which is about \$250 million of \$230 million capacity. That is not going to address this need and work plan that we have. It will be a drop in the ocean.

I think at some point as we are looking at our sales tax increase, one cent sales tax increase, we do need to figure out how much of this can we address through that one cent sales tax and can we truly make a dent on some of these infrastructure needs and can we get Council onboard? Certainly, once we have consensus among the Council on the priorities for this sales tax increase and what should be prioritized in that list, we need support from Raleigh to get that done. I think that should be our number one priority as we move into 2023 because without funding none of this would be possible, especially our sales tax increase. I think we have to recognize that yes, we can have a budget discussion, but that's just CIP focused, that's not going to address even 10 percent of this.

So, I think that would be helpful and also, I would like to hear from my colleagues as to where they are in terms of prioritizing our infrastructure needs, especially the list that we have from equity framework. We already adopted that earlier this year. Would you like to see us look at equity lens especially for an example on sidewalk projects? Clearly you can see where the needs are right now. So, I would really like to see equity being implemented, the framework being implemented in this for sidewalk projects. I would like to hear from my colleagues as to where they are as we move into our budget discussion, and then also our sales tax discussion. Thank you.

Mayor Pro Tem Winston said thank you.

Ms. Andrea said if I may. Ms. Ajmera, what I heard you ask him originally had to do not just with the specific sidewalks but more of a general where does Council offer our suggestions about priority.

Ms. Ajmera said right.

Ms. Andrea said was that answered?

Ms. Ajmera said yes. So, I think part of it, Mr. McKinney answered that they are prioritizing the list, however, I think they need direction from the Council as to the priority that you currently have. Should it be revised? I offered that we look at it from the equity perspective and see if we can prioritize it from that perspective. I think that's where my colleagues will come in and say if there is consensus, at least the majority of the

Council feels that we need to prioritize the list from the equity perspective, then that's the direction that Mr. McKinney would need, right Mr. McKinney?

Mr. McKinney said yes, for sure. This conversation obviously is a big part of helping us influence that. Again, we started to do that. We need to share more details. Again, we just touched upon that back in November and we are beginning to test and apply how would we measure and make decisions and share with you how we might prioritize projects based on equity, based on where growth is occurring, based on where our needs are. The challenge is how do we layer those things together with the resources that we have, prioritize them in a way that achieves multiple goals and achieves the direction we have from Council.

Mayor Pro Tem Winston said I wondered if there still isn't certain blind spots that we have from a Council perspective. I'm just positing that when we think about infrastructure investments on specifically the ideas around thoroughfares with sidewalks and lighting. Like you said, these do have effects on the quality of life, but the lack thereof also has affects on other infrastructure. I think of our fire service. I think of Ms. Molina at Company 23 last week and it's a fact of the matter that most of our fire department runs are for medic calls. So, I wonder if part of the way we determine how certain sidewalks get built and where is affected by response times of our fire department and our ability to lessen that by prioritizing certain areas.

So, I don't even know how to necessarily form that question to dive into, but I'm just wondering if we still are having some blind spots. Equity is certainly an important aspect of things. Continuity, the ability to fill a gap and all of a sudden, instead of having a mile connected, having five miles connected, that's a priority, but maybe there's still something missing. I don't know if that makes sense.

Councilmember Johnson said Mr. McKinney, you gave a presentation several months ago about cumulative traffic impacts and that being a goal for the city. I wanted to know where we are on that because that's very important in the infrastructure. Can you give an update on that?

Mr. McKinney said yes absolutely.

Ms. Johnson said then I have more questions.

Mr. McKinney said if you go back to that first slide, we had. This is a good example of new things we're testing in this process where we're thinking differently from the Comprehensive Plan and the Strategic Mobility Plan aligning that different thinking with certainly what we know to be the needs and the concerns we have around growth. So, the notion of cumulative traffic is absolutely first in mind for us in terms of how we think about managing and infrastructure identification.

This middle column, and then there's lots of detail in this middle row. There's lots of detail that we want to come back with you to describe this, but it goes back to this notion of as we all know we can't deal with cumulative traffic at a project scale. We have to look at the broader area, we have to look at a broader corridor or in the case of as we go into the Community Area Plan Process, looking at the broad geographies. There are some tools that we want to test. We want to come back and share with you what those look like and getting to metrics that are not just intersection based but corridor based. We've got data that can tell us what is the travel delay, what's the time. In this case, we've got these interesting indexes around travel time and how we anticipate travel on corridors, and we've got some great data to begin to test that. More to come. Lots of detail, just to your question around cumulative traffic, this is an example of some new tools that we want to use and some great data that we know are out there that will help us look at it on a broader scale to get us to where we can identify both technological things we can do on those on corridors, the infrastructure things we can do on those corridors to help address and begin to manage the cumulative traffic and the broader impact of development on our network.

Ms. Johnson said okay, thank you. Then my next question. If you could go back to the map with the thoroughfares without sidewalk projects, please. I'm trying to pull up the map of District 4 of state owned roads. I would love to see that as an overlay. I'm just trying to visualize that, and also ETJ (Extraterritorial Jurisdiction) areas. So, what's happening with state and ETJ areas that the city has no ability, and if you do tell me, but if the city has no ability to improve, and what happens from a resident's perspective and also from the council members perspective. We're making decisions for all of this growth. I have a grid. Mallard Creek area alone, there's 20,000 trips that are pending and that's on top of King's Grant that we approved last year and there's all these trips with no ability to improve the road.

So, this is the challenge that Council has, the challenge of our residents, and why I wanted to have this meeting. How do we address that? Do we say, "This area is above the level of acceptability?" I love that term level of acceptability. So, if we're not able to improve the roads, improve the sidewalks, I don't know where the stormwater is in that area, but those are the kind of considerations that we need to take before we are approving growth. So, I want to know how we address that. I don't know if it's an Intergovernmental Planning Commission that maybe has county, city and school subject matter experts, but Council needs education. We cannot continue to make these decisions in a bubble and then be surprised when our residents are saying, "Enough." They're right. So, help me understand or help me reconcile the areas without sidewalks we know that are state owned. What can we as a city do about that while we're the ones making decisions for growth?

Mayor Pro Tem Winston said before Mr. McKinney goes, you just mentioned the Planning Commission and if I'm not mistaken, the city, the county and the school board appoint folks to the Planning Commission. So, it might be a note for us for future discussions how do we better interact with the Planning Commission and understand the kind of logic that the school board and the county have when they're appointing their members and how do we use that to interface with each other.

Ms. Johnson said is it possible to hear from the Planning Commission? We have a representative here.

Mayor Pro Tem Winston said we wanted to keep this conversation between staff and Council for now, this first one, but again realizing that we may need a future conversation with more of our partners. I just wanted to put that note there specifically for that.

Mr. McKinney said sure. Let me try to address the question. One thing for sure I think I'm hearing from you is certainly there's a little bit of additional layers we can add to this to make sure that we're all clear about where our limitations as a city are and where partnerships exist. So, certainly the maps and data you have today don't fully do that. So, that feels like a takeaway for us. One thing I want to say about the sidewalks, I'll let Liz correct me if I say this wrong, but everything on this map, all the red, some are state maintained some are city controlled and maintained. All of which we are able to build sidewalks on. So, what you see on this map is the need and we are, as we all know, with the limited resources that we have we're incrementally building that network. A good example I think we shared at town hall last week with Councilmember Molina was just the recently completed partial sidewalk on Harrisburg Road near Pence and Albemarle.

So, we are prioritizing where we find needs and we do certainly have the ability for sidewalks to implement that infrastructure and again, that's what's represented on this map. One other quick thing I'll say. Our limitations or our partnerships that would happen on state maintained roads in areas like east Charlotte, obviously they're state projects and we could certainly provide better information or more regular information around where those planned projects are, larger corridor and state investment, but back to the notion of the UDO and our expectation of development.

So, regardless of whether it's state or city maintained, when development comes in, again calibrated to the impact of their development, that impact is reviewed through analysis both by city C-DOT (Charlotte Department of Transportation) staff and state NCDOT (North Carolina Department of Transportation) staff. The expectation is based on the scale and the impact of their development, there's investment that they have to make regardless of whether it's city or state maintained. Certainly, understand the limitation. That's very specific to a project, but I just wanted to make that point. There are limitations and they're different scales by which we do development that the state maintained issue is really around partnerships both with the state and with development as it occurs.

Ms. Johnson said I understand. You just understand the challenge that we have and that's where we need help. That's where we need help in addressing our residents' concerns because they're gaps in the process. There are blind spots, but yet we are responsible for reviewing growth in those areas without having that information. So, that was the purpose in my eyes for today's meeting, the consequence of growth and the state of our infrastructure. So, I hope that the outcome that we get is to be able to get a holistic document that compliments the 2040 Plan. Here's the plan and here's the state of the infrastructure because our goals should be balance development instead of reactive infrastructure. So, just thank you for the work that you do. Thank you and I look forward to more information.

Mayor Pro Tem Winston said Ms. Andrea recognized a question from both Ms. Ajmera and Mr. Bokhari asked that it touched on. So, I want to give her that chance. This is a term that we often use, and Ms. Johnson said reactive as it relates to our infrastructure investments. I wonder if that is accurate because from the outside in it often does feel like we are being reactive, but staff maintains that they have certain processes and priorities that they look at over time that is actually very proactive. So, when we talk about language, I wonder how do we get to the crux of that? Are we actually being reactive? Is that the right terminology that we use? Is it that the lead time is just so far in advance that it feels like when work starts to get done that it's being reactive? I think that there's a lost in translation that still remains, and I do agree with you that I think part of the point of it is to get to that kind of an understanding. Ms. Andrea, I wanted to recognize you too.

Ms. Andrea said yes, there's several things happening that I want to call out before I go back to you Ms. Ajmera. So, when we look at defining infrastructure, when we look at really the goal of today, the information that Ms. Johnson is requesting, is that needed in order to be able to move forward? That's my question.

Mayor Pro Tem Winston said the state of the current infrastructure. So, I think that's a question that we only can answer. I know that's something that I hear from a few of us. Again, this is something I personally don't necessarily need because I think we have the state of the current infrastructure and what staff presents and I think we have a lot of plans over the years that I've been here that deals with that. That kind of uses the current state as the baseline and what he didn't have, we didn't have a vision of what we did want to become. We were always taking about what it is, where the gaps were, but we never had a vision. That was the whole point of the Comp Plan, but that's just me.

Ms. Johnson said I mean for our zoning decisions maybe. As a district representative, we don't have this information in a comprehensive view, or I don't feel like we do. So, everyone can answer the questions themselves, but I just said I've had to ask for this active petition versus approved petitions for a specific area. We don't get this routinely. So, you can say what you want, but I think the proof is in the pudding that there's so much lack of infrastructure versus the development. So, if you have had this information and we're still making these imbalanced decisions, then that would be on each Council representative, but I'll speak for myself that we don't have the holistic information, even the fact that I've been asking for cumulative traffic impact studies for two years.

So, we cannot pretend that we're getting information. Yes, staff does a great job with these plans and it's nice for this information to be presented, but we don't have a multilayered view of where the hotspots are in the city for traffic and lack of transportation and all of that. So, thank you.

Ms. Andrea said yes. I do want to remind you all to write your questions down or write your comments down if something comes to you and you're not called upon because we do want to get to those. So, you have your index cards.

Councilmember Anderson said I wanted to just first and foremost thank Mr. McKinney for this foundational work because in a very finite amount of time we decided to have this state of infrastructure. I do believe with the view of the capital transportation programs in conjunction with this rubric that we've set up for the infrastructure priority and how we will assess our outstanding targets, how we're going to measure ourselves and then develop the needs stake's plan for each one of these priorities I think will create a great baseline for us to then apply different lenses as it relates to what we want to put first, second, and third. So, we can look at it through any lens, but before we look at it and prioritize it through a lens, we need to have a foundational base and I think that this begins to build that out. I'm positive that when we circle back in the first balance of the new year that we'll have more information and then we can decide how we're going to assess and make critical decisions.

So, this was very insightful and informative for me and I think you guys did do a great job of beginning to answer the question in a very finite amount of time.

Mr. McKinney said I would just add what I shared was just a small piece of a lot of work that happened with all the other slides across all the other infrastructure pieces is just one example of a lot of work that happened over the last couple of weeks.

Ms. Anderson said I'm aware of all of the work that you had to do to tighten this up and present it in this fashion. So, thank you.

Councilmember Mayfield said quickly Mr. McKinney, just following in the line of questioning and clarification of my colleague. We are identifying some of the same things. When you do that overlay, and I'm going to speak specifically to District 3 since that's the area I rolled all through for eight years. A lot of this area is also heavy industrial area and construction area where we have large trucks that are driving even though we have made some improvements. I think that would be helpful as well because it looks a little daunting when you just look at all this red and you don't really see where we've made impactful improvements like the sidewalk widening infrastructure that we created, the plan on West Boulevard and off of Tuskaseegee and on parts of Westinghouse Boulevard.

There's a lot of industrial area along with what my colleague identified as far as state maintained and ETJ. So, when you do that overlay I think it will be helpful to identify that as well because that is a little different conversation when we look at when people are trying to maneuver with accessibility whether it's walking or biking in areas that have heavy not only regular vehicle traffic but heavy industrial large trucks traffic that are driving and the safety component with that. Thank you.

Councilmember Graham said I just have a comment to make, and I guess I'll age myself, but I remember when there was no Ballantyne and I remember when Harris Boulevard was a two lane highway and I remember when the city put infrastructure in place to incentivize growth in University City. So, I say that to say that I think the city has done a great job in terms of investing in infrastructure and trying to be proactive and investing where the growth is. I am not afraid of our growth. I embrace it. It's one of the reasons why we hadn't raised taxes in five years. It's the growth and the development.

Certainly, growth hurts, and there's some pockets in our city where we feel it and I live in University City. Built a house there 27 years ago. Represented District 4, represented District 2, know the difficulties of being the chairman of the Senate Transportation

Committee and can't get sidewalks on Harris Boulevard. I know how difficult that is. It is not that the city and/or the Council is not engaged and/or informed or not getting the necessary information. It's not that the city, the county, the school board are not working together collectively, maybe sometimes effectively, sometimes inefficiently trying to solve these problems. They are. We have a money problem. We have a money problem even with the one cent sales tax, you saw me run over there just trying to get some understanding. We have a money problem. We want the benefits of all these amenities, sidewalks, and curbs, and gutters, etc., etc., but the same citizens who are concerned about the infrastructure are also concerned about don't raise my property taxes.

In the same one sense that we're trying to invest in transportation, I can bet that someone else can use that one cent for something else. So, I just think that Councilmember Anderson is right. I think foundationally I think this is good. I think we should have this conversation. I don't think we should panic and think the sky is falling because it isn't. I think the problems that we're experiencing is big city problems. You can be the Mayor of Los Angeles and have 40,000 homeless people on the street. It can be worse. I think Councilmember Johnson is correct. However, we ought to be forward thinking, we ought to ask questions, we ought to probe, but it all comes back to the budget and infrastructure for me is the basics. Every time we do approve a rezoning it's fire, its police, it's water and sewer and it's sanitation. The basic things. It's the road infrastructure. Every road Councilmember Johnson, 49, 29, Harris Boulevard, it's state roads.

I fear myself, driving down Harris Boulevard at night and someone is walking wearing black and I can't see them. I say, "Where is the sidewalk?" So, I get your frustration.

Ms. Johnson said then 311 gets the call.

Mr. Graham said I get it.

Ms. Johnson said then 311 staff is blamed.

Mr. Graham said language matters, that we don't send this message to the community that somehow, we aren't doing anything or that we have failed to deliver. I think we've delivered greatly, but 121 citizens every day move to our community. We hadn't raised taxes in four or five years. We have problematic relationships in getting increases from Raleigh to do things. So, I first got on Council in 1999. So, I mean we've been dealing with these same issues, these same conversations for a while. So, I just say that to make sure that we kind of put some of these conversations in perspective. I know viewers are watching. I don't want to leave the impression that somehow, we're making decisions in a vacuum nor, and I only speak for myself, that we're going to slow down growth or we're going to stop growth because that would be detrimental to our growth. That would be politically irresponsible to do that.

Just giving perspective and I think that perspective would help us. I think this really helps guide the conversation if we really have some perspective and we just don't panic, and we don't scare the community. The growth issues are real. Housing, roads, sidewalks, water and sewer. I just had a conversation this morning with our ED (Economic Development) Director about something that's really exciting that's going to impact fire, police, sidewalks, infrastructure. We can't say no to that.

Ms. Johnson said we're not saying anything the residents don't know. So, we're not scaring the residents. People are being displaced. So, for the same 100 or 88 people that are coming, there are people being displaced from their home. I mean we had a whole Tent City. So, we're not saying anything that residents don't know. They know that crime is up, all of that. We're talking about it, and that's why this meeting is important today to talk about it.

Mayor Pro Tem Winston said I think we should be careful with that because certainly people feel the effects, but I don't know how much folks who are plugged in to these topics that we deal with really do understand how all these pieces and parts work

together. I don't think people totally understand for instance we have one of the largest utilities in Charlotte Water and how dealing with those infrastructures, how the city is changing, how we're going to a more vertical city versus a horizontal city and making sure that there's enough water pressure that can reach up to 5, 7, 10, 13, 20 stories and the amount of investment that needs to go into that and the type of planning and how that investment can affect affordability over time and the ability to have affordable housing and mixed income neighborhoods. We haven't even talked about those parts. People certainly understand the effects, but I don't think they understand what goes into it and that's what they are really relying on us to understand which is why this is an important conversation.

Ms. Ajmera said I hear Mr. Graham really helping put things into perspective here, especially for many of us who weren't around in 1999. At the same time, I do recognize the concerns that often get raised by Ms. Johnson, Ms. Watlington, especially the District folks. They are under tremendous pressure every time there is a rezoning request and I recognize that. I attended Ms. Molina's town hall or was it the week before and I heard loud and clear that there is no area plan for the far east, and we need to catch up on that.

So, I think there needs to be a little bit of balance while addressing the concern but also keeping things into perspective and that's where Mr. Bergman comes in because I see him as a magic man. Hopefully he will address some of this through the budget process as we dive into that at the beginning of the year.

I would really like to just get more granular because I think there is a gap here because I hear from Mr. Winston that he feels that the current state of infrastructure, he has that information from the plans and from the list that we have. I hear on the other hand Ms. Johnson says that she doesn't have enough information when the rezoning comes in front of us. So, if you could just give us a specific as to what you would like to see in the zoning package that is currently not being included. I know often times you bring up cumulative impact. So, does that mean you'd like to see cumulative traffic impact? I guess if you could just give us more specific as to what would enable you to make these zoning decisions so that you feel like you have enough information every time.

Ms. Johnson said yes, cumulative traffic impacts is something I've been asking for years and what that means is currently if there's a zoning petition with less than 2,500 trips, there's no traffic study. We know that. You can have one zoning with 2,499, the one next to it with 2,499 and one next to it with 2,499 and there's no traffic study. So, it's not just what I want to see. I want to see better policies that assist our residents more. When I talk about what we don't have in our packet, we don't normally have a look back of what's currently pending in the zoning packets. There is a map now, but we just need better policies to address these issues. It's not about what I'd like to see, it's what the residents need. There's a zoning tonight that's industrial. We just need more information. I can't solve it today right, but we know there's more information needed thus today's meeting that we've not had before.

So, we have to discuss the infrastructure. We need to start looking at our growth in the city holistically. We need to be able to identify hot spots. There might be areas that don't have the sewer water capacity. We didn't even get to that. So, we need this information.

Ms. Ajmera said so, to follow up on that. Ms. Craig, I know you sort of oversee the zoning packages and all the artifacts and attachments that go with the rezoning. Do you feel that you can address some of the requests that Ms. Johnson is making by adding additional information? Especially what I hear loud and clear Ms. Johnson is saying is really the cumulative impact that she'd like to see. Is that something that can be done?

Ms. Johnson said I've talked to you about numerous things before. So, yes.

Ms. Craig said we're certainly happy to start including things that you're interested in having in those packets. I will say, and I may lean on Ed to help me out, but in terms of the traffic impacts and the thresholds and the 2,500 those are changing as part of the

UDO. So, all rezoning projects that are submitted after February 1st have to comply with these new regulations. So, there'd be lower thresholds. There will also be for by right projects a Compromise Transportation Review that's required as of June 1 that starts to address multimodal improvements.

So, there are things coming and it may be helpful for us. We kind of tried to give you a preview of that in the pre-read of some of the infrastructure that's going to come through the UDO. It may have been a long laundry list and hard to go through, but that might something to walk council members through. Back to the rezoning packet. If there are things that you're wanting to add to that, that's something we can take a look at for sure.

Ms. Johnson said I think Councilmember Bokhari, I've said this differently as far as we had a packet where we had multi layers, but he's a technology person of course. He said there might be an app for that. So, if we had that, even affordable housing, if we looked at the map, where do we have an influx of it? Where are we missing it? How do we balance things equitably? So, just a holistic look if we had a tool where we could look at different hot spots. Does this have the stormwater capacity? We just have to be able to start looking at the city's growth and the infrastructure and be able to weigh them and consider them together. You know, when residents are saying, "This area is so crowded," and I'll say District 4 again. There's a lot of development right now in that Mallard Creek quadrant that's pending. You know, I have to ask what's been approved and how many trips. So, I can see that information, but we need to be able to really be able to identify that. Maybe that's not an area where this much growth is appropriate.

Ms. Craig said so, we do have a tool called Charlotte Explorer that has a lot of layers on it including approved rezonings among many other things. So, maybe that's an area that we can look at to see how that we can make sure that tool is accessible and usable for council members, but there is a lot of data out there that staff uses as well as our external users and developers. So, maybe we can look and see how that might be something that we could utilize for council members as well.

Mayor Pro Tem Winston said I just heard something you said. I've heard it before but maybe I'm hearing it in a kind of way for the first time. What I'm hearing, I think with staff, I don't want to say gets frustrated with, but so much of our development is not driven by us. It's driven by the private sector and what I hear is you need a tool. You need a way to be able to when you're talking to the people that are coming to you wanting to do things in your district, for a way to kind of pragmatically analyze and give them an honest opinion of what you feel is in the best interest of your community. Ultimately they're going to do what they have the rights to do, but you're feeling that you need the ability or something that you can say, "Hey look, this is what's happening here and I have these concerns. What are you going to do to address these concerns?" Is that accurate?

Ms. Johnson said yes. Yes, exactly. We can all think about our rezoning petitions, and we are looking at these rezoning petitions transactionally. So, we need to be able to look at our city and know the state of the sidewalks, of the affordable housing, of the school capacity. I mean if we could just have a tool where we could look at all of that holistically, we can make I think greater decisions and our residents will feel heard.

We can evaluate based on data if this is a good fit or if this is an appropriate fit for that area. I don't have the solutions. I'm happy to discuss it. I know this is the first of many meetings. So, I don't know if it's time to do a recap or whatever and start summing things up, but yes, I think that's what I'd like to see. We need to ask questions. We need to step back. This excessive and explosive growth that we've had over the years, this conversation is responsible politics. Thank you.

Mayor Pro Tem Winston said thank you. I just want to do a quick time check. It's about 3:10. We still have plenty of time to continue our conversation. I like the way this has gone so far. It feels good to be able to sit around and talk. I think there's some things that we might want to tie up that were put on to the table that haven't gotten touched, but it does sort of feel like we're getting to the place where we need to start defining

what are the next steps. How do we continue this conversation in an effective manner, whatever it is, whether it's in our Housing and Job Summit or our Council Retreat into our budget process, into this infrastructure being part two, three, or four. Whatever it needs to be. How do we bring our partners into it? I think we should also think about what staff said. I think they do see a pathway to continue to answer the question of how do we evaluate our infrastructure needs and present Council with tools to wrestle with that, but they also said that's going to be a 12 to 18 month process.

Just putting it out there. There's going to be another Council that is going to be set as this process continues. So, as we think about next steps, I would beg us to think about our colleagues and our peers. How do we set them up for success as we're thinking about what these next steps are? With that I'll recognize Ms. Andrea to see if I need to be checked or balanced in any kind of way there.

Ms. Andrea said no, I completely agree with you Mayor Pro Tem. In the spirit of productivity and moving forward, there were some specific things that both Council and staff talked about needing to move forward. So, before we end, whenever we do, I just want to make sure that we're all on the same page as to what those things are.

Mr. Mitchell said so, I guess next steps to Mayor Pro Tem's point, I didn't bring this up because I hope it could just be a takeaway, but one issue we're facing now is as you look at the new UDO that we implemented July 1, we need to look how we classified landfill construction debris, LCDI. I can tell you the citizens are concerned very much about it and right now it's in an R-3 (residential) rezoning, single family and I believe when you have a landfill, you need to put that in an I-1, I-2 (industrial). To me, that's important Ms. Craig as we're talking about moving our city and moving in a different direction. Even some of our rezonings, we need to be careful it's not a negative impact on our communities.

The second one is you can put these together. Increase safe pedestrian connectivity or eliminate traffic death and senior injuries. So, I can't remember all the different options we have for speed bumps in our neighborhoods, but we're getting more and more requests as calming tool. I think we used to call them speed bumps.

Unknown said traffic calming.

Mr. Mitchell said then we called them speed humps, then we called them traffic calming. So, some understanding Council members, what is the process for neighborhoods to get those and I think we have to get away from how many vehicles go through a community. I think we need to look at this totally different and it's about safety to those communities who are having issues with speeders. I'll tell you, I think our old policy request if 3,000 cars doesn't come through you do not qualify. We need to look at that policy again and make sure that we're still keeping our neighborhoods safe, but it's not going to be 3,000 vehicles that's going to come through the neighborhood.

Mayor Pro Tem Winston said Mr. Mitchell, I think you brought up actually a great example because we have changed it. We looked at it from an equity lens but we gave staff a pretty clear question. How do we change our policy so that it's easier to provide traffic calming? How do we make it easier to build speed humps or speed bumps and put up stops signs? We were able to do that. I think if we look back at the policy, I think we'd be happier with the way it's written but then the challenge still remains, how do we amplify that into the community? How do we really put a lot of fuel on the fire to get a bunch of these things done? I think we have the policy there, but I think that's again a perfect example where we requested an outcome related to infrastructure and we put staff to work and they came back. We have to find a framework to deal with that whether it's the places that's directly under our purview or those other 75 places where we have to work with these different other process maps to get those solutions.

Mr. Mitchell said thank you Mayor Pro Tem.

Mayor Pro Tem Winston said I guess at this point in time I would ask Ms. Babson and Ms. Craig is that it because Ms. Babson has been writing nonstop. I know she has a lot, but I don't know if she has what she needs to wrap this up and get us to next steps. I don't think we have to decide exactly what the next step is right now, but I'll turn it over to you.

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ITEM NO. 4: WRAP UP AND NEXT STEPS

Liz Babson, Assistant City Manager said thank you Mayor Pro Tem. Yes, you're right. Thank you, Council, for this robust discussion. I think we did get a lot of good feedback and that was what we were hoping for. To have this kind of a conversation with Council to hear from you and find that right balance between the technical staff perspective and the elected official's perspective on what's next. This is definitely not the end of this discussion. So, you will see us coming back. I think the next steps for us are based on the discussions today, staff will need some time to process and confer and go back and figure out how to respond to what we heard.

In summary, I think what we heard from many of you in the earlier part of the discussion is to really look at instead of those detailed prioritized areas of infrastructure, to broaden it a bit more and use language that is more common and more understandable and is probably a bigger umbrella than what those priority areas were. Then as Councilmember Mayfield mentioned, we'll provide additional information about where those areas are where we have influence and who those other parties are that influence many of those items on that list.

Then Ms. Johnson, we heard from you that you want more information about zoning decisions, and we can absolutely work on that concurrent with this bigger initiative as well because I think we can respond to that sooner. As I said, based on this discussion today, we'll go back, and we'll make some of those changes and the follow up with you Council as you have opportunities to hear more from us. We do still think this is probably a 12-to-18-month process and we want to have routine conversations with you coming back and presenting information to make sure that we're continuing on the right track.

Councilmember Johnson said so, like you said, there could be another Council in 12 to 18 months.

Mayor Pro Tem Winston said there will be.

Ms. Johnson said there will be. Hopefully some of us will be here. Most of us will be here, but how soon do you plan on coming back to this Council with an update or what's the next steps? I guess Council can decide that. When do we want an update?

Mayor Pro Tem Winston said well, I'll ultimately let Ms. Babson talk about that, but again we have meetings coming up. We have the Housing and Job Summit where infrastructure certainly connects housing and jobs. We still have to have our Council Retreat. Infrastructure will be part of that, and Ms. Mayfield and Mr. Driggs are working on those things. Then we'll have our budget process where we always generally talk about segments of infrastructure, but I'm looking at Mr. Bergman who is one of the staff members who has helped put this together. I'm sure we'll take notes from this meeting and future conversations about how to do that.

We also spoke about the need. One, this was important for us to have a Council conversation and a staff conversation, but perhaps Council may decide that we need to have another one of these conversations that looks a little different, feels a little different, but includes those necessary partners. I will say that debrief that staff has, I imagine it will include myself, Mr. Bokhari and Ms. Johnson and Ms. Andrea to help us kind of digest that to figure out what those next steps are that we can present to the

Council as a whole. That was my interpretation about how we would handle this. I feel like we talked about it as a group as we were coming into that. Is that sufficient?

Ms. Johnson said yes, that's sufficient. Since we're starting out wish list, you asked me something. We talked about a while ago an improved zoning website. I've talked to Mr. Pettine about GPS (Global Positioning System) coordinates on the rezonings. So, that way we can analyze ourselves how far this zoning is from the other one. Just information. I know we meet with petitioners and there's information to get us. We're not making blind decisions. I'm not saying that. We've been making responsible decisions. However, we don't have the information to take a comprehensive look at the city, again from an equitable perspective.

When you look at that map, how does that look as far as affordable housing and multi-families and all of that. We need to be able to make comparative decisions I think in order to do this responsibly and to grow in a balanced perspective. There are some areas that we have preserve our resident's home values. There's just things that we need to consider from a very big picture and 30,000 feet. So, we need this information, and it looks like we have it. It looks like staff is doing a great job in compiling the information, we just need a tool and the resident's need to know that these items are being addressed.

Alyson Craig, Interim Planning, Design and Development Director said sure. So, Dave and I will go back and just take another look and see how we might be able to modify the information that we're providing to you to make it easier to understand or more accessible or have some additional layers.

Mayor Pro Tem Winston said thank you all very much.

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ADJOURNMENT

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

The meeting was adjourned at 3:24 p.m.


Stephanie C. Kelly, City Clerk MMC, NCCMC

Length of Meeting: 2 Hours, 23 Minutes
Minutes completed: February 27, 2024