

The City Council of the City of Charlotte, North Carolina convened for a Strategy Session on Monday, November 1, 2021, at 5:10 p.m. in Room 267 of the Charlotte Mecklenburg Government Center with Mayor Lyles presiding. Councilmembers present were Dimple Ajmera, Tariq Bokhari, Larken Egleston, Julie Eiselt, Malcolm Graham, Renee Johnson, Mat Newton, Greg Phipps, Victoria Watlington, and Braxton Winston, II.

ABSENT: Councilmember Ed Driggs.

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Mayor Lyles welcomed everyone and called the November 1st Strategy Session Meeting of the Charlotte City Council to order. This meeting is accessible via the Government Channel, the City's Facebook Page, and the City's YouTube channel and this meeting is being held in accordance with the electronic statutes.

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ITEM NO. 1: HINDU SANATAN HERITAGE MONTH

Councilmember Ajmera said as cities and states across the nation and across the world recognize October as the Hindu Heritage Month, I believe this proclamation is still timely as Diwali, the Festival of Lights is just a few days away. I know we have various community leaders here from the community representing our refugee and immigrant community. We have Mr. [inaudible] who gives the voice to our refugee community and Mr. [inaudible] here from our Hindu Temple as well as the President of the Hindu Temple here as well as our Buddhist Community Leader, Charlotte Buddhist [inaudible]. Thank you all for coming and we have representation from our [inaudible] community as well so thank you for representing all of our communities. They've actually got sweets for you all as we celebrate Diwali in a couple of days. Hold on for the sweets. I'm sure they will distribute it shortly or they will give it to our City Clerk and then the City Clerk can then distribute it to everyone.

Councilmember Ajmera read the following Proclamation:

WHEREAS, Hinduism is the ancient Sanatan way of life and third largest religion practiced by over a billion devotees worldwide and four million in the United States of America; and

WHEREAS, Hindu Sanatan heritage, culture, traditions, and values provide invaluable solutions to many challenges of human life through peace, service to mankind as sources of inspiration, and reflection and contemplation for the millions of individuals who look to the teachings of Sanatan Hinduism for guidance; and

WHEREAS, our vibrant Hindu Sanatan American community has contributed tremendously to the vitality of the city of Charlotte by enriching the lives of its residents; and

WHEREAS, through volunteerism and hard work, the local Hindu Sanatan American community was dedicated to curbing the spread of COVID-19 by organizing vaccine events that have protected hundreds from all nationalities and by sharing a platform for accurate information; and

WHEREAS, during the month of October 2021, the Hindu Sanatan community across the city of Charlotte and our great nation collectively celebrated its heritage by focusing on its peaceful inclusive culture and the diverse spiritual Sanatan tradition rooted in Asia:

NOW, THEREFORE, I, Vi Alexander Lyles, Mayor of Charlotte, do hereby proclaim October 2021 as

“HINDU SANATAN HERITAGE MONTH”

in Charlotte and commend its observance to all residents.

Mayor Lyles said I would like to present this to you on behalf of the citizens of Charlotte and thank you for being a part of our community and thank you for what you contribute and what you do. I am honored to recognize this month as your month.

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ITEM NO. 2: ATRIUM HEALTH INNOVATION DISTRICT

Marcus Jones, City Manager said as you see in front of you we have several items on the agenda tonight for the Strategy Session. The first three items the Atrium Health Innovation District, Nationally Occurring Affordable Housing Rental Subsidy Program, and Redistricting will come back before you at some point later this month. Then we also have the Committee Report Outs and with that said I will turn it over to Tracy for the first item which is the Atrium Health Innovation District.

Tracy Dodson, Assistant City Manager said before we start I wanted to kind of level set a little bit about the Innovation District but also kind of the partnership. A lot of talks today about public/private partnerships and it is very true that our community I think succeeds the way that it does because of public/private partnerships and so before we jump into the Innovation District and talk about Atrium and Wexford and Wake Forest, I just want to level set that Atrium is such an important part throughout our community. I work closely with the Atrium Team on Corridors of Opportunity, West Boulevard, they are looking at the Eastland site to come into and be a part of Eastland with us. We talk about Workforce Development Initiatives; they are involved with our Hire Charlotte Initiative so that partnership is bigger and across the entire community. I think it is something just to level set. I'm going to ask Gene to come up and talk a little bit more about the partnership and the vision that he has, and I'll be back to talk about some of the specifics of the project.

Eugene Woods, President, and CEO of Atrium Health said it has been a pretty amazing day Mayor and City Council and coming from announcing a \$250 million public partnership and we are excited about the discussion that we are going to have today about another way to exhibit a public/private partnership. There is one thing that I did not share when we were at the church today and is our commitment, we've had a commitment to affordable housing for many years. A couple of years ago as you may recall we contributed \$10 million to NOAH (naturally occurring affordable housing) to advance that, but we understand and in developing the site it is going to be important to continue to focus and be committed to affordable housing, both on the site and also away from the site.

What we like to just start off by sharing is that we are announcing today that we are contributing 14-acres on the North Tryon site, which is a Corridor of Opportunities, which is a property that we currently own, adjacent to the light rail to be redeveloped into affordable homeownership and rental housing with 30% AMI (annual minimum income) at market rate.

Mayor Lyles said Gene, you are just full of surprises today. I thought the 22 Medical School Scholarships was a lot and this is consistent with what we have been trying to do which is accumulate property that we can make better choices about for affordable housing, so this is great, thank you.

Mr. Woods said our goal is to partner with INLIVIAN to develop this site. They have a 14-acre parcel that they own, been working really closely with Fulton Meacham and he has been a great partner in this. Really, if you look at it together, working with the city and the county, develop a small area plan for a combined 28-acres on this site. We are really excited about that. It will include 100 units for affordable homeownership and 300 affordable multifamily housing units. So, we want to start off to really share again part of our contribution to the racial equity initiative, but also that is going to be consistent with what we are talking about here today.

This is really enabled by our combination with Wake Forest Baptist and Wake Forest School of Medicine. You've seen me up here a couple of times, but really I'm representing a series of partnerships that also include Wexford who we will talk a little bit more about. This is actually the site and we have assembled 26-acres it is important to know that this is redevelopment essentially of commercial land, very underutilized land so zero people will be displaced. We will begin to really start developing this land when we launch our Medical School and create that which will open in 2024. So, this gives you kind of a sense of the site.

If you think about where we are heading, this is actually the first building that will be developed in 2024. You may recall that Tom Ochoa said that typically in a fast-growing development like this is anticipated to be you have one of these buildings every three years. So, we anticipate this will be the first of many over the next decade and it kind of gives you a sense of the magnitude of growth that is possible.

Ms. Dodson said it is important with this one to point out that this is the underutilized commercial property today. You are not displacing anybody in the development of it and it is also a great opportunity to connect a lot of different parts of our community from uptown, Brooklyn Village to Dilworth to Pearl Park to the Greenway.

Mr. Woods said exactly. The other thing to note is that Wake Forest School of Business the Carolinas Ecology of Science and Wake Forest School of Professional Studies will all be on this location. So, that will all be collate located on this campus.

This is Charlotte today so if you look at the foreground you can kind of see how it will change with this investment. You've got a kind of sense there, this is what it will look like in terms of connecting, really what you said Tracy into the area here and it really will be an incredible part of the skyline addition to Charlotte. What I hope you hear also; this is more than just a Medical School and it is different from your traditional real estate development effort. Why is that the case? Well, one it is going to be Innovation District, and again, not only will we have the first Medical School post-pandemic if you will, but also the post-pandemic Innovation District that will surround the Medical School. The other thing is this is a Comprehensive Research Enterprise and that is why we used Wexford because they have a lot of experience for some of you who took the trip to Winston, that was a Wexford Development and also as I mentioned, I grew up outside of Philadelphia a new city which I think some folks are going to be there in December, also was developed by Wexford. We went to get the national experts, if you will, developing this. It also has front door commercialization and corporate engagement, and I will talk about that more in a minute. It will obviously have a medical school, and our goal is to have the most diverse student body in the nation.

Also, think about this, the Innovation District will diversify our industry landscape and lock major opportunities for the community, and sort of the pipeline of how this works is new academic channels create a pipeline of STEM and research talent. Then you use that to attract the new businesses who want to collocate with research an important part of that connection and then you can lead to incubating new companies through intellectual capital and research.

Tracy, we were talking about the Pfizer opportunity that we missed and maybe you can highlight that.

Ms. Dodson said many of you have heard me talk about Charlotte ranks number two on a recent search that Pfizer did. They went to Tampa Bay and really the reason we lost that opportunity is we didn't have the talent pipeline and we didn't have these types of opportunities in our community the way that Tampa has really embraced like sciences. So, had we had this I think it would be a great opportunity to have won Pfizer because we ranked number two just because of the City that we are and what we have going on in Charlotte.

Mr. Woods said the question is who is the next Pfizer that is coming looking for like science type jobs that could be provided to serve their businesses in the community. The

other thing NIH funding, National Institute Health funding has never been more competitive and if you think about the trip to Winston and what Innovation Corridor is there, now we generate \$260 million of NIH funding at Wake Forest and here in Charlotte \$68 million so we are looking to really double that in the coming years, and this is really the kind of investments needed to continue to drive research dollars to the area.

Charlotte and Tracy alluded to it, is really ripe for innovation, and this City Council, the county has done such a phenomenal job attracting talent and businesses such as Honeywell, such as Lowe's, etc. and the opportunity I think is to do the same thing on the health science side. Healthcare is the second largest talent cluster; we've got 47,000 workers that work in healthcare in the area. Concentrated medical center campus and as you know Atrium Health is making about \$1.5 billion investment in just our towers and our new rehab centers, etc. We are growing the data science sector here, 21,000 people in that sector. We are granting 10,000 degrees every year and 80% of those remain in Charlotte. We have the same goal in terms of graduating medical students and having them be retained in Charlotte and then obviously, we have the Charlotte Douglas International Airport which is a differentiator as well.

This kind of gives you a sense of why this is also different. We are making some major investments not just in the buildings, but what is inside those buildings. You have activated lobbies, you have people coming in to use from the community space, you have innovation suites, you have academics, and you have industry all in one building. So, when we talk about collocating this level of talent, these students together with investors, together with people that commercialize, this is sort of what the inside of the building looks like and allows for that to happen.

The one thing I will announce also here today is that we are in intense competition for a company based in France called Ircad. If you are a surgeon anywhere in the world you know Ircad. It is really the company that trains you in the latest new technologies, AI new devices and so they currently train about 6,000 surgeons throughout the world. We want them to come here in Charlotte every year. We want this to be the home that they think about coming to really be trained in the latest. We are in competition with some major health systems around the country, the names of which you will know, and we made a [inaudible] speaking to them in France extorting why and saying why Charlotte is the place for them to make their North America Headquarters. So, this is the level of opportunities we have here, this is not in the distant future, this is in the near future. The other thing is companies like that bring a whole host of other businesses. They are a talent magnet for other businesses. Siemens, Striker, I had a conversation not too long ago with the CEO of Striker. He is excited about us, especially if we can land Ircad, Pentax, Medtronic, Intuitive, others that we are in active conversation with. So, we wanted to share that these opportunities are not five, 10-years from now, these are actually in a matter of months.

Ms. Dodson said I will add to that very quickly, just to [inaudible] a little bit, tourism this is going to bring people into our market. This is going to bring visitors which is another aspect of it that I think is important to mention.

Mr. Woods that is a really good point because surgeons are traveling with their families many times and they would like to stay in the area so I think that will also fuel the tourism economy here. The community impact is a little bit, it creates new jobs and we've talked about that and we intend to partner with ROC and Goodwill, CPCC (Central Piedmont Community College). We talked about investing in housing and some wraparound services and then collaborating regarding transportation. The important part of this also is just really pulling together the academic colleges and universities in the community and really using them also as a pipeline to some of these advanced healthcare careers. We are supporting Johnson C. Smith as we announced today, we are investing \$3 million in Johnson C. Smith including we will have our curriculum experts work with the talent there to develop programs so that people when accepted at Johnson C. Smith, if they go through the programs successfully, premed they can get automatic admission to med school and then the Bishop Battle Fund provides \$5 million in scholarship right now and our goal is \$10 million by the time we open in 2024. Tracy, maybe you can talk a little bit about CBI.

Ms. Dodson said I highlighted this because I wanted to note that it is really important. Atrium has a general practice of trying to meet 20% in MWSBE's (Minority, Women, Small Business Enterprise). We had one initial conversation with CBI, they've been great, but these are the numbers that they initially gave us just on the infrastructure component. We think this number will get higher, we will continue to work with them and that is why I wanted to call it out. That was highlighted in the 6% and 14% is not the end-all, be-all, that is not what we are targeting. These guys already have a practice of doing more, but we do really need to look at their vendor list, our vendor list and how do they compare so that will be the next step that we will get into.

Councilmember Eiselt said Gene, just to reiterate supporting JCSU (Johnson C. Smith University) to design your pre-med program; do they even have any health science right now?

Mr. Woods said they have some. We are going to have to work pretty directly in terms and we will be able to use some of the folks that are Professors in our Med School also to work with them as well. We will have to build the curriculum together and it will take a little bit of time, but that is the commitment we are making.

Ms. Eiselt said so that will begin before 2024?

Mr. Woods said we've already had a number of meetings with them on the specific, how do we create that curriculum. That has already started and by the time we open in 2024 we hope that is really going to be the beginning of establishing that recruiting folk. I think the important thing is a lot of different value propositions that we are creating for Johnson C. Smith as a community to be a differentiator with a Howard or somewhere else. There is none in the Country that we believe have had this type of thinking around you come to Johnson C. Smith and then you have an opportunity to be part of really a nationally known Medical School. So, we are working through that because at the same time we are looking at stand up our own Medical School, but we are in active conversation to determine what that curriculum needs to look like.

Ms. Eiselt said I felt like in hearing that earlier today that is really what we would love to see is that you are going deep and saying not only are we going to have jobs for people, but we are going to make sure there is a program for students to go in that make them get those jobs. The building is very exciting and I'm wondering are you also looking at the high school level and talking to –

Mr. Woods said absolutely we are and I'm glad you went there. It requires retooling some of the academic infrastructures to support higher opportunities. We have actually a program called Patch where we go into Title One Schools and we have these kids, they are not exposed to, they don't know what a Dr's life looks like or a pharmacist, so we actually take them, and we partner with a physician or a pharmacist or a nurse so they kind of have this day in a life approach and really that is to generate interest. At some point, we will share sort of the recent video that we had on Patch itself which it is just amazing to see these kids really now have a different vista for their future and that also establishes that connection when they are in high school. I didn't know what I wanted to be until I was a sophomore in college actually. We are trying to go deeper into the schools to create that sort of excitement about what is possible.

Ms. Eiselt said I think that is going to be critical because if a student is applying to a program for undergrad and they already know they have an interest. I think at our high school level it would be great to see some intentional connection all the way down through the high school so thank you.

Councilmember Ajmera said in terms of the scholarship when you say diverse students could you elaborate on that?

Mr. Woods said we are actually in the process of finalizing that criterion because we just announced a couple of months ago so we are looking at a broad focus on diversity to

reflect the diversity of our community. That is really the intent when we go forward on the scholarship.

Ms. Ajmera said got it, so we are looking at underrepresented communities.

Mr. Woods said exactly.

Ms. Ajmera said I know over these last couple of days we've gotten e-mails about various apprenticeship programs we have here such as ironworkers, electrical, construction, etc. and they have asked us to see how Atrium and Wake Forest can partner with some of their organizations to be part of this transformational project. I'm interested in hearing your thoughts on that.

Mr. Woods said we want to certainly support the small businesses as well in this process, but if you will provide the names we can have the right conversations after that.

Ms. Ajmera said absolutely. Maybe Mr. Manager, I know in the last couple of days we've gotten e-mails from various organizations that have apprenticeship programs. I know Ms. Johnson and Mr. Phipps had actually been to some of their open house events. I know earlier this year some of their representatives are here in the room, so I just want to make sure that they get connected with this transformational project and show that they are a part of this moving forward.

Councilmember Newton said I think Ms. Ajmera might have stolen a bit of my thunder on this one. I wanted to thank you Gene for Atriums' racial equity within our community. Having said that on that slide which it looks like we are kind of filtering through some other ones right now, but on that previous slide I just wanted to point out I think a lot of focus has been on the creation of healthcare jobs, but at the same time, to Ms. Ajmera's point this is a large project and in its buildout, there will be a lot of other jobs included, construction-oriented jobs and I just wanted to build upon that comment pertaining to registered apprenticeship programs and maybe the possible opportunity to include those as well here and help us with many of our workforce development goals. Many of the goals were included in the 2040 Comprehensive Plan.

Mr. Woods said that is a very good point and we already have actually some apprenticeship programs that we can build out and expand on. Just a couple more slides to kind of give you a sense of proof of concept. This has something that has been done in Winston and Wake. For those of you that remember Dr. Italia that was there under generative medicine, this is how he approaches it as well. So, your job identification upfront, employer commitment to hiring so he essentially says this is the type of workforce that I need. There they work with training programs with Forsythe Technical Community College, then they go to high school summer research exposure programs, and then they can create the pipeline for a research assistant, laboratory technicians, etc. so this is kind of how it works. They will be taking a page out of this here as well. Then if you just expand that, it thinks the earlier comment about how deep do you go in kind of in some areas you have to go down to elementary school, middle school, high school, etc. so this is how we are planning to build out the programs and again there will be a trip to December with some of the educational institutions here to learn more about how it is done in Philadelphia.

I mentioned earlier that Housing is obviously an important part of this. The Innovation District itself is targeting 5% of Phase I housing and then the majority of the units will be at 50% AMI and then as I mentioned we announced today here 14 acres of land on North Tryon Street to be redeveloped into affordable home ownership partnering with INLIVIAN. If you step back, what does it all mean in terms of economic growth and opportunities? Every job that we create, and R&D creates 8.4 additional jobs so right now on the site that we've just shown, looking at creating 5,500 jobs and half a billion dollars in annual economic contributions and earnings, and then at full maturity including the surrounding communities over 11,000 jobs and \$811 million of earnings. Again, the important thing is 30 to 40% of these jobs are not going to require a Bachelor's, and these innovation jobs have a 15% higher entry-level wage than non-innovation jobs. This will be one of the more

significant I think job creation opportunities in Charlotte's history, supported by \$1.5 billion in private investment. It will be a centerpiece in our economic mobility strategy and it will create a lot of additional good-paying jobs.

With this, thank you for the opportunity to present and I will turn it back to Tracy.

Ms. Dodson said thanks, Gene. Typically, when you see us up here on these projects it is just the staff, but I think the depth of the partnership I really wanted you all to see as well as really hear about the vision firsthand. This is one that is different, it is not a typical public/private partnership that we would invest in and explain why we should just invest in roads or things like that. This one is truly unique and very different and so I wanted to walk you through just a couple of the specifics of the site and how the site is going to come to fruition. As Gene mentioned 26 acres assembled and the first buildings are going to come out of Parcel A, and then from there they will grow into Parcel C and Parcel B. Gene mentioned a point that is really important for everybody to remember which is in order for this to be a success you are really building a building every three years. Standard buildings take at best 18 to 20-months, usually closer to 24-months to get out of the ground. So, they are going to be in this constant churn of growing and developing these businesses in the Innovation Campus. They are also creating new buildings for those businesses as they get out of that incubation period and are ready to take more significant space. So, it is important that we get the infrastructure in place in the beginning, it is important that they have room to make choices to kind of develop quickly and also have the opportunity to build out some of these other uses within the district as the office component is growing.

So, as we've talked about before this is what it will look like after, you will see the tower right there in the middle. That is the Medical School Tower. Gene showed you a picture of that earlier. Immediately to the left of that is the first Research Tower and in front of that will be the second Research Tower. So, we start with this nucleus of the campus and have the ability to kind of grow out a little bit more organically.

So, Phase one is the structure, and we spent a lot of time on this and what is really needed to create a significant run room and it is expensive, \$94 million of infrastructure costs in this initial space and it is everything from intersection improvements to new roads, utilities with storm drainage and water and sewer. There is also a pretty significant high-tension power line that needs to be buried and relocated. All of this started to pave the way so that we can really create this campus. You will also see on there this purposeful walk on the cycle track and The Plaza. Again, when interpreted Gene earlier to say that this is really under-utilized land and we've got to get the infrastructure right coming out of the first phase so that we can support that in the purposeful walk connectivity between Uptown and Dilworth and Pearl Park and the Greenway I think is really an opportunity that has got to be in the first phase of it. As well as structured parking, this is an area where structured parking isn't market-supported right now, but in order to be able to build out the density, we have to get parking in there right from the first phase.

So, what we are proposing tonight as a public investment of \$75 million, \$60 million of that would be a tax increment grant, that would be \$20 million from the City and roughly \$40 million from the county and then a \$15 million CIP (Capital Investment Plan) that would be split between two bond cycles. The other \$19.2 million would be private or other. We continue to work with the team to look at federal opportunities as well as state opportunities but as we have mentioned several times this is a very unique project. It is not a cookie-cutter where federal and state necessarily has a lot of opportunities or programs to invest in. You don't pop up an innovation district every other day, so it is a little bit unique in finding some of that other public investment.

We had a question earlier before and I wanted to give you two quick case studies. Somebody said what are some examples of case studies where we've invested in something and it produced something bigger for our community? I think Councilmember Bokhari asked about Johnson and Wells where they opened in 2004, but I think some of the things that are really interesting to me, the important part; 80% of the students work in the community while they are in school and then 20% of the alumni have moved up two

or more income [inaudible] and I think that is really important. Also, our industry growth of food and beverage comparable to other cities, we are 21% versus 16% in Dallas over the past four years and the industry contributes 2.1 to our gross retail product that is higher than Tampa, Denver, and Raleigh. Again, we can say it is all to Johnson and Wells, but it shows you where, and I think if any of us were around in 2004 where we talked about how this is really going to put our community on the map as it is related to food and beverage. You look around our community now and restaurant, there is usually a J & W grad in there somewhere in restaurants throughout our community.

The other one that I wanted to highlight was the growth in Fintech. We know that the financial sector, we have been strong here, but where that has really taken us in Fintech and our sector has added 2,600 new jobs over the past five years, but we've also added 65 Fintech firms to Charlotte and 87% of the employment growth in Fintech between 2015 and 2020 has been pretty significant and the next closest to us would be Tampa ranking at 55%. So, of the financial sector, 80% of the employment growth has been in Fintech. That has led to the success of recruiting 1,800 new jobs, that is just over the past year, Retirement Clearinghouse, Intercontinental Capital Group, Robinhood, Credit Karma, and those four examples have an economic impact in Charlotte of \$378 million and additional 2,200 jobs created. So, if we go back to using the example that we were using with Pfizer, just think where we will be in this in the healthcare and like sciences in a very short amount of time.

Why Invest? Again, I told you this is a different one. This is different than other public/private partnerships that we've looked at in the past that is unique. There are a lot of pieces that we are building out. We were just talking about putting the shovels in the ground at the beginning of next year, also building out these programs, and have been starting to build out these programs. So, this is a long-term partnership that will go, it is not your typical one where we say we are going to do a tax increment grant and let the developer just go and have a nice day and that is all. This is a long-term partnership with the city, with the county, and with other partners at JCSU that we talked about today, Central Piedmont, Charlotte Works, and many others and so it is important to know that.

The industry growth as was mentioned earlier we think we have received 5,500 or more jobs on-site and 11,500 county-wide. That doesn't count also the Pfizer and the other ones that we think would come as a result of growing this out. Then, we are looking at a total economic impact of \$514 million on-site, \$811 million in the county, and that is supported by a 41.5 billion in private investment. Gene talked about what happens in the buildings and this will be a magnet for innovation. It is important; typically, when I look at these office projects and we look at tax increment grants along with business investment grants and they have an office as a component, we have to be really careful because you don't want to take away the ability to think about how do we use our business investment grants to recruit new business. That is not necessarily the case here, we are investing in the infrastructure and because of what they are putting inside the building, this is not the kind of business investment grant scenario that we would have. We've created the place; they have created what is inside the buildings and that naturally brings the companies. It is important to note too with that magnet for innovation, what they are putting inside the buildings can increase the cost inside the buildings of almost \$500 per square foot over a typical office building.

Again, historically we've talked about we might not do intersection improvements with a development team on a project like this, but the reason that we are doing that, the reason we are investing a lot of this infrastructure is because of what is happening inside the building. Focus on opportunities across the community, we talked about the Bishop Battle Scholarship a couple of times, the pre-med program at JCSU, partnerships with our other partners to develop programs targeted for the youth, workforce development initiatives. We've also had a lot of conversations about wraparound services, those barriers to employment and how do we make sure that we are being thoughtful about that. We've talked about the MWSB commitment – construction and beyond and then the affordable housing commitment.

The last slide that we have is kind of the next steps. So, the city and the county, we've been trying to be very thoughtful about moving forward together in the conversations with both the elected bodies. The County Commission did the first presentation on September 28th. We all had the opportunity to visit the Innovation Quarter last week and see something firsthand. This is our first presentation; the county has a second presentation next week. The City Council could vote on November 8th or the 22nd, probably the 22nd. We will let the county get through their next conversation and then the County Commission is scheduled to vote on November 16th, and then remind you of the rezoning that we've been working simultaneously with this coming in November and December. All of that is to tee up construction beginning early next year in order to deliver the Medical School in 2024. Remember I've said it takes a while, this don't happen overnight, so that is part of our urgency of getting this moving. With that, I will stop for questions.

Councilmember Watlington said thank you Tracey; I had the opportunity to go to Winston Salem and see a little bit about the Innovation District and it is certainly is an exciting thing. I will follow up to my question from last week tonight. I know you mentioned there has been a lot of conversation about the MWSBE in the announcement where a lot of money is being invested in equity. I would just like to understand particularly in light of this expected vote; at what point are we going to see exactly what that framework for workforce development and also specific M and SBE in participation?

Ms. Dodson said we will get you more detail around the framework and put something together.

Ms. Ajmera said this checks several of our boxes, affordable housing, jobs, workforce development, upward mobility so this is a no-brainer. I still have a question, if you can go back to the slide where it is the CIP \$15 million; is that already part of our next two to three bond cycles, or is that something additional in terms of our capacity? I know we had talked about our capacity in the past during the budget season. I was trying to understand in terms of our capacity is that part of our existing capacity or how would that affect our overall other CIP projects that are already in the pipeline?

Mr. Jones said what we did in this last budget is showed you for the first time four new bond cycles, not the Big Ideas bond cycle for the four new ones and what we did is add a category which said public/private partnerships. I believe Ballantyne stood out as its own project because we are further along. So, for example in 2022 the bond cycle we have \$11 million to promote public/private partnerships. In 2024 \$26 million, 2026 \$13 million so built into this was the concept that projects like these would come along. This happens to be one of the first ones.

Ms. Dodson said yeah, and I think what we found is that we have these different opportunities, and it is usually a set of tools to help solve them and so having a bucket that you set aside for public/private partnerships as the Manager said is great because we are not looking at well what project is this taking from or anything like that, we have a little to work with.

Ms. Ajmera said I remember back in June I had asked about the public/private partnership bucket and I know we were talking about the greatest projects and now I see you smile so I get it all, so great job on the planning.

Councilmember Graham said Gene, thank you for the housing, as Chairman of the Housing Committee that is a good way to start the meeting and top off a great day for a number of other reasons. I think Ms. Ajmera has basically said this is kind of a no-brainer, based on the return of investment that the City will be making if Council approves it. Ms. Watlington is spot on as well though, trust that verify. I think the devil is in the details, the end is in the beginning and so it is really important as I suggested when we met at your facilities about a month ago now, that we get it right from the very start. There are a number of moving parts that talks about diversity and inclusion from affordable housing, the initiative for Johnson C. Smith University in MWBE goals. So hopefully on your senior management team, there is someone that is really looking at all of these moving parts that is dealing with diversity and inclusion while you are going after some of these other

spin-off businesses to be a part of the District. I just think we really, really got the intention about this before we get too far down the road because again, the end is in the beginning and if we want to really materialize on everything that we are investing in, and part of the investment is investing in the community and the social impact that really has to be top of mind at every level of discussion as we move forward. I know you will, but I think it just bears repeating for the public record.

Mr. Wood said we have many people focused on this from [inaudible] and we are absolutely willing to have a much deeper layer of conversation on what we are planning. We don't have time to go into that level here, so we are absolutely going to do that. And, also have to realize that part of this will develop because there is no health system in the country right now that you could point to that has this type of ambition and vision for this community. So, part of it is going to require us to continue to work with community partners, with all of you [inaudible] will kind of help create that so we will share with you I think a level of that that you would not have seen anywhere else in the country, also sharing there is still work to be done.

Mr. Graham said I understand in some cases we are building this thing as we are flying it and certainly there is a level of trust in the people that is leading the initiative that that is really a centerpiece of what we really have to get right. Other than that, I'm cautiously optimistic and very excited about the prospect.

Councilmember Phipps said Mr. Woods, what synergies do you see between this District and the Winston Salem project? Do you envision this as a stand-alone District or how much leverage will be between the two Districts being that they are in a corridor that is really closely aligned?

Mr. Woods said that is a fantastic question because I think what is different about this is also that we envision this as a corridor so, it is Atrium and Wake Forest are together on this. A lot of times in states you find neighboring cities fighting over the same company so, right now we are looking at complementary companies. When Winston converted to the R. J. Reynolds Tobacco Company they brought about 90 companies there, so we are going to augment that, but we also have opportunities for regenerative medicine that is based there but also have an outpost here. So, there is careful planning in terms of these corridors work together. As we've shared with other elected officials, the Governor, and others this actually positions North Carolina different as a talent magnet throughout the country because there is no corridor concept that is typically a district in one city or another, so we think that is going to be another differentiator and the fact that we already have a proof of concept in Winston that has really worked. Those of you that have seen what that city was before they did this, it is a completely different city with a completely different trajectory. I appreciate the question because we are going to call this a corridor and you will hear more about that in the months to come.

Ms. Eiselt said thanks again for the presentation Gene, and Tracy, just showing the details of this exciting project with us. I just would lend my support to common set what Ms. Watlington and Mr. Graham said that I really would like to a little bit more information on the framework with regards to education. I would like to see that there is a commitment to our high school students having a connection with that in some form. I think it is an incredible project, it will attract students from other cities to come to Charlotte, it will attract faculty to come to Charlotte and that is great, but I want to make sure that we remember students that live here and need those opportunities also. So, I hope that we can see something that is more than aspirational in terms of that kind of commitment.

Mr. Woods said yeah, absolutely I think that is a very fair question. We'd also welcome sharing what we are already doing that we haven't shared with the community [inaudible] and I think you already get a sense that we are already being committed to that and we think this is going to build on that. I think the other opportunity is this can be a galvanizing force for the different educational institutions we have in this community to work towards a common goal and that is why we are taking a trip to Philadelphia so they can see all of these institutions have come together around the very purpose that have been highlighted

today and what they've learned and what we can learn from that and then also what we can create unique to Charlotte.

Councilmember Winston again, these are questions I've been asking in meetings since the start of this. A medical school, whether it is new or it is an expansion of one is something that is very disruptive to communities. It is something that leads to lots of displacement. I am pretty familiar with this living up in New York when the Columbia University expansion project was first announced in relations with the folks of Harlem and the communities up in Washington Heights. There was a large concern that this again was going to, and it did hasten gentrification and involuntary displacement. I don't think people really realize how impactful this investment is going to be from a positive standpoint, but as we know in this history of Charlotte our growth has been better for some and not for others. My concern here is the type of displacement that we are going to see here is going to be very different because of where the Epicenter is. I think it is going to start in places like Dilworth, Myers Park and further hasten displacement of folks in the Cherry Neighborhood and that is going to have ripple effects throughout the entire city as it kind of has that domino effect.

I ask for us to collaborate to figure out some type of anti-displacement strategy that goes into this. I haven't seen a strategy kind of presented just yet so I would like to know what is the progress of that and how are we going to approach dealing with that.

Ms. Dodson said Mr. Winston, we hear you on that. I think that was one of the reasons why emphasize that just to start there was no displacement on-site, but we will come back to you on strategies. I think one of the first things is really, as Gene pointed out, how we are thinking about affordable housing, not just beyond the site, but throughout the community as it relates to this project, but we will be back on more on that.

Mr. Winston said is that going to be available before we are asked to vote on any economic incentives?

Mr. Woods said we are happy to provide that. I'm very familiar with what you alluded to in New York and that involved repurposing existing space. This is space that is not being used currently, also in those examples that you mentioned there was no commitment as I recall to affordable housing, which we are significantly making investments in. I think in those situations there wasn't a commitment to at least we are starting with \$10 million of specifically focused on making sure people have scholarships to support this. I think very happy to provide more information, but I think the basics of this versus what you alluded to, which is a real concern, is fundamentally different so we are happy to provide additional information.

Mr. Winston said I know that people are necessary, it is a new space, but again what I alluded to is if this is successful as we want it to be there is going to be a very disruptive nature to the socio-economic structure of Charlotte. That displacement is caused in many different ways, not just about physically pushing folks out. I hope that whatever process staff and Atrium have been working on is robust and does take into account the nuances of the type of impact this is actually going to on our City. I definitely loved the trip to Winston Salem last week, but I think that the Medical School in Winston Salem is very different than where we are building. That was close to their downtown while this is close to our downtown area it was directly between neighborhoods and downtown, so there was displacement in a portion of it that physically made sense. We don't have those old buildings, we don't have those old RJR (R. J. Reynolds) buildings and tobacco warehouses and all of that infrastructure that has since been torn down, but it seemed like assurances were being alluded to that we were going to be creating the same type of placemaking structure and places for the entire city. How are we going to do that in this case because I don't necessarily think this is a place where people go and my fear is that only people that will actively be part of this Innovation District, whether they are business or students are going to be there so how are we going to lead this into a place that all of Charlotte can kind of be a part of?

Ms. Dodson said Mr. Winston, I'm happy to do a deeper diver with you on the site plan, but I think one of the things we have to start with is, I feel like this area is somewhat overlooked because there is not there right now. You have some businesses that line Morehead Street, but you don't have a lot in this space and so for me even, I didn't realize the huge ability to connect this land into the larger community until we started digging into the site plan and that is part of why some of these road connections are so important of how you will be able to work through the site to connect more easily from uptown into Dilworth or from uptown through the site to Pearl Park, to the Greenway and even across over to Cherry. What we are really doing by this is opening up a site that is not otherwise connected today. That is step one and then step two I think some of the intentional design that the team has put forward like the purposeful walk and the plaza space that kind of create that synergy at the Epicenter of this development or better connect you into the development. It is not a difficult walk from uptown under the underpass, it is a walk that you want to do. Think about what we just did for example, at Trade Street and connecting under I-77 and the bridge and really making that something that is a meaningful connection rather than something that is just underneath an underpass. They have put that level of intent in a lot of this design. As I said, happy to walk through the site plan in more detail with anybody on Council.

Mr. Woods said in addition, happy to have you come to the site, any person that wants to come to the site because you will see for yourself exactly what Tracy is articulating. There is zero displacements on the site, not one person will be displaced so this is essential, think about it as an under-utilized space that is greenfield space right in the middle of an opportunity here to connect with uptown. Council certainly feels free, we can after as a follow-up have you and anybody else that actually wants to see for themselves like when you went to Winston it really clarified a lot and I think this will be clarifying as well.

Mr. Winston said of course everybody knows I really don't like public investment in parking decks. To me it sucks, that seems like that is going to be the largest line item potentially that we are going to consider on parking decks. We really got to move away from that. My last question and this was a question I had when we were in the regenerative lap institute as part of the Medical School up there. This is going to trust our government and our tax dollars into a different realm, not just from the construction standpoint, but as we look to invest in some of those businesses, vet those institutes, those markets, not just research technologies that are coming. I guess this is Tracy, how is our organization going to get smarter in considering how we provide economic incentives into this new medical field for industries and companies that are surely going to want to come and be part of this new District.

Mr. Dodson said Mr. Winston, to answer your question, I said earlier, I think higher investment and incentivizing these companies to come here, grow here, and really stay here is in this initial investment. Typically, if you are a Honeywell or you are a Lowe's that is a different incentive program that we use, and it is a different kind of process that we go through. When we started down this journey, in talking to the Atrium and Wexford Team we really figured out that the investment and the incentive is really in creating that place and that is where the companies want to again, come to, and grow. But the other pieces that will do and why I reiterated earlier this is a long-term partnership is I'm thinking about how we are working with others in the economic development ecosystem and recruiting businesses so Pfizer is a perfect example of somebody who might want to locate near this but might not be on the campus. Are we being strategic about those opportunities as they are building out and growing the campus as well? Think about other initiatives we have going on which is Hire Charlotte falls right in line with this. How are we providing the training opportunities for the jobs that we want to grow in our community? So, to me, this is one of those public/private partnerships that it is not just the one time or two times we will be up here in front of Council. This is an ongoing conversation, but we've been very intentional to wink it into our thinking to so many different other spaces from education, workforce development, business recruitment, and beyond.

Mr. Winston said the last question I have is for Mr. Woods. Been talking to other partners over the past couple of months or years and some are very explicit in their commitment to including union labor on worksites. How committed is Atrium to working with our labor

unions to make sure that fair wages are paid for the workers that will be building out this Innovation Campus?

Mr. Woods said we believe that we are very focused on having an excellent place to work and practice and we believe that we are very committed to our workforce and so that is how I would address that.

Mr. Winston said no commitment to include union labor?

Mr. Woods said we are committed to our teammates and our workforce.

Councilmember Egleston said given the mixed-use nature of all these different buildings what percentage of this is going to be on the tax rolls versus not?

Ms. Dodson said that is a really important question I forgot to mention it in my notes. It is really important to note that this is one, we are taking some property that is not on the tax rolls today, the Atrium Home, and actually putting it on the tax rolls. All this proper will be on the tax rolls, it is not owned by Atrium. Atrium is a tenant in it and so we are taking properties that again, are not today on the tax rolls and bringing some of it back to the tax rolls. Then the other properties that are partly on the tax roles in this area like we've said all along, are underutilized, so that is another important factor as we think about the public investment.

Councilmember Bokhari said just reading the tea leaves of the many conversations we've had and kind of where we are in the sentiment. I think everyone on this Council a person has follow-up questions and is interested when the details shake out is also sees the value and the potential of this and is directionally supportive. I would just say that I think a lot of the questions that have been raised today are good ones and are probably ones that aren't going to get teased out in a couple of weeks. I'm sure there are roadmaps, we've seen certain parts of roadmaps and how they do certain things, but to me, it is an indication of the public/private partnership with Tracy's team and with the Atrium and Wake Team and others of which these things are going to be worked on for years to come so it is about continuing that work making sure we have the basic questions answered to the best of ability now, but then know that we have a transparent open dialogue about these things and updates as they continue in ways to weigh in. I think as I see the questions that have been posted, no one is going to get a level of detail where they are like well that is the perfect plan [inaudible] because it is going to be formulated. With that in mind, I think my recommendation would be, I saw you had multiple dates on the calendar of things we could do, and the county is on their path as well. I would love to see us move with urgency and ultimately answer questions to the best of our ability we can for the folks around here, but not only move forward because we have other things to focus on, make sure that we send the county a strong message of our intentions as they are going through these presentations as well.

Ms. Dodson said you bring up a good point, to be just transparent and Gene, I don't want to put words in your mouth, we are going to have every specific of every program worked out. This is a work in progress. I think what we can do is provide a little bit more detail of where we are going and where we see similar type programs that we are looking to build through this, but also, like what you brought up was developing some sort of transparency and matrix and we move along. How are we coming back, how are we establishing the system to make sure you can ensure that the things that we are talking about here today actually are implemented over the next several years really.

Mr. Bokhari said if we can make sure we circle up with those thoughts in mind as the next steps and then the points on the calendar figured out.

Mr. Phipps said I think it would be critical for us as a follow-up to Mr. Winston's offer. I think it would be a good thing for us to indeed take a tour of this site prior to any vote for Councilmembers that might want to do it. Get on a bus like Winston Salem and go look at it. I think that is important.

Mayor Lyles said I think what he means is everybody have the opportunity to have someone talk about the project. If we could set something up before we come back, that might be a time that we could actually talk about what we know or in response to the questions tonight because I think as she said it is a rolling target. One question often generates another one so that is how we work together.

Thank you very much for everything, thanks for the team over there, I see them working seriously on this already and we will get that tour set up Mr. Phipps.

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ITEM NO. 3: NATURALLY OCCURRING AFFORDABLE HOUSING RENTAL SUBSIDY PROGRAM

Marcus Jones, City Manager said the Naturally Occurring Affordable Housing Rental Program goes back to the discussion that the Council has had for a while. It is one of those opportunities to look at some of the tools in the toolbox and try some things that are new. I believe there was one NOAH that came up with a partnership between the city and the county and then we put this back in Committee Pam, to see if there is a pathway forward and tonight will be the first discussion amongst the Council about the pathway forward.

Pam Wideman, Housing and Neighborhood Services Director said just in terms of background this is a reminder you all in 2018 adopted the Housing Charlotte Framework, that framework is built on three pillars, it's building new, its preservation, and creating family self-sufficiency. In March 2019 you approved one of the programs under that broad framework for preservation and you approved your NOAH guidelines and so that is naturally occurring affordable housing for how you would invest in NOAH's as they came before you. Additionally, in November of 2020, you all approved the first rental subsidy pilot with Lake Mist. When you did that you asked us to go off evaluate that pilot in partnership with the county, bring back to you a suggestion for that work, and if it works how we might go citywide with this program. It is almost a year later, and we are back in front of you and then on August 18, 2021, we brought our suggestion our initial evaluation of that pilot to the Great Neighborhoods Committee, reviewed it with them and that Committee unanimously approved that we move it on to the full Council for your consideration of the citywide program so that is why we are here tonight.

Just a little bit of background and I know you all know this, more background, How NOAH Works. We work with a developer to acquire and rehabilitate a property, and this is one of your truest anti-displacement tools. So, we work with the developer, you all invest for them to acquire an existing naturally occurring affordable housing development. We place affordability restrictions on the property of 20-years affordability restriction and then one of the great things about how it avoids displacement is existing residents are able to stay there. Nobody is asked to leave and as units become available, that is how we get more housing for affordable families.

Why do we do NOAH's why are they important? Obviously, there are best practice strategies, they are already on the ground, they are not disruptive to a neighborhood, but they are less expensive, and because they are already there it is faster to deliver. Again, it avoids displacement. We provide access through the NOAH Program to mixed-income neighborhoods and really we want to focus on neighborhoods of high opportunity so all of that criteria were approved in your guidelines. Again, you will hear me say displacement a number of times, this is one of your truest anti-displacement tools.

This is just a little example of why there is a need for a local rental subsidy and kind of how it works. So, I will give you one example, if the average rent in Charlotte is a little over \$1,000 for a one-bedroom, and this program is for households at 30% or below the rental subsidy program. So, a household at 30%, can afford \$405 per month for rent and so what we are able to do through this rental subsidy is to pay the difference of that \$747 per month and you can see how it works out for a two-bedroom or a three-bedroom development.

Our goal again through this program is to create additional rental subsidies for those households earning 30% and below so we know that housing vouchers only go so far because there is a limited number of housing vouchers in our community, so this is a way to create another rental subsidy for those households. And again, we want to create that rental subsidy for properties that are in areas of high opportunity. So how do we do this? We accomplish this by working with mission-oriented developers and with mission-oriented, they have to be in it to help provide 30% units for the prescribed time that you all approved in your guidelines. So, this is not one developer-centric and that is what I really wanted to get across, but any mission-oriented developer who is willing to abide by your newer guidelines could apply for this. I will also point out that this requires city/county participation and most likely will happen in conjunction with the Housing Trust Fund ask. It doesn't have to, but most likely it will happen in conjunction with the Housing Trust Fund ask.

In terms of program eligibility again, we have all of the criteria that you all have previously approved about they have to be in an area of high opportunity, at least 20% of the development has to be for households earning 30% and below and then all the other criteria that you all will look at when you are financing any other deal, you want to make sure that the development team can actually do the work. You look at things like maintenance history and you want to make sure that the developer that you are working with has a history of just good property management and good property upkeep, keep reinvesting in the properties.

We said in our guidelines that the property must be older than 15-years. It must be well maintained and on the property tax rolls. That is really important here too because you want to know that you can get at least another 15-years-worth of life on your development if you guys are going to invest your Housing Trust Fund in that. The way this works, you would commit in addition to your Housing Trust Fund, you would commit annual funding for the length of the deed restriction, but not to exceed the amount of the property tax for that year so that is really important to point out there. Again, as I said earlier, the rental subsidy pays the difference in that 30% rent.

The way that this is administered is it is administered through a third-party non-profit housing service provider. In our case, that is Social Serve. Many of you know Tera Peal at Social Serve; the way it works, I don't want to get too far in the weeds here is that Social Serve identifies the family, they've worked with them, they know that they are true 30% family and they will go ahead and get that family housed and then they will draw down the money from the city and the county on a reimbursement basis. Tera sent a note, she really likes the program. She says it is easy to administer, it is a fast way for people with a rental subsidy or needing a rental subsidy to get into housing and so she is a very strong supporter of the program. The other thing I would point out to you here is that the funding is only drawn down as we need it. So, we don't write a check upfront for the whole property tax that we agree to, it is as the units are needed. Again, we don't want to displace anybody, so this is done on a reimbursement basis.

I'm going to breeze through this because I said some of this, but I just want to make sure that we fully understand there is a 20-year deed restriction placed on the property. You invest just like you normally would in properties that are housing people at 80% and below the area median income. There is a set aside of a minimum of 10% of the units participating in this program with a goal of 15% to serve households earning 30% and again, who do not have existing housing vouchers or rental subsidies. The overall goal overall is at least 20% of the property must be set aside for households earning 30% of the AMI.

This is just more mechanics, the rental subsidy is disbursed across the property and that is really important too because you don't want just all of the 30% people living in one building, so it is across the property. It is for one-bedroom, two-bedrooms, and three-bedrooms so again distributed across the property. These properties and these developers, have to adhere to our compliance monitoring standards, and again this only works if the city and the county participate together. They have to secure a commitment from the county as well.

The big take-a-way here is that the Council will review each proposal and so what you are doing tonight is I'm giving you an overview of what the rental subsidy policy will be. I will come back to you next week, ask for your approval, so you will be approving a policy, but it is each program or each development we get a request, that will be brought back to you for approval as well, and that is the way the county is going to work it too so for each development we will bring it back to you.

This is Lake Mist. Just as a reminder, I know it has been some time since you all saw that. That was a pilot, through that pilot 22 subsidies have been created. Currently, nine of those are being used, and again we only use a 30% ask as it is needed. Like I said, tonight we wanted to give you an overview. New Monday night we will come back and ask for your approval and then on the 22nd I believe it is, at that following business meeting; you all have already made your Trust Fund investment in three NOAH's, Maple Way Apartments, The Pines on Wendover, and Shamrock Gardens which is the largest NOAH in our city. We will come back on the 22nd and ask you to approve the rental subsidy for those three developments.

I won't spend a lot of time on each of those developments tonight, but what I will tell you, those are all with Ascent Realty. I think you all are familiar with Mark Ethridge. For Maple Way, it was built in 1973 and you guys saw all of this information when you approved the Trust Fund, but the point here is if you guys approve you will be creating nine new subsidies and that property tax is a little over \$15,000 and the affordability period is 20 years. Pines on Wendover was built-in 1988, it is a smaller property so you will be creating six subsidies there. Shamrock Gardens has the largest NOAH, 265 units built-in 1964. You will be creating 40 additional subsidies there.

I'm going to leave you with a small video that speaks for itself. Then I will take any questions that you might have.

Due to technology difficulties the video was not shown.

Mayor Lyles asked Ms. Wideman to just e-mail it to the Council and said Pam, I really like this proposal because it combines what we are trying to do with keeping the affordable housing, working with people that we can really trust for the development, and making it possible for them to really approach it from a business perspective. I've always been a little bit concerned; I've never known how many vouchers are in the City of Charlotte. I don't know that all of them go to INLIVIAN or if there are other places that people get vouchers. At some point, it would be great to know that so that we can have some data around what the impact of our work is as opposed to the experience from other voucher holders. I guess the question I have is do many people get vouchers through the county of the city?

Ms. Wideman said May, that is an excellent question as always. Through the source of income work, we are working to get the number of vouchers that INLIVIAN are awarded. We know they are not getting new vouchers that are returned, they go unused, why they are returned and where those are so we can partner with those landlords on other work. We can get a number on bash vouchers that Veteran Administration Vouchers and then we can get numbers metric on A Way Home and so that is some information that we can share with you and share with others as well. Mayor, you reminded me of something, this is was a nice tee-up coming after Mr. Woods. What I didn't say was every one of these properties, in addition to your rental subsidies, they have a community health worker on-site, 40 hours a week and they help with this occupational, they help them with health care so that is another unique innovative kind of partnership with this work.

Mayor Lyles said I would really like to see us collect the data on the vouchers here or the subsidies we are providing and the experience of other organizations and their subsidies as well. Thank you for the proposal and for working through this.

Councilmember Ajmera said Pam, thank you for your work on this and also the Housing and Neighborhood Development Committee. I think we've come a long way in terms of developing a policy in funding NOAH's. We all know that it is cost-effective, and it keeps

the residents from being displaced. If you can go back to slide #10 if you can help me understand where it says the city commits annual funding for the length of the property's deed restriction. I know there was a difference of \$700 or \$1,000 so that would be paid by the property tax that would have been paid. Is that correct?

Ms. Wideman said that is exactly right Ms. Ajmera. Simply what you would be doing, or approving is a reimbursement of the property tax for each additional subsidy that is created through this program.

Ms. Ajmera said it is similar like a tax implementation grant.

Ms. Wideman said I refer to it as reimbursement, but yes, you can refer to it like that.

Ms. Ajmera said in the case where, especially for 30% where we have a huge gap and then not met by property tax, what would happen in that case? I see 20% just for 30% AMI or below.

Ms. Wideman said this whole program, the whole rental subsidy would be applied for only 30% of households. This is all about 30% households so for example where we are going to create in Shamrock Gardens the 40 or so subsidies those are subsidies you are creating an additional 30% rental subsidy for that person or voucher. It is very similar to a housing choice voucher. That is for a 30% family, that voucher pays the difference between what they can afford to pay, and this is the same thing, it is just your local rental subsidy.

Ms. Ajmera said however, we are not taking anything away from the NOAH dollars. This is in addition to the funds you've allocated for NOAH's.

Ms. Wideman said that is right, you allocate funding to NOAH's. If you approve this you will be allocating funding to NOAH's, you will have the opportunity to allocate funding to NOAH's in two ways through your Housing Trust Fund which is for the rehab and the acquisition and is to the property, this is to the person or the household to help them afford the rent.

Ms. Ajmera said so this is a housing choice voucher similar to that so let's say the resident was relocated like with INLIVIAN you have to repay the voucher with them.

Ms. Wideman said no, this is to the property, so this is not like what you are speaking of is a portable housing choice voucher. What you are talking about would be like a project-based it stays with the project.

Councilmember Johnson said thank you Pam; I'm just thinking this through. Currently, I know what we have in numbers for the number of a voucher that INLIVIAN has somewhere we have in our data. We talk about concentrated poverty and one of the benefits of the Housing Choice Voucher is that a resident has the freedom to live anywhere where a private landlord would accept it.

Ms. Wideman said that is right.

Ms. Johnson said it could increase opportunities for families if we had more landlords that would accept the voucher. This feels like, and while I support Mark Ethridge and his team, I think it is a great idea, this feels like we are doubling incentives to specific providers where we could increase the support if we gave vouchers to the person instead.

Ms. Wideman said no, thank about it this way Ms. Johnson. This is about keeping people in place and remembering your policy that you approved in terms of how you invest or where you choose to invest in a NOAH. It is in short, and I'm not going to remember all the criteria off the top of my head, so the NOAH's that you guys have invested in, the Pines on Wendover, a 30% household might not ordinarily get to live there because they can't afford the rent and they don't have another voucher. These are owned by the private sector so you have no deed restrictions on them prior to your investment in them and I

point that out because it is their property, they could sell it, they could tear it down, they could do whatever and that would be the displacement that we try to avoid. You would have a number of people being displaced and if you think about it now, these are naturally occurring affordable housing and so these rents are already affordable, so you are not concentrating, you are doing two things at least. You are keeping people in place you are avoiding displacement and then if people voluntarily decide to move you are opening up a unit and providing a subsidy so that another 30% of households will have an opportunity to obtain a unit in an area of high opportunity. You are knocking your goals out of the park; this is everything you said you wanted to do. You want to avoid gentrification displacement and you want to provide additional subsidies in housing for households earning 30% and below in areas of high opportunity near which amenities. So, you are not concentrating on poverty.

Ms. Johnson said so we have an organization that specializes in helping individuals in the 30% AMI already, INLIVIAN, that is their charge.

Ms. Wideman said that is one of the things they do, but we hear all the time and you probably hear too, they've made improvements on the people skills, there is a finite number of vouchers. They have to adhere to HUD inspections which often lead to a long time that people can be placed in units. So, you are not competing, this is additive, you are creating more units for 30% of households. I think Mr. Jones said it best, this is another tool in your toolbox.

Ms. Johnson said I was just thinking since we have that organization that does this if we have considered increasing funding for that organization so that they can do more of what they do.

Ms. Wideman said INLIVIAN is doing what they do but you are also taking away. As a reminder, the private sector says all the time tell us how we can help and so this is another way, in addition to the great work that INLIVIAN is doing, this is one of the ways you get the private sector in the game and you have more tools in your toolbox.

Councilmember Winston said I am a big fan of this program, a big fan of Mark Ethridge even though he went to my rival high school. I'm glad that we got the pilot basis and looking for a countywide program. I guess my concern for Ms. Wideman is what kind of guardrails do we put on this so that in the future, as you said, any mission-based developer that wants to operate in this space will be able to potentially access these funds? What kind of guardrails do we put up to ensure that this isn't being used as a crutch, as a replacement for the kind of investments that those developers of those property owners should have been putting in but might cut some corners because they know in the future some public dollars are available? Does that question make sense?

Ms. Wideman said yes Mr. Winston. You may recall when you passed your NOAH guidelines early on that this program is really built on, you laid out some very specific criteria about which NOAH's you would invest in from a Housing Trust Fund perspective. There are some minimum criteria that relate to the unit like the unit has to be, and I'm sorry I can't remember those off the top of my head, but the point I'm trying to make is you've already put the guardrails on through your NOAH guidelines.

Mr. Winston said let's touch base on those later.

Ms. Wideman said absolutely, and I can run those guidelines down to you. One of those guidelines, again the investment has to have at least 15 more years' worth of life on it, but we can talk about that offline.

Mr. Winston said I guess my concern is I don't know if we necessarily thought of this when we were making guidelines. Let's say a new property shows up and it is part of the business plan that in 15 to 20-years when this is considered a NOAH we are going to kind of build into the management upkeep of this that we are going to go in and get some of that because I would love this program to be around for a long time to work like that. So, that is kind of what I'm thinking about as this catches on.

Ms. Wideman said Mr. Winston, I see where you are going I think. The one thing about this is because you are placing a deed restriction you have an investment in it. At the end of the new 15-year life that you are getting through the NOAH, you have again a mission-oriented developer at the table and the City Council at that time is in a position to negotiate again with that person. Do we invest in more at the end of that 15-year period to continue it as affordable housing and if you do that you would be putting more deed restrictions on it to continue to extend the life of the property to have it be for affordable housing?

Mr. Winston said the last question I have, maybe this is along the lines of something that Ms. Johnson was referring to, but we already do invest in new affordable housing, and would somebody potentially that we invested from our Housing Trust Fund 15-years ago be eligible to try to get some funding from here or is that an exclusionary kind of situation?

Ms. Wideman said I wouldn't say it is exclusionary, but what I will tell you Mr. Winston is that many, not of all of them, but many of the folks who are doing tax credit are non-profit developers and so this is a way to get the private sector in the game. But people can apply to the North Carolina State Finance Agency non-profits to do some acquisition and rehab.

Councilmember Phipps said I guess the units that we are looking at, you say they are in an area of high opportunity so are we saying that those NOAH's that may not be in an area of high opportunity that we would not invest in those and we would be looking for someone else to invest in those?

Ms. Wideman said Mr. Phipps, what I'm saying is that you all have guidelines that you have approved that guide your investments into NOAH's, and so those are the guidelines that we as your staff use when we are bringing proposals to you for NOAH investments. Those guidelines state areas of high opportunity, near transit, near amenities and so as long as the development meets your approved guidelines we will bring it forward to you for your consideration. If it doesn't we won't bring it forward to you.

Mr. Phipps said my point is, I think everybody doesn't live in an area of high opportunity. There are some people that live in other areas so are we saying then that we are intentionally avoiding those areas for someone else to invest in them other than the City? Ms. Wideman said when I say areas of high opportunity one of the criteria is gentrification where gentrification is occurring. That is one of the criteria as well and so it is an area where gentrification is occurring we will consider that.

Ms. Ajmera said just to follow up on Mr. Phipps' question, in areas that are getting gentrified at a fast pace, I'll come back to that. Are we limiting a certain amount of units? Let's say someone meets the program eligibility what is the number of units that are at least the minimum number of units that are required to be a part of this program?

Ms. Wideman said that is a great question Ms. Ajmera, so that is up to the developer, and remember this is new and we are going to learn a lot. So, if the Pines on Wendover, that is 44 total units and so we wouldn't want to do all of any development for 30% and so based on kind of the developer's financing, the cost of the property, the amount of the Trust Fund that you put in, and the annual property tax, all of that dictates how the developer or how we agree upon the number of units that is set aside for this program. It depends on a couple of factors, it depends on where it is, it depends on the number of units that are being set aside for the program and obviously the cost of the property, so no two developments will be the same in terms of the number of units per development that has to be set aside. What I will tell you is you remember if you put Trust Fund dollars in it, a minimum of 20% of the units have to be set aside for households earning 30% and below. So, you add up all of your Trust Fund developments that you've approved, we know that there is not enough housing choice vouchers, we know that there is not enough dash Veterans Assistance vouchers and so this is another tool to help people get in those 30% units in your development. Does that make sense to you?

Ms. Ajmera said yes it does, I think we are trying to be flexible as the requests are coming in. For example, we could have 260 units at Shamrock.

Ms. Wideman said there is a criterion, a minimum of 10%; I'm looking at slide #12. A minimum of 10% of the units are required for participation in this program so based on the size of the development that 10% so the developer has to agree to do 10% of the units.

Ms. Ajmera said I guess I'm trying to figure out; let's say someone has five units would the same eligibility apply in terms of 10% of the five units? Are we looking at the number of units in the portfolio [inaudible] five units or four units? You have something like Shamrock that is 260 plus.

Ms. Wideman said again, the minimum criteria no matter what the size of the development is, is 10%.

Ms. Ajmera said got it. To follow up on Mr. Phipps' question, I understand you are trying to invest in high opportunity areas, especially the areas that are getting gentrified at a very high speed, is because the number of NOAH requests are too many that we can keep up with?

Ms. Wideman said no, not at all. We were trying to set to Mr. Winston's point, what were the guidelines or guardrails, what amount of money do we have in our Trust Fund to help with the construction. This is just one part, you are doing new construction, you are doing preservation and now you are doing homeownership and we are trying to balance a lot of things and then what you all can tolerate in terms of the rental subsidy, so you have to look at three of those factors.

Ms. Ajmera said I understand that we are doing obviously building more acquisition through NOAH's etc. but I'm interested in let's say what kind of request would we get if were to extend the program to include areas like Mr. Phipps said, that may not be high opportunity growth area today, but it may be in the future. We are seeing neighborhoods getting gentrified at a very fast pace that may not be today, but maybe in five years we will be very interested, and we are seeing that in many neighborhoods throughout the City.

Ms. Wideman said I hear your point Ms. Ajmera, what I will tell you, a part of this too is what is for sale and so every development in a gentrified area might not be for sale and so we have to also balance what is on the market. Again, it is a balancing act, what is for sale, how much money do we have to do all of our work and what are you all willing to tolerate in terms of the property tax reimbursement? We aren't just looking at today, we are trying to look out to see what is coming in the future. I would just say it is a balancing act and it is also based on what is on the market.

Councilmember Graham said no question other than I think this is an excellent tool for us to have in our toolbox and it kind of helps us continue to chip away the crisis that we have in front of us in terms of getting people into affordable homes and giving them a position that they can afford. I just applaud where we are at and look forward to the next step which I think is next week.

Ms. Johnson said I want to piggyback off of what Mr. Graham said. I think it is an excellent tool also. We just have questions because this is something new. When will the guidelines be developed?

Ms. Wideman said the NOAH guidelines are already developed.

Ms. Johnson said not the NOAH guidelines, for this program. Are we building the ship as we are flying?

Ms. Wideman said these are the requirements that I just went over with you. What I will be asking you to do on the 8th is to approve the policy and what I just did was review the requirements, give you a little bit of background.

Ms. Johnson said some of the questions that we were asking, and you were saying we are still developing this and we are working things out. I guess my question specifically then is earlier when we had a presentation from Atrium some of the Councilmembers asked about union labor and we charged one developer with certain criteria and certain guidelines. I think we as Council should take a look at our policy and if we want to set those guidelines for union labor or MWBE of a certain guideline for the developers that receive this funding, this is a new pot of money, this is a new program and this is the time if we want certain expectations then these are the questions we should ask consistently.

Mayor Lyles said [inaudible] on what we could do for MWBE or union labor as a request for information from the Attorney. I think we could do that.

Ms. Wideman said let me remind you though, for Trust Fund development developers already have MWBE guidelines that they have to adhere to so all four of these projects any housing Trust Fund development, there are already MWBE requirements based on there - I know this is a lot of information and I hope I didn't confuse you.

Ms. Johnson said you didn't confuse me I understand housing very well. I am combining some of the priorities that we were talking about when you weren't in the room. So, I'm speaking to the Councilmembers, there were questions about development and so I'm saying that these are issues that we can consider multiple priorities when we are taking a look at this for policy.

Mayor Lyles said Ms. Johnson, I think you could just send an e-mail to the full Council and ask the City Attorney to give you a briefing on union labor and rules around that. I think that is one way. The MWBE, we have the policy and I guess we could have someone from Tracy's office come in and review that with you and see if there are any areas that you want to see changed. That is already an existing policy. I think it is in the back of the agenda book that we hand out at every Business Meeting. After that, we could probably if you have some questions about the current.

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ITEM NO. 4: REDISTRICTING

Mayor Lyles said I think there is a memo at everyone's table or desk.

Councilmember Graham said yes, Madam Mayor, there is a memo in front of everyone for your information and I won't read the whole memo, but I think this is really important and kind of sets the stage in terms of what we have done and the action we are asking the Council to take as we move forward.

Right from the very beginning in July of this year, the Mayor began the process of establishing the Ad Hoc Redistricting Committee based on the census information we were due to get to the city. The Mayor charged the Committee with three principal steps to develop redistricting recommendations based on district criteria, legal principles, and public engagement. She also wanted us to recommend revised maps for full Council consideration and adoption at its November 8, 2021, Business Meeting and lastly, to notify the Mecklenburg County Board of Elections by November 17, 2021 deadline of the revised district boundaries, as required by law.

It was a four-member committee, Councilmembers Ajmera, Driggs and Phipps, and me. What we did was also list the steps that we took along the way, beginning in August after the city issued a request for proposal, we selected consultants Parker Poe and N-Focus to help us with legal and GIS services and map placing. On August 23rd the Committee met to discuss the Mayor's charge and next steps. On September 7th the Committee met and adopted criteria for redrawing of district boundaries. We reviewed preliminary census data and set future deadlines. On September 22nd the Committee met to review the final 2020 census data. It should be noted that once we received all the information, once again, North Carolina is one of the fastest-growing states in the country. The City of Charlotte is fueling that growth from a political perspective. That growth can be found in

Districts 2, 3, and 4 as well as District 7. Again, the charge that we had to do based on the numbers was literally move 30,000 voters out of Districts 2, 3, and 4 into District 1, 5, and 6, and that was tough.

On October 22nd we reviewed that data and we reviewed also four draft plans that were presented by the consultant based on the data and so the maps that we reviewed were presented by N-Focus and Park Poe. The maps were entitled Draft Plans A, B, C, and D. Draft Plans A, B, and C was voted out of Committee for consideration by the public and full Council. On October 5th the Committee met and convened a public listening session; the Committee received public input and answered questions during this session. It should also be noted that the city had a number of information portals, a redistricting website, an e-mail system. The staff made a very concentrated effort to engage the social media, frequently red outlets through QC Metro, Posts, those types of entities where we tried to engage the public. We also reached out to both major parties, the Democratic Party, and the Republican Party in terms of where we were in informing them to inform their Prescient leaders where we were in the process.

On October 5th the committee met and convened a public listening session. On October 12th the Committee met to discuss the public session comments and Draft Plan B1 was presented as an alternative map. Let me also backup and inform the Council as you were there knowing that we had the public information session, we also had a public hearing where we heard from the public yet again on all the maps that were presented before the public and then the Committee after the public hearing we talked about what we heard at the public hearing and then the Committee rallied around the recommended map by our consultant which was Map Plan B1 for presentation to the Council.

Last week Madam Mayor, we made a pledge to you that we would come back to the Charlotte City Council with a recommendation. We have that recommendation in hand for you which is Map B1. We also indicated that we would love to get this in front of you for Council consideration on November 8th based on again trying to get the information to the Board of Elections on November 17th. As you know filing opens in December of 2021 with a primary election in March of next year and the general in April.

I would like to submit the written report and the Map for the Clerk so we can have a written record of what we did and the steps we took along the way. Madam Mayor, the Ad Hoc Committee has completed its work, we turn the maps over to you and the Council for consideration. I would like to thank the Committee members who participated with us to get to this point. Our charge is done, the maps are now on your desk and the Council's desks for consideration in terms of how we move forward.

Mayor Lyles said thank you, Mr. Graham. Are there any questions for Mr. Graham or any member of the Committee? If not, we will have this on our November 8th agenda for adoption then.

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ITEM NO. 5: COUNCIL COMMITTEE REPORT OUTS

Mayor Lyles said there is a report at your table. Budget and Effectiveness, but I would take this and say again if we could treat this in a way that if we're able to report on it at the Retreat or it was discussed at the retreat then we can probably move on. If there is something that you want to particularly ask a question about as you move forward to the next step. That is really important to have that dialogue of the Council if there is something that you want to inquire about or reaffirm with the Council to move forward. Mr. Driggs did not tell me that he had a report, did he talk with you Julie about it?

Councilmember Eiselt said no he did not.

Mayor Lyles said I think we did consider the budget development and adoption schedule Mr. Jones.

Marcus Jones, City Manager said Mayor, I think that is going to be a referral back to the Budget and Effectiveness Committee to come up with a spring budget schedule.

Councilmember Watlington said Madam Mayor, I have a question on Budget and Effectiveness; I just want to ask because I didn't see it in the report, what is the status of the Governance Committee piece. I saw on October 4th I think it was that it was captured as a current referral, but I don't see it here, but I didn't see it having been discussed.

Mr. Jones said I don't Mayor if that is a problem here. I tend to agree with Councilmember Watlington that the governance piece was still in the Budget and Effectiveness Committee which dealt with things like four-year terms.

Ms. Watlington said it was listed as a current referral last time. It says what recommendations from the City Advisory Committee on governance should be adopted by Council Committee recommendations made to discuss with full Council. Options for consideration are four-year staggered terms and I ask if an 8th District was included in that and was told that yes it was. I'm just curious as to what happened to it.

Mayor Lyles said it should be on here, I don't know why it is not, but we can make sure it gets on.

Ms. Watlington said then just as a general question to that; I feel like once before we got a list of all the Committee referrals and their status.

Mr. Jones said Ms. Watlington, I believe what has happened now is with each one of these reports all of the current referrals should be on these reports. There is no mention, the governance was on it last time and it should be on here.

Ms. Watlington said but I'm saying I think from the City Clerk's Office we onetime got a list, like a full complete list and there was a name by the person who referred it.

Mayor Lyles said I don't think they do the Council Committees agenda; I think Ms. Harris does that.

Ms. Watlington said okay, it might have been from her. I guess my point is when will we get an updated one?

Mr. Jones said what I can do is take all of the current referrals that are by the committee and just put it on the document.

Ms. Watlington said any of them that are closed out.

Mr. Jones said right, typically what happens at a retreat, whether it is the January or fall Retreat there is I guess a brief recalibration, for lack of a better word, of everything and what has been occurring in the Committees, I believe these reports are supposed to reflect what is still remaining, but if you would like to see a progression of what was in and how it got handled we can also do that.

Ms. Watlington said I think I'm looking for what you just mentioned, not in place of this.

Mr. Jones said okay.

Councilmember Johnson said if I could just piggyback off of Ms. Watlington's question, Patrick, what is the timeframe that an item can be in Committee? Isn't there a timeframe of 90-days?

Patrick Baker, City Attorney said I don't know that there is a default timeframe. Typically, when the Mayor puts something out it is to come back within 60-days but that is usually stated in what is put out there. I've not seen a default time period where it needs to come back.

Mayor Lyles said sometimes I know you asked is in the rules and procedures. Committee structures is not, I don't think, with that timeframe in the rules and procedures. When we first started out and it was really busy I said let's try to time it so that 30-days would be coming back here to ask Council about something, if it took 60-days coming back and checking in, just making sure that the Committee wasn't isolated, but had the opportunity to report back to the full group and 90-days has been one of the requests for it. I know that is not a hard line in the sand, but usually, I talk to the Committee Chair and say when can you meet, how long do you think it will take and it is flexible, but I think it is with urgency to not let things dwell in Committee. That is the rationale anyway.

Councilmember Winston said I meant to ask this during Mr. Graham's presentation along the lines with what Ms. Watlington was talking about. I felt like this redistricting process was a bit rushed. We got caught up with the 2040 Comp Plan, I think we would have all probably started that conversation earlier in the year and had a bit more focus on some of our bigger priorities and would have had even more public outreach. For example, there seems to be a clear desire on Council, as well as a clear desire amongst the community for us to consider many different governance issues on top of the recommendations that we have from the Citizens Committee of governance that we frankly didn't even consider in this process, which is the time that we should have been doing this. I am asking Mr. Baker or whoever is going to write this policy, could we get a version that has whether it is a whereas or resolve that we get this under the time crunch that we were under and that Council should continue to work on adoption of new maps, should continue to keep working to consider the Citizen's Committee suggestions on governance to relook at our Districts and our structure At-Large versus Districts as it relates to the maps. Are we able to put language in that keeps this thing going to let it know that this is sort of a placeholder and not where we want to be for the next 10-years?

Mr. Graham said let me jump in first and then I will let the Mayor and Mr. Baker do their thing. The Committee did its charge and so we did –

Mr. Winston interrupted to say that is why I didn't ask Mr. Graham, and this is why I'm asking Mr. Baker.

Mr. Graham said I'm responding and then you can do what you want to do with it. The Committee and I, and it is not just Malcolm –

Mr. Winston interrupted again to say this is about the charge, but I'm saying is I disagree. I don't think it was the right charge. I think the charge was sloppy and it wasn't as bold and effective as it could have been, which is why I'm saying I think we need to continue this work and I don't want this to pass and not be acknowledged by our Council that we won't revisit this until another 10-years.

Mayor Lyles said I think there are two issues that Mr. Winston has raised. The map that Council adopts will have to stand for the election coming up and Mr. Baker will have to explain how long they last because I'm not sure what the law is and I'm going to ask him to explain that.

Mr. Baker said whatever map that you put out there will last essentially, actually, the back end is 10-years when we will have to revisit it or if you want to make other changes to your government, particularly if you are going to do anything with your Districts, add a District or do what have you, you are talking about then having to redraw the maps as well. So, once you pass this it will stand for the spring election and if you take on adding Districts or what have you, then you are talking about another map-making process and then that map will then carry you to 2031 and that Council at that time will make whatever decisions need to be made on the map.

Mr. Winston said so no we can't add any language in the resolution that continues our work is what I'm hearing.

Mr. Baker said ultimately this is a Council decision. If Council wants to continue the conversation about Districts or what have you, you can say it on the record, I think it is

already in the process in terms of going to the Budget and Effectiveness Committee, so what that resolution actually says is that it is ultimately up to you so long as we have a clear map that we will be using in the spring. That is the thing that is needed, but any other information, whether it is in the resolution or just a verbal commitment of the Council, is really more Council discipline of going to that next step.

Mayor Lyles said the next Committee report is did we hear from Mr. Graham; do you have anything?

Mr. Graham said I think Ms. Wideman did a great job tonight, that is our report.

Mayor Lyles said the next is Intergovernmental Committee.

Mr. Winston said I will defer to Mr. Bokhari. I think the only update it continues to be colleagues; we are at the time where we put together our Legislative Agenda and you are encouraged to participate in that as we entered a different process last year coming out of the summer and dealing with the Safe Communities kind of process. We are still kind of going by that process, so please get your suggestions in so we can get to work. The only other addition was during the Retreat last week, it is Council's position and Intergovernmental Relations should not work on communicating with the Legislature or other Town elected leaders, so that means that we don't have the mandate to work on that together. I think we are trying to figure out a better way to do that, but that is the update for Intergovernmental.

Councilmember Bokhari said I will just add we have a tight timeline coming up, so if you haven't had your inputs heard at the individual Councilmember to the agenda, make sure that you talk to Mr. Winston or I and relay to us what you want to be considered, particularly the next big two steps are one, staff members will be bringing forth their request to be included, which we haven't seen yet. We have asked in our last Committee meeting that all of the other Committees have some kind of touchpoint looking at their body of work as it relates to the things we should be considering and have in there so that it isn't something that is kind of opt-in if you want to give us ideas, but rather some folks particularly pay attention with their bodywork if there is something that should be included and isn't. I would hope even if it needs to be done informally that everybody that is on a Committee thinks that through and provide us those insights.

Mayor Lyles said the next Committee Report is from Safe Communities.

Councilmember Egleston said you guys basically got the Committee Report at the Retreat last week when we went over what is being done with Vision Zero, Traffic Safety, and a week from tomorrow on November 9th we are going to get the report back from staff that further digs into some of the questions that were asked at the October Committee meeting around what are some strategies that we could implement potentially in some sort of a pilot setting, what are some of the most high challenged areas that we have in terms of corridors where we are seeing the most successive speeding or the most accidents and things like that. Tune into that, but you guys got the same update that we got in Committee at the Retreat last week. I do think at some point too, some of the outcomes from the conversations we are having in Safe Communities will likely need to be tossed over to Transportation, Planning, and Environment Committee because some of what we are talking about more squarely fall into the enforcement piece. Some of it falls more into the road design and how we build our city or how we rebuild our city and I think those conversations probably are a better fit for TAPE (Transportation, Planning and Environment Committee), but that is it.

Mayor Lyles said TAPE.

Councilmember Eiselt said you all heard what we are doing in TAPE at the Retreat, so I won't rehash all of that. I would say the only other thing that we had in our last meeting that was not discussed at the Retreat was we did get a presentation from University City Partners on the work that they are doing, their vision plan and it was really helpful, very informative. They have been busy, and we also thank Darlene Heater for her service

because she is moving on from University City Partners and Toby Holmes will be taking on the Interim Director. So that is the TAPE update.

Mayor Lyles said Workforce and Business Development.

Mr. Bokhari said we just had a very good meeting today on two topics, one of which is a topic that was a long time coming to have a quick conversation on with both our Planning and Economic Development Staff, particularly industrial land uses, the UDO (Unified Development Ordinance), how we are recruiting companies because ultimately we really only talk about this when there is a rezoning, and someone wants industrial land use, and we have problems. This was our first macro discussion across both of those departments on how should we be thinking about it and are we in this space, therefore we are going to go recruit companies in the manufacturing world that are in the price point that we are looking for that have connections to workforce opportunities or are we not going to have space for them and that is going to be in the surrounding towns and counties. But, if we are going to do the former we have to obviously figure out where that falls on the map. That was a very robust conversation and I think had some good takeaways followed by a great discussion on small business, ARPA (American Rescue Plan Act) funds, how we are going to move forward with an emphasis on putting more prioritization on small business recovery as we move forward.

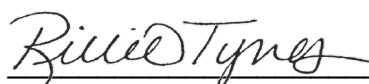
ITEM NO. 6: CLOSED SESSION (AS NECESSARY)

No closed session was necessary.

ADJOURNMENT

Motion was made by Councilmember Eiselt, seconded by Councilmember Newton, and carried unanimously to adjourn the meeting.

The meeting was adjourned at 7:26 p.m.



Billie Tynes, Interim Deputy City Clerk

Length of Meeting: 2 Hours, 16 Minutes
Minutes completed: December 22, 2021