

The City Council of the City of Charlotte, North Carolina convened for a Special Meeting - Housing and Jobs Summit - Day 1 on Monday, January 9, 2023, at 4:05 pm. at the Boplex Coliseum, 2700 East Independence Blvd., Charlotte, North Carolina with Mayor Vi Lyles presiding. Councilmembers present were Ed Driggs, Malcolm Graham, Renee Johnson, LaWana Mayfield, James Mitchell, and Victoria Watlington.

ABSENT UNTIL NOTED: Councilmembers Dimple Ajmera, Dante Anderson, Tariq Bokhari, Marjorie Molina, and Braxton Winston, II.

David Phillips, Facilitator said by way of introduction my name is David Phillips. I run an innovation consulting firm here in Charlotte called Faster Glass, and I get to be your MC (Master of Ceremonies) /facilitator for today. I'll go ahead and just say it. I have the easiest job in the world today, at least to start off with because I get to introduce a leader who needs no introduction. How about that? Mayor Vi Lyles is going to kick us off our Housing and Job Summit. I told you I had the easiest job in the world.

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ITEM NO. 1: WELCOME AND OVERVIEW

Mayor Lyles said thank you everyone for being here. We're here today because the community, the people that care greatly about this community, the elected officials from across our county believe that we can have critical needs and we're facing these critical needs in housing and jobs. We've all agreed that a good-paying job leads to a way that you can have housing that's affordable, but more importantly, often, when you have a family where people work, we build stronger families. When we build stronger families, we build stronger communities. So, I want to say and especially give recognition to the Charlotte City Council's commitment to these issues. Believe me, there's not a meeting, whether it's informal or formal, short or long that this idea about how do we make our city better for people to live and for people to work isn't discussed. I want to thank the many people that are joining us today. I saw several of our community action group people coming in. I saw people walking in just because they heard about this, and they wanted to come and see it and just be a part of it. I know that we have our businesses here. We have many of our neighborhood leaders. We have many of our non-profit partners. I like to say that without everybody pulling together, nothing really good gets done. So, I want to say thank you and give you a hand for being here today. Now, I know that you often hear us talk about partnerships, but one of our most important partnerships in this effort is Mecklenburg County, and I'd like to recognize members of the County Commission who have joined us today. I know I saw Commissioner Leigh Altman. Please stand and be recognized. Do I have any other County Commissioners in the room with us today? So, thank you very much for the attention that you're giving to this and the partnership, we need to have to form. What is different about this day is that we have really been very intentional.

Now, you know I worked in the city when we started out with housing and affordable housing as an initiative. That was a very, very, very long time ago. It's been over 20 years that the city has had successful affordable housing through our Housing Trust Fund, but you know in 20 years, things change. The city has changed. While we created over 10,000 affordable housing units, we now are challenged by something very different, the growth in our city, and the changes in our demographics. Now, we're especially grateful for our voters who gave their approval of \$50 million in affordable housing bonds last November, but what do we do with that \$50 million? How do we leverage it? How do we create partnerships? How are we successful and effective? How can we actually make sure that in this community, you can see the change that we want to have? So, over the next two days, we're going to look at what has changed in the last 20 years and what we need to be thinking about now. We actually, I believe need to adjust our policies and our investments because of the changes that we're seeing. You know, the City Council often talks about how do we do things with innovation and something differently. Today is the time to start thinking about innovation and doing something differently. So, again, I want to thank you for taking the time to join us. I want to especially thank our housing partners. You know, we could not have done this without people that were willing to put together

bricks and mortars to make it possible for people to have a place to live. I also want to thank our economic development partners because without you we would not have people working like we need to. So, I want you to know that at the end of these two days, I hope that you'll see something that doesn't start with just where we want to end, but it's a beginning that would take us forward the next 20 years. Before we do anything further, I'd like to introduce my colleagues, the Charlotte City Council and have them stand and be recognized. So, I want you to stand, and we'll start on this row and then we'll walk all the way over. Start on my right.

Councilmembers Ed Driggs, Malcolm Graham, Renee Johnson, LaWana Mayfield, James Mitchell, and Victoria Watlington introduced themselves.

Mayor Lyles said I want to say that if there is another council member when they're coming in, we may stop and have them introduce themselves because there's one thing I learned introductions are very important because these are the people that you voted for. These are the people that you hold accountable. These are the people that you can give information to and get feedback from, and I am Vi Lyles and I'm proud to serve as Mayor of this great city. Thank you everyone and I do believe we have a special occasion right now. Is that correct Mr. Jones?

Marcus Jones, City Manager said I think they beat us to the punch.

Mayor Lyles said well you know, okay.

Mr. Jones said the cake, maybe it's just a song.

Mayor Lyles said I think that's a good idea, but you don't want me starting it. Alright, first Ms. Mayfield come on up in the front of the room. It's your birthday. Happy Birthday! Okay now, who's the church choir person? Now, I know there's some musician in this room. Fulton are you?

A. Fulton Meachem, INLIVIAN said I'm not.

Mayor Lyles said who has a good voice? Now, you made them all afraid.

Councilmember Mayfield said [inaudible].

Mayor Lyles said I know. We are going to sing you Happy Birthday. Alright, are you ready?

Mayor Lyles said and with all of the celebration we're glad to do that but now let's get to work. I'd like to have David come back up and start us out. Thank you very much.

David Phillips, Facilitator said thank you, Mayor Lyles. I want to introduce our first presenter, Andrew Salkin, from Resilient Cities Catalyst. They are a non-profit that works with cities around the country and around the world, developing holistic solutions to truly build resilience in the face of and he will talk more about this; I love these terms, in the face of the shocks and stressors that growing cities like ours face. Andrew.

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ITEM NO. 2: BUILDING RESILIENCE IN GROWING CITIES

Andrew Salkin, Resilient Cities Catalyst said can I use this? Is that alright? Great, I have a hard time standing still. Thank you, David, Mayor, City Council, City Manager, Mecklenburg County officials, and critical partners of the City of Charlotte. It's so great to be here. Again, my name is Andrew Salkin, and I work at a non-profit called Resilient Cities Catalyst. I'm joined by my colleague, Paul Nelson and we've really been asked to be here today to kind of kick off today's conversation on housing and jobs, but really take a step to the side maybe and talk about the work we've been doing in cities and how we work with cities around the country and around the world on the concept of resilience and how we think it plays into the work that you're going to be doing. So, I'm going to take a

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couple of minutes to do that and talk about how it connects to what we think's going on in Charlotte. So, with that said, Resilient Cities Catalyst, as David kind of alluded to works with cities around the world, and around the city, and around the country and our work is to help cities solve the problems they are dealing with today, but really with an eye towards going into the future and solving those challenges they have in the future. So, it's kind of how do you take the resources you have today, but really get to the place you want to be. So, one of the things we talked about is cities are these complex places. In fact, one of the reasons I think many of us live in cities is because they are complex, but awesome. It's where a lot of different systems come together: they intersect, they bang into each other, they create lively, dynamic, wonderful places to work, play, and live. That's what makes cities great, but it's also something that puts cities at risk because its interconnectivity also helps make cities at risk of having some failure that cascades itself through. So, just down the road a little bit in Atlanta, one of the cities that we had worked with had a little fire a couple of years ago under the interstate, and part of a bridge fell. The city shut down. Why? Because that roadway system was critical to driving their economic engine and to think about a small little fire causing the whole city to shut down is a real interesting thing and one of the things we worked with Atlanta to say, not just how do you recover, but how do you make sure when this kind of thing happens again that the challenges you face are not the same and this city doesn't have to shut down because a wire caught on fire. So, this idea of interconnectedness is where we get to a little bit to resilience, and one of the things we note today, and for many reasons the pandemic has brought to the forefront, is that cities are in a state of urgency. It's an urgent time for cities and they're looking to make this transformation. I think the Mayor used the word change. Cities are facing a lot of change, and so for us, change doesn't just happen. Change is something that's deliberate, and it can be put upon you. Or, it can be something that you can manage and lead to the place you want to be. We think that the notion of transformation is critical, but if you're going to do this work, it's important to think about the kind of challenges that you face because you own these challenges. Everyone in this room owns the types of challenges that the city faces every day. Those same interconnective pieces are your challenges and we call these shocks and stresses. So, shocks are things that can pop out of nowhere and really throw everything upside down like a pandemic. Stressors though are those things that are existing every day that we live with and sometimes we live with so long we forget that it's actually something we don't like and we just accept and sometimes those stresses pop and they become actual shocks to themselves.

Things that are impacting cities today that I think are important to remember and bring into our thinking are natural disasters. This is one of those things that you can't argue isn't happening. We're seeing today an atmospheric river is pummeling California with rain and snow. They've gotten more rain and snow than they've had the entire, I think, last two years over the last 10 days and 10 going forward. I didn't even know what an atmospheric river was before and so here we are, we're making up new words. A couple of weeks ago, there was a bomb cyclone that brought air from the Arctic all the way down past Charlotte, all the way through the United States. We're making up new words because the world is changing. So, as you think about housing and jobs, as you think about the transformation of Charlotte, making sure that your prepared and your climate-ready is something that needs to be in the forefront. In addition to the work around climate, we know that there's growing inequality, and this is something that we're seeing in cities all over the country. We know that inequality is happening because our economy is different, but the challenges that the people who live in cities are facing these challenges well.

Councilmember Winston arrived at 4:20 p.m.

It's not just that the lowest wrong of the economic latter, it's happening all throughout. To live in a city is becoming really challenging and how do you think about the growing inequality, but dealing with inequality in a way that makes it possible to live and a city and continue to ensure it's full of great people is critical and something to think about. One of the things that we spend a lot of time these days working on because the President of the United States is offered a once-in-a-generation investment on infrastructure is infrastructure. What's really interesting is that we do work with cities around the country

is we've never thought so much about infrastructure. We haven't thought about the amount of money that's flowing through the system, and what's really critical about this is that the infrastructure's old and aging, but it's also inadequate. So, one of the challenges that I want folks to think about is not using dollars for infrastructure to just fix the potholes of the roads that were built in the 1950s, but really challenge yourself to make sure your spending the money on laying down the foundation of the assets and infrastructure that are going to drive the economy into 2050 and beyond, right? This is this notion of what Secretary Pete Buttigieg calls investing not in the shovel-ready projects but shovel-worthy. So, what are the worthy projects that will be able to be leveraged by the City of Charlotte and the community of Charlotte to really get that transformation you want? One of the things we know is that cities around the world are interconnected, and this isn't a United States thing. Cities are just connected now, and the pandemic taught us this, financial crisis taught us this, and we know that in many ways the economy of the United States goes, it will impact the City of Charlotte. So, you are connected. Recognizing this and preparing for this and understanding the risks of that are critical and important.

Cities around the world are growing. There are more people moving to cities for more reasons than we could ever understand, and it's a little less in the United States, but for many cities in the United States, they are growing. This is one of the opportunities that you have. In fact, you are the envy of many cities we work with and growing cities bring with them amazing opportunities, but they also bring challenges. There are cities and examples of cities all over the United States that didn't meet the challenge of growing and in many ways, they are failing: San Francisco, Seattle, and even Atlanta. Are those the cities they want to evolve to where a growing city means it's only a place of those super wealthy and people that want to be in traffic jams? I don't think that's the aspiration of the kind of city I want to live in. This is something I think is important to think about as we think about cities. Finally, in the last couple of years, we've really had a reckoning with centuries of structural racism. This is something I know Charlotte has already spent a lot of time thinking about and dealing with, but this is a type of work that's really critical understanding how policies and programs impact people that are disadvantaged, particularly black and brown communities is critical. We can't continue to do the work we've done in the past if we want to expect the solutions to be different than the future. So, this is hard work and different work. Then really for us, you know, Paul and I have spent the better part of the last 10 years trying to explain to people that all this stuff is connected and that you can't think about one without thinking about the other and the pandemic has done the best job we could ever do. I wish it wasn't something as horrible as the pandemic to do that, but it really has shown that many of these challenges I just listed are interconnected. They're made worse or stronger by supporting each other and working with each other. There's never been a time for integrated thinking and to make sure that thinking is forward in its approach in thinking toward the future while making sure the present is as good as it is. So, this is work that we do and this is how we work with cities. To us, urban resilience is an approach; it's a planning and action. I think the Mayor, you talked about this acting. What are the actions that you're going to take that are going to lead to the City of Charlotte leveraging its strengths, leveraging its opportunities to be able to not only tackle the known and unknown challenges of the future but really create a community where everybody is able to thrive, right? So, when we started talking to the city about a summit like this, Paul and I couldn't have been more excited to join you because of many of these challenges which cities are dealing with, even more so because of the pandemic where things that you were already thinking about and Charlotte in many ways is already ahead of the curve and for us, this 2040 Comprehensive Plan was something that really was this great anchor and this notion of where this city is trying to go. This vision that here is from the 2040 Plan is something that I think is an aspirational vision. One of the things I want to lay down today is this is an aspiration; you should settle for nothing less. This is something that says that the residents, the citizens, the people that work here, play here, and live here are inclusive and welcome, but are able to thrive. Now, the answer for Charlotte and what that means is an answer for Charlotte. I think that's a lot about what we're going to be talking about in the next couple of days, but this is a vision that I think you should hold to. What's great about the 2040 Comprehensive Plan is that it starts to try to take this vision and talk about how you're going to get there, and it lays out guiding principles. I love these guiding principles. Things must be equitable, authentic, integrated, and of course resilient, right?

There's a vision that's laid out that hits upon key components that need to be upgraded, matured, and evolved in order to reach this goal. But then it goes a step further, which is really important. So, it's not just talk and it's not just vision. It talks about goals. Real work that's going to happen. This is one of the things that I think it's important to realize as you go from vision and goals, as you get to goals you start chunking things up into sectors. So, now we're getting to sectors, and the type of work that's going to have to happen in order to make the change that you see, and you seek actually hit the vision that you want. These are the 10 goals and I just want to kind of touch this for a second. We're talking a little bit about three and number eight. I put these lines on purpose cause it's important that you don't just focus on three and eight because if you're not careful you're just going to focus on all 10 and they're going to be their own little box and you're going to have a really nice healthy community, but maybe not the type of housing you want for your community. You're going to have nice housing for your community, but you're not going to have a way to get to the job for your community. So, don't fall into the trap of just doing one thing. Your assignment for the 2040 Plan and your assignment to become resilient is doing it all. So, the question is, what's the transformation that's going to be needed? Sitting below the vision the work that you're going to be doing, how we're all going to change how we show up every day, the work we do, and the inspiration we give each other? How's that work going to change to really create the vision that you're holding yourselves accountable?

Now, to take a step back from Charlotte for a second and just ask where cities are today. I don't know, this hit me because I was just, you know, reading the papers before Christmas and some cities are starting to really grapple with this notion of the pandemic and what has happened because of the pandemic. I think we're going to start seeing this a lot more as cities are saying wow, we survived or at least we've evolved to wherever the pandemic is today. Now it's just a triple-demic, but we have real problems that we're starting to see. This is a picture from an article in the New York Times of downtown San Francisco. They're asking the question is what happens to a city when the way that people work and use your city change, right? This is a question that New York City was asking, and they came out with a plan just before Christmas called the new, New York and they said it took a crisis for us to realize we had a crisis. The crisis was the pandemic, but they crisis they didn't know they had is that they didn't realize that some of the anchor components that New York had; a strong economic base with lots of good-paying jobs that seemed to work for folks with transportation. It turns out that those are actually not as strong as they thought. So, the city for the first time since I've lived in New York City which is where I live, the Mayor and the Governor got together on a stage and they said we're in crisis and we need to take action. The reason I thought it was worth putting this up here the three things they said need to do sound a lot like what you have in the 2040 Plan. One, neighborhoods, and communities where people work, play, and live have to be awesome, right? That's number one. Two, it has to be easy to get around. You can't get around if you're stuck in traffic; if it's too hard to get on a train and get there. It has to be easy to get to and from work. It has to be easy to have access to the opportunities that you seek. Three, you have to have growth, but it can't just be any type of growth. It has to be inclusive growth that's focused on the future and for New York City they got to change their economy and the jobs that are there. So, people are acting differently. What's really interesting about this is again, these are just three bullets, but what the city is doing below it will determine whether or not they truly succeed at achieving this vision. So again, I want to say like what's happening below the bullets is what matters cause that's what everyone here in the room does whether you're a council member, whether you're the staff for the City, whether you're working a non-profit, whether you're a community member, it's how we show up differently that will lead to change cause if we do things the same way and we expect change then maybe we're going to be waiting a long time. One of the things I thought was really interesting about this plan is for the first time, I saw a city not just talk about affordable housing, but they talked about housing. New York City put out a moonshot that says they've consistently underinvested in housing and that underinvesting in housing has created a failure in the housing market that makes it a burden for everyone to be there. It just costs too much to be in New York City. They put out a moonshot to say they want to build 500,000 new homes. Now, that's an amazing number, and for anyone here who's ever been part of owning a home, buying a home, and renting a home, this is not easy to do. So, if you can imagine what has to happen

behind the scenes on zoning, permitting, partnering, and financing. It's astronomical, but these are the types of challenges that cities like New York and San Francisco who are in crisis are doing. So, this is kind of some thoughts around where cities are, but bringing it back to Charlotte and asking about today's housing and jobs or the 2040 Plan. You know, we have the overall vision, but within here the plans make some pretty big statements. We know from the plan that there's going to be new people living here, 385,000 plus plus, new residents 212,000 new jobs. I will tell you this, this is envy; the idea that you have the opportunity to grow. Growth comes with new people and new jobs. That's an opportunity, but the opportunity is dangerous because it can't just happen because it will as I was told, nothing's going to stop this from happening. The question is does it happen in the way that you want it to happen? So, one question on the housing front is how do you create the housing units to support, not just the people that are moving here, but really ensure that you're supporting the people that are here? How do you create jobs? This is a quote from HIRE Charlotte. How do you make sure the jobs that you're bringing in are the right types of jobs for the people that are here, the jobs and the skill sets that are the people that are here, while also attracting new people to come? It doesn't happen by accident; it happens with deliberate, consistent work overtime.

Finally, the infrastructure that supports this, that connects all of the jobs and housing together, is critical. Transportation being one of the ones that is most critical, but it goes along with the other infrastructure that's needed to support new people living and new infrastructure. In closing what I want you to know is, again, you have this amazing opportunity and one of the things I spend a lot of time on when I talk to city officials and particularly mayors is you have resources. I chunk up the resources into three groups and it's important as you think about this discussion there's your money, there's your assets, and then there's your partnerships. I sometimes call that other people's money, right, but to think about this is really important, and then, the Mayor said this before, she had you have \$50 million investing in the Housing Fund. How do you leverage that? I want to go a step further, Mayor. I want to say the city budget plus the County's budget is five plus billion dollars a year. Twenty years of this plan, that's \$100 billion, and if you say to me at the end of 20 years you got a \$100 billion worth of value, I say you failed because the question is how do you leverage that to get a trillion dollars' worth of value. The way you get there is by thinking strategically about your resources and thinking about your partners cause the partners are the ones who you're going to leverage. They're the citizens, they're the businesses, they're the developers, they're the non-profits. So, thinking about that is one thing I want to leave you with. The other piece is how do you leverage your government assets to get that to change. Then, on the partnership front, this is something that, I don't know, having been a long-time government official it's like how do I show up and partner? Well, I show because I'm regulating you. So, the government does show up. Sometimes, it's a handshake, but often, it's done through thoughtful policy. So, how does thoughtful policy achieve the vision laid out in the 2040 Plan, and how does appropriating clear regulation inspire people to make investments in your community, not so they make money, but so that they're helping you create the communities that you have already said you want?

Finally, do you guys have some of the best non-profit and philanthropic communities that any city has? They have to be at the table. They have to be part of the partnerships supporting communities and non-profits to do daring things and take first risks helping the philanthropic community know where those investments and their resources can best be used. It's something that also has to be there. Thinking about this package altogether opens up all kinds of opportunities to really get to the goals you have for housing and jobs that will be the anchor of achieving a vision where everyone is able to thrive, even those that live here and even those that are going to live here that don't even know they want to live here yet. So, this is what I wanted to leave you with. This is the start of a conversation. This is a little bit about how we think about cities, but I want to say we're here to be partners. We want to hold you accountable to your vision and we want to try to figure out any idea you have. Let's figure out how to do it and make sure it gets done, but make sure it gets done at the scale and in the scope that you all think is important in order for you to truly recognize who you want to be. Thank you.

David Phillips, Facilitator said thank you, Andrew. To me, a couple of key takeaways is this notion about being thoughtful and intentional about what we choose to do just as importantly as what we choose not to do to make room to do the things that we choose to do. So, Andrew thank you. Thank you, a lot. Alright, next up we have a couple of data-driven presentations around housing and jobs. The first is from Dr. Yongqiang Chu, who is the director of the Childress Klein Real Estate Center at UNC (University of North Carolina)-Charlotte. So, Dr. Chu, come on down.

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ITEM NO. 3: STATE OF HOUSING AND JOBS

Dr. Yongqiang Chu, the University of North Carolina at Charlotte Childress Klein Center for Real Estate and Childress Klein said to Mayor Lyles, council members, and distinguished guess, thanks for having me here. So, what I'm going to present is really part of the State of Charlotte Housing Report, the Childress Klein Center for Real Estate has been doing it for four years now. So, this is actually part of the report I presented last November. So, I'm first going to give you a macroeconomic overview that's most relevant to the housing market; so, demand, and supply conditions in the Charlotte region. So, for this, we draw data from the census. So, we are going to use the census data you can see here. So, the census data the most recent is 2021. You will see that we do not have data for 2020 because COVID (Coronavirus Disease) messed everything up. So, the census did not have any data in that year as well.

Councilmember Anderson arrived at 4:37 p.m.

So, the first one I'm going to show you is the population growth. So, everybody heard about the population growth that's been going on in Charlotte. Every day, about 100 people are moving to the city. So, this will show you this is true. This is happening and the population has been going and of course, you also heard a lot of stories about the population growing during the COVID periods. So, yes, it's growing, but as you can see the population growth rate is actually a little bit slower than in previous years. So, a lot of this was driven actually by international migration because COVID pretty much disrupted most of the international flows. The domestic is still there. So, this shows us that the demand will be strong. Demand for housing in the Charlotte area will be strong.

So, the other thing to look at that is probably more relevant to housing demand is the number of households, okay. So, it would say, okay it's probably going to be similar as population. Yes and no. The no part comes again in 2021 where during the COVID period we see that the population growth rate actually was lower, but the growth rate for the number of households in this region is actually very high because the average household size actually decreased pretty significantly during the COVID period. So, we have a lot more households living in the region. By the way, these are all based on the Charlotte MSA (Metropolitan Statistical Area) area. So, now this is the demand side. So, we have more people. We have more households. Obviously, they will need more housing units. So, this is the housing units in the Charlotte region. So, as you can see, we are doing relatively good in 2018, 2019. We have a pretty good growth rate in terms of the number of housing units. In 2021 the growth rate actually significantly decreased. So, everybody understands what's the driving forces. So, there's COVID, there's a labor shortage, building material shortage, cost skyrocketed, and then all of a sudden, the supply side actually became very very limited.

The other thing to look at the same problem is to look at the changes in the number of households and the changes in the number of housing units. So, if we want a house for all the people that move into this area, we need to build at least the same number of housing units as the increase in the number of households in this region. I applied this starting from 2014, but there has been an underbuilding problem since the Great Recession. For whatever reason the number of housing units built every year is significantly less than the number of households that are moving into this area since after the Great Recession and then the region started to catch up in 2018 and 2019, okay. So, here in 2018 and 2019, you can see that we built more than the increasing number of

households during those two years. However, it stopped in 2020, 2021. So, the last bar is the change from 2019 to 2021. So, those are two-year increases in the number of households and the number of housing units, okay. So, if you look at those numbers these two years alone created a shortage of 10,000 housing units, right? So, if we want to catch that up it's not like we just build another 10,000 housing units next year. We need to build 10,000 extra housing units to be able to fix that and we have not actually fixed all of the shortages in the previous year yet, okay. So, the takeaway here is that we just need to build more houses to be able to accommodate the strong demand in this area unless you want to suppress demand, alright? So, as a result, the vacancy rate actually significantly dropped in 2021, okay to less than eight percent. So, this kind of gives you an overview of the supply and demand situations for housing in the Charlotte region.

Now, next, I'm going to zoom in a little bit to look at the housing market in the area. So, here what we are going to do is, we are going to look at the core part of the metro of the MSA. We are going to be focusing on Mecklenburg County and the seven counties neighboring Mecklenburg County. I also want to say this microdata comes from the Canopy Realtor Association. So, here what I'm plotting is the house price, okay. So, this is like the COVID-era house price dynamic starting from January 2020 to September 2022. So, I'm plotting both the Charlotte region and Mecklenburg County. So, as you can see house price has increased very dramatically, and if you look at the number, if we just think about the COVID era January 2020 to September 2022 the median house price in this region increased 54 percent. So, this is the kind of growth rate we kind of never saw even during the booming years of early 2000. From September 2021 to September 2022, the growth rate was 14.2, and from September 2020 to September 2021, is 16.3. So, of course, these are COVID periods. So, nowadays we are seeing like it's slowing down, okay. Prices start to be a little bit flat, okay. Not increasing as crazy. However, this is very significant as later I will show you how that's going to impact affordability not surprisingly.

So, the craziness of this market can also be seen from this chart which is the median days on the market. That is the number of days between when you list your house until it's under contract, okay. So, the plot is starting from January 2020, that was already very low compared to historical numbers; it was 20-something days. In the middle of the COVID era, the median days on the market was three days, right? So, you list a house three days it's under contract, okay. So, for the sellers, it's really good. Think about it for the buyers, right? First of all, you just need to look at the listings all of the time otherwise it's gone. Second of all you only got three days to make a decision to buy a house you're probably going to live there for the next 10, 20 years. Chances are because of the market condition you're not going to be able to buy like the ideal houses you want to live in, okay. So, that's not good, but of course, we are seeing this number going up like at the end of last year, right? So, it's softening, but it's still way below the twenty days that we observed in January and of course, way below the historical norms.

The other thing that's very crazy is the number of houses that are sold above listing prices, right? So, again in, January, it's way below 20 percent. In January 2020 it was way below 20 percent. In the middle of the COVID period, it was more than 60 percent. More than 60 percent of parcels were sold above listing prices. The numbers coming down, but not there yet, okay. So, all these is because of the demand that came really really strong. People want to live in Charlotte and want to buy houses in Charlotte, but the supply is very low, right? So, now let me talk about the other thing. We know the house prices are high. Now, let's look at the distribution, right? So, traditionally when we talk about, let's say, entry-level houses you will think the entry-level houses should be sold for less than \$150,000, right? So, this is the distribution for all houses sold in 2022 and let me tell you only 3.8 percent of houses are sold for under \$150,000, and only about 25 percent of houses was sold for under \$300,000, right? So, that puts affordability as a significant problem and now the other thing that doesn't help affordability is the rise in interest rates, right? So, at the start of COVID, we were looking at interest rates of 2.5 to three percent. At September when we did the report the interest rate was like seven percent on a typical mortgage, okay. So, now think about like if you want to buy let's say a median-priced house, okay. So, in 2018 you need to make about \$76,000 to buy a median-priced house in Charlotte. In 2022 you need \$137,000, okay. So, now you think okay, I can go down a little bit. So, I'm going to buy let's say 10th percentile price, okay. So, this is 10 percent of

the price cuts. So, only 10 percent of houses are sold under that price in the Charlotte area. In 2022 you still need to make \$83,000 to be able to afford a house that is priced at the 10th percentile. How many households can afford that? Fifty percent of households in this region cannot afford that 10th percentile price, right? Eighty percent cannot afford a median-priced house in this region. So, that's the affordability problem, right? So, usually, I do not make any policy recommendations, but why this is the case? Why is affordability becoming a problem? Again, it's because of the supply side. Of course, the demand side is contributing because there's a very strong demand, but the real problem is the supply side is not able to catch up with the demand side, okay. Once in this we just need more houses in this region, right?

Now let me talk a little bit about the rental market. So, you may ask okay buying a house is very expensive, how about renting? It's very similar, right? So, this is the effective rent per unit in the Charlotte region or the effective rent per square foot, okay. As you can see starting from the COVID era starting from 2020 the rent also increased dramatically, right? Actually, the dynamic has changed completely because there was not much going on before 2010 and very modest growth since 2010, but this COVID era made things a lot worse. So, this is the other data if you want to think about it. So, that was the apartment rent. This is the single-family rentals. Very similar dynamics. Also, in the era of rising interest rates because a lot of people cannot afford buying because the mortgage is just too expensive. That will push more people into a rental market, right? So, that will make things a lot harder as well.

Okay, so the last part I want to talk about how does Charlotte compare to other cities. Are we the worst or are we still okay? So, let's first look at the house prices. So, this is again because we need to compare across different cities, and we only have macro data for Charlotte. So, we go back to the census data. So, we are going to compare Charlotte with what we call the regional competitive cities Asheville, Charleston, Columbia, Greensboro, Raleigh, Richmond, and Spartanburg, right? So, Charlotte is the third. So, if you just look at a house, the absolute house price, it's relatively okay. So, not the highest. So, Raleigh had the highest price, okay, but if you look at the growth rate Charlotte had the highest growth rate from 2019 to 2021. It's two digits. So, these numbers are slightly different than the number we get from the microdata because this is based on the census survey, okay, but this is something concerning. The house prices in Charlotte are increasing at a much faster rate than most other regional competitive cities. So, we also compare Charlotte with a set of nationally competitive cities: Atlanta, Austin, Cincinnati, Denver, Indian Palace, Memphis, Nashville, and so on. Here of course, we see many other cities have like relatively higher growth rates, but Charlotte still has one of the highest growth rates among those cities, right? Only Austin and I think that was Memphis and then Tampa had slightly higher growth rates of house prices, okay.

Now, the next thing I want to show you is this thing called a median multiple, which is defined as the median house price divided by the median income in this area, okay. Traditionally, what we think is if this multiple is below three houses are very affordable in this region, okay. Between three and four becomes a problem. If it's above four it's very very unaffordable, right? So, this is based on 2021, 2021 was the first year Charlotte crossed that threshold of four, right? So, you can say okay it's still kind of okay compared to other cities, but it's already there, right? So, affordability's surely become a problem, right? So, even if you compare the nationally competitive cities of course Charlotte is not the worst, but we are getting there. Alright so, we probably need to do things relatively quickly to try and to resolve this problem, yes. So, again it's very simple, it's demand and supply. However, you do it, it's demand and supply, right? My guess is the demand for housing in the Charlotte area will remain strong, okay. So, the only solution or we can only do is how to increase supply, okay. So, I'm just going to leave you with that question. Thank you very much.

Councilmember Molina arrived at 4:47 p.m.

David Phillips, Facilitator said thank you, Dr. Chu. Something you said early in the presentation though that I think kind of hangs there at the end, we could suppress demand, right? I mean this doesn't have to go one way. Now, we probably don't want to

but that's a potential outcome, right? That is a potential outcome that we don't want, but what I have found in our innovation work is a lot of time organizations focus on what they want, but sometimes you can get clarity by thinking about what you don't want and we don't want to suppress demand for housing because what that means is a bunch of other bad stuff has happened. So, thinking about what we don't want can be really important. Now, the other takeaway for me as I was watching your presentation is you can't separate housing from economics. If you want to talk economics, then you got to talk about jobs. So, fortunately for us, we have an economist to talk about the state of jobs. So, I'd like to introduce Dr. Laura Ulrich who's a senior regional economist with the Federal Reserve Bank of Richmond. Dr. Ulrich.

Dr. Laura Ulrich, Federal Reserve Bank of Richmond said yep, I'm going to do the same. Happy to be here. Thanks for the invitation. I am with the Richmond Fed, but I'm a part of the Charlotte Branch, and I'm the Senior Regional Economist for North and South Carolina. So, I'm based here in Charlotte for those of you who I haven't yet met. I'm going to talk about jobs. I have a lot of data as the Fed always does, but I'll try to get through it in 20 minutes. Since I work for the Fed, I always get to remind you that the views I'm going to express are mine alone and don't represent an official position of the Federal Bank of Richmond or the Federal Reserve System.

So, where are we now? So, you know, I feel like everything has just been an absolute whirlwind. We all feel that way, but if you take a step back and think about the past couple of years. 2021 was a year of pretty extraordinary economic growth in terms of jobs and also in terms of GDP (Gross Domestic Product). The economy grew relatively fast. 2022 was much bumpier in terms of GDP growth, but employment growth remained strong which is one of the reasons why economists like myself have been saying we're not in a recession is because employment growth has been so strong. Our region has fared better than much of the other parts of the country and, you know, I bolded and underlined here because this is important, and it follows directly from what we just heard about housing. We continue to be an importer of people, companies, and talent, and that is what makes us the envy of many other cities because if you look at, you know, 24 states last year had more deaths than they had birthed. Twenty-four state North Carolina was one of the ones that did not and if you look at Charlotte and Raleigh, we're having both natural growths. So, more births than deaths and people moving in, which is a really good place to be, but this brings with it challenges and what we'll talk about this today. One of which is labor shortages and where we're seeing this and show you some of that data. Then, I'll point out that wages have increased significantly, but for most workers' wages have not increased as fast as inflation has increased.

Councilmember Ajmera arrived at 5:00 p.m.

So, for most people, their real wage growth is negative; they can't consume the same amount of goods and services as they could previously. So, this slide is a little off. I don't know who's controlling the slides, but if you do the full-screen view or can scroll down a little bit. I don't know. I'll just talk through it until it gets fixed. Hopefully, it will. So, we are now above, this is employment growth. Yes, I think if you switch to full-screen view it'll fix itself. Yes, your fine. So, we are back to where we were pre-COVID, but if you look at the trajectory of job growth nationally, we are not back to the same trajectory. So, if I drew that line from February 2020, we would be at a higher rate of growth than we are now. I will point out, and we got the jobs report yesterday, and we still are, I mean on Friday for December, and we added another 200,000 plus jobs to keep up with just kind of normal churn. If the economy was kind of flat, we would expect to add about 80 to 100,000 jobs a month. So, you know, 200,000, 300,000, 500,000, these are really large months of job growth that we've seen. In the Charlotte market things are really different. We are far above where we would have predicted pre-COVID. So, you can see the significant loss of jobs in 2020, but you'll also see that while nationally we just recovered to pre-COVID employment just a few months ago. Just a couple of months ago. We've long been above that level in the Charlotte region.

So, this is the footprint of our Fed, which is the Federal Reserve Bank of Richmond. It covers the Carolinas, Virginia, Maryland, West Virginia, and D.C. (District of Columbia).I

like to share this graph when I'm presenting in the Carolinas to give you a little bit of context. The fifth district is one of the fastest growing districts in the country, but North Carolina and South Carolina are far outperforming the other parts of our district. So, there's somebody that has my job that covers these other states in the conversations they have in their states are much different than the ones I have because I cover the top two there. So, North Carolina and South Carolina, which have grown relatively fast. So, this index is employment to February 2020 and shows the percentage of jobs that were lost and where we are.

You know, I think sometimes it's important to just kind of pause for just a second and thinks about what happened in March and April of 2020. I mean, look at this; depending on where you were, somewhere between about 12 percent and 15 percent of jobs just disappeared. I mean, it's an economic shock like we've never in our history, right and so to think about that by the time we got to about August 2021, so just a little over a year later, we were back to pre-COVID employment in North Carolina. That's pretty amazing. But this is kind of hard to adjust to because I'm telling you that we now have more jobs and more people working than we did pre-COVID, but we still have labor shortages. So, what the heck is going on? Why are there more jobs now, but still if I pull up to a Starbucks at 2:00 in the afternoon, the door might be shut. Or, I went to a really large retailer last night to get my sons a notebook for school and there were no notebooks on the shelves. So, I asked, and they said we have them. We just don't have anybody to stock them right now. Like, what's going on? We can look at the data and see some of these shifts. I'm going to show you that in a minute, but I want to recognize that paradox. This and I think you'll get a copy of these slides in the materials you'll get you'll be able to see this better but let me just tell you what this shows. This shows every MSA (Metropolitan Statistical Area) in North and South Carolina. So, every metropolitan area, the bigger the MSA, the bigger the bubble. The blue is South Carolina. The pink or purple is North Carolina. This shows one year of employment growth on the X-axis and ten years on the Y-axis. So, the strongest growing MSAs are in the upper right-hand quadrant and those three bubbles are Raleigh, Charlotte, and Charleston, South Carolina. Those three metro areas have grown extraordinarily quickly in terms of job growth, both over the last year, but from a ten-year perspective. I'll point out here that in the bottom left-hand quadrant that would be negative employment growth both short-term and long-term. In the Carolinas, there's only one MSA that falls into that quadrant and that's Rocky Mount in Eastern North Carolina. If you were to put a lot of other states up here, you would see many more metros in this bottom left-hand quadrant. Why is this key? Well, if you are a metro area that's facing short-term or long-term employment loss, short or long-term population loss, you're also facing a shrinking tax base. So the conversations like you guys are having today are much different than if you're not in that quadrant. This is a unique kind of to the Carolinas.

One thing I'll point out to you is that this hasn't always been the story in this area because of what caused the Great Recession and how it was structured. North Carolina and Charlotte were hit pretty hard, really hard by the Great Recession and we recovered slower if you go back and look at the 2009 and 2010 period, the growth rate in employment was lower than North Carolina as a whole, which was lower than the United States as a whole. This time has been much different, and you can see Mecklenburg County really beginning in about 2011, has been an outperformer and has continued to be so throughout the COVID pandemic period. So, here is a bit of what explains this paradox about jobs right now. This is North Carolina employment change from February 2020 to November 2022.

There are now just two sectors in the same North Carolina that have negative employment growth, government and by the way, those are state and local government jobs, not federal government jobs. You can talk to a lot of you in the room that work in state and local government, and you've seen this happen, but people have left. I could show you more data that showed that wage increases have not kept up. Those government jobs have not kept up with the private sector. That's part of it. Part of it is people have left jobs in education, in social work, in some other fields, and they've moved over into these other jobs. So, yes, we've lost 12,400 government jobs. Also, we've only added 1,900 leisure and hospitality workers in a state that's added about 250,000 people during this period of time. So, we need more than that to be fully staffed in those industries but look at how

many jobs have been added in professional and business services. This includes everything from law offices to architectural firms to accounting firms, all sorts of different business kinds of professional businesses.

There has been a massive shift in how and where people work. If you look at the subsector data, if you dig in here, what you'll see is that people have left difficult, stressful jobs that typically don't pay a whole lot for jobs where they can make the same money or more that are less stressful. That's a lot of what's going on. If you look at everybody in this room know people who've left public education, unfortunately, as teachers, and a lot of them are working in business and professional services now. There's been this shift where maybe before I worked in fast food, but now I can get a job in transportation, in warehousing, and work in a warehouse and have maybe more consistent hours. Maybe I can listen to whatever music I want to listen to the whole time, and I don't interact with a single person, which is a lot different than working in a drive-through, right? So, a lot of this is a change in how and where people work and quite frankly, it's a movement from where people are in jobs, where you see them to jobs where you do not see them. You see people at your Starbucks, you don't see them if they're working in a warehouse and so that's how we have this interesting world where we have more people working, but it seems like we have fewer people. So, the most common question I get asked is where are all the workers? The answer is they're working. People do not like that answer at all, because then that presents a problem. If most people, and there are people who have less labor force, I'm told about that, but if most people who were working in February 2020 are working, then we have to get more creative about how we grow our labor force going forward. This is Charlotte and Charlotte's only government is negative and just about 300 jobs. You can see trade, transportation, and utilities lead the way. So, this is a bit of a sector shift as well. Some of the sectors have kind of lost proportionately, their share of employees, and some have gained pretty significantly. So, the recovery does look a little less impressive in terms of employment if we look at labor force participation and some of you in this room have seen me present this many times before, but I always go back to the post-World War two era, because to give you a context of labor force participation rate is a percentage of adults that could be working, that are working or actively looking for work. This rate increased a ton from the '60s to really the '90s due to two things. Number one, baby boomers moving from being a generation of children to a generation of adults and then also women entering the labor force, but this rate has been falling since around 2000 and it's been falling for a myriad of reasons, primarily because of the aging of America. Sometimes you will hear called the greying of America, people living longer and having longer periods of retirement, but there also have been other groups of people who have been reducing their labor force participation rates, and if we look at who's left the labor force. So, this is by age and education. So, the top upper left is prime-age workers. So, these are aged 25 to 54. That rate has declined. This is a key group because a very high percentage of them typically work. You'll see on the axis, you can see it, the axis goes from 80 to 83 percent. So, we've lost a pretty sizable number of prime-age workers. On the right side is age 55 plus and really the significant loss in workers is over age 65. We cannot do much about that, right and I don't think we want to kind of as a society discourage people from successfully retiring at some point, right? Everybody in this room hopes to do that eventually. I would think and so there's not much we can do about aging. There's probably more we can do about these prime-age workers. Then on the bottom, you know, a lot of times I'll hear people say like, some people aren't working more or those people aren't working more and I feel like oftentimes they're talking about certain groups, like maybe people that aren't as highly educated as they are. But the data actually show that those without a high school diploma do have low labor force participation rates, but they're just kind of consistently bad. So, we should work very hard on that, but we haven't seen much of a change through COVID with those without a high school degree. The two I have here on the left, on the bottom is college grads. So, that has fallen pretty significantly since the beginning of COVID, and then high school grad, no college has fallen pretty significantly. This shows that as well. I'm not going to spend much time on this, but I wanted to include this in the slide deck. If I have more time, I'll get through it more, but this breaks it down by age and race, and gender. One thing I want to point out is that actually black male labor force participation rate is up pretty significantly. Actually, the gap between black male and white male labor force participation rate is about as narrow as it's ever been in history. So, you'll see as you look

through these numbers a lot of the people in the prime age specifically that have left the labor force are white males and white females. This is for different reasons.

I was part of the South Carolina Labor Force Participation Task Force that they put together, and we did a big survey using government data of people who were working in 2019 that aren't now. Not surprisingly, for women, we found childcare was one of the primary issues. For men, childcare was on the top five list, but criminal backgrounds were and so there's, you know, it differs based on age and gender and things like that, but there are reasons we know people stay out of the labor force that I think we can address. The job openings rate, quits rate, and hires rate have been highly elevated. They are normalizing, but they still remain pretty far above where we were before COVID. So, tons of job postings, lots of people leaving their jobs, and when people leave their jobs, that tells us they have a lot of confidence in what's going on, right? People tend not to leave a job if they're afraid they can't get another one right or if they're afraid it's going to be kind of last in first out at their new place of employment. So, with this, wages are up, and they're up a lot, right? I mean, low-skill wages are up year over year, 6.7 percent, but as I mentioned, inflation was higher. So, it's great that wages are up, but it did not keep up with inflation overall. Now, for certain jobs it did. The highest in demand, some of the lowest skill jobs, highest in demand if you were to look at CNAs (Certified Nursing Assistants) and nursing homes, for example that probably did keep up with inflation, but on average, it did not.

One thing I will point out here though, is that high and mid-skill occupation wages have been growing slower than lower-skill wages and that is not typical. This is really good in a sense because of the issues we have with income inequality. So, this is a positive. So, where do we go from here? I think there's a lot of things can do to impact the availability of workers in the labor force, but I think we have to acknowledge that most of the workers are working. So, what does that mean? That means we have to think about how to engage those who want to work but are not a part of the labor force and many of those people face structural barriers that we've known about for a long time that have just gotten worse during the COVID period. So, I think flexibility is huge. If you don't know what people pay for childcare nowadays, ask somebody at your table and you might fall on the floor if you're not subject to that any longer. It has gotten much more expensive in the past few years and so flexibility for people with children in terms of where they work, how they work, what hours they work is important. Immigration, I think, has to be a part of the conversation. There are policy initiatives that could improve outcomes. So, things like enhanced child tax credits, expanding the Pell Grant, things like that, and then changes in recruiting philosophies for businesses in the room. Thinking about do people really need a college degree for X job? Could we engage three retired workers to work just 10 hours a week instead of one full-time person? There's a lot of retired people that would like to work some. They just don't want to go to a lot of meetings typically.

Then, you know, I come from an educational background, so I'm always going to focus on education. That's kind of my natural draw, but we have to find ways to get the youth. It's great that we're importing talent, but we also have a lot of local talent that are not engaged in the ways they need to be engaged. So, how do we get the youth engaged in these high-demand fields? There are certain fields: nursing, computer science, accounting, data analytics, you know, you could go on and on that are in higher demand than ever right now. Oftentimes they're also fields where there's a short supply. There's not a whole lot of people trying to go into a lot of these fields. In our higher education institutions, some of their enrollments are falling in these fields. So, how do we get youth into the pipeline? I think to create more of a higher supply of labor is a really important part of the conversation, too. So, I will stop there.

Mr. Phillips said all right, thank you, Dr. Ulrich. All right, next up a presentation of the housing and jobs survey results from the Charlotte area. We've got Tracy Dodson, who is the Assistant City Manager and the Economic Development Director, and Shawn Heath, who is the Director of Housing and Neighborhood Services. Come on up.

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ITEM NO. 4: REVIEW RESULTS OF HOUSING AND JOBS SURVEY

Shawn Heath, Assistant City Manager said thank you. Good afternoon, everyone. I'm happy to report we only got three slides here. Last month, as part of the planning process for this summit, we thought, wouldn't it be useful or informative if we could release a survey to the general public? So, we did just that, and by way of introduction, we share with you that we released the survey on December 13, 2022, and we just closed that a few days ago on January 4, 2023, which you might think is not the ideal time of year to have a survey. It was a little bit challenging, but thanks to our marketing and comms teams a lot of work was done to push the survey through various channels to try and get the word out to the best extent that we could.

I would underscore here that maybe the most important takeaway before we start sharing some of the specific results is we would acknowledge this is not a representative sample of the general population of Charlotte. What we are sharing with you is not intended to be presented as fully representative of all stakeholders in our community, but we wanted to give folks an opportunity to weigh in and 250 individuals did just that. So, we wanted to share those results with you this evening.

Just a quick breakdown in terms of the demographics. There was a good amount of diversity across the age continuum of folks between mid-twenties and mid-sixties who completed the survey. On gender, we skewed a little heavily on females relative to the general population in Charlotte Mecklenburg. On education, we skewed very heavily towards college graduates relative to the Charlotte-Mecklenburg population, and on rent or own residences, we skewed a little bit towards owners relative to the general population. So, just to give you a sense of generically speaking, who the individuals were that completed the survey? Some of which I assume are here in the room this evening.

The survey essentially had two components. One focused on housing and the other on jobs. In both instances, we asked the survey respondents to rank order areas of potential focus. So, for housing, we identified ten general categories of interest. I would not suggest to you that these ten categories cover every single community-based housing issue that you would find if we walked out the door and polled 100 people on the street, but we thought it was a good representation of the types of issues and challenges and opportunities that City Council has been grappling with over the last 12 months or so. So, as I said in each instance, we were asking the respondents to rank order the ten categories from one to 10, with one representing the most important focus area and 10 representing the least important focus area. So, for this particular survey, a low score is a better score. So, you can imagine if all 250 participants thought the same thing in terms of what the highest priority is, that focus area would have had an average rank score of 1.0. If every single respondent felt the same way about the least important category that would have scored a 10.0. That didn't happen. So, what we've done here is we've listed these out in rank order, and I won't go through each one of them in detail, but I just wanted to share a few highlights. So, at the top of the list was support for the production and or preservation of affordable housing units. I don't think we were surprised that that was rated high or rated at the top. I think there's been a very consistent drumbeat in the community over the last six or seven years regarding the shortage of affordable housing. I think we've already heard and seen some of the data on that here this evening.

The second item on the list reduces the unsheltered homeless population. Personally, that was noteworthy to see that one near the top of the list. I'm not sure if that would surprise anyone in the room. I think with this particular one, of course, it's a very observable issue in the community, and I think with some of the challenges we've had related to encampments over the last couple of years during COVID, it's the sort of community concern that could certainly be front and center for folks.

Moving here to the third item, reduce the unstable house population, just giving some examples here in terms of severely cost burden residents and or long-term hotel residents who are really relying on hotels as housing of last resort. We know there are great challenges in this community associated with unstably housed individuals. While they may not be homeless, they're really kind of teetering on that brink of being homeless. Last

year the report that was issued as the strategic framework for the Home For All work indicated that there were roughly 50,000 individuals in Mecklenburg County that are severely cost-burdened. So, a severe cost burden, the basic metric would be that they're devoting 50 percent or more of their household income to housing-related expenses. So, you can see that's a very tenuous situation to be in. If you were to consider individuals that were a cost burden, then that number would go from 50,000 to 100,000. It would grow fairly rapidly. So, it wasn't really surprising to see that that rated pretty high.

The fourth item here on the list is a reference to accelerating the creation of good-paying jobs in low-opportunity areas. I know that wouldn't be considered as a pure housing kind of a focus area, but this summit is called the Housing and Jobs Summit for a reason. City priorities obviously don't and shouldn't live in silos. We wanted the housing survey to have a few direct references to things other than bricks and sticks. One of the things that I think participants in the survey would agree with is that when you're looking at opportunities to address the affordable housing challenge, yes, but bringing more supply into the marketplace is clearly important, but so too are the potential investments we can make in the households themselves. How can we help equip individuals to grow in the economic mobility space? I won't go down through each one of these one by one, but I think what will be interesting for us as we kind of continue in our community outreach around housing will be to test some of the assumptions that are embedded in this. As I said, I wouldn't suggest to you that this is the definitive view of a representative sample of Charlotteans, but it was an interesting way to kind of test some of our ideas from the staff level. So, with that, I'll hand it over to Tracy to share some perspective on the job's aspect of the survey.

Tracy Dodson, Assistant City Manager and Economic Development Director said thanks, Shawn. I think I'm the last thing that is standing between you all and a break. So, I will try to make this relatively quick. With the job survey component of this, what we really wanted to focus on and start from is testing out our HIRE Charlotte initiative that we worked on last year with many of you in the room about how to line the ecosystem and the jobs that we're creating or training for, and we're recruiting here to our city. So, it was really about reaffirming are we in the right direction, are we moving in the right direction. It also gets at some of the interconnectedness that Andrew was talking about. It did align quite a bit with the HIRE Charlotte initiative. The most important thing that you'll see from the first, I think the top three are we are in a skills-based economy and so references to upskilling, reskilling, and developing the soft skills are really important. The other piece is the connectivity to the employers. How are we connecting the jobs that we're training for and recruiting for to the people in our community? The other point that I think is really important, and I know that Shawn had a little bit of this in the housing slide is barriers to employment. We haven't focused as much on that, I think, with HIRE Charlotte as we have in our Corridors of Opportunity initiative, where it's one thing if you're building a sidewalk or you're putting a job in the corridor, but if there's barriers, we're not really helping anybody and we have to think holistically about how we're approaching that. So, while it didn't score the highest, it was good to see that was reaffirmed as well.

Then the last thing that I will point out kind of reiterating a little bit of what Andrew said, is the jobs for tomorrow. We're really thinking about not only what are our needs right now, but where are we going and I'm really excited that Gerard's here tonight and we have the Pearl as a case study tomorrow to talk about because I think it connects really well with where we're trying to go and not just answer the problems of right now and today. I think with that, that is about it. You're going to come up?

David Phillips, Facilitator said awesome, thanks everyone and I think the Mayor has something to share before I give you instructions before our break. Yes?

Mayor Lyles said yes. Thank you. I just wanted to say that I said when we were starting out that seeing people who serve you are very, very important and we've had some other members of the Council join us. I'd like to ask the Mayor Pro Tem to stand up and say hello, and then we'll move to the next two people in this room. I think you have to say your name if you don't want me to say it.

Councilmembers Dimple Ajmera, Dante Anderson, Marjorie Molina, and Braxton Winston II introduced themselves.

Mayor Lyles said these folks work really hard—the time that they put in and the thinking and the listening that they have to do. So, let's give everybody a round of applause, and then, David, tell us how to get these things done.

Mr. Phillips said thank you, Mayor. All right, so I have very specific instructions, maybe. We have boxed meals out here and Julie, I'm looking for you out here, right? Feel free to grab it. We're going to restart at 5:45 p.m. That's 5:45 p.m. Eastern, to be really, really specific. We're going to start, not roll in, start at 5:45 p.m. So, please grab your meal, grab water, grab snacks, and restrooms. You know the drill. Also, our earlier speakers are going to hang back. So, if you have a question or comment, or if there's something you want to share with them or pick their brain during this break. They're going to hang out a little bit to give you a little bit more of their time. So, feel free to take advantage of that. All right, I'll see you in 20 minutes.

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The meeting recessed at 5:25 p.m. and reconvened at 5:45 p.m.

Councilmember Bokhari arrived at 5:45 p.m.

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LOCAL PRACTITIONER PANELS

ITEM NO. 5: CONNECTING HOUSING AND JOBS

David Phillips, Facilitator said so, as we close the doors, glass doors, what have you, so we can make sure and really hear our esteemed panelists. I have an announcement. Well, first of all, appreciation, thank you for grabbing your meal so quickly and getting back so we can get going on time. I just want to point out that we have not built into this evening any time for any sort of structured public Q&A (Question and Answer). In the immortal words of Jerry Reed, we've got a long way to go and a short time to get there. So, instead, if you do have a question, or a comment, or something to ask, I'm going to ask you to direct your question to Julia.Martin@charlottenc.gov.

Also, all the meeting materials can be found at this site: <https://cltgov.me/summit>. So, you might want to jot that down if you want to access any of the presentations on your own later. Are you ready to roll? Yes? Yes? Then let's do that. So, you're not going to hear from me anymore until maybe the very end, if at all. Hey, what's going on here? I don't know, but the rest of our evening is going to be a series of panel discussions led again by Shawn Heath and Tracy Dodson. So, I'm going to get out of the way and turn it over to them for the first one, and they'll introduce the panelists for each successive panel.

Shawn Heath, Assistant City Manager said thank you, David. Appreciate it. Shawn Heath, Housing and Neighborhood Services. I will do quick introductions here. So flanked immediately to my right is Dionne Nelson, president and CEO (Chief Executive Officer) of Laurel Street, one of our affordable housing partners. A lot of experience with mixed-income developments. Dionne has been doing this work for quite some time—a lot of experience in both development, finance, and operations. We're thrilled to have you here with us tonight. To Dionne's right is Laura Clark. Laura serves as the president and CEO of United Way of Central Carolinas. United Way of Central Carolinas has been doing great work in this community for over 90 years, really on the front lines in human services and also economic mobility. You'll hear tonight from Laura about some of the things they've done under her leadership in terms of pivoting the focus for the United Way towards more place-based investments. I'm glad to have Laura here. Thank you.

Tracy Dodson, Assistant City Manager and Economic Development Director said while we have a lot of experience on this panel, nobody looks a day over 30, by the way.

I'm looking at my notes. I'm like, there's a lot of experience here, but everybody is very young. Two over for me, Danielle Frazier with Charlotte Works. No stranger to everybody in this room. She's the president and chief executive officer. She's been with Charlotte Works for almost more than 15 years, and in her role, she works to ensure the Charlotte region has a skilled workforce. We heard a lot about that from Laura on the talent needs to meet the needs of today as well as tomorrow. She's proven the ability to collaborate with the industry and community partners to find solutions to assist individuals despite multiple obstacles they may face to employment. So, Danielle, thank you. And right beside me, we have Gerard Camacho with Atrium Health. He is the Assistant Vice president for Workforce Development, and he has joined Atrium in 2019 and is responsible for the design and implementation of the workforce development strategy. This work leads him to collaborate with community, business leaders, academic systems, as well as local and federal governments. In his career, he has led workforce development initiatives across multiple sectors, including finance, government, and healthcare. Gerard serves as an executive board member for Charlotte-Mecklenburg School Foundation and the 2022 Board of Goodwill Industries, as well as a member of the CELC (Charlotte Executive Leadership Council) Workforce Development working team, which I will hit on a little bit later. So, with that, I'll kick it back to Shawn. If you want to kick it back over to Shawn to ask the first question.

Mr. Heath said thank you, Tracy. So, Dionne, the first question for you. Dr. Chu painted a very vivid picture of a very challenging marketplace. We'd be interested to hear your perspective as a practitioner that lives in this market on a daily basis. You know, we're going to get real here. So, give us kind of some of the sobering realities that you've faced as it relates to accelerating the production of affordable housing in this marketplace.

Dionne Nelson, Laurel Street said well, thank you, Shawn. Happy to share. The truth is it's been very challenging. We've been doing work in affordable mixed-income housing for years, but this has been without question, the time period post COVID, has been one of the most challenging in our careers including the Great Recession and the downturn and some of that really ties back to what was outlined. First and foremost, there's a supply and demand imbalance, and because there's a supply and demand imbalance, then there is active growth in the market in terms of building new housing, which is driving construction costs. So, construction costs over the last couple of years have increased in many respects by almost 50 percent. So, when you're a mixed-income housing developer the way that, let me take a step back. The market rate developers have continued to build through this increasing cost environment, but they've done that in large part by raising rents. Real estate development is a math problem, right, and market rate development is about delivering a certain return to the investors that provided the capital to build the building. So, you committed when you agreed to do a development that you would offer a certain level of return and because costs have gone up, you don't get the luxury to not deliver that return. Market-rate developers who are not restricted on rents and who have a very high demand for units, because there aren't enough units in the market, have had the ability to raise rents very aggressively in a very short period of time. Now contrast that with the mixed-income and affordable housing development market where we face the same economics. We are building a market-rate quality building, but we're trying to rent it to people at a more affordable rent rate. So, we have had the same cost challenges but not the same luxuries on the revenue side, and what that has done has effectively stalled production. There was a significant conversation with the City Council in the fourth quarter around the number of affordable housing deals that were not able to move forward because of this challenge. Thankfully, the City Council stepped up and staff stepped up to help us fix a number of deals. But frankly, it's not a problem that's really going away. The revenue and the expenses have fundamentally changed. So, if we put the same subsidy into the marketplace and there is no significant relief to construction costs, and when you think about the supply-demand imbalance the odds that Charlotte will see significant relief and construction costs, I believe is unlikely. The need for continued subsidy and frankly, more subsidy to deliver an even equal number of units to what we have historically built is unquestionable. I know that's not encouraging, but.

Mr. Heath said it's the hard truth.

Ms. Nelson said that's our reality.

Mr. Heath said thank you, Dionne.

Ms. Dodson said so let's jump over to jobs and Danielle, I want to ask you the first question. Just kind of reflecting a little bit on what Laura presented and how some of that data has impacted your work and what you've seen over the past couple of years.

Danielle Frazier, Charlotte Works said okay, thank you, Tracy. I feel like Laura just kind of teed all of this up and told a lot of my story and how this is impacted and without going too far into what she already shared, but, you know, pre-COVID, we had low unemployment, we had high labor force participation rates. We had a misalignment of available jobs and the skilled talent to make that match, and we still have that. COVID also has exacerbated situations for certain segments of our talent. Whether that was in housing, childcare, transportation, and in other areas that are needed to really have sustainable employment. So, that's impacted our work through our NC (North Carolina) Works career services we're down probably 30 to 50 percent in our traffic, and who were serving and who's coming to us for support. So, the reality is our workforce has changed. If the gig economy did not exist prior to COVID, it is alive and kicking now, right? I mean, people have left jobs and occupations to do other jobs, whether it's an independent contract. I know some credentialed and skilled folks that are full-time Lyft drivers now, right? So, they're willing to work a few jobs independently to meet the needs of their circumstance or what their lifestyle is requiring. So, what we're really focused on and Laura she tapped on this a little bit was we've got sideline talent, right? We knew we had talent on the sidelines prior to COVID and this was the talent that we may coin as untapped or hidden. You know that talent that might have those stronger barriers to employment or education. So, this is where we've really been focused even pre-COVID and that means getting our services, our NC Works career services into the community by partnering with trust partners like Goodwill Industries and the Mecklenburg County Sheriff's Office and the County Resource Center, and other community partners. We are excited to have a United Way grant to be able to extend and expand services in the Camp North End area. So, while we know that talent exists, that talent needs to know that we're here. They need to know how to access the services and the supports that we have to offer them so that they can get to work or get back to work. So, I want to kind of dispel this notion and I think Laura did a good job of saying this too, is that people want to work, right? We heard people don't want to work. People are making money like they always have, right? They're just doing it and it looks differently, but I think eventually some of that is not going to be sustainable. So, again, a big piece of our work is going to the talent, not waiting for them to come to us, but we've got to go to them and let them know what's available to them so that we can serve them in their backyards.

Mr. Heath said okay, Laura, so let's build on all of this, right? So, Dionne has underscored the challenges that we're facing. Clearly, there's a tremendous need for more supply of affordable housing. We know that there's a tremendous need to grow our talent, and access good-paying jobs. Give us a sense of how the United Way fits into this ecosystem in terms of your focus on place-based investments, and aligning with Corridors of Opportunity, and helping to build more vital, healthy households.

Laura Clark, United Way of Central Carolinas said sure, thanks, and thanks for the opportunity to be here. So, our United Way several years ago made the decision that we needed to overhaul how we were doing our work. The fundamentals of the United Way haven't changed. We are still about addressing poverty and improving economic mobility, but we wanted to make sure we were doing it in the most responsive way possible in the community. What that's resulted in is a shift from funding about 100 organizations sort of working independently of each other, instead to a place-based model. So, later this week we'll announce a dramatically increased number of grants to organizations working collectively in some of our neighborhoods of greatest need. What that's allowing us to do is bring a comprehensive, holistic solution because what you heard earlier is that all of these issues, we're talking about are interrelated. At the center of that are human beings. So, United Way wants to make sure that the health and human services ecosystem is

there as Dionne is building houses, as Danielle is bringing jobs to communities. We want to make sure that the educational opportunities, healthcare, mental healthcare, and whatever the other things are that a community needs, that all exist so that families can stay in the neighborhood of their choice if they want to do that. So, we will go from what had been a pilot of three neighborhoods where we were making these place-based investments to aligning almost all of United Way's unrestricted funding to funding organizations in the six Corridors of Opportunity that the city has identified as well as some areas in North Mecklenburg. We're asking the non-profits that are working in those communities to do their work differently. So, first, it was the residents of these communities that decided what the needs were and what non-profits they wanted to invite to work in their community. Second, we're really prioritizing organizations that can work in those neighborhoods. We want to make access. We want to reduce that barrier of access sometimes to health and human services and make the services as proximate as possible. Then finally, we're asking those organizations to work together and work collectively so that, hopefully, we get a greater outcome than we would if any one organization was doing it on their own. Thank you [inaudible].

Ms. Dodson said it's been a journey. So, let's switch to Gerard and talk a little bit from the perspective of an employer. What kind of initiatives are you doing to support housing and affordable housing for your workforce, as well as workforce development initiatives? We've worked with you in a lot of different areas, from the Pearl to corridors and across. So, talk a little bit about Atrium's perspective in this kind of ecosystem of housing and jobs.

Gerard Camacho, Atrium Health said absolutely, and thank you for inviting us here. Again, I'm really, really, really excited to be on this panel with this group of people that have a lot of experience in the subject. Dr. Ulrich was doing a really great job talking in terms of the supply and demand of the side of issues. As an employer, we've seen that. We've seen that shortage of employers or employees that are not ready and that supply on the side of the nursing pipeline or the CNA pipeline. We're trying to figure out what is the challenge that we see? How do we provide all those opportunities for individuals in our communities to go into those healthcare careers and to those jobs? Like you're talking about, it's not only about providing an opportunity for employment. It's about providing a set of wraparound services for individuals to be successful in what they do or their destination in terms of a career.

So, little by little we've been figuring out throughout the years that for us to be able to grow the talent pipelines that we need and to work with the community members, we need to invest also in the wraparound services of our community members and our employees as they're going through their career development opportunities and through those job growth opportunities. That is to address the whole individual in terms of whether there's housing needs, there's food security needs. There may be a psychological item that needs to be addressed. There may be parents and they may need child support services. So, little by little, we're trying to figure out what is that formula in terms of how do we provide equitable opportunities for individuals in our community and within our organization to continue to move forward. Atrium has invested not only in the housing sector in terms of our partnership with H.O.P.E. (Housing Opportunity Promoting Equity). How do we provide opportunities for individuals to go into those housing units? How do we continue to collaborate with our academic institutions? How do we bring individuals into healthcare careers at a much younger age? How do we provide exposure for those healthcare careers? So, for example, we need to make sure that individuals in our community that are underserved or people of color, they can see themselves in those careers. They know that and they understand that there's people of color that look like many of us that are in those jobs and that it's not necessarily a four-year degree, that it could be a technical college or there could be a hands-on learning experience, it could be an apprenticeship. So, through that process, creating the exposure through not only career days for middle school age individuals or for high school students to come in and do tours of the facilities and for them to have hands-on learning opportunities through summer internships, but also we created some other programs like the Rise to Success program, which brings individuals that are rising seniors that may have a need to contribute to the family household income, but may not want to go to work in the service

industry. So, we give them the opportunity to come and work in the healthcare industry. We prepare them with a certification training, and then from there, we pay for their education to continue to go and get that associate degree in nursing. At the same time, we're providing those wraparound services. We have the opportunity right now to work with Bank of America and with Ally Bank. We received about \$7.2 million in grant funding for expanding all these pipelines from the creation of exposure in our communities for healthcare careers for young individuals to actually participating in our programs. We're also working with the colleges to expand those nursing pipelines. Dr. Ulrich was talking about how I said that individuals may want to go into those nursing degrees, but there's not enough seats for them. So, let me give you an example. We did an analysis with Radius Group in the past six months in terms of what is the projected analysis for our nursing, for our CNA, for our LPNs (Licensed Practical Nurses), for radiological sciences, all of those really important pieces or jobs that we have in the healthcare sector. We quickly realized that we're going to need about 1,800 more nurses than what we're graduating in our community in the next three years. That means that we're never going to catch up to that total number of new hires that we need in order to be just that par with the total nursing population that is graduating from these colleges. So, we are working with our community colleges and our own colleges to increase the number of seats going to the boards of nursing to request the ability to increase those number of seats so that by 2027 we're able to graduate the amount of nurses that our community needs. Now that's Atriums need alone. We need to make sure that we're working with CaroMont, that we're working with Novant, and that we're working with all the members of our community to truly understand how do we address this supply and demand issue. How do we create alternative pathways for not only college pathways but also hands-on learning opportunities? All of you'll see tomorrow, and you'll get to know and understand a little bit more about what we're doing with the Innovation District and some other opportunities for jobs tomorrow with Hillary Clinton being here, but in terms of that, I guess that's a very long answer to a very short question. So, what are we doing to invest is we're working with the community to create those opportunities for mobility in our sector.

Ms. Dodson said that was great. Thank you. Shawn, do you want to ask the next question?

Mr. Heath said yeah, for sure. So, Dionne, back to you, and once again, we're pulling the thread here on the idea of integrated solutions, housing, and jobs. How can these fit together? And recognize that with housing, more units are good. I know that Laurel Street is focused on education and employment and transportation, and other factors that really enhance the household. So, can you provide some perspective on the things that you're doing above and beyond bringing new units online?

Ms. Nelson said well, first and foremost, I think the way we think about that connectivity is heavily tied to location. So, not just building new units in any neighborhood we could possibly find a parcel of land to build new units and we agree. We need units. So, at some point, a unit is better than not having a unit, but I think when resources are limited, our ability to really think about where can we build units in the most advantageous locations, where people have the transit that they need, access to transit, which gets them to the jobs that they need and that they have, and to the other resources and supports that they want, including education. So, I think that has to be a priority for the development community and for the community at large so that we're making sure that low and moderate-income families can have access. Beyond access, I think it is about the supportive services and that kind of holistic support of a family's progression and economic growth. Having said that, I also think sometimes Charlotte can be a little guilty of over supporting a family. Meaning a family doesn't need five caseworkers, right? So, they know what they need better than we do, right? Sometimes I think we make assumptions that a family of a certain income level must need blank, blank, blank, and blank. What we need to do, and I think where we can do a better job as an apartment owner and now a property management provider, we can really work with our residents to listen to them and understand what services and what additional supports they need. What would add value to their life? Frankly, as you listen to this panel and as I look around the room and see the faces of the programs and providers in the room, I think the services exist. It's about helping them connect the dots. So, our goal wouldn't be to recreate services that already exist. It would really be to facilitate how do our residents get

connected to the programs and the services that are available, and how can we collaborate. Frankly, as I listen to some of the programs that Gerard is describing, Atrium has done, I would say, how can we allow you to come present that to our youth, right? Let's open a venue, get the kids in a room, and allow them to hear about those programs. So, I think we can do some of that collaboration better and that would frankly be my goal to enhance for 2023.

Mr. Heath said thank you.

Ms. Dodson said Dionne, actually took the last question that I was going to ask, which is, you know, we're not printing money, so how do we collaborate better together, you know, and how do we work together? So, I'm glad you pointed that out. Danielle, will you talk a little bit about some insights just from the employment ecosystem of what you see and try to make those connections between housing and employment, transportation, and kind of your perspective on that?

Ms. Frazier said yeah, I've heard Mayor Lyles talk about these three areas of housing, employment, and transportation as a three-legged stool. They're very connected to each other and critical to one's, I think, success is on there, whether it's their career journey or whatever journey that is that they're on. So, we find that very foundational for us. At one point years ago, through our NC Works Center services, we were very siloed, right? We looked at just workforce development. So, when we had a job seeker come through our doors and needed housing, transportation, we're a little bit more flexible with assisting with or if it was childcare we'd say, hey, take this referral, go talk to so-and-so, come back to us when you know you're ready for employment, right, but over the years we've had to look at as Gerard and Dionne have mentioned, we have to look at the whole person. So, when someone is coming through our doors, and they need housing or they need childcare, we are still focused on workforce. Absolutely, that is our niche, but we have started to really, really establish and strengthen our relationships with housing, with transportation, with childcare, and others so that we're able to follow that individual. Do more warm handoffs or co-location of services and support, right? So, making sure that we're following these individuals from network to network so that they're not falling through our cracks. If I did not work in this industry, I probably wouldn't know how to navigate this workforce system. I mean, that's the reality, right and all of us in this room, I would venture to say we have some level of social capital, right? And so, thinking of our community that does not have that level of access, we have to be the social capital for the people that we're serving. So, we have to connect those dots. We have to make sure they're not falling through the cracks of our systems. So, that's where we're trying to be stronger and making those connections with all of our community partners so that we're following these individuals again, from network to network, and making sure that, hey, did you get housing? Do you have transportation? Let's continue to work with you because these things have to happen sometimes simultaneously. It is difficult sometimes for our talent when they come to us and they do have housing challenges to be, you know, engaged in a workforce activity when they don't know where they're going to lay their head at night. So, we understand that's very difficult, but we want to walk alongside them in that journey. Even though our expertise is workforce, but we want to make sure they're getting the support from our other partners so that when they're really ready, we're walking alongside of them and that they're ready for work.

Mr. Heath said let's pivot just a bit, Laura, and go back in time to 2021 when there was some work spearheaded by Mecklenburg County and Charlotte Center City Partners with a particular emphasis on housing and homelessness, referred to at the time as the 2025 Housing and Homelessness Strategy. Since evolved into what's been referred to as a Home For All, with the United Way serving as the lead agency for that work. Adventure to say there may be some folks here this evening who are watching that aren't familiar with the Home For All. I know there's a lot to unpack, and we can't unpack it all here. Can you give us a sense for what is a Home For All, the vision? Where is it headed? Was does the timeline look like? How are people engaged in the work?

Ms. Clark said yes, thanks. So, A Home For All was created with Center City Partners as the lead, the County, the City, and over 200 other stakeholders, including key corporate

partners. Atrium being one of them as a comprehensive plan to address both homelessness and affordable housing in our community. We've had plans in the past that have addressed pieces of these things. Other cities have had plans that have addressed pieces of these things. This plan truly is unique because it is acknowledging perhaps really for the first time as a community that we really have to think about this issue very holistically and we really have to put people at the center of it. So, it also includes a focus on the prevention of homelessness, on housing stability, keeping people housed when they are housed, and also the wraparound services. So, what are mental health and job training? What are all of the other things that somebody needs to stay stably housed? As you can imagine, the plan is quite robust. I say that it's a beautiful plan. It includes nearly 100 recommendations, I think. All the things that we would want for our community, and we should want, but I also think it's important that we be realistic as we are as ambitious and our vision, right? So, as United Way has taken on the role as the lead implementing agency to sort of oversee, guide, serve as the chief cat herder, however, you want to frame it, of all of this good work that's already happening by so many of our providers in the community, we want to put real cost to some of these recommendations. I think that's also where some of our plans in the past maybe fell short as we had wonderful recommendations but never got real with each other about what it was going to take to pull them off. So, Kathryn Firmin-Sellers and Connie Staudinger on our team are now working with consultants and a Technical Committee that many of you in the room are serving on to prioritize some of those recommendations and to start to put some cost estimates to what would it take for us to do this. I think that will help us then as a community, to really decide where we're going to put our priority. I think we're going to be shocked at the dollar signs and I say that because when I was working with Dionne out at Renaissance West, that community on the whole was about a \$100 million investment. I had people regularly say to me they were shocked like, that's too much money, right? You'll never replicate this because it's too much money. My response to it is when you disinvest in communities for decades, it's going to cost a lot of money to reverse that. I think we need to be honest about it. Now, it doesn't mean that every community has to be a renaissance where a public housing project needed to be torn down and all that, but it's not inexpensive to turn back the tide right, but it doesn't mean we can't do it. We just need to prioritize. We need to understand that this is a long-term goal, that homelessness and affordable housing are complex issues without easy solutions, or we wouldn't all still be talking about it, right? The Mayor, referenced looking at affordable housing 20 years ago. We were doing the same at United Way. I was looking at the cost burden of households as a researcher at United Way all those years ago. The problem is just getting bigger. The good thing about Charlotte is I think we are a city that because of our size and our can-do spirit and our public/private partnerships, we can tackle this, and we will see some progress if we stick with it.

Ms. Dodson said that's exciting, and I think, you know, as I look back in my 30 years of Charlotte, it's really exciting to see where we are right now with a lot of this collaboration that's happening with everybody in the room. Similar to a Home For All, we've tried to develop a strategic plan around jobs with HIRE Charlotte, with the ecosystem. So, we all have our own lanes, but we're all moving together. Gerard, I mentioned earlier that you were on the Charlotte Executive Leadership Council's Workforce Development Committee. Can you talk about some of your priorities? I know you HIRE Charlotte too. Can you talk about how some of the priorities there align with the city and where we're trying to go with upward mobility?

Mr. Camacho said absolutely, and I see Blaire Sanford standing back there. He is president and our fearless leader at the CELC (Charlotte Executive Leadership Council). We have in terms of the workforce strategy I co-lead with Kathryn Black with Bank of America and we have two main key priorities for this Workforce Committee for 2023. One is going to be to build capacity for employers to accelerate nontraditional workforce development opportunities, that's scale in the market region.

The second one is going to be to establish commitments for CELC members and employers to align on CLT Alliance employer commitment goals with focus and access development and social capital. What this means is, again, I was talking about the work that we just did with Radius Group in terms of mapping those critical job roles. As

employers, we keep saying we need talent we need talent in the community and everywhere else we keep hearing there's a shortage, there's a shortage. Well now we know and understand truly what that supply and demand looks like for critical job roles and what we're trying to do and that's what we did for healthcare. We took our critical job roles, and we did the analysis and surveys out, first of all, to know and understand how many of these CNA positions or nursing positions are I going to be forecasted to need in the next five years, right? We're counting into account attrition, retirement, and everything that Dr. Ulrich was talking about in terms of like the projection of growth, competition coming in, our own expansion, our normal turn, and churn. So, we took into account all those numbers and projected out to the future to know and understand how many of these job codes we're going to need in the future right, in the next five years? Based on that, that's whenever we did the analysis to go and survey every single academic institution to know how many students do you have in these job roles or in these future job roles in these careers and those degrees. How many are graduating? Where are they going with the analysis? What is our market share as Atrium Health, right? Whenever they graduate, they come and do there with the clinical here, but how many of them are we retaining? So, we are retaining 35 percent in CPCC (Central Piedmont Community College). Okay, perfect. How many of those can we increase, right and what are they going to be that are members of our community that we can go ahead and provide opportunities to go into those job roles or into those careers by pushing them through our workforce development programs, right? Getting them early, like Dr. Ulrich was talking about too, going to other areas where we haven't gone before to provide those opportunities because doing the same thing is not going to lead us to getting new outcomes. We know where that leads us and that's going to be to the same outcomes in the same shortages.

So, how do we provide individuals in our community those opportunities and exposure to those careers? So, as we are augmenting those seats, we have people that fill those seats, right? Because if we go to our normal communities and we go to the normal people that are going to college or to the community college, we know that we're tapped out. We need to figure out how to get more individuals interested in this and individuals that will go into other sectors like retail, that need to contribute to the family household income to go into these careers. Okay, perfect, but now the challenge that we have is that we want to do the same thing for every single critical job role in our region. We're mapping out not only the healthcare jobs that are critical job roles for us to serve our patient population, to make sure that we have enough people to provide adequate healthcare services but also we need to know and understand how many in those critical job roles that the industry needs, whether it's Coca-Cola bottling or it's going to be Duke Energy or it's going to be Bank of America or is going to be whomever, we need to figure out what those job roles are and do the same analysis so that we know the exact number of people that we need to grow within the next five years. Then from there have intelligent conversations about supply and demand and capacity for how do we expand those opportunities and whether it's going to be an apprenticeship or it's going to be a learn-on-the-job experience, or is it going to be a community college experience? Are we downgrading jobs that do not require a college degree, but just require a technical certification training. So, from there, that's the work that we're focusing on at the CELC. What is the beginning? That's that base. We want to make sure that people are participating in this workforce development analysis so that then we can go ahead and lay out the foundation of how do we continue to elevate members of our community to go into those job roles and those vacancies that we know that we have because we can meet and we can make sure that people go and find jobs in high livable wages or family-sustaining wages. We just need to lead the road so that we can go ahead and provide them with the wraparound services that they need and make sure that they're successful in completing their education so they can get that job role.

Mr. Heath said I just have one bonus question for you, Dionne. If that's okay? So, Dionne also serves as a member of the Charlotte Executive Leadership Council. Tying this all under an economic mobility umbrella, what's your perspective on potential collaboration, public/private sector collaboration focused on economic mobility for low-income households in Charlotte?

Ms. Nelson well, I think we're seeing a lot of it and that has what I have observed is that CELC has been listening. I've only been on CELC for a year and really came to the table trying to understand how does this group do its work. So, what I appreciated at first was a perspective of wanting to hear from the provider. So, let's take education for example. What does the public education system in our community need and then how can this community of companies support those needs? Everything from actual dollars in resources, but more importantly loaned executives, support for volunteer programs, really trying to provide organization and structure to accomplish some of the goals that have already been identified and already been outlined. Again, not trying to recreate the wheel. So, I think that is happening. Where I think, we can continue to do more collaboration is to continue to think about the next step of some of this programmatic work, like what was just described on workforce development. How do we get to the next stage? To me, in some ways, the large companies in Charlotte will provide a lot of those opportunities and a lot of that support, but I'll speak for myself. I'm an entrepreneur. I run a small business, right? I have 20 people that work for me, but there are a lot of small businesses that have an opportunity to impact the Charlotte economy. So then, how do we plug in once that analysis is complete and once that path is identified? How do I connect with Danielle to recognize, okay, I may only be hiring one person in the next six months, but that's still one job that I could potentially provide an opportunity that would not typically be available to someone she serves. So, I think continued collaboration is the key. I think Charlotte is lucky in that the culture of our community is one that we work together. We just are being challenged in an unusually aggressive manner. So, then the question is, how can we dial up what we already do? How can we do it a little bit more? How can we stretch ourselves to be even further connected and make one more relationship and kind of expand the network so it isn't just the folks that have the social capital that are in this room? How do we get it to the next level, but I think I see that and the foundation for that and I think we have greater opportunity as we go forward.

Mr. Heath said well said, thank you. Tracy, please.

Ms. Dodson said you know, I've been watching the Manager over here. I'm going to open it up and [inaudible] but open it up for maybe one or two quick questions just so that we can hear some. I know that we were pushing most of it too, but we have such a passionate wealth of knowledge and experience here that I feel like the audience should be able to ask a question or two. Not everybody jump out of your seat at the same time. Anybody? **Councilmember Mayfield** said So, let me help out with this. This summit is for the community. We have a lot of members in our community that have joined us. We heard a lot of great information so far today. So, we have asked for their [inaudible]. We have a lot of good information that has been shared today, but this event is for you all, the community and we have a lot of community members in the back. So, we wanted to make sure that we hear from you. If something has been that you would like to have further information on, we are making sure that that space is open. Since it's only one or two questions we're going to be able to get, we really want to hear from community members prior to elected officials because there's a lot of us in the room. We want to hear from [inaudible] as we have a young woman whose hand is up in the back. What I would ask though, please ask your question without a mini dissertation because they only let me get two of them in. So, if you would please ask your questions so that we could get some real solutions for you. Thank you.

Apryl Lewis, Action NC said I got this. I got this. One question, well, two questions that I am wondering about.

David Phillips, Facilitator said tell us who you are?

Ms. Lewis said I do apologize. Apryl Lewis, Action NC community organizer, and housing justice advocate along with the community members that we work to make sure was present. My question is, one first question is what are the challenges that you're facing with implementation? Then when it comes to policy and innovations, what are each one of these stakeholders willing to actually have conversations around when it comes to really building policies to actually protect the community? To be more specific, what are you willing to do that is outside of the box, and when are you willing to bring the community

into these conversations so that we can help you build it up from the ground up or get support for what we already have in the works?

Ms. Mayfield said thank you.

Mr. Phillips said thank you for that. By innovation heart design with not for my just what, yes, that!

Ms. Mayfield said all yours.

Mr. Phillips said Comments, reactions?

Ms. Nelson said so, if I understand the question, what are we willing to do differently that we haven't done before?

Ms. Lewis said correct.

Ms. Nelson said okay. Well, I would say we're open-minded, right? I will admit that these last couple of years, it's been hard to do what we always used to do. So, we've been buried in trying to dig out of what we committed to deliver to this city in 2019, and 2020 has been difficult to execute. So, that's the reality of kind of where we are. Having said that, we should always be willing to have the conversation. I would actually look to our city staff and our city leadership to facilitate some of those conversations. I frankly got to put the question back to you. What's the ask, right? As we talk about those things, then we can try to find solutions to work together.

Ms. Mayfield said we're going to do that ask and to follow up later because I only got two questions [inaudible]. So, I need one more person that can ask a question, but I will come back to get your info before it's all said and done.

Mr. Phillips said well done.

Kenny Robinson, Freedom Fighting Missionaries said my name is Kenny Robinson, and I represent Freedom Fighting Missionaries. My question for the panel is, a lot of what has been said is suggestions that are coming from the top down, right, what the Atrium and some of the other organizations representing, being at the top and all of the wonderful things that they're going to do to get down to those of us at the bottom. Where is the effort coming from that panel and from the people in the room to support those of us at the bottom so we can come for dup? Which means, in short, are there any efforts being discussed to support the grassroots organizations who are currently doing the work right now, in this city that the support that they need is just pretty much financially based? So, that is my question. Where's that effort coming from the bottom up?

Ms. Clark said okay, Kenny, I'm happy to address that from United Way's standpoint. So, this really is the shift that we've made. So, what we'll announce later this week is that United Way's funding going forward is going almost entirely to neighborhood-based and grassroots organizations. So, we are ending funding to most of our legacy partners, not because they don't do wonderful work, but because we recognize that we needed to open up our table and the further step of that is for the neighborhood-based work, the decisions about which non-profits are being funded were made in large part by the residents of the communities where those services will be provided. So, it was resident-led facilitated panels where United Way was there as a partner to provide support, but I sat in on those conversations and they really were driven by what the needs and aspirations are for those communities. So, you know, United Way's funding is significant, but still not enough, right? It's not sufficient, but we hope that by taking this step, other funders will come along in a similar fashion and maybe start to look at some of the grassroots and neighborhood-based organizations in a similar way.

Mr. Heath said Kenny, Shawn, one other thing I would mention is that with some of our ARPA (American Rescue Plan Act) funds, we're standing up a non-profit grant program, with United Way serving as our administrative partner as well as the Hispanic Federation. One of the things we're doing very intentionally with this particular grant program is we've

earmarked a certain amount of the funding that will be devoted to grassroots organizations of a certain size to ensure that you have an opportunity to compete for the funding on more of a level playing field. So, we look forward to having that roll out in the near future. With that, I think we'll thank this panel for their efforts this evening and transition to the next.

Councilmember Watlington said hey, David, I'm sorry. One real quick thing. In the spirit of opening up the table that Laura just mentioned, for those of you that are in the back, I know we only have space for a couple of questions, but we've got council members dispersed and county commissioners at these tables. If you'd like to come up and be a part of the discussion at each table, you're more than welcome. I just want to make sure that's clear. We've got room for you at our table. Thanks.

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ITEM NO. 6: DEEP DIVE: HOUSING

Shawn Heath, Assistant City Manager said okay, David, we're back on. Okay, great. Now we're going to pivot into a more housing-centric conversation with the few folks that we've got here, leaders from the local ecosystem. Once again, I'll do real quick introductions and then we'll just dive right in. So, Fulton Meachem from INLIVIAN our local housing authority. Charlotte Housing Authority was established in 1939. I had to look that one up and that goes back a ways, right? INLIVIAN has been a great partner of ours in the affordable housing space. One of the things that Fulton will talk a little bit about this evening are some of the things that they're thinking about above and beyond just bricks and sticks. So, Fulton, thank you very much for being here this evening. Appreciate it. Thank you very much. Seated to Fulton's right is Laura Belcher, President and CEO of Habitat for Humanity. Habitat has been a great partner associated with all things related to homeownership, and it's not just what you see on the news, right? That's an important part of it. We got volunteers out in the community helping build homes, but Laura is really going to breathe life into some of the challenges that we're facing in this particular marketplace that Dr. Chu alluded to earlier and, you know, some of the calls to action for us to consider as a community as we grapple with these things. Then, to my far right, here is Judy Seldin-Cohen. Judy serves as board chair for the A Way Home Endowment, that was established about 10 years ago here in Charlotte. A \$26 million endowment that's focus has a very laser-focused mission on helping individuals that are either at risk of homelessness or in the midst of homelessness, get on a path towards independence with rental subsidies. I would underscore the and a real emphasis on the supportive services necessary for those individuals to really be ready for independence and self-sufficiency. Judy has worn many hats during her career in the private sector. Also, an author and a community leader, and she's served on the board for A Way Home since its inception. So, thank you all for being here. So, let's just jump straight into it. Fulton, we're going to go with you. We don't need much of a preamble here. We've got challenges. In the midst of challenges, there can be opportunities. Give your perspective on where we're at.

Fulton Meachem, INLIVIAN said well, the challenges, I think, have already been detailed a little bit here already. The actual supply of housing in general and specifically affordable housing is critical. Right? I think I can't say it any better than Dr. Chu or Dionne, that's already explained it today, but let's talk about it from the standpoint of INLIVIAN and the housing authority and how it impacts some of the families that we serve every single day, right? What Does that mean for us? We run the largest affordable housing program actually in the state. It's our Housing Choice Voucher Program, and that actually supplies subsidies for families that live in the private sector throughout this city. It's a public/private partnership between us and other landlords to allow our families to live with them. Right now, it's taking somewhere close to 100 days for a family to probably find a place. That's what the impact of supply on the people, right? On the other side of it is we talked about the cost of housing now. How expensive it is to live here in Charlotte. Right now, for a one-bedroom, probably about \$1,400. We have to add utilities of that, let's call it \$1,600 to actually be able to maintain an apartment here in Charlotte. You got to be making about \$68,000 a year in order to basically live in a one-bedroom. Most of my families are two,

three, four bedrooms here in Charlotte, right? So, we're pricing families out of housing, but the Housing Choice Voucher is one of those things that it's supposed to also be able to make it affordable for families, right, but sometimes the price of housing is outpacing the increase of our Housing Choice Voucher, right? So, for us, it's all about how do we continue to increase our vouchers to be competitive in this market because we've had to make some changes. We've had some great discussions with the city, great discussions with the Greater Charlotte Apartment Association and said, hey, Fulton, we'll take some vouchers, but the real issue for us, it's got to be able to lease be able to pay what our rent is. So, we've gone to HUD (U.S. Department of Housing and Urban Development) and asked for some of these modifications to get our payment standards up so that we can actually house more families here in Charlotte.

Mr. Heath said thank you, Fulton. Okay, we're going to go down the line here with a similar question. Laura, I know that you're a straight shooter.

Laura Belcher, Habitat for Humanity said yes.

Mr. Heath said so give it to us straight. What's going on in homeownership and where do you see some opportunities?

Ms. Belcher said yes. I mean, I think Dr. Chu did a great job of laying out some of the information. I'm not going to reiterate some of his, but there's a couple of points that I want to point out to augment some of what he talked about. You know, he shared that, you know, the value of houses, the median value of houses has gone up 54 percent in just two and a half years, right? So, if you own a home, that can be a really good thing. If you don't own a home, that can be a real barrier to access for starter homes, right, but if you do own a home and you're in a low-income fixed income situation, the ramification on your property taxes is also going to be extreme because of the increase in home values and, you know, with wages not keeping up to a 54 percent increase in value, the consequence of property taxes is going to be a real thing as we come into a new revaluation this year. The other thing that we talked about, or Dr. Chu talked about was that, you know, only three percent of houses in the marketplace are under \$150,000. Only 25 percent are under \$300,000, but the reality of who's buying those houses right now is institutional investors. So, what's happening in our community is one, you know, we've talked a lot about supply and demand. We don't have enough supply and what we're now doing is stripping some of the supply away from our own community, right? So, what we know is that in 2021, one in seven houses that changed hands sold to an institutional investor who likely then flipped it into a rental situation, denying the opportunity for current residents that are trying so hard to find housing to be able to become a homeowner. So, we're going backwards. You know, we want to add more units, but we're also stripping units away from homeownership and I think that that's an important thing for us to be understanding in our community. I think it's especially important when we add a lens of racial equity because we have a racial homeownership gap that is as bad today as it was 50 years ago. So, there's nothing to be proud of there and what's happening with the institutional investors is there's a lot more activity in historically black and neighborhoods of color are being preyed on with institutional investors. So, it has a disproportionate impact on our communities of color, stripping those houses away from homeownership. I'm painting a pretty bleak picture, but that's some of the challenges we're struggling with, right? And if this is a community that really wants to celebrate and support economic mobility, we have to find ways to provide affordable homeownership to our hardworking community.

Mr. Heath said thank you, Laura. Judy, moving down beyond the 30,000-foot description that I gave for A Way Home. Can you really breathe life into it as you know, one of the hidden gems in our community in terms of programming that's really making an impact?

Judy Seldin-Cohen, A Way Home said thank you. So, A Way Home lives at the nexus between housing and jobs. We move families who are experiencing homelessness into market-rate apartments. Our rental subsidy covers the difference between what the landlord is charging and what the family can afford to pay, but it's a temporary subsidy. We also arranged for a social worker to help the family overcome the barriers that led

them to become homeless. So, she is, in most cases she, is the navigator for that parent to find a better job, to find affordable childcare, to find reliable transportation, and to get resources for the trauma and the mental health issues that have contributed to this family becoming homeless. Our typical A Way Home family is a mom with two kids who is working at a really low-paying job. I'll tell you, when we started in 2014, our moms were earning seven and a quarter and when Charlotte Works came to talk to us, you know, we were happy to try and get them a \$10 or \$12 an hour job. Now, with wage inflation and we'll talk about rents rising as well, but with wages and the labor market the way it is, our moms can get a \$15 an hour job and sometimes with benefits, which is unheard of and extraordinarily helpful. These moms are usually women of color. Almost all have a high school diploma or a GED (General Educational Development), and all the families entering A Way Home earn under 50 percent AMI (Area Median Income), which, as you may know, is under \$38,000 a year for a family of three. Most of our moms earn under 30 percent AMI, less than \$23,000. But after two years of rental subsidies and social services, the parent is better equipped to pay her own rent. Often, she has accumulated savings and she often stays in the same home for the two years of the subsidy and then two years afterward, which, for a family that's been bounced around experiencing homelessness, gives extraordinary stability to the mom in building a social network and to the children and staying in the same school.

The social service agency that manages the social worker keeps in contact with the parent for two years after the subsidy ends and after the social worker is no longer navigating for the parent. We track housing stability, employment status, and whether there is a new eviction. This idea of rental subsidies arose because, as many of you may remember, ten years ago, affordable housing developments were repeatedly stalled by neighborhood protests, particularly if the rezoning was required. By scattering families into homes that were already built, A Way Home was eliminated in a not-in-my backyard protests. Providing a rental subsidy also turned a market-rate home that was too expensive into affordable housing but without construction costs or construction delays. A public/private partnership was essential for this idea to gain traction. Subsidizing market rate leases in scattered sites promised to disperse families across all the City Council districts, gaining support from the council members then in office in both the crescent and the wedge. Mecklenburg County funded the social workers, allowing A Way Home dollars to be reserved for the rental subsidy. The city contributed \$10 million to the endowment. Thank you and the Foundation for the Carolinas raised another \$16 million from corporate and family foundations. The income from this \$26 million endowment is what funds the two years of rental subsidies and by using only the income and not the capital, this is a permanent source of funding for our community.

Mr. Heath said thank you, Judy, and just when you thought you were going to get a little breather, I'm going to stick with you because you're on a roll. Then we'll bring it back here towards me with another question for Laura and Fulton, and then we'll open it up consistent with the last panel for two questions from the audience if we could. So, you know, the notion of the supports as an essential ingredient, you certainly touched on that. If there's anything in that realm that you would underscore, please do. Then if you can carry that into a conversation, on how do you measure impact in this work? How do you know if it's really moving the needle?

Ms. Seldin-Cohen said so, A Way Home grants funds to agencies, which are skilled in this work of moving families from homelessness into housing. Since 2014, we have been granting funds to Charlotte Family Housing and to the Salvation Army Center of Hope. We just completed a series of discussions with grassroots agencies. We are really excited to welcome Heal Charlotte as our third way-home agency, but this is more than a pass-through grant. The program manager at Foundation for the Carolinas convenes the agency social workers, plus the program leaders nearly every month. Mecklenburg County Managers attend this meeting, as do the staff at Socialserv. Now the Housing Collaborative, which often assists with solving move-in problems for families. The foundation arranges for employers such as hospitals and banks, to speak at these Technical Committee meetings so that the social workers have a firsthand understanding of what the mom needs to do in order to get a better job. A better job with benefits, with upward mobility, things that are very hard to find on your own. We also benefit from

Charlotte Works and other employment specialists. A Way Home has arranged access to mental health resources for the families, which has been especially important since the start of the pandemic. Now A Way Home is funding a ready-to-rent program for these families through DreamKey Partners providing guidance to them on how to be a good tenant and also what to expect from their landlord. The Technical Committee facilitates communication among A Way Home agencies who have been sharing best practices, and one of the things that we're really excited about with Heal Charlotte is that they have a somewhat different model from the ones that our agencies have been using and this opportunity to share what works in a safe room is really helpful to the social workers. We are looking for ways to better support the social workers who serve these families. They experience burnout and the traumas that the families that they work experience. The social worker is right alongside. Retaining social workers is really critical for success, but this is the difficult and stressful public-facing job that one of our speakers talked about before. Turnover is an issue, and it's an issue that has also surfaced in the Home For All meetings, but because we are public/private, we have a lot of flexibility in how our agencies use the funding. For example, two of our moms had high-risk pregnancies and they couldn't go to work and didn't have paid leave. So, we paid their full rent through the end of their pregnancy and the birth of each of those children until they could go back to work. There wasn't a lot of paperwork to have to fill out because we have that flexibility.

Mr. Heath said thank you, Judy. Now you can take a breather. Okay, Laura, we've heard a lot tonight about new housing and construction costs. In a community like ours, we know another part of the equation, of course, is what are the things we can do to preserve housing, both multifamily and single-family housing? So, share some perspectives on the things that Habitat is doing to preserve affordable housing.

Ms. Belcher said absolutely. We feel strongly that we need new units, but if we don't preserve aging inventory in Charlotte will be taking, you know, two steps forward and one step back. So, it's a booth and strategy and we have since been working with the city for a dozen years on our Critical Home Repair program. So, what we're focused on there, you know, is leveraging both public dollars and private dollars to address the needs of aging inventory in Charlotte. So, mostly what we're looking at is owner-occupied homes. The average age of the constituents that we serve is 68. The average AMI is 35 percent. This is a grant program where we are working with mostly seniors that have deferred maintenance on their homes because they have been in low-income wage jobs their entire career and haven't amassed the funds and resources to be able to maintain the home. So, what we'll do is for qualified families, go in, do a whole home assessment, will look and see if there are lead risk asbestos. We'll look at major systems, we're looking at the roof, the foundation, the HVAC (Heating, Ventilation, and Air Conditioning), the electrical, and the plumbing.

There are too many residents in our community that are living in substandard conditions, right and I say all the time, that's something you can't tell from driving down the street what the inside of the home looks like. We have one that we worked on last year that had a beautiful flower garden in the front because they didn't want to not fit in with their neighbors but had no heat and no opportunity to use the oven on the inside. So, you know, you just don't know from the outside what's happening on the inside. We have too many neighbors that are struggling with that. So, we go in, we'll do a whole house assessment, and then provide those repairs for those families. What we're finding, you know, Dionne talked eloquently about the increasing costs. So, projects, you know, we're halfway through our fiscal year, right, so, projects that we thought when we were budgeting at the beginning of the year would cost \$34,000, when we did our budget in June, our costing \$41,000, right? So, 20 percent in seven months. That's a massive increase in cost and we're trying to do, you know, close to 200 projects a year. You do the math on that and that's a pretty big funding gap. So, you know, we're working as hard as we can to support the need. What we have seen, though, is a huge escalation in demand from the community. So, much so that I'll admit that we stopped taking applications for repairs because the pipeline got too full. So, we are looking at when we can reopen that this spring or summer, but the backlog became, you know, a year and a half to wait for repairs because the demand has increased. The more that we do, the more the word gets out and the more demand we have for these projects. So, living in

substandard conditions is something that's definitely a challenge for this community, especially for our seniors, our low-income, and families of color.

Mr. Heath said thank you, Laura. Okay, Fulton, you're going to bring us home here.

Mr. Meachem said I know they're not ready for that.

Mr. Heath said so, back to the concept of investments in people as being complementary to our investments and assets in terms of infrastructure. Provide some perspective around INLIVIAN's work in terms of your self-sufficiency programming for households and life coaches, those sorts of things.

Mr. Meacham said okay, so we all know well, we've been in the business for 80, more than 80 years housing families. Right? It's more than a bricks-and-stick issue. How do you help a family move in up and out of subsidized housing was something that we had to start focusing on roughly 10 years ago. We have a program; it's called the Family Self-Sufficiency program. So, what is this? What does that mean at the end of the day? We focus on adults aged 18 to 61, basically, and surround them with supportive service. Right? We also have a mandatory work requirement for those individuals actually to live in our sites. So, we have life coaches that work with them on things like, okay, childcare. If you're a mother of two, okay, that we just got to talking about that don't have school-age children, how do you go to work without having childcare? So, we provide childcare. So, we also have education. So, if you want to go back and get your GED or you want to go to college, we provide that for you as well through our life coaches.

Transportation, another big issue, getting back and forth to work, et cetera, addressing those barriers that are preventing individuals from going to work is basically what this FSS (Family Self-Sufficiency) program is. It's all about, at the end of the day, surrounding someone with the support that they need because if they could do it themselves, they would, right, but it's not as telling them what they are going to do is us really with our life coaches getting with them and finding out what they want to do, right? Being a coach at the end of the day. How do you want to get to your goals at the end of the day? We normally sign up to a seven-year contract with those families; track them along this period of time, and again, provide them the support that they need to move in, up, and out of affordable housing. We right now, have about 1,400 families that are in our FSS program. When families are participating with us, their average income is about \$23,000 a year. If they're not supported by us, it's around \$13,000. So, it shows that if you provide your families with some supportive services, they can move up that economic ladder. Again, I want you to understand what we say rents where again and how much it costs to live in market housing, \$68,000. Okay. So, to go from \$23,000 to \$68,000, that's a heck of a jump, right? So, it's not always going to take one or two years at least for our families. Sometimes, it's going to take longer than that, but at the end of the day, they're on that journey. They're on the way there, and we really appreciate a lot of the support from a lot of the groups in this room and our partners, because we don't actually provide the services. We link people to the services at the end of the day. So, our families have more opportunities. On top of that, so, we have the FSS program that kind of then moves them into the American dream of homeownership, okay. So, we work with organizations, and lenders in town, and our Housing Choice Vouchers are basically as a subsidy. We'll allow them to take that Housing Choice Voucher and convert it into income, right? So, now they can qualify for a house using their salary along with the income from the Housing Choice Voucher to actually qualify for a home. We have eight of those that happened last year. Normally it is, though, somewhere we normally have about 15 to 20 families that we are able to find housing for, but I think Dr. Chu showed you again, \$350,000. It's tough, right? So, we're going to need more of this, what, down payment assistance in order for more families to actually get to the end goal of homeownership?

Mr. Heath said thank you for that Fulton. David, I think we can accommodate two questions and still stay on schedule. So, open it up.

David Phillips, Facilitator said I see one.

Ms. Mayfield said someone new.

Tiffany Fant, Sol Nation said good evening, good people; Tiffany Fant, West Side Charlotte Native, Sol Nation Inc., Executive Director. Particularly, will it Black seniors, I live on the Beatties Ford Road corridor; very vulnerable population. In the spirit of collaboration, what could it look like when there are grassroots organizations doing this same work as legacy organizations? And maybe diverting some of the backlogs and even possibly dollars so these non-profit organizations, i.e., Critical Home Repair. So, that is an initiative that is happening. So, what does that look like in getting funding? So, if you all can handle it, hey, we'll take four or five, seven, 10 houses.

Ms. Seldin-Cohen said we are doing some and interested in doing more of working with the neighborhood associations that are on the ground, right? So, we want to partner. That's a great way we're actually getting referral sources is that neighborhood associations are sending us the information around households and families that need the repairs. So, you know, that is a good way to keep the flow of information and the pipeline full. You know, I think, you know, the economics are you know, our capacity is constrained by our funding. So, you know, and it's not an issue that we've got extra funding and, you know, it's a funding constraint and with more funding, we would serve more families. So, we're working through what that looks like for the next several years to leverage additional funding, public dollars and private dollars, right? So, we're working on private funding as well to grow the program.

Mr. Philips said another question. Thank you, John, for helping me get my steps in today.

John Cleghorn, Pastor of Caldwell Presbyterian Church said hi. Thanks, everybody, for this summit and for this panel. I'm John Cleghorn. I'm a local pastor. As we've talked about collaboration and creativity and thinking outside the box, we're also aware that we've got a gigantic number, whatever it is, 35,000, 50,000 units and the temptation on behalf of the people who control all the money may be to just try to fill the hole as fast as we can. So, look at deals on a purely per unit cost basis when in fact, housing requires very complex solutions for some of the most low-income folks we're dealing with. So, take it as a question or a point of encouragement for those that are in city staff and elected offices and other philanthropic roles. I hope we won't just fall into a pattern of taking, you know, chunking out as many units as we can on a per-dollar basis without looking at collaborative, complex, creative deals like putting housing on church property. We don't always pass the lipstick test up against bigger projects, but every unit is needed. So, end of sermon, thank you.

Mr. Heath said go ahead, David.

Mr. Philips said do you have time for one more?

Mr. Heath said yes, this goes to 7:05 p.m. So, I think we have time for one more.

Tim Sittema, Crosland Southeast said thank you. I'm Tim Sittema and I appreciate it also, everybody putting the work in for this to make the summit happen. I'm curious. I'm involved in a couple of non-profits and the benefits cliff is a reality for some of the people that we serve. Perhaps I should ask this question to the last panel as well. I'm curious if that's an impact or does the benefits cliff impact you and if so, is there a workaround for that?

Mr. Meachem said I'll talk a little bit about it. From the INLIVIAN point of view, with the programs that we have, we can actually make it where the benefits cliff doesn't happen for the families in which we serve if they start working, okay. So, if you start working with us normally your income would go up by 30 percent. Excuse me, your rent would go up, as your income would go up right, but for at least a year after that, we're saying that you won't have any rent increases. So, you're able to basically save those dollars during that period of time. So, it really doesn't impact on the housing side. What I've seen it happen more on is on the standpoint of food stamps and other benefits. So, now that your income is going up, now that you don't need these others supports and you absolutely do, and it

mmm

puts families in a situation of saying, well, if I'm going to work and now I still don't have, you know, food for my kids, it makes no sense for me to really go to work. That is something that we need to do, and Tim, that's something we need to work on to see exactly how we can help families and more importantly, help policy. Right? Because this is the policy. It's not just on the state level. It's on a national level of, how do we really address this issue when we know the families are struggling? We need to find a way to give them that bridge that they need to get to self-sufficiency and not just start cutting it off immediately when they start going back to work because it becomes a disadvantage for them to go to work.

Mr. Heath said okay, David, well, I'd like to thank our panelists. I appreciate it very much for your time this evening.

Mr. Philips said if you're wondering who's next, it's these fine folks.

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ITEM NO. 7: DEEP DIVE: JOBS AND HIRE CHARLOTTE

Tracy Dodson, Assistant City Manager and Economic Development Director said so, it's good to be back, and thanks for everybody. I guess this feels like we're starting to round this out a little bit and just as we did the deep dive into housing, we wanted to do a little bit more of a deep dive into the jobs component of this. So, I want to thank all of my panelists for being here tonight. I will just go down the line and introduce you all briefly. Beside me, I have Blair Stanford with the CELC; she's the Executive Director. This also operates under the Foundation For The Carolinas. Many of you know her work from not just with this CELC, but also with the Regional Business Alliance as well as the Chamber back in the day. It's a while ago. Next, we have Robert Nesbit with the County, and he is the Chief of Staff with the Consolidated Human Services Agency. He also works within the departments that has public health and social services as well as community support services and community resources under it. Robert's been a great partner with us as we work through initiatives like HIRE as well as our Corridors of Opportunity. Next, we have Raquel. Sorry, my order did not line up with the way everybody sat. She's the Chief Program Officer at Goodwill and leads activities for all career service departments located at Goodwill Opportunity Campus, including the Career Center, Goodwill University, Families Stability Services, Evaluation and Assessment, and Partner Relations. Prior to serving at Goodwill, she was in assistant programs with the Crisis Assistance Ministry. So, good perspective there. Next, we have Emily Cantrell. Some of you may remember Emily from when she worked at the city. Emily left us back in August. I still have not forgiven her for that. As we've talked about, talent is hard to come by and Emily left to join Matlen Silver as the engagement director, where she leads corporate relationship development for existing and prospective clients to help promote the Matlen Silver's brand. Part of what we brought her here is that she really has a deep wealth of knowledge in workforce development, and talent development, but also now more specifically in the tech industry. Emily led a study for us about tech talent and we wanted her to come in and have that lens on that perspective. Lastly, we have Anna London with Charlotte Works, the Chief Operating Officer, and she's the ultimate workforce champion, I think that we have. She manages performance compliance and continuous improvement and ensures that programming aligns with the organization's strategic workforce plan.

Again, thank you, everybody, for being here and sticking with us this evening through all the programming. I want to start by one, thanking you all for being involved with HIRE Charlotte and really participating. You know, a lot of times I have conversations and people say, well, what is HIRE Charlotte? To me, it's not as much about, you know, the four or five initiatives that we aligned behind, but really this group of people from the ecosystem coming together, working together to move our community forward when it relates to the jobs that we're creating, training, and recruiting to our community. So, I just wanted to start we can go down the line with your perspectives on being involved with the HIRE initiative and kind of how it aligns with your work.

Blair Stanford, Charlotte Executive Leadership Council said thank you. So, the HIRE Charlotte initiative has been an awesome experience because of the people who are around the table. You sit in the room at those meetings, and you see almost every partner that touches the workforce in the community and the ability to be together when there's a lot of fragmentation, there's some duplication in cases, and to be able to collectively come together with a plan was extremely powerful and it was useful for me from an employer perspective. I think that the CELC can represent the employer's perspective at that table. The CLT Alliance is at that table with the employer's perspective. So, getting that into the room and having that be part of the solutions that HIRE Charlotte develops, I think was extremely powerful.

Robert Nesbit, Mecklenburg County said I'll just build off of what Blair shared. Yes, it's really a great group of folks around this table, and actually so many people who were on earlier panels and who are here in this room tonight are connected to HIRE Charlotte somehow. One thing that really stood out to me is the creative problem-solving, trying to make sure that everybody has a pathway to employment. It's really about meeting people where they are. That's one thing I really value about HIRE Charlotte. For example, it's not just about having an online pathway or an in-person pathway. It's making sure that solutions are tailored for individuals wherever they're at within their job search journey. It's going to look different for each person, how they obtain a job, and what that right fit is leading to economic mobility, but I really appreciate the HIRE Charlotte commitment to trying to help people have those pathways.

Raquel Lynch, Goodwill Industries of the Southern Piedmont said I will share that as important as it is for us to talk about employers, it is also important to understand and think about the job seeker journey. So, that's what we sit and think about, right? We know CELC is taking care of employers and having Blair at the table is really important. We're having conversations, she's listening to what the jobseekers' challenges may be during their job search. So, that's important for us. We had representation and somebody thinking about that job seeker, that talent that may not know about the opportunities that exist or has been bypassed really frankly, by employers and others. So, how do we shift that narrative so they can understand that they are actually valuable in this ecosystem?

Emily Cantrell, Matlen Silver said well said, everyone. I think what stands out for me about the HIRE Charlotte journey is that it took about, you know, 10,000 desperate conversations with a lot of different people and brought all of the major stakeholders together in a room that not only helps streamline the conversation but helps streamline the data. Rolling in industry data from this CELC's participation is giving this effort real-time information to be more nimble in the strategies that all of these organizations are developing to address this common challenge in our community of economic mobility.

Anna London, Charlotte Works said so, I'll say ditto to everything that they said, but I'll also share I think I remember the very first conversation about HIRE Charlotte, and I remember Tracy was sitting at the end of the table and she said, this is not us, you know, just creating a new fancy name to duplicate efforts that are happening. So, I'll say now, today, however much later, that is a year later, however long, it really hasn't been a duplication. I think, you know, one of the things that was really impressive to me and what was really exciting to me was that HIRE Charlotte really is, was initially and still is made up of many of the key players in the whole ecosystem, but then also one of the first things that we did was look at all of the other collaboratives and strategic plans and efforts that were happening in the community and we did an inventory of those. So, you've heard many of those talked about today, and we really have aligned a lot of those priorities to make sure that we're not duplicating efforts and that wherever, you know, one of the things I think Tracy said in the beginning was, we are all staying in our lane, but we're still making sure that the priorities get done, whether we do them together or separate, all under the umbrella of HIRE Charlotte or whatever other collaborative or strategic plan. So, I think that's been really exciting, and what has made this different is that one of the first activities we did was look at an inventory of everything that's already happened, currently happening and where are the gaps, what can we leverage, and then how can we work together to fill those gaps?

Ms. Dodson said you know, one of the things, and I said it a little bit before, is that it is really great to see how much collaboration and partnership we have in this community. I say all the time with companies looking at Charlotte. What's different about Charlotte is that we're a community built on partnerships, and I think that's come out very evidently in a lot of the discussion points tonight. So, thank you everybody for that. I'm going to stay with you for a second and, ask you to share a little bit of the work done by Charlotte Works ambassadors that support the residents out in the community and how that also kind of ties in with some of the HIRE Charlotte initiatives.

Ms. London said sure. So, Danielle mentioned a little bit earlier that a couple of years ago, we realized that we really needed to get out of our brick-and-mortar physical career centers and have NC Works career advisors physically located in the community. So, she mentioned a few of those, but we've got career advisors in the Mecklenburg County Community Resource Center. We have a career advisor in the sheriff's office serving individuals that are incarcerated and then working with them once they're released. We have a career advisor that works in freedom communities on the West Side as well as some of the YMCAs (Young Men's Christian Association), as well as some of the libraries. So, when we looked at what Raquel mentioned, we looked at the job seeker journey and not just the job seeker journey, thinking that all job seekers are the same, but we really looked at what are the different types of job seekers that we serve as workforce providers. So, we have something called the Workforce Provider's Council, which is another collaborative that is well represented on HIRE Charlotte. We looked at who are the job seekers that we're serving. What are the unique challenges that they may face? What are the barriers they may face? How can we serve each of them well and serve them differently? Then how can we meet them where they are in the community and then help them to access the other services that they need? Those wrap-around supports and supportive services. So, one of the things, one of the priorities that has come out of HIRE Charlotte in partnership with the CELC is a portal. So, a one-stop shop that job seekers can utilize to get access to jobs as well as services in the community. We know that we need to have career advisors that are physically located in the community to help job seekers access that portal, to help them to access jobs, to help them access workshops, career advising, and anything that they may need. As we've said before, we stay in our lane. So, we do workforce development, but we work alongside many of the other partners, many of the partners that I see here in the room, that I will pick up the phone and call and say, hey, can help us with this individual or I'm sending someone over. Can you make sure that they get what they need, whether it's some type of supportive service, childcare, transportation, you know, whatever their need maybe? So, we are excited to continue expanding outreach efforts and focusing on, you know, building capacity, but also meeting people where they are, whether it's in a neighborhood with another organization like Goodwill, do what we do best alongside that organization and what they do best.

Ms. Dodson said great. So, the conversation about the portal has opened up, Blair. They're going to talk a little bit more about the CELC's work with Radius on the pathways portal and kind of how it's informing the community-facing connection to jobs and job seekers.

Ms. Stanford said yes, and I think Gerard's done some good job of kind of laying some groundwork here about what the portal is, but we've been working for about a year with a company called Radius to understand workforce and training from a supply and demand perspective. So, what jobs are needed today? What jobs are going to be needed three years from now? How do we start to train folks to fill that funnel? We're going to be most successful if it's win-win. It's a win-win for the employers because they're finding trained talent and it's a win-win for those that need strong pathways to family-sustaining jobs. So, CELC looks at all the work that they do through an economic mobility lens. So, how can we help people get good jobs and fill needs at the same time for the employers? So, we did a pilot in 2022 that involved nine employers. We identified about 30 roles out of those employers that represent about 5,000 jobs that will need to be filled between now and the next three years. So, the next phase of that pilot is how do we work with the program trainers in the community, with the education institutions in the community to fill that demand, and we start to understand specifically what that is. Gerard shared specific roles

that Atrium is going to need to fill today and in the future. So, how do we start training for those? If the providers aren't there to be able to provide that training, how do the employers come to the table in a partnership to make that possible? So, that information then informs the portal so that when those looking for jobs, they can see where can I get training for this job. We look at the types of jobs through their accessibility. Can you be trained for it easily? Is there a low cost to training? So, low barriers to getting into the position. Does it have a pathway that continues to grow and gives you career growth, and is there going to be substantial opportunity there? So, that can inform what's provided on the portal and connect people not only with the jobs but also with the training opportunities to be successful in those jobs.

Ms. Dodson said great. Thank You. So, you talked a lot about training. Raquel, I'm going to come to you and ask you to shed a little bit on Goodwill's efforts to train residents in more of the hard technical skills. I'll ask another one later about more of the soft skills but on the hard technical skills.

Ms. Lynch said sure, yeah. I was thinking of actually reflecting there on my prior experience of working in a non-profit for housing and how I wanted to work in solutions that will alleviate people going into being homeless, right? So, when I started working at Goodwill, one of the things that I really wanted to do is help the organization understand what is actually more impactful. So, one of the things that we did back then in 2017 and 18, people did not believe, right that we could actually help people in this community who were low-income find jobs that actually will remedy those solutions. So, think about the fact that in 2017 and 18, people were not thinking about the future at work. I was for sure. I was thinking about what the heck are we going to do to help all these people understand that the jobs are going to be virtual in the future? That people are going to work from home more. They didn't know a pandemic was going to help me get there faster at all. I will say that, but I do know that I was thinking about how do we increase wages. So, the way we thought about it was actually we needed to find and understand what employers need more, but also understand what are the educational career pathways that we could actually achieve. The two that we chose was technology. So, sort of the hard skills that we knew people could actually appreciate that, you could learn in an eight to 17-week course and actually get to a job that will pay you. At the time we were thinking, oh, let's see if we could get to \$17 an hour. Well, you know, but by a year or two of our strategy, we were we were actually achieving \$19 an hour. Full-time just screw up my entire goals because, you know, right now I'm at \$21 an hour, and the average income, he just told us is going to be \$34 an hour. What do I need to achieve in order to help people, right? So really, we need to start thinking and I'm still thinking about well, how do we do that? We've been lucky enough that also construction has been something that has been very helpful. So, that's the second strategy. The city has actually helped us with a cohort that we call RENEW (Renewable Energy and Efficiency Workforce). Through that, we have actually been able to even implement pilots with women in construction. So, also helping understand it is not just basic construction. For 10 years, we did basic construction. We shifted to now do electrical to the HVAC, which is what the city helped us do but also drones. We're actually doing drones right now and the implications of drones in the construction industry are tremendous. To see those young adults really transform themselves to understand how much technology is impacting the construction industry and actually how much opportunity there is today is something that we could only dream about in 2017. So, for us, it's really important to think about hard skills that are not just for today but for the future. So, we're now shifting our thinking around customer service and what that means. You'll ask later about how that actually aligns with essential skills for the future.

Ms. Dodson said thank you. Robert, we've talked a little bit about, you've heard it come up a couple of times about barriers to entry. Talk to me a little bit about what the County is doing, either, whether it's barriers that keep people from employment or in other workforce development initiatives.

Mr. Nesbit said sure. It's a great question and so just to level-set, the county invests approximately \$16 million in workforce-related initiatives and that's for a really wide range of families and individuals and people with all different kinds of life experiences. Hearing

colleagues speak, Judy earlier and Fulton earlier, we have one program in particular, the Unified Workforce Development that serves people with the most complex barriers related to employment. A lot of times it's chronic homelessness, its chronic substance use, chronic mental health conditions, and what we've seen is that with the right wraparound supports, we're able to connect people to sustainable employment, often with wages of \$17 an hour, wages that people had not experienced before this point in their life. We want to make sure we have opportunities for people to connect with employment pathways at various points throughout the county. We have our Community Resource Center model, which we're very lucky to have a partnership with Charlotte Works there where people can come and be referred for employment services through Charlotte Works. That, for example, is just one pathway. I want to also acknowledge that there is the libraries. The library system is often under-recognized for the incredible value that it plays in helping people connect to employment pathways. A lot of times that's just job searching or talking with a librarian for resume assistance, but across our community, we have these kinds of front-door portals to exploring a job pathway or job opportunity. We also have, of course, Charlotte Works and the NC Works Career Center, and as Anna spoke to, they've done a really great job with kind of the ambassador model going out into the community. We try to do something similar where we make sure that we have community-based social workers who provide tailored case management to help people connect to jobs and employment, but I think what you can hear from all of this is that it takes this kind of creative approach that meets people where they are because each person's pathway is going to be so different and helping them achieve economic mobility. Did that answer your question?

Ms. Dodson said yes, that was great, and I think that's part of what makes this so challenging is each pathway is different. So, that it's hard to serve a lot of people when everyone is different. Emily, switch to you. We identified through the HIRE Charlotte process that tech was a target industry. We've obviously seen a lot of growth around this in Charlotte over the years. Talk a little bit about what you're seeing in the landscape in your new role.

Ms. Cantrell said yes, great question. I think anyone who's lived in Charlotte for the last couple of years has noticed that technology is exploding in our city, especially over the last two years. That's been driven by our financial services industry as banks rapidly move towards financial technology and mobile banking platforms. So, a lot of the technology growth in Charlotte, in the Charlotte region has been fueled for the last several years by financial services. I think if not for the pandemic, healthcare would be very close behind. I think healthcare had a setback, right with advancing technologies, but they are a close second runner-up in terms of an industry that will be rapidly consuming tech talent. Charlotte is well positioned because we are very strong in both of those industries. So, all projections and not the doomsday, you know, layoffs that you're hearing in the news, but everything that we're seeing for this local economy and region is that we will continue to have sustained growth in technology. It won't be as strong as the last two years, but I think every industry seeing a little bit of a constriction right now, but technology will be very steady and very strong, and Charlotte will continue to outpace the nation in terms of industry strength and growth. So, it is 100 percent a sector to be integrating into every workforce development opportunity. Just as an aside, you know, I have two young kids and they say, what am I going to be when I grow up and I say, well, I can tell you with certainty that one aspect of your corporate identity, your career identity, will be that you will be a technologist because as our industries continue to change, technology will be integrated into everything that our future generations will be doing in their working lives and that's something that's really important to keep in mind through these conversations.

Ms. Dodson said Raquel, I'm going to come back to you really quickly because I mentioned it earlier. Talk about the importance of the soft and essential skills and, you know, that was another recommendation or initiative out of HIRE and the importance of that. Then, Anna maybe you might answer the same question from your perspective.

Ms. Lynch said so, yes, you know, I was going to say the two are technology and the other is an essential skill. Essential skills are a new name we're used instead of using soft skills because we know the lack of soft skills as a heartland, right? So, we didn't think it

was actually a good terminology. It is the technical term for it, but it's really the ability to utilize the skill sets that we all have our strengths in a way that allows us to be successful in the work. The research until 2015 really talked about if employer continued to seek and it was a dire need that their employees had strong social skills or essential skills. In 2019, the Stanford Institute research actually said that is actually a determinant of what the financial outcomes of individuals and also their projection towards growth in their organization. So, it is imperative that when we actually are trying to train our staff or our current staff and also people that we want to make sure that they succeed in their career, that we think about essential skills. Examples of that will be communication, strong communication, not just being able to articulate what you're thinking, but also listening is important. The ability to summarize what you're thinking in a way that actually is able to be understood by your coworkers and others. Digital skills are part of what we call essential skills. So, just give you a sense of what we mean by that. I think it's important to also mention that culturally essential skills are actually being hijacked by one group, right? So, it is important to also take into account that when we talk about certain essential skills, we also are talking about the majority of groups. Just to be honest, it's actually how do we translate to groups that are not the majority. So, it is something that we as a group, as a coalition, we thought it would be important for us to be strong about what we mean by that, replace the curriculum that we have been using as a collective in a way that actually recognizes the individuals that we are trying to support in a way that doesn't diminish their dignity as we're doing it.

Ms. London said sure. I think the only thing that I would add to that is I think that it shows that we do listen to feedback from our partners, from the community, from the business community. So, making sure that this essential skills curriculum is industry lead. Our previous one was industry-led as well, but we did receive a lot of feedback, and the curriculum that we have used is working smart. It's a great curriculum and it will probably continue to be used in some way, shape, or form, but it was really targeted toward one niche of the job seeker population or one segment of the job seeker population and not really universal for all. So, as we continued over the last few years to facilitate this curriculum and hearing feedback now, you know, really incorporating that feedback to say, you know what, some of those things are not so great and some of the terms that are used shouldn't be used. I think that that shows though, that we do take feedback seriously and whenever people ask us to pivot, we will pivot and change. So, another thing about this essential skills curriculum to that I think is important is that it will be plug-and-play. So, not everybody needs to go through the same curriculum, all of the lessons, so people can test in or test out of certain things. Certain businesses may want their employees to take certain pieces of it and maybe not others. So, trying to really be as flexible and as accommodating as possible to make sure that it is industry-led, but it also caters to the universal job seeker.

Ms. Dodson said thank you. Switching over quickly to the employers. How do we keep really them engaged? What have you seen over time with CELC and even before that of keeping employers engaged in conversation?

Ms. Stanford said I think it's a lot easier now because they have to be involved in this conversation because the ability to find good workers and keep good workers gets more, more challenging. So, they're at the table. The opportunity to have them focused on economic mobility and maybe an audience of job seekers that they haven't in the past is where the opportunity is. I think that communicating the fact that that's a necessity to be able to fill jobs in the future, that they have to be at the table in training folks and creating those workers and getting them certified or trained, they have to be at the table for that. I think you're seeing a real appetite for it. I mean, I think, you know, Atrium is a good example of being really creative and innovative about how they're going to create their workforce of the future and you're seeing that through multiple large organizations because they're simply seeing the need. So, it's a lot easier today to do that.

Ms. Dodson said Robert, I'm going to go to you really quick. You hit on something that I would just like for you to expand on because one of the things we've heard from council members as well as the community and a lot of people in the HIRE initiative and you said it, is you have to meet people where they are. Then you referenced some work that you

were doing with the Community Resource Centers with Charlotte Works. Expand on that a little bit and then give me some more thoughts about kind of how we continue to meet people where they are and physical locations.

Mr. Nesbit said yes. So, I'll give some extra context to community resource centers for anyone who's not familiar with those. It's an initiative led by the Board of County Commissioners and our County Manager that really was a vision to ensure that people could receive county services and government services and community partner services close to wherever they lived.

We mapped out the heat map essentially of where individuals with the highest service utilization were residing within the county. That included SNAP (Supplemental Nutrition Assistance Program) benefits, WIC (Special Supplemental Nutrition Program for Women, Infants, and Children) benefits, and any number of county resources, and it essentially mirrored the crescent, which I'm sure everyone in here is familiar with. So, with that model, we've created a road map for creating community resource centers in areas that have a greater need for service availability in that area. We have our prototype community resource center. That's at our Valerie C. Woodard Center, off Freedom Drive. I'd invite anyone who hasn't been to reach out to me, to come by and tour the community resource center. It's really incredible because we want to create a space that is not what is thought of as the standard government operations. We want it to be a welcoming space, a trauma-informed space, a very, very well-lit, friendly place where people come in, they know they can get help in a timely manner.

We're opening our Northeast Community Resource Center this summer in 2023. So, that will really be our first full community center location and it is all about meeting people where they are. So, it could be a mom with two children who comes in and we could help her get connected to childcare subsidy and then help her connect to the Charlotte Works team as well or we could help someone apply for WIC benefits there all at the same time. So, people don't have to go from location to location. In terms of in-person services, I think there are opportunities where we have existing resources and really work on ways of maximizing those. I saw MT here earlier with the library, I believe and that is something we are exploring more of working closely with his team, is how can we make sure that librarians are aware of basic job resources and employment resources. Anna's team has done some training with the library team on helping to make that a reality. So, it's really about making it easy when people come to seek services from us that we're there to really accept them and to meet them where they are and to ensure that it's tailored based on whatever their needs or their experience may be.

Ms. Dodson said great. Thank you. I got one last question for Emily, and then we might just let everybody make a couple of thoughts to close it out before we open it up for a question. Emily, talk to me a little bit about what we think our strengths and our opportunities are in the tech kind of industry for Charlotte specific or Charlotte region specific, and then how that might pair into HIRE a little bit.

Ms. Cantrell said yes, great. Again, a strength is that we have stable employment and employment that's projected to continue to grow and create opportunities for technologists in our community. I think an opportunity, I'm going to spin it into also one of our strengths, Charlotte is well positioned to be the national leader for minorities in technology. Sure, increasing opportunities for minorities and women in technology because of the demographics of our community and because we have amazing community partners such as programs like a Road to Hire or YTAC (Youth Technology Apprenticeship Camp), you know, a youth apprenticeship program that's introducing STEM (Science, Technology, Engineering, and Mathematics) to kids through e-sports, right? Everyone complains, oh, my kids are gaming. Well, actually, your kids are preparing themselves for the jobs of the future, right? If you can apply that in a creative and innovative way, like some of our existing programs have, we're seeing incredible results. So, that coupled with our corporate commitment around increasing minorities and women in technology, just really sets us up to lead the nation in increasing the pretty dismal percentages right now for women and people of color in technology. So, it's exciting that there's a lot of positive momentum in that space and opportunity for Charlotte to really lead in that way.

Ms. Dodson said great. Thank you. So, just quickly go down the line again, as you're looking into 2023, it's obvious that we have a lot of collaboration, that we're all talking a lot thinking and strategizing a lot, but what do you think the focus should be? What do you think? If you just have any quick words of guidance. You all live in this space day in and day out?

Ms. Stanford said for me, I think it's data and making sure that we're making decisions based on what current and future needs are. And thank you for letting me go first again: it makes it way easy.

Ms. Dodson said it's a benefit of sitting beside me.

Mr. Nesbit said data is essential and I'll say too this was touched on throughout, but really hearing both sides of the equation when it comes to employment. So, hearing from employers about the jobs that they need to fill and the talent that they are seeking and the skills they need, and also really understanding the complexity of everyone, all of the different people seeking employment in our community and trying to as much as possible kind of bridge those two worlds and that's what's so exciting about this initiative, the CELC work, and HIRE Charlotte in general. It's just creating that bridge across the employer/employee divide.

Ms. Lynch said yes, I'll keep it simple. I'll say focusing on what's impactful, right? The data will tell us what it's impacting and what could be impacted, but the work needs to be focused on that impact and I think understanding that that impact could influence also the outcomes for housing that we also are seeking in this summit. So, I think that will be important.

Ms. Cantrell said yes, and selfishly, I would just say, you know, continued integration of technology as it drives industry and will continue to drive industry also and how it can help our existing workforce upskill not to forget those who are working who will need continued development to stay competitive in their careers.

Ms. London said so, I'll say ditto again, but I'll also say I think we are on our way to do this, but I think that we've put a lot of focus, as we should have, on serving jobseekers and how do we serve them well? How do we serve them differently to meet their unique needs? We are well on our way to do this, but really serving, I think what Robert said too, serving businesses better. So, whenever businesses tell us what they need, you know, everything we do as industry-driven and data-driven industry-led, but really listening to the business and serving them well and being, I would say, more attentive to the business's needs. I think we're doing a much better job of that now, but I would say that's something that we're focused on going into this year.

Ms. Dodson said great. Thank you so much, everyone and we'll open it up for a couple of quick questions. I saw a quick hand back there with Tonya.

Tonya Jameson, Leading on Opportunity said Tonya Jameson with Leading on Opportunity. Guys don't boo me, but I've heard most of this entire presentation today and one thing I did not hear anyone talk about is policy. What is the role of policy in enacting the change that we want to see in housing and jobs?

Mr. Nesbit said it's a huge role and Tonya, I've been lucky enough to work with you on some policy projects, but it is I mean, it's essential. I know Fulton touched on that. I mean, with SNAP benefits, for example, again, it's a county-operated service, but the policy is set at the federal level. Childcare subsidy, you can see a policy that is set at the state level. Working with some colleagues at the County, we did create an opportunity for households to apply, who were over a certain benefits income limit of 200 percent federal poverty level. So, 200 to 300 percent rather than that normal cutoff, but policy really does have to be a focus because, at the end of the day, if there are policies that we can't change at a federal level, we have to get really creative on finding ways to solve for that at a local level. There are opportunities for that, but we have to be very strategic about what that looks like. So, it's a great question.

Leigh Altman, Mecklenburg County Commissioner said Leigh Altman from Mecklenburg County Commission. I really like your question because we have to be results-oriented in everything we do. So, a policy decision that Mecklenburg County has recently pivoted to is to ensure that the programs that we fund actually place people in jobs versus funding good programs. I hope it all turns out well. Really looking for a correlation between outcomes and the money we've invested, and I think that's a great example, and we need to continue to scale that up and thank you for asking.

David Phillips, Facilitator said so second question.

Ashley Hawkins, Charlotte-Metrolina Labor Council said hi, I'm Ashley Hawkins with the Charlotte-Metrolina Labor Council. How do you plan, or how are your organizations currently working with existing training and apprenticeship programs provided by local labor unions to assist in your workforce development needs?

Ms. London said at Charlotte Works, we have a list of about, I would say 150 to 200 local programs that we fund and support for individuals to go through short-term training programs. So, if there is a program that we're not aware of, please let us know. So, that is one of the things that we do. So, for short-term training programs, we provide training scholarships for individuals, and we make sure that those training programs do lead to an industry-recognized credential as well as employment. So, yes, goodwill is one of our providers as well.

Ms. Dodson said all right. I think that about rounds it up. I want to thank again this panel for participating in all the collaboration with HIRE Charlotte.

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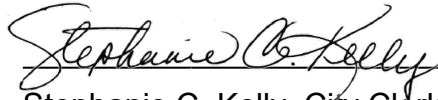
ITEM NO. 8: WRAP UP

Mayor Lyles said I want to say thank you to all of the community organizations and residents who sat through this today and those that came and helped us, encouraged us, and gave us the information. I hope you'll stick with us as we go through this journey on how we recognize how we can combine housing and jobs. I want to thank each of our speakers because what we did was we had Resilient Cities kick us off, and each presenter gave us their perspectives of what the shocks and the stressors are. Now, tomorrow, your elected officials standing here with me today will reconvene and this will be shown. It will be at the Government Center. It's on Facebook and the City's TV. I don't know the name of it. I can't remember. The remote works; that's all I really have to have. The Gov Channel and then on the city's Facebook page and we will be in the Government Center if you want to come in and see the remainder of this discussion. Tomorrow, I believe that we will begin some important discussions based on what you have given us as information today. We hope that we will again begin to think about how do we take the resources that we have today and look at them in innovative ways. So that we can be a resilient city, that we can maintain our competitive edge, that we can support everyone in our community, and that every resident has the opportunity to have a decent place to live, a good paying job, and the ability to travel between the two of them. But more importantly, I like to say that Charlotte would have the quality of life that each of us would want for each other. So, with that, we will recess this meeting, the housing and jobs summit, to reconvene tomorrow morning after our special meeting, which is scheduled to start at 8:30 a.m. I know. Council, at 8:30 a.m., and then we will continue our discussion. This meeting is now adjourned. Thank you very much to everyone.

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ADJOURNMENT

The meeting was recessed at 7:45 p.m.

A handwritten signature in cursive script, reading "Stephanie C. Kelly", written in black ink.

Stephanie C. Kelly, City Clerk, MMC, NCCMC

Length of Meeting: 3 Hours, 25 Minutes
Minutes Completed: November 2, 2023