

The City Council of the City of Charlotte, North Carolina convened for the Council Committee Discussions on November 7, 2022, at 6:00 p.m. in Room 267 of the Charlotte Mecklenburg Government Center with Mayor Lyles presiding. Councilmembers present were Councilmembers Dimple Ajmera, Danté Anderson, Tariq Bokhari, Ed Driggs, Malcolm Graham, Renee Johnson, James Mitchell, Marjorie Molina, Victoria Watlington, and Braxton Winston, II.

ABSENT: Councilmember LaWana Mayfield.

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ITEM NO. 1: COUNCIL COMMITTEE DISCUSSIONS

Mayor Lyles said so today is Monday, November the 7th. I hope that everyone that is watching this has either gone out to early vote or will vote tomorrow and participate in our democracy. With that I am calling the Charlotte City Council meeting for November the 7th to order. This meeting is the time that we actually have reports from various committees of the City Council after having an idea about what their conversations have been particularly as it relates to some of the planning that we're doing long-term and short-term. So, are there any questions? Is everybody ready and prepared for this evening? So, I thought we would start off with welcoming Mr. Graham back, who has had some surgery and have him kick us off with his committee and the members are and I want to recognize Mr. Graham.

Councilmember Graham said thank you, Madam Mayor, and it is good to be back and back to work on behalf of the citizens in District 2 in the city. The Jobs & Economic Development Committee met today. My vice chairman is Mr. Driggs, Councilmembers, Ajmera, Molina, and Watlington, we welcomed the Mayor Pro Tem as well to our meeting. Our agenda was pretty straightforward. We had three items, a discussion of the Housing & Jobs Summit, the Arts & Culture Plan, as well as the International Business Strategy. Lot of discussion with reference to the upcoming Housing & Jobs Summit Plan. Obviously, the Economic Development Committee plays an important role in that in reference to the job aspect of that workforce development. A couple things that came out of it and Ms. Dodson, our Assistant City Manager, was there, got great notes, as well as a lot of preparation already from the department in terms of the summit. Just some takeaways that the committee talked about was one, which I think is really important, decisions in action driven by policy. That is what we really want to come out after the summit is over. We want to make sure that we have all the city owned tools on display as relates with workforce development. We want to also make sure that we match opportunities with job seekers even working with some of our local agencies, do a pop-up job expo if possible. Workforce development jobs of the immediate here, but also taking a look at jobs that might be on the horizon, i.e., the Atrium Innovation District. They are doing a great job in terms of already identifying, attracting, in the national companies coming to Charlotte that will be looking for a workforce within the next 60 to 90 days; making sure that we match those opportunities with the job seekers and those individuals in our community actually helping us produce the work. A focus on construction-related jobs, and working with our General Contractors Association, identifying those trades, also be able to identify boundaries to employment, re-entry, retooling, childcare, working with our unions to identify tradesmen, ironworkers, painters, carpenters, those things that bring people to work. So, discussion was very robust. I think Ms. Dodson took back a lot of good information. Again, the staff has already started doing much of the work. We just kind of dotted i's and crossed t's in terms of some things that we are doing.

Secondly, we talked about the international business strategy, and this is something that the committee will be really diving head-on first. There was a recent article a couple of months ago that named the one-hundred best cities in the world. Charlotte came in at 99. That means we are not only the 15th largest city in the country, but we are internationally known, and that our approach should be to try to retain, recruit international companies. We have an office of one that is the manager and so we probably need to take a look at that. We also need to take a look at what the alliance is

doing, which has traditionally done a lot of our international recruiting on behalf of the city. They are making some realignments there and so what we did today is just really kind of talk about where do we want to go, how do we want to get there, what tools that we need to utilize to do that. We talked about our international portfolio locally, a lot of touch points with our subcommittee, Councilmember Driggs, former Councilmember Phipps did a lot of work with the International Cabinet World Affairs Council and so we just need to kind of change the view in the car in reference to our international strategy fund. Just doing it because we are supposed to do it, to be really a lot more intentional about doing it with measurable results along the way. And then lastly, we talked about the arts and culture update. System Manager Dodson, [INAUDIBLE] from the arts and culture also did an excellent job in terms of painting the picture in terms of where we are today, and the work that they're doing in terms of outreach into the community, making sure that we are engaging and getting information back for. One of the things that we need to do and Councilmember Driggs and I as well as the Mayor Pro Tem, we're a little behind based on my not being available but now that I am back in the saddle just really kind of reach out to the council members just to make sure that we do not give the staff any heartburn, right, when we land this plane in reference to the plan itself. That we provide the type of direction now. They are certainly significant ways down the road in terms of preparing the plan. I think the consultants, I think the staff, I think the Priya are doing a good job in terms of what they were asked to do, and we just need to make sure that the council affirms that. I think from where we are today, I think we are moving in the right direction. So, all in all I thought that our committee was straight forward, to the point, a lot of good information. We have some guests by invitation by the Councilmember Winston, from Smart Start, they were there and others. So, we just felt that we had a really good meeting and a good way to start the month.

Mayor Lyles said okay. Thank you, Mr. Graham. You said at the beginning on the Housing & Job Summits that you discussed decisions and actions driven by policy. Were there any specifics that were addressed in this area, and did you talk about how that summit might look or would work best for the ideas that you had?

Mr. Graham said one thing that Councilmember Driggs talked about is this whole apprenticeship concept where we identify opportunities, we compensate people who are going through this opportunity while they are attending classes, while they are getting the type of training necessary, apprenticeship necessary to be successful and that is something that I think we need to take a look as the possible outcome of it. Certainly, through the last year-and-a-half, we made a lot of investments with stakeholders in the community via COVID funds. So, we have a lot of Charlotte Works and other organizations already doing some of the critical work that is necessary to be successful. So, just making sure that we have the right partners at the table with us at the summit that we are not reinventing the wheels, but also more importantly, really kind of, you know, dot i's cross t's and be very intentional that when we leave the summit that we are not just doing a whole lot of talking. Even if it is only just one or two, three bullet points, that we say this is what we are going to do, this is how we are going to invest dollars to make sure we get there, and this is how we are going to invest staff, time to ensure that we get these results.

Mayor Lyles said one of the questions that I have, and I think this is for each of the committees I think when we think about the Housing & Jobs Summit, one of the questions that I have, do you see it as a council action meeting, where you actually talk about what the policies would be, the decisions and the actions that would you take or do you see it as something that you'd like to hear from community folks? I would like to have each committee reflect on what is the real purpose. Is it to have the Council decide council policy or is it to have more engagement to have the community help Council be more informed? So, I just wonder about which direction we are leaning towards, because we have talked about this as a part of our initiatives around housing and jobs for a number of years. I think that one of the questions that we have is where are we trying to go? Where did you think you wanted your committee to land? Is it more that the Council agrees on a direction or is it that you have another idea or not?

Mr. Graham said I think it is a combination of both. Right. I think I heard loud and clear, and any of my committee members please feel free to jump in as well, is that they want

action driven. We just do not want to be talking to each other and then leave empty-handed. We really want to leave that summit, after two days, saying here is some policy direction to get us to a successful conclusion. The wrap around between housing, jobs, and transportation, how they get to the jobs, right. Then also I think it is a way of really interfacing with the community in a way that allows them to take advantage of the resources that we already have on the ground. We have a number of resources, housing resources, transportation resources, and work force development that's already on the floor prepared for people to utilize. So, if we can educate and inform them how to access the services that we already have, i.e., you know a pop-up job fair, and connecting opportunities with job seekers, you know that can be part of it. Also, I think the main focus from my perspective is that it is policy driven. Right.

We look at the policies that are in front of us that need to be sharpened or need to be revived or retooled to ensure that you know as we move into the next year, 2023, that we have a clear idea of where we want to go. So, I think it could be a combination of both Madam Mayor.

Councilmember Winston said I think the question you asked, I think that is I'm going to say what we need to get out of tonight, because I attended all four committee meetings. I do not think we have a clear understanding, and we should have a clear understanding by the end of tonight. I think the question, if it wasn't asked in every committee, it was referenced in every committee, but the question is- "What is the audience? Who is the audience for this Housing & Justice Summit, and who do we want to participate in the summit, and how do we want them to participate?" I'll speak for myself. I was under the assumption the reason why we are having this Housing & Jobs Summit, was that's the combination where we look at economic mobility. Put those two together.

Council members have said that is the kind of policy lens that we should be operating from. We shouldn't just be operating from just looking at affordable housing or jobs by itself, or transportation by itself, but how do we; how do we kind of get there. I do not know if that is necessarily where we are all at right now. We talked a lot in every committee about the barriers that people face and how we can look at policy or participate in the summit to better understand those barriers. Some place, some committees talked about creating policies to address those barriers. Others were more focused on information gathering. So, I think we need to help each other out here to answer those specific questions. I do not think a clear directive came out today of any particular committee today in regard to that.

Councilmember Molina said I actually kind of agree with you, Mayor Pro Tem. I was at two of those four meetings, and I think everyone has some ideas and this is just my vision, the way I saw it when we said we were going to have a Job & Housing Summit. I won't say that what we have done has not worked totally. I think that we have such a large scope of opportunity, that there's no way we are going to resolve all of our issues at once. I think I remember Chairwoman Watlington speaking specifically to having some pre-material deliverable so that there are items that we are attune to before we actually take part in the summit so that we can actually develop some policy-related outcomes. I know that for sure. I don't know whether that involves having other people from our communities involved or other communities' stakeholders involved, but I do see this being something, in my opinion personally, something where you know we got a lot of brain power in this room and we have an amazing amount of resources at our disposal in our city. I think, in my opinion, we need to see what we are capable of first.

When I think brainstorming from a project perspective, I think ideas and opportunities. I'm finding out who my key stakeholders are. I'm developing a baseline. I'm finding out what my key milestones are. I'm looking at my project timeline, my project budget, and I'm deciding who those people are along that baseline who can help me achieve my objective. Now we have different levels of AMI (Area Median Income) we have different levels of you know resources for people who need different things. People who need jobs. People who need to upscale for where they can afford to live in their house. I mean we just have all of these needs among 950,000 people, and we have a \$3.2

billion finite budget opportunity to do so. So, I think we just have to be as strategic as possible you know to make sure that we achieve an objective with a set outcome, that is going to deliver results to our community members.

Mayor Lyles said thank you. I really think it is important because we have had the history of our 20 years of an Affordable Housing Trust Fund, and it has been extremely successful. The idea of building trust when people didn't believe that we would build anything. We did! Now we have reached a place where we have an opportunity that as people go out and vote, we hope that they will support the bond and we will have another \$50 million to deal with that. My understanding, and I think both you and the Mayor Pro Tem, Ms. Molina said this, that we were really trying to figure out how do we move towards upward mobility versus new construction or construction. Now, I think that the Manager and his team have been thinking through this, probably a little bit longer, but the pre-reads are going to be important, because all of us need to have a base-level of understanding of what we've done in the past, but also what questions do we have for going to the future. So, I am going to ask the Manager to talk a little bit about what the staff work that is being done, and how we tie together these ideas, not just of housing, but jobs, housing, and mobility.

Marcus Jones, City Manager said thank you, Mayor and members of Council. So, I guess I will start off with a quote from Councilmember Graham, and that is "To make sure that you are on the plane when it takes off and not getting on the plane as it lands." I say that because staff started working on this during the last Council that was seated, and the concept was, many of you either because you were on the Council or you were watching this, it was a discussion about let's make sure the Council chooses how they would like to deploy these funds in the future, and they would have to be not just about housing. It would be about housing and jobs and mobility, and he tied it all together with upward mobility. So, we thought that we were following the instructions that we received from Council, and we took off. Okay, so, we worked with [INAUDIBLE], 100 Resilient Cities and we were trying to have Charlotte as the example for the country, where a community was coming together to talk about a very difficult issue. So, I will apologize to Seattle and San Francisco, but we didn't want to become the next Seattle or San Francisco because we were bursting at the seams in terms of growth.

So, we started off with a question, and the guiding question was "How can we continue to attract, retain, and develop jobs for individuals with a variety of skill levels while providing opportunities for affordable housing and pathways to home ownership?" We started to, I guess whiteboard that with some of our partners from across the country and they got excited about it. We also started to send out invitations to county commissioners, to some of our folks in the Workforce Development Teams, the Housing Partnerships Team, and on October the 10th, we were going to present this to you as a framework of moving forward with making sure that we had captured much of what we thought that you wanted. I think there was a committee head meeting that day and said, "Let's put the brakes on. Let's, let Council have an opportunity to discuss this."

So, I think that where we were headed is similar to many of the things that we were hearing today, where we were monitoring. Part of that would begin two days. Part of that would be your priority setting, reaffirming that. We have had fall; we do not call them retreats, we call them fall planning sessions, where we have talked about the budget, the budget outlooks. We have talked about where we thought we ended FY 22 (Fiscal Year). Where we think we are heading in FY 23, and also a little glimpse into FY 24. We would talk about ARPA (American Rescue Plan Act) Funds. Out of that for us one of the big takeaways would be there are areas that are no longer priorities for this Council or are there new priorities for this Council as it relates to jobs, upward mobility, mobility in general, and housing. So, again we thought, or at least I thought on the 10th, we would test that with you.

Where I think I failed, is that typically when we do something like that, we would go to the budget committee and we would have an agenda, and that committee would test it to see and so you know that's where we are. So, we welcome the input tonight. One takeaway would be, because there are ARPA funds out there, because we'd love to

have a discussion with you where we think we ended the last fiscal year, where we think that last outlook is. This would be very helpful for us. So, getting a couple of dates, and reaffirming that you want this to be more than just a council discussion, unless you want it to just be a council discussion, but a council / community discussion thing of that nature. There are people in the community that really want to be a part of this.

Mayor Lyles said so, let me see if I can say this back, Mr. Jones. What you have outlined is that the concept was to have a very open discussion with people that were very interested in the topics, but the topics would include how we would actually look at top priorities for the city, which we have always voted on and had agreement when we went to a fall planning session, but we also need to look at our budget outlook and the ARPA funding. You know as you talked about you know developers and the county, and I think about how we are going to deal with the Housing Justice Coalition 31 topics and programs that they recommended and brought to us. We at some point have to really invest some time to get to do this and it's probably not a Monday night kind of discussion. So, what you're saying is two days, and it would be good to have an idea of are we trying to do it before the end of the year or is it something at the beginning of the year? How do we want to do this? So, I think these are some of the questions that we can discuss today.

Mr. Jones said can I add one more thing?

Mayor Lyles said yes, please.

Mr. Jones said and one thing which actually came up today, one concept is to really do a case study where everybody can focus on that case study. We use Pepper Tree as an example. What could we have done better with Pepper Tree? I think Councilmember Bokhari actually brought this up today. So, it is that. It is because, I guess back in May, we were even talking about should the city focus more on workforce housing along the light rail lines and could there be a partnership with the county with the focus more so on let's say, 30 percent or below. So, I am not trying to solve tonight, but just saying there's been a lot of good discussions about how we can really partner with the different groups in the Mecklenburg County to come out with something so that we aren't some of those cities that growth has really strangled them.

Mayor Lyles said well, I also think that one of the things as we look and I'm listing out, community and development, and all of that, I think about the people that are being trained and all of those partners that we have. Talking with Dr. Deitemeyer, she said, you know, she can do a lot of work, but she can't provide people housing or she can't provide them with transportation and all the things that they need so that they can come be ready to learn and be ready to do something or retrain and upfit and all of those things. So, I feel like this is something that we can pull out things from your meetings. Feel free to contribute whatever that you think helps us at the end of the evening to be able to say this is what we think this meeting ought to cover if you have agreed with what the manager has said or add something or take something away.

Councilmember Ajmera said yes, I agree with you, Mr. Jones 100 percent. We need to do a case study and I think that's something Ms. Anderson raised at our committee meeting where we are focused on outcomes. Some of my colleagues on the committee also mentioned that we are focused on the outcomes as we have this summit. So, I think case study will help us focus on the outcomes by taking one case study at a time, but I also want to make sure that as we look at some of the strategies, we are also looking at budget implications for each one of them. Because it could work really well on just tackling one issue, but if it completely throws off our budget that means we have to raise property taxes. This ultimately increases the displacement. We got to factor that in.

So, I think having the end of the day, the rubber meets the road at the budget level. So budgeting implications would be a key towards all of that unless the funding comes from another source, right, whether it is ARPA. I know you mentioned we can look at ARPA

specific funds like housing and jobs. Are those specifically, we have to use for housing or is it just how we have allocated?

Mr. Jones said that is a great question. Again, recommendations from the staff to a previous Council, this Council could say with all the remaining ARPA funds we want to go into a different direction.

Ms. Ajmera said okay, so it is not that we have this much amount of funds left that has to go towards either or this. It has to go towards housing. It could be used towards work force development for example, right?

Mr. Jones said I believe the last earmark that the Council has not moved on. We had \$1.5 million associated with arts and culture in the corridors, we have some funds related to a food co-op, and we may have some funds that are maybe a million left that's let's say earmarked. When we talk about the 39 million and when we talk about the 16 million for economic workforce development clearly, we would like for them to stay in those buckets because that is what we have been moving towards. Again, you may come out of the summit and say that based on what's happening in this economy over the last you know six months, maybe we need to double or redouble our efforts somewhere else.

Ms. Ajmera said right, and I think that is an important conversation we need to have as the Council and also keeping economic conditions, we got to have that focus. As I read report after report from economists that says we will see some sort of recession within the next year. I know the state is planning towards that, increasing our reserve, right. What is it that local level we need to do so we are not passing that burden on to our residents, especially our elderly residents who live on a fixed income as we are going into property assessment year or next year. So, that's just one, and then I remember Mr. Mitchell had raised specifically having some sort of stakeholders list to ensure that all the folks that need to be in the room are being invited and are part of the discussion. I know Mr. Mitchell had had some feedback on that and then also the committee discussed having a clear expectation that I think we are discussing that right now. Then we just need to just figure out the timeline. I know you said either before the holidays or after the holidays. I think the earlier we do it the better it is so that we can use some of these ARPA funds that we have because currently it is just sitting there. I really think we need to come up with a strategy sooner rather than later.

I know Mr. Bokhari pointed this out about work force development needs to be sort of like a highlight. We got to make sure there is a focus on work force development. I will let Mr. Bokhari speak on that, but he certainly made sure that we continue to keep that focus on that. Intergovernmental, I don't know if some of the strategies or if some of the focus areas like housing and jobs, and if we are discussing for an example, a potential solution, if we need to add that to our intergovernmental agenda. As we are preparing for that in December, so Council will see our intergovernmental agenda in January. So that's why it is important to have this conversation before the holidays so that we are preparing, because we'll be in Raleigh in January. So, we got to finalize our agenda as to what will be in our federal agenda and our state agenda. Some of this might be just working with the county or the CMS (Charlotte Mecklenburg Schools). So, we got to prepare sort of a parking lot of here are all of the things we need to log before our county or our state or our CMS. That's all I have.

Mayor Lyles said okay, thank you.

Councilmember Driggs said I think the biggest risk with this is that three months after our summit nobody remembers what happened. So, my biggest concern is that we have the goal of adoption of action. There is a lot of philosophical talk I think actually we are in broad agreement about what a lot of our goals are. We are in a pretty exotic situation right now. I mean that we have seen, for example, eleven of our housing trust fund projects can't be funded at the originally intended level which presents a very basic question about, where is the best opportunity to invest to further our goals on housing?

What models should we be looking at? Should we be looking at ownership models; NOAH (Naturally Occurring Affordable Housing) models?

So, I know there is a diversity of opinion in this group, but I hope we can all agree that whenever we meet our highest priority is to respond to current circumstances. This recession outlook, for example, what does that mean? Will inflation continue? So, are things only going to get worse in terms of our ability to fund housing or can we expect if we just took some time. Let's have some decisions that are being made at this thing. For that purpose, I think there's a certain amount of processing what is being said today and what is come out of the committees toward a structure for the meeting. Personally, I don't know whether it is about hearing from everybody so much as taking what we already know. I mean I'm interested obviously in input. This is me. I am interested in input, but again, I have been to so many meetings over the years and we have a parade of either interest groups, stakeholders, or we have subject matter experts. Then you go away, and you ask yourself, so okay now what? There needs to be a now what I think that comes out of this session. I think there are some areas we can look at. We can look at things like the NOAH model that we're already aware of. We can look at ownership models and kind of compute the economics under current conditions of trying to do more of that because that's something that is still available to us. I expect we'll want to still pursue [INAUDIBLE] deals if we can get them because the return on that investment is still good. So, that would really just be my main ask is that a lot of what we are taking about is aimed at an action item on the agenda for the summit. Thank you.

Mayor Lyles said thank you.

Councilmember Johnson said thank you, Mr. Jones, for the clarification. That was one of the questions that I had. Who was the audience? It was a little unclear. So, this sounds like our strategic planning session or a strategy session. Would you say that there is a difference?

Mr. Jones said I would say the difference is you'll start off broadly with the priorities, but if we stick with what this summit is about you would be more so laser-focused on how can you pull together jobs, housing, and mobility. So, anything outside of that would be something that maybe is for a different day discussion. So, how can you pull those three together much like you did in the some of the committee discussions today so that there could be more of a focus on those three. So, in other words, if we were doing something related to SEAP (Strategic Energy Action Plan) it may be for another discussion.

Ms. Johnson said okay so this is just a focused strategic session. We also talked about last week, taking a step back and really taking a look at our zoning and infrastructure and that whole process. We talked about that. This is separate and we can talk about that, but I know we were saying we wanted to have that in December as well. So, if we are talking about a focused meeting on infrastructure, and then this meeting as well, I don't know how we can tie in those two. That may be for the Mayor, I am not sure.

Mayor Lyles said Well, I would like to say that we can do two things well. I think that the most important one is getting that budget outlook that would come in the original meeting that would allow us to understand what we would be able to do with infrastructure. The Manager, for the years and time that he has been here, has always been very clear at looking at what the revenue projections are, what choices the Council makes, and that often defines how much infrastructure we can accomplish if we do it the same way. If there are other ways to do it, we want to welcome those opportunities to discuss that as well. So, most of the time, infrastructure is pretty solid around sidewalks and storm water, and all of those things. There are opportunities that we haven't looked at that need to come into the discussion, and I think that is why it would be a separate meeting. I do believe that we ought to be able to do both of them.

Ms. Johnson said good, and when the council would meet and I know my intent was the motion maker was not just infrastructure, we don't want to get pinholed into just that word. We want to talk about the impact of all of the zoning and growth in the area.

Mayor Lyles said right.

Ms. Johnson said so, thank you.

Mr. Graham said I do not want to take a lot of time. I think Councilmembers Driggs and Ajmera kind of capture my thoughts in terms of what the manager laid out. I think that makes a lot of sense. That was our original starting point. I think it makes sense to hear the voice of community partners, many of which we have funded over the last year-and-a-half with some of these [INAUDIBLE] dollars to do some of this work right. I think there was even some discussion around this table in reference to outcomes and performance, how they utilize the dollars. I think that gives them an opportunity to share with us how those dollars were spent and if they had more what would they do with it.

Lastly, again I just echo what Councilmember Driggs said in terms of it's just when this thing is over, that we are moving into a certain direction. For an example, you know we celebrated the anniversary of the Housing Trust Fund 20 years. I mean hopefully the voters tomorrow will grant us another \$50 million. I mean, do we continue to do the same thing that we have done the last 20 years? Or do we do something different? We'll ask ourselves the question after tomorrow, hopefully, and it passes. Is \$50 million enough in terms of the needs that we have in this community? After questioning if it's not, then we talk with the manager about what's our bond capability? I mean if we did have hypothetically, \$125 million that were passed in the future, how would we spend it? Right? I mean that's where we get the input from the community and community partners in reference to a strategic direction. So, I liked the way you framed it up front. I agree with you for sure that we want to leave the summit focused to deliver an outcome. You know, so, I think Councilmember Ajmera basically kind of summed up a lot of my thoughts. Thank you.

Councilmember Watlington said for me we are talking about two days. Personally, I don't want to sit and talk about one big overarching strategic thing. I think we have had that conversation. I think about when we were talking about public policy process. We're past the agenda setting piece. We need to be looking, and deciding, and prioritizing policies. So, in my opinion, the best use of our time during the summit is to really be looking at policies. I don't care if we had our partners send it pitched competition, send me a document that tells me what you would do with more funding. I feel like our financial partners do that every year. I want to hear from Pew, I want to hear from Brookings. I want to hear from UNC (University of North Carolina) Charlotte. What policies are working across the country and how could that happen here?

If we are not talking about policy, to Mr. Driggs point, adoption of something actionable, I think we have wasted two days. A lot of the information input can come in the form of pre-reads. We need to know before we walk in what are we looking like dollars-wise. We need to know what the opportunity looks like if it's 39 million from ARPA and that's it, okay. If it's some other buckets, then okay. That to me is input into a discussion.

Part of what I shared with the previous committee meeting is that I really look at this as like a rapid improvement event. So, we got this value stream if you will, of people that are in our city and are moving through these processes whether it's trying to get employed, whether it's trying to find housing and there are as Mayor Pro Tem mentioned in the meeting, there's barriers. We know essentially what those barriers are.

Our partners know if you are just as involved you know there are particular things that you are not going to be able to do because you got to put down your previous history. Is it within our power or within our partners' powers to make adjustments there and how does policy support that? Does that happen at a local level? Does it happen at the state level? Does it happen at the federal level? I would love to see us to be able to leave out of this summit with a list of policies that address our 2040 goals and with some kind of mitigation plan. Whether that's an authority column, yes that is within our authority, or it sits somewhere else. How much does it cost roughly? What is our plan going forward? Is it long-term, is it mid-term, is it short-term? To me that's the outcome of this and that feeds then back into our planning process.

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Mr. Winston said I agree with the litany of comments that have been made. I think Ms. Watlington really just kind of illustrated it pretty well. I pretty much agree with it. Ms. Watlington also, we meet as committee chairs, and we have been trying to figure out how to make that time best utilized. She made the suggestion of how do we month-to-month; we have this Comp 2040 Plan that has 10 goals, that has over 360 suggested policies. So, how do we, as she suggested, and I'm sorry if I am misquoting you, how do we look at those goals month-to-month and really decide what are those policy areas that we are going to hit on? I was pleased to see that several of the committees today utilized that structure and looked at what are the policy suggestions that live right now in the Comprehensive 2040 Plan as potential ideas of what we can discuss, what we can work on at the summit, because at the end of the day, again as Ms. Watlington had pointed out, those should be actionable. We should be able to if not on that day put those policies in motion, we can give staff the real guidance to say okay you showed us five that we can work from. We are going to choose these two. We need you to kind of get on the ball and in the next 30-60-90 days, we want to make stuff work.

Now I will say that while we definitely shouldn't have total presentations thrown at us for a day-and-a-half, we are going through some different times. So, I think we do need to have some feedback. We have been focusing on bringing more tech jobs. Tech is one of the industries that is really affected by the rise in interest rates. What is that going to do for that whole part of that economy? Are we going to all of the sudden going to have a slowdown not just in hiring or in expansion, layoffs of those workers. How do we deal with that? We talked about in one committee, we are becoming the city of headquarters. Does that continue over the next five years? Are there going to be relocations or not?

We do need some sort of level setting, but I really do think we have a bevy of policy actions that we need to start working from. This is sort of what we have been talking about as a Council. We talk about the comprehensive plan. We talk about the UDO (United Development Ordinance), but we have kind of, as a body, stopped there. We really have some other issues, things like realignments, small community area planning processes. What does that mean? I think how do we deploy those policy suggestions is there. So, I would hope that we could operate from that paradigm, choose a few so we can get to work on them over the next year.

Mayor Lyles said so I hear that we have to be is prepared, and I know that's a difficult thing. I know we have lots of things going on. I do believe that if we are going to do something that takes into account the current situations and some of that may change by the 9th just by what we'll learn and know about the results of this election as well as some of the things that we are talking about. I was talking with Mr. Driggs today and I've gone to a macroeconomics program for a bank that only does mortgages. Their outlook was very, very different than what we are having. So, but the real question that I have is how do we do that, so everybody reads and understands it? What works best for us as a group, because it has to work for everyone to be able to read this and get it done?

Then the other thing I think is that we are really good at having vision and having the ability to slide and move in and out of all of these discussions. What I hear everyone saying is that there is a commitment to making some model as Ms. Watlington described, of prioritizing policy with cost, time, activities, accountability. To do that requires a certain amount of discipline among all of us to do that and not to slide. So, I think we're in a good place, and I think the conversation is going well. I do believe that this is the time we need to hear from some of you that have not spoken. Ms. Anderson, Mr. Bokhari, because I do believe that this is something that we have to do as a group that commits. Mr. Mitchell, you have to weigh in on this because we are making big decisions on how we use our time and how do we create a successful city. I think everybody's voice needs to be heard. So, I'm going to start out with Ms. Anderson.

Councilmember Anderson said thank you. So, I definitely provided some inputs in both of my committee meetings about the inner workings of the summit. However, what I would add is I truly believe that the power of this opportunity is for us to come together and to actually focus on one or two boulders if you will, with a desired outcome as we walk into that. I believe we need to have a book, a primer, similar to our zoning books

that we're required to read. It's a litany of outside perspectives and voices from macroeconomic outlooks to partners in the community and their outlooks, as well any other inputs that you would like us to have, City Manager. We come in and we literally work together and have breakout sessions on a couple of areas, where we come back. I view this as an opportunity to harness the power of circling the wagons, but in order to do that, we have to be prepared. We have to have all the inputs and the voices upfront and absorb so that baselines every single council member on what the current state is.

Mayor Lyles said alright.

Mr. Driggs said Mayor, I just wanted to know we haven't heard from the other committees about their conversations. This has kind of been a wide-ranging discussion. So, I wonder if we should get that input, just a suggestion.

Mayor Lyles said Well, maybe let me just do a check in with everybody. I was hoping at the end of this meeting we would make a decision about these jobs, because every committee discussed it. So, I think you are pulling me back to say okay we have heard from economic development, we heard from budget, and intergovernmental, but we did not hear from the other committees on their discussions around this effort. So, is that what we're saying?

Mr. Driggs said alright, so, should I talk now just about our housing and jobs conversation or about the whole committee meeting?

Mayor Lyles said I would like for us to talk about the housing and jobs situation because we are probably in a place that we could work through this.

Mr. Driggs said so I am speaking for the Transportation, Planning & Development Committee. The members of that are myself as chair, Danté Anderson as vice chair, committee members Graham, Johnson, and Mitchell as members. We work from a framework that was kind of suggested to us and considered for one equitable transit-oriented development. What are opportunities for partnerships and coalition building? I think looking at that, recognizing that the partners that we are talking about are probably private investors. What we are really looking at is how can we leverage our own activity and investment through partnerships with people that have a lot more money than we do.

Some of the things that we talked about there were basically bonus provisions. So, are we doing enough in our ordinances and with our spending to create attractive investment opportunities for private investors. It might include like 10 percent of affordable. We have been told that dealing with the city is very expensive. So, should we consider fast-tracking and giving other advantages to private investors who are willing to help us achieve housing goals? We then talked about housing, location, and transportation. How can we ensure affordable housing aligns with high frequency transit, bus, and rail? I think a couple of us, I believe, talked about buying land and land banking so as not to have the same experience we did with the Blue Line.

One of the chief goals which was to create that connection which ended up being a place that all of the people, the millennials, and a lot of people with very high incomes wanted to live. So, what do you do about that? Right now, it's expensive to think about buying land, but if we don't somehow shelter some land and control it, the market is going to do what the market is going to do. It's not going to do what we want. So, that was something we talked about there. Also, the inventory of city owned land, we've had some conversations about that. What land does the city hold, and should it be available for development, for housing? Of course, we have one example of that in my district where we bought some land for a police station and realized that there was enough left over so that now we are working on affordable housing development in District 7. Then, what opportunities does the city have to influence locations of public facilities including schools, libraries, parks? I don't think we talked a lot about that. That has to do more with our relationships with other governments who actually control those things, right, it's CMS and the county.

The last piece in our outline was displacement and gentrification and what partnerships can assist addressing this issue as we further refine designs to the Silver Line. Are there new tools we need to consider? The one thing that I think stands out there is that this is actively being discussed in NEST (Nuisance Enforcement Strategy) and therefore I don't think we ought to get it cross purposed with our NEST process and trying to answer those questions. We did talk about, again, the ownership idea, NOAHs and working with small investors. I think Ms. Johnson brought up the idea of looking at landlords who may be small businesses or owners that might be willing to partner with us in a NOAH type of structure, developing a model that would allow that to happen. Otherwise, I think it's probably going to be mainly a question of working with our NEST committee and taking into account what they offered us.

We had a question. Should the city consider packaging affordable housing and transit funding like Austin? I don't believe we discussed that much, Mr. Graham. Personally, I think that's a difficult one because the size of our transportation needs is so great, that if we then tried to tack on you know significant goals that we had for affordable housing, we would be even more astronomical. So, I guess that is something we can continue to talk about. Again, we didn't offer a conclusion from our conversation this morning. What additional supports should the city put in place to mitigate housing relocation and small business impacts? Well, I think part of that is what we just talked about. You buy land, and you facilitate private investment by favoring people who want to make those investments that align with our policies. Committee members, I don't know if I left anything out, but please speak.

Mayor Lyles said anything else from this committee? We will come back to you on the transit portion of it because I know you spent a great deal of time talking about that one.

Mr. Driggs said okay. Thank you.

Ms. Watlington said so, we covered two things the housing summit and developer fees which obviously ties into some of this conversation around affordable housing. Shawn took copious notes, so I'm sure that he's got the bulk of our conversation captured. I did want to call out a few of the items specifically from the slide that we all worked from that had the 12 potential policies items. Each committee had potential topics relevant to the Housing & Jobs Summit divided by the [INAUDIBLE] and in the Housing Safety & Community Committee.

Some of the ones that rose to the top that seem to have the majority of the interest in speaking about specifically were, access to homeownership opportunities, neighborhood strategies to mitigate housing impacts associated with the growth of corporate landlords, job training & work force support services focused on underserved areas and historically disadvantaged populations, and job growth in areas lacking access to employment opportunities. So, certainly there was interest across the board, committee members if there was another that I had missed please let me know, but those are the ones that the majority of the committee members wanted to discuss. Also, land strategies to expand affordable housing. Those were the ones that floated to the top in terms of priority to really get some policy around.

As mentioned before as it relates to the summit, we want actionable. We want specific, and as much as we can rally around a case study, we'd love to do that. We certainly would like to have our partners in the room that can contribute to a policy discussion. Also though, where possible, if there is an element of public facing activity that we could do, that would certainly be something that sounded like a number of committee members were open to in terms of workshops, or job fairs, or things of that nature to help educate our constituents. For instance, for people who are selling their homes, providing that financial literacy piece, if there is an opportunity to do that there, connect people to resources. Even if there was some rotunda-type area where the summit was going on and members of the public could come in and get those similar type services it wouldn't necessarily be something that the policy makers are involved in. If all of those partners are there and they're able to have a resource at a table or so, certainly to the extent we could double-up, that would be great. That was something that came up

during the meeting. Those were the big pieces from the Housing & Summit, but if there is anybody else on the committee that wanted to speak about something, in particular? Certainly.

Ms. Johnson said I just want to add Councilmember Driggs mentioned the NEST committee. That was one of the things that we said in our committee that if we could get pre-reads or updates from those committees, from the NEST committee from the other displacement committees then we would have that material to review and not duplicate our efforts. Thanks.

Mayor Lyles said I also want to add, I think that your idea of having the public facing portion of it and I had seen this program that allows people to actually log on to some of those financial literacy programs. If this is virtual for our community, that you could actually embed, click on this link to go there, and there. That really has been workable. I've talked to the manager about this, this one guy that I knew. He does this for his employees because he wants to make sure that they are financially literate. There are programs out there, but we could somehow embed some links to have people say if you are having a problem, here's who you can contact. I just think we can get creative on that.

Unknown said in the lower third you mean?

Mayor Lyles said yes.

Councilmember Bokhari said well I think it's important for us to go into a session like this with our eyes wide open as it relates to what can and can't be achieved. I say this thinking of the last month where we haven't been able to approve a calendar. We haven't been able to go forth with meaningful portfolios of real estate bids and transactions because we just can't figure out how to work through them. So that's pretty material when you talk about us spending two days hopeful that we're going to be able to do something. A lot of preparation went into those things. So, with that I just don't see any way unless there is an incredible amount of structure off-line put into this.

Here's how I would do it if I was doing it. I would say everyone who has an idea bring it forward, write it down in this structured manner, and it needs to be needle moving. So, we are not looking to gather hundreds of little things that are places to spend money or little things that we can do. There will be time to do that in the upcoming budget cycle. We're looking to identify at least one needle moving topic that's policy based and then off-line every council member that has one, great! If you don't, not a problem. You bring it forth to staff and it operates just like Congress has in the Office of Budget & Management, where they say okay walk me through your idea and then they give it a grade and put it out for the rest of us. That grade deals with can it work for one property, one piece of land? Can it scale? Does it work across the board? What are the budgetary implications of it? Whatever it is, that comes forward and we set whether it's an afternoon, a day, or two days, and we go through all of those policy ideas and decisions that have made that cut and literally the person justifies and talks through at a micro level. Okay, imagine a 3-acre plot of land, where someone is coming with a NOAH proposition to us. We would do this, this, this and here's how it would work in one site. Here's how it could scale and wouldn't break the entire bank. You make the case, and we basically as a council do like we do in the budget cycle where it's a straw vote. Are there 6 votes enough that then staff can take that and say that's a big idea and a takeaway. Literally if you're not part of that cycle, we love soapboxing, that isn't the time for that. This is about specific ideas.

Again, just to level set, this is hard stuff. I mean I have specific ideas in my mind, but I would have to really work hard in order to make my idea fit into that cycle. Things that couldn't work are \$50 million for affordable housing in a bond the way we do it now because it doesn't move the needle. Literally it needs to have some kind of percentage of impact to the overall number of units in the crisis or the number of people below the poverty lines at AML. So, that wouldn't work. The idea we heard in housing today wouldn't work even though it was a great idea and I want to applaud them for thinking

outside the box. Putting \$1.5 million in ARPA towards reducing impact, developer fees just for affordable units would make 2 to 3 maybe 4 projects total. Right? What would move the needle would be let's get rid of 70-80% of all developer fees. Alright, so that's a big statement. How do you go about doing that? Because then that is literally, probably hundreds-of-millions-of-dollars a year that is passed directly on to the end consumer. So, the point is if we're going to do little, tiny ideas, then let's not waste everyone's time with two full days. If we're going to really get to work and make this important, where's that intersection?

I think the other thing is it needs to be about existing tools and existing objectives in the comp plan and one piece of land and then does it scale. What I mean by that is, alright so can we take existing tools that are in the higher plan, existing land use plans that we have right now, existing fee structures, existing pools of money and I can do this, tweak them, combine them, add something here and make this outcome happen. Because we've got a lot of tools that people aren't aware of or don't realize is a starting point. I think that's where we need to make the policy decisions.

So, like I said I mean that's a huge lift that I just described. I don't know how everyone does this. I know I could personally do this if I dedicated myself to that for the time we have until then. That's the body of work doing something that moves the needle looks like. So, hope that's helpful.

Mayor Lyles said very, thank you.

Councilmember Mitchell said you're right. Sitting around and listening to all the input from the brilliant brains around here doesn't allow me to say a lot. So, I'm going to keep mine very brief. I think we should think in terms of let's look at this backwards meaning, number one, what are our expectations? So, to me if we can agree on that then I think we work backwards meaning, then we set the date, and then based on our expectations then we talk about who we are going to invite to get to our expectation. I do think this is an important conversation, that we need to have public engagement. So, I would just say to us, if we want the public, the neighborhood and regular citizens to be involved, let's make sure that hours can accommodate them. I think sometimes we set stuff at 10 a.m. to 12 p.m. when 80 percent of our citizens cannot participate. So, to me we need to look at that latter part, the 4-6 or 4-7.

I like Councilmember Anderson's comment about pre-reads or Councilmember Watlington. I think this is a heavy lift, I think well committed, but it's the material that we really have the pre-read in order to be successful. I'm going to take you back to one thing we did, and I hope we can incorporate, we used at The Lee Institute. We had this big meeting at the expo. It was very interactive. We used this online tool, device, and we had the citizens to engage. What were we looking for? I think we were doing a branding exercise, Mayor.

Mayor Lyles said it was after 9/11 and it was about what were the community's priorities. I think there were a thousand people in the room.

Mr. Mitchell said exactly! So, I don't want us to be intimidated by who we invite, because if we manage correctly, we could steer toward desired results we want. That public engagement was very key, and we had a device, very quick, the Mayor had us, the issues the Lee Institute had though. It was great response from our citizens. They said, "Thank you for allowing us to be there." More importantly have a say so in which direction the city was moving towards. So, thank you, mayor. That was some ideas I would just like for us to consider.

Ms. Watlington said just building off some of the comments that have been made in the room. I want to double-down on this, what I'm calling a pitch competition.

Mayor Lyles said did you say a pitch competition?

Ms. Watlington said I said a pitch competition.

Mayor Lyles said I thought that's what you said.

Ms. Watlington said I think about there is a program and I don't know if it still exists or not, in which city employees can pitch their best ideas. The ones that actually move the needle there is an incentive associated with it. At least there used to be a program. I don't know if there still is. I would love to see how we could create an opportunity in this summit to be venture capitalists if you will. Whoever you are, nonprofit, grassroots organization, you got to do the leg work, you can tell us what the impact is going to be, you tell us if it's scalable X, Y, Z. We can, I don't want to say judge, but we can choose the ones that we feel like got the most merit.

I think that opens it up to the community in a way that's equal access. I think that we could from a pre-read standpoint, even for the community, to the extent that our staff and our partners can be available to provide some of this information to folks so that they can build their proposals. I would love to see us do something like that. We just put out a bill. Look we got \$39 million. You want it. Tell us why. I think that if we open it up to not only our local community, but across the country to think tanks or other institutions that get paid to do these kinds of things. Bring us your best, we will fund it. I think that creates a situation where we don't have to do all the thinking. Does that make sense?

Mayor Lyles said kind of sort of. Let me pose this question to you as I have heard you talk about this. We really understand how important public facing, engagement is. I mean all of us have talked about the value of that. I wonder if we are ready to do that, because I'm not sure that we have had the kinds of discussions among ourselves that we could do something. So, I'm going to use Mr. Mitchell's long time ago example, but there was probably 8 months of work to get 1,000 people in a room that they could all vote electronically to do this. It had a very specific presentation structure. So, I think that as Mr. Bokhari said structure for these kinds of discussions are very, very important. So, if the structure has to work for us first, because we are the ambassadors to this community for what they want us to understand and help create. So, I just want you to think about this. Are we, as a collective, ready to say to the public this is what we will do and can do? It's just the thought, just the question I have for you to think about how this works. Then Mr. Jones, and we will try and stop this in a couple of minutes and ask the question if there was enough discussion or is it too much discussion.

Mr. Jones said I will dip my other foot in to the water. So, Julia Martin just reminded me. Julia and Denada, before she left, they were working on this. is that the structure, and I will just put it out, and again, it's up to you, was day one would be more community focused. You would get input from the community. Day two is just you. So, as you start to think about it that was the last thing that we threw against the wall, was that get the input but then spend some time as a council working through it. That's all I have.

Mayor Lyles said okay.

Mr. Winston said Mr. Jones, I think if you and staff go back and listen to this conversation, that we just had, I think you would be able to kind of draw what the intention of Council is. I think if you kind of foot note that with the conversations that we had in committee today, I think you will find some pretty clear direction. It's going to be hard for us, I think, right now, at this point, to parse it out because we've all said a lot. We have all said a lot of similar things. There was a mention of technology. I think you were saying voting. I would say in today's age it would not take eight months if we utilize technology. This is something that I wish we did a better job through the pandemic of figuring out how to utilize technology to have big meetings that have public input where we can kind of get real time feedback. There are so many virtual convention-type of software's out there.

I've been meeting with groups over the past few weeks whether it be from the business alliance, from the clergy, from just the community. Folks have been paying attention to this and are asking about when is this going to happen and how do we input ourselves into this? So, I think again, you go back to this conversation, you'll find a direction. If you

can put together an agenda, and then like you said test it. What is the layout? How do we best utilize technology so that Council is able to have an interactive summit with our community as a whole?

I think when you look at the plans that we are dealing with, whether it's the COMP 2040 Plan, the UDO Implementation, Connect Beyond, we have a lot of unhoused population. Those master plans that we have as a community and as a council, we've been having the conversations. Now it is how do we synthesize it. That is really how I feel this conversation started last council and we just kind of need to push through it. I don't know if you can do it by the holidays, but I definitely wouldn't put it very further past January. I think that's going to be the challenge. How do we do it well?

Mayor Lyles said so I certainly didn't want to say that technology was the reason it took a lot of time. It was the pre-reads and the information and the figuring out the different parts of this community, because Mr. Graham had a city-wide black agenda meeting that fed into the 1,000-person meeting and there were the Jewish community meetings and all of this, so it was actually leading to. Technology is probably the least of our issues.

Mr. Winston said it's how you utilize technology.

Mayor Lyles said well I know, but it's structuring the questions so they're consistent so that you get the kind of reliability in your studies and the work that you are doing.

Mr. Winston said and that's why I said I think if you go back to this conversation, I think you will be able to pull some clear questions out of it from the Council.

Mayor Lyles said okay. Alright, so, we're ready to go to committees for the remainder of those reports. So, why don't we start with transportation, Mr. Driggs. So, you had the most colorful handouts.

Mr. Driggs said yes, our slides are better than everybody else's. So, I will just repeat the Transportation Planning & Development Committee consists of myself as chair, Danté Anderson vice chair, Mr. Graham, Ms. Johnson, and Mr. Mitchell as committee members, council members. The other two items on our agenda today were East Charlotte Transportation Center. The main news I think was we received feedback from the staff on their outreach and public feedback process. So, they got a lot of data from talking to riders and other people and reported to us on their assessment of the options that we're still talking about based on that feedback. They provided us with rankings and a couple of slides that showed how we would prioritize. Basically, the feedback we got to summarize was that the option of not doing the P3, a new Charlotte Transportation Center at the same site, was probably not viable. It's a \$50 million type of proposition and we would not get the federal grant for it. So, that was regarded as being one that we should not consider. Then also, as we looked at the three P3 alternatives, which were basically a Concourse, below grade choice, the At-grade, and the Terrace, which is an above grade option, the recommendation we got from staff was that the At-grade solution was probably not worth pursuing. The Terrace solution probably required some more work, and the Concourse solution is one that we should continue to work on.

Councilmember Graham left the meeting at 7:19 p.m.

So, Council needs to think about that. That's a recommendation from staff. There are some pros and cons there. We were also given in this context some financial information related to, not the At-grade, but the other two options indicating what the total cost was, which was estimated that currently based on information that we have now, at about \$89 million. That would be funded through a mixture of, for one, realizing the value of the land that the current bus facility is on, a federal raised grant, some money from COPS (Certificates of Participation) and from CIP (Capital Investment Plan), a TIG (Tax Increment Grants), and then CATS (Charlotte Area Transit System) own budget. There we need to think about accessing those general fund sources of

funding for a project like this in the context of what the alternatives might be. That's what is being talked about right now.

In the committee discussion, I think safety was one that was probably top of mine for a lot of people and has been in the media coverage and so on. Also discussed, Mr. Lewis talked about the idea of having a ticket-controlled environment for people who could not get into the facility if they didn't have tickets. I think we'll need to study that more closely, would be my personal observation, because it's not hard to get a ticket let's face it. So, how do we ensure the people who have tickets actually get on buses or how does that work in greater detail. I think we are all sensitive to the Denver comparison, and we probably need more data on what has worked in other cities in order to reach a good judgment about that.

The aspect of this that we also need is to think about is the idea that this will be a center piece for a district development. So, as we think about whether or not to spend general fund money and so on, we do need to look at it from an economic development perspective as well as just the issue of the buses. Questions have been raised about whether a center like this is still necessary when you have what looks like pretty radical changes going on with the use of buses and the ridership on buses. The facility that is being offered, as I know from an earlier conversation, is much smaller in a sense than the one we have now. There are fewer bays reflecting a decentralization that is part of the plan that we have right now, Envision My Ride. So, that's the update. I think the main news, which I believe the whole Council will hear in more detail, was that we did get that community feedback. It gave us a basis for trying to identify how to prioritize among those three.

The last thing that we talked about was the Silver Line alignment. What has happened here is first of all there was a small change in the alignment around Bojangles. We saw a picture of that. It's not dramatic. It doesn't really relocate stations or change that area that much. It involves a higher bridge, maybe some impact on cost. I think the consensus on the committee was that we were probably okay with that. So, they should continue to work on that. The more difficult conversation was around Center City, where the locally preferred alternative that we had been working with goes uptown, all the way around and comes down into Gateway. As a result of the ULI (United Land Institute) study we are now wondering if maybe the way to do it was to come down Trade Street and overlap with the Gold Line and then come into the Gateway that way. There's a third alternative which basically comes across and has a different route. So, we've got three options in front of us. It's kind of late to be changing that alignment because we have come quite a long way on the assumption that that was going to be the alignment. At the same time, we will need to get that right. So, there was no conclusion in our committee meeting today. It was basically informational about these three options that are being looked at. I think we will need to do more study to decide which one is in our best interest. Ms. Anderson, you are looking as if you have a comment.

Ms. Anderson said no.

Mr. Driggs said okay, good. I was afraid there was something on your piece of paper to be quite honest. Madam Mayor, I think that's gist of it. If anybody would like to comment.

Mr. Mitchell said Mr. Chairman the latest one that was presented to us was the Morehead Extension. Do you want to?

Mr. Driggs said oh yes! Actually, if you'd like to talk about that, because I saw that, was not familiar with it, and so I don't know that much about it. There was a Morehead Extension proposal that I think we need to wait to hear more about that. I'm not sure what's going on, but you are right. That was the last piece. All this stuff is still very much in process I guess is the simplest way to put it. So, we have got some more work to do.

Mayor Lyles said I do want to say the MTC (Metropolitan Transit Commission) has also had this review. It is still on their agenda as well. So, there will be weigh-in by both the Council and The Metropolitan Transportation Commission.

Ms. Ajmera said I'll review all of those three options. I am not familiar with the other two alignments, and I might have questions afterwards. Did we look at the cost for each one the Silver Line alignment option? Or is it too early?

Mr. Driggs said we haven't heard details about the cost. There was a suggestion from what I heard that the Trade Street alignment would cost less, because there is overlap with the Gold Line. They can share some of that rail. I would also mention about the locally preferred alignment, those two stations don't join up properly, right. So, you have to walk a block to get from the Silver Line to the Blue Line. That to me on the locally preferred alternative is an issue. We don't have numbers.

Ms. Ajmera said so this was just information? The committee isn't making any recommendations at this point.

Mr. Driggs said no, I mean we are talking about all of this at this in the context of the TMN (Transformational Mobility Network), the sales tax, and those larger numbers we heard about before, but we didn't get any detailed comparisons or updates on the numbers we've seen.

Ms. Ajmera said okay and regarding the CTC (Charlotte Transit Center) I just looked at their presentation I didn't see the numbers, but I know you did mention numbers in your presentation. So, you said, what was the number for the option, Concourse, and then Terrace option, and then Street Level?

Mr. Driggs said so the slides that we saw only indicated that the transportation center at the same site without the P3 and without the tower, would be a \$45-55 million project, would not qualify for the federal fundings and would not realize the land value. So, you had a financial incentive to cooperate with a partner, and realize the value of the land, qualify for the federal grant. We were told \$89 million, and I am interpreting that to be the cost of the above grade or below grade option with relatively small differences. The At-grade option I think I have been told might be \$10 million less.

That's why I said as we go to finalize on this, we need to think for one about the efficiency of the bus system and how well it serves, the air conditioning, the waiting rooms, all of those issues. Then we also need to think in terms of economic development about how we activate the area as a district. I think as we get more information, we will be making a financial comparison. Again, the difference between the Terrace and the Concourse is not huge. It's not really a driver. The At-grade would be less, but there's a much bigger implication in terms of economic development and activation.

Ms. Ajmera said alright, I mean we got to consider economic development and some of this other criteria, but obviously the transportation should be our number one. I look forward to reviewing the presentation in depth. I might have questions for you, Mr. Driggs. So, I will touch base with you later. Thank you.

Mr. Mitchell said just for all of us who wear glasses, and our vision is not well. We're going to an 11x17 map, because the committee meeting, we were struggling to see the alignments. We will request an 11x17, City Manager, of the map please.

Mayor Lyles said okay, I do know that in the MTC there was discussion about the bridges, because bridges are very expensive to be built in an urban area like that.

Ms. Ajmera said can we all get a larger copy of that?
Mr. Driggs said yes.

Ms. Ajmera said all those three lines.

pti:nd

Mr. Winston said we really didn't get to have a good in-depth discussion about the routes for the Silver Line. All transportation investment including transit, is economic development, and I think that's one of the things that I would like us to consider when we are looking at those lines. What makes the most economic sense but not just from a cost standpoint. Interlining could make sense, but with both of the interlining options what they restrict is economic development along the Graham Street route and north and west of the potential station.

So, as we were considering that, I don't know how we would model future economic growth along that. I think that is going to have to be something that we consider. If we don't do that, the lack of economic development, that we're looking at over there, because I don't think there is another rail line that would be proposed any time soon in that area. I think it would be great to have more transit-oriented corridors. I think Trade Street we need to look at, that prioritizes rail over vehicular traffic. Same along the Blue Line, uptown. Again, I think that conversation would have occurred without the interlining. We would not have the same economic development discussion without the original preferred.

Mr. Driggs said Madam Mayor if I could just comment on that. We did have an economic impact study done if you recall a few years ago when we were looking at the original alignment. It looked at jobs and maybe the idea is that we need to see something like that for the other alignments for comparison.

Ms. Johnson said thank you. I was just going to ask we did hear that there had been some public outreach, but if we could get a summary of what the comments are or how the public feels about it. I mean we were told there was some outreach, but we don't have any numbers. I didn't get a sense of what the public preferred in today's presentation. So, we need to make sure. I know there was a lot of concern when this was first proposed about the structure of the CTC. So, if we could get an update of how the public feels. I don't know if there's a website or what we are doing for outreach, but we'd like to hear from the public.

Mayor Lyles said thank you.

Ms. Johnson said thanks.

Ms. Ajmera said yes, I would also like to see some sort of ridership projections for each one of these alignments. I know it was done in the past. Do we have that for all three options?

Mayor Lyles said for the Silver Line?

Ms. Ajmera said yes.

Mayor Lyles said okay. I don't know the answer to that.

Mr. Driggs said we haven't seen them in committee.

Ms. Ajmera said okay so I think that would be helpful along with cost estimates for each one of these.

Mr. Bokhari said just a quick point. I think we should wherever possible minimize staff time and expense on things that we do not have a viable path forward on.

Mayor Lyles said okay. Alright, so now we go to the housing group for the remainder of their report.

Ms. Watlington said I think I gave the majority of our report already. The only other thing I said was about the developer fees and taking a look at what that looks like to offer reimbursements. We cannot offer waivers or completely eliminate developer fees with the framework. So, we are trying to figure out how to incentivize what we would like to

see there. Definitely a great foundation to build upon. So, a couple more tweaks and I think we will be ready to bring that back to the full council.

Ms. Johnson said so just for the record, it was reimbursements and not waivers.
Mayor Lyles said right, so I think that covers all of our committees.

Ms. Ajmera said so, thank you, Madame Mayor. So, I already gave a report on Housing and Jobs Summit planning and the committee's recommendations on those. The other two items that our committee had discussed were the Internal Audit Plan and the Federal and State Legislative Updates. So, in the Internal Audit Plan, certainly the work that they do is very important from the transparency perspective and ensuring that our goals implementation is being matched with our councils' goals. Currently, there are 10 audits in progress. I am sure we probably have seen some of those reports. All of those reports are available online. There are a number of audits that are scheduled for next year. So, if you have any feedback on any of those audits or potential scope change in the existing audit, let us know. That was a great presentation by Tina Adams and her team.

The last item we have was the Federal and State Legislative Update. As you know we have an election tomorrow. There is a lot at stake here with tomorrow's election and certainly depending on results of tomorrow's election, there will be priorities both in Congress and the State Assembly in how there will be a focus on various issues and items over the coming months. So, we did get an overview on those items for both Congress and the State Assembly.

So, our next step is to review the engagement strategy and collaboration with our regional partners and schedule visits to rally along with our regional partners so that we are really representing as one voice there. So, you will see a schedule of proposals in December from our committee. Hopefully we can schedule some of those visits, beginning end of January to March and some of you could sign up for those. So, stay on the lookout for those. That's all we have. Mr. Mitchell is our vice chair. Anything else to add or other committee members?

Ms. Anderson said I would like to just make one additional point that we discussed in committee. That is, you know it was shared with us that the administration will more than likely proceed pretty heavily with the CHIPS and Science Act. I wanted us, and we discussed this in committee, but this is really potentially an opportunity for us to get out in front of some of things as it relates to new, clean tech manufacturing, and the investment that the current administration is making in work force development. So, there will be, as a part of this act, establishments of regional hubs and it would be great if North Carolina could be first on that list of regional hubs. What does that mean for the City of Charlotte and our greater region in general as it relates to accessing those dollars for work force development and standing up new tech manufacturing? So, that's potential proactive work that we can do, that would invest you know time and energy in the next few months.

Ms. Ajmera said, yes. Thank you, Ms. Anderson. Then we also did dive deeper into this bipartisan and Infrastructure Law that was passed in 2021. Obviously, if Republicans do secure leadership in one or both chambers of Congress, then administration will refocus its efforts on the implementation of the work that was accomplished last year. We did ask for a follow-up report on all the items that our region could benefit from out of bipartisan Infrastructure Law. So, Mr. Fenton, along with our lobbying partners will put together a list of items that potentially our region could tap into. Some of it we have already sought some funds from this so there will be more to come on that one. Mr. Mitchell, you wanted to add something?

Mr. Mitchell said Councilmember Anderson just jogged my memory. There was a conversation, Committee Chair, about the infrastructure bill you made reference to. We asked staff to come back and give us a list for all of the roads that are part of the infrastructure build. Council member said she had issues in District 1. I know Ms. Watlington is getting beaten up by Highway 160. So, we just told staff if you could just

give a list of all of those roads that the state is responsible for that we get beat up on so we can educate our citizens more.

Mayor Lyles said oh definitely District 4. We have a whole lot of.

Mr. Mitchell said we got W. T. Harris, Mallard Creek, yes.

Ms. Molina said I had someone recently make the distinction for me for that, state responsibility versus ours. They said anything that has a number is state. Everything that has a name, pretty much, in most cases is us. I know that sounds crazy, but I didn't know that before they said that to me.

Mayor Lyles said you learn a lot of things and you will make a great trivia partner at some point.

Ms. Ajmera said, and, on the state, there were a couple of items I wanted to highlight if you haven't had an opportunity to review our agenda. Really on the state side, there's a state budget. Certainly, there are fears of recession. Obviously, they will look at their reserves and see if they need to increase their reserves. Those fears also lie at all levels, including the local. I think that is something we ought to look at, at the local level as well. What is our reserve like, and if we need to increase that. We did look at the transportation at the state level. To Mr. Mitchell's point, some of the state-wide transportation projects that are underway, we will be getting a report on those. I did asked Mr. Fenton to look at the Powell Bill and I think was a total loss of \$6-7 million last year. So, how do we advocate for that at least in next year's budget along with our other transportation needs. So, more to come on that later.

Mayor Lyles said thank you. Okay, I think that's all of our committee meetings. If you would stay for just a brief closed session.

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ITEM NO. 2: CLOSED SESSION


Motion was made by Councilmember Winston and seconded by Councilmember Driggs and carried unanimously to consider the qualifications, competence, performance, character, fitness of an individual public officer or employee pursuant to G.S. 143-318.11(a)(6).

The meeting was recessed at 7:42 p.m. for a closed session in Room 267.

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ADJOURNMENT

The meeting adjourned at 8:07 p.m. at the conclusion of the closed session.


Stephanie C. Kelly, City Clerk MMC, NCCMC

Length of Meeting: 1 Hours, 42 Minutes
Minutes completed: January 31, 2024