



CHARLOTTE

Committee Chair Updates

August 10, 2020

Committee	Page #
Budget and Effectiveness	1
Great Neighborhoods	2
Intergovernmental Relations	3
Safe Communities	6
Transportation, Planning, & Environment	8
Workforce & Business Development	11

Committee Members: Ed Driggs (Chair), Julie Eiselt (Vice Chair), Dimple Ajmera, Malcolm Graham, and Renee Johnson

Committee Purpose Statement: The committee reviews and recommends policies to ensure the city has a strong and sustainable financial plan and maintains operational efficiency and effectiveness.

Committee Chair Update: The committee last met on July 21, 2020 and the committee discussed the following:

- **Prioritizing Projects Funded by Hospitality Revenues**

Chief Financial Officer, Kelly Flannery discussed the Hospitality Taxes Capital Investment Policy. Ms. Flannery put forth the objective to develop a policy for City Council's consideration to evaluate capital investments funded by hospitality taxes to ensure transparency and funding resources are maximized. Chairman Driggs and Committee member, Dimple Ajmera requested that a matrix be created whereby City Council could be more rigorous in assessing capital investments.

- **Internal Audit Briefing**

At the City Manager's request, Greg McDowell, City Auditor, evaluated Citywide project management of capital construction projects and the city's use of the Construction Manager at Risk (CMAR) contracting method. The audit may be found online at: <https://cnet/Departments/audit/Pages/default.aspx>. Mr. McDowell reviewed current and past practices and the development of five-year CIPs. The projects reviewed ranged from FY 2008 to FY 2019. The following were listed as areas that need improvement:

- A. *Project Selection and Advance Planning*
- B. *Estimating*
- C. *Cost Management and Delivery*
- D. *Performance Reporting*
- E. *Use of the CMAR Project Delivery Method*

In total, there were 22 recommendations for improvement. Mr. McDowell provided recommendations for improvement and actions that have already been taken in the identified areas.

Internal Audit will come back in 90 days to update the Committee on the implementation status of the recommendations.

- **City Council Resolutions**

Patrick Baker, City Attorney discussed developing a more formal policy, should the committee decide to adopt one, for determining when a resolution is appropriate. Currently there are no standards or processes to guide the council in considering these resolution requests. At present, the Mayor or a Council member may add a resolution to be considered on a future agenda. It would then be voted on and approved if it receives a majority vote of at least 6 members. Mr. Baker was not aware of any of Charlotte's peer city's having a formalized resolution process but said he would have a report on this available for the next meeting. Vice Chair Eiselt commented that she struggles to support resolutions with no action connected to them. Council member Ajmera commented that Council should consider resolutions where there may be no actions associated but it is important for Council to show support of the community on a particular issue. Council member Malcom Graham requested that the resolution process be kept simple and free from restrictions due to the infrequency of the resolution proposals.

Next Meeting: August 18, 2020



Great Neighborhoods Committee Update

August 10, 2020

Committee Members: Malcolm Graham (Chair), Braxton Winston (Vice Chair), Tariq Bokhari, Julie Eiselt, and Victoria Watlington

Committee Purpose Statement: The committee reviews and recommends policy related to comprehensive initiatives designed to create affordable housing and provide opportunities that align with creating great neighborhoods.

Committee Chair Update:

Lieu of a Committee meeting in July, priorities were addressed through the Community Recovery Task Force -Housing Group.

Next Meeting: The next meeting of the Committee is scheduled for September 16, 2020.



Intergovernmental Relations Committee Update

August 10, 2020

Committee Members: Tariq Bokhari (Co-Chair), Braxton Winston (Co-Chair), Larken Egleston, James Mitchell and Matt Newton

Committee Purpose Statement: The committee reviews and recommends intergovernmental relations policies and relationship-building activities in the state and federal legislative and executive branches.

Committee Chair Update: Since the last Strategy Session, the committee has not met.

The Administration and Congress are attempting to enact into law by mid-August a fifth coronavirus emergency relief measure (CARES 5). In May, the House of Representatives passed the \$3.5 trillion Health and Economic Recovery Omnibus Emergency Solutions (HEROES) Act ([H.R. 6800](#)). On July 27, Senate GOP leadership unveiled the Health; Economic Assistance; Liability Protection; and Schools Act (HEALS Act), a draft plan to provide \$1 trillion in coronavirus relief funding. Negotiations to close the gap between the two measures are on-going.

The NC General Assembly adjourned the 2020 short session on July 11. Members will reconvene on Wednesday, September 2 to consider appointments and appropriation of federal funds received in response to the pandemic and are scheduled to adjourn on Thursday, September 3.

The Committee will meet jointly with the Mecklenburg County Intergovernmental Relations Committee on Tuesday, August 25, 1:00 pm. The purpose of the meeting will be to hear presentations on the work of the Charlotte Moves Task Force and how greenways can serve as an alternate form of transportation. This will be a virtual meeting hosted by Mecklenburg County.

Next Meeting: The next committee meeting is scheduled for Monday, September 21, 2:00 pm.

Committee Members: Larken Egleston (Chair), James Mitchell (Vice Chair), Dimple Ajmera, Renee Johnson and Victoria Watlington

Committee Purpose Statement: The committee reviews and recommends policies to make neighborhoods safe, healthy and inclusive; including policing, fire protection, and the environment.

Committee Chair Update: The Committee met on July 21, 2020 and on August 4, 2020 (*all members were present*).

July 21, 2020, City Manager Marcus Jones shared the timeline for Safe Communities' review of police practices and policies, noting the city is on track with the planned activities.

Federico Rios, Assistant Director, Office of Equity, Mobility and Immigrant Integration, summarized the Community Input Group meeting held Thursday, July 16, 2020. The members identified six priorities for youth programs:

- Prevent criminal activity
- Youth mentoring
- Employment, jobs and life skills training
- Build trust between police and youth
- Youth engagement (leadership development, involvement in program development)
- Support young people who have been involved in the justice system; and youth who are most at risk

The Community Input Group spoke of the importance of evidence-based programming that has proven successful around the country. A common theme in the group breakout rooms was a focus on conflict avoidance and intervention.

Major Tonya Errington provided an overview of the CMPD Community Engagement programs. These programs receive assistance from private and grant funding sources. Major Errington reported that CMPD has more than 60 CMPD-led community service programs. There are 70 community coordinators working in the 13 CMPD Divisions.

CMPD has identified the following gaps/needs in the community engagement programs:

- An Adult Diversion Program that serves 18 – 24-year-old non-violent offenders
- A Conflict Resolution Program that expands the number of female mentor groups in schools, as well as increases life skills on how to handle disputes without violence
- Expand the female REACH summer program from two weeks to six weeks
- Increase engagement by implementing 20 additional sessions throughout the school year
- Increase Youth Envision Academy participants to 70 (58 scholars, 10 ambassadors and 2 Interns)
 - This would require an additional \$17,400 in funding
- Create a Jr. Explorers Program for middle schoolers to influence decision making skills, life skills while having positive police interactions

Motion and Vote:

Council Member Mitchell made a motion, seconded by Council Member Watlington, to approve the

additional funding of \$17,400 for the Youth Envision Academy. The motion carried unanimously. The motion was proposed to go to the full Council for discussion.

August 4, 2020, Committee members received information on CMPD's Police Recruitment and Training regarding:

- Current staffing, projections, and vacancies
- Terminations, resignations, and retirements
- Recruitment Division efforts (recruiting methods, target areas, key incentives offered, marketing and advertising campaign strategy and results)
- Application process (noting the 6 – 8-week timeline and common disqualifiers)
- Current climate around policing and impacts
- What is working well and the challenges in recruitment and training for CMPD

The Committee also received an update on the July 30th activities of the Community Input Group (CIG). The Group has been broken into four subgroups based on the Committee's requested focus areas. Federico Rios (Office of Equity, Mobility and Immigrant Integration) and CIG members, Robert Dawkins and Tonya Jameson provided summary reports highlighting the following information:

- A presentation by Campaign Zero's Samuel Sinyangwe which discussed two categories to reduce power: Use of Force Accountability and Shrink the Role: Divestment, Alternatives, and De-carceration.
- Reasoning for a comprehensive, third party audit of CMPD's use of force standard relative to identifying the number and type of individual officer's incidents.
- An analysis of CMPD's "8 Can't Wait" status
- Analysis and recommendations on the roles of Citizens Review Board by the Community Input Group, Safe Coalition, and the Citizens Review Board members

CMPD Chief Johnny Jennings shared CMPD's updated, detailed response to the "8 Can't Wait" Initiative. Chief Jennings stated that CMPD's goal is to meet and satisfy all of the "8 Can't Wait" objectives. Chief Jennings noted that CMPD has not met four of the "8 Can't Wait" topics, but they are actively working toward addressing them. These topics include language clarification/concepts for the 1) Duty to Intervene, 2) Ban Shooting at a Moving Vehicle, 3) Exhaust all Alternatives Before Shooting, and 4) Require Comprehensive Reporting.

Next Meeting: The next committee meeting is August 18, 2020 at 11:00 a.m. virtually in CMGC Rm. 280.

Committee Members: Julie Eiselt (Chair), Larken Egleston (Vice Chair), Ed Driggs, Matt Newton and Braxton Winston

Committee Purpose Statement: The committee reviews and recommends policies to implement a comprehensive mobility network and advances strategies to create a livable and connected city that embodies our environmental sustainability and resiliency goals.

Committee Chair Update: Since the last Strategy Session the committee met on July 27, 2020 (Mayor Pro Tem Julie Eiselt, Larken Egleston, Ed Driggs, Matt Newton, Braxton Winston) and discussed the following:

LYNX Silver Line Program

John Lewis and Andy Mock from Charlotte Area Transit System presented an overview of the LYNX Silver Line progress to date and a summary of the upcoming activities leading to a refined Locally Preferred Alternative.

The Silver Line is a suite of programs; *Design and Environmental Services*, for example brick and mortar, the light rail, the tracks, and the power system. The second program is *Transit Oriented Development (TOD)*, which includes the vision and land use patterns around stations and makes recommendations on how land use patterns should be adjusted around the Silver Line. There is also the *Rail Trail Study* which will focus on identifying a vision for a rail trail that extends the entire length of the Silver Line.

The scope of the Silver Line starts in Belmont on the west side of the city and traverses adjacent to Wilkinson Boulevard to Center-City, past Charlotte Gateway, around the northern edge of the Center-City, parallels Independence Boulevard to the Village Lake area then transitions along the Monroe Road area alignment and terminates at CPCC Levine in Matthews. Additionally, the study is actively accessing alignment extending to Indian Trail.

The project consists of three major priorities:

- *Stakeholder Engagement*, meeting with major cities who have an interest in the project, to include office and retail developers, Charlotte Airport, CPCC, affordable housing developers and experts in the city as well as parties like NCDOT, CSX Railroad, Norfolk Southern who have interest in the project.
- *Public Involvement*, the first rounds of public involvement were truncated due to COVID-19. Public engagement continues through virtual neighborhood community public engagement meetings, along with an online survey, virtual public meetings that can be viewed on the Government Channel, and an ask CATS Q&A session with the project managers.
- *Alignment Refinement*, this is the engineering component and environmental analysis of the project. The corridor is continually evaluated. Over time there have been changes to the corridor and continued refinement occurs through engineering evaluation, environmental considerations, lessons learned from the Blue Line, and additional coordination with land use and other projects.

Upcoming participation opportunities: individual Council outreach will be coordinated for sensitive areas along the Silver Line. Virtual community meetings will be ongoing with round 2 of Public Meetings scheduled in late September. Special community outreach will be scheduled after round 2 of the Public Meetings. There will also be additional Council engagement opportunities as the project progresses.

2040 Comprehensive Plan

Alysia Osborn from Planning, Development and Design provided an update on the current work of the

Comprehensive Plan. The Comprehensive Plan is the city's shared vision for growth, development, and transformative investments for the next 20 years. The project is divided into four phases; phase I and II establish the foundation for the plan, reviewing existing conditions, demographics, growth trends, assets, and opportunities. The equity atlas was established in phase I and a key component in establishing a data driven approach toward applying equity in the city's engagement efforts. This equity lense will also guide development of policies and implementation within phase III the Comprehensive Plan. Phase 4 will provide opportunity for additional review and adoption of the plan.

Community engagement is paramount to the city's development and progress through the different plan phases. Four guiding principles emerged from community outreach to help shape the Comprehensive Plan, residences want to see an authentic, equitable, integrated, and resilient Charlotte that is inclusive, livable, connected, healthy, sustainable, prosperous and has a strong regional presence.

Framework policies for the plan are organized into four categories; mobility, neighborhoods, health and environment, and economic resilience and opportunity.

A key component moving forward will include creating a vision for Charlotte through Community Area Planning. The Comprehensive Plan will define community planning areas by identifying priorities for each community planning area, map future place types, and develop small area plans.

There will be continued meetings with Plan Ambassadors and Strategic Advisors in August. A series of Virtual Focus Groups will begin as well as Drive-In Community Workshops. Following these efforts, a detailed update to the Transportation, Planning and Environment Committee will be provided in September, with a Council update in October.

Tree Canopy Action Plan

Alyson Craig and Tim Porter presented an update on the Tree Canopy Plan with results from a recent canopy analysis. In 2017 Council adopted the Urban Forest Master plan laying out key principles for preserving Charlotte's tree canopy. City Council reviewed the proposed plan in 2018 and made the decision to defer any action until the Tree Canopy Plan could be incorporated into the Charlotte 2040 Comprehensive Plan. As part of the Unified Development Ordinance (UDO) the city updated the Tree Ordinance standards creating a Tree Ordinance Text Amendment.

Guided by the vision and values of the 2040 Comprehensive Plan, the Tree Canopy Action Plan will inform tree policy and future regulations alongside the city's dedicated efforts to plan for the future. Goals and initiatives of the plan are guided by dialogue that provides for adjustment of city regulations and policies to align with community priorities. Key deliverables of the plan are: analysis and inventory of the tree canopy and waterways; policy recommendations incorporated into the 2040 Comprehensive Plan; ordinance concepts for the UDO; and a final report summarizing recommendations.

The Tree Canopy Action Plan stakeholder group is made up of 22 neighborhood groups, advocacy organizations, the development community, landscape architects and homebuilders. This group will guide and advise the city's project team sharing knowledge and feedback.

Considerations were reviewed from the previous 50 by 2050 initiative in terms of if it's attainable, sustainable, inspirational, relevant and place specific, qualitative and benefits-based goals. A 2020 stakeholder straw poll was conducted regarding adjustments to Charlotte's current 50% by 2050 canopy goal. Results showed that 10% of respondents favored keeping the goal; 65% wanted to revise the current goal while keeping some elements of the old 50 by 2050 initiative, including new focus areas; and 25% needed more information.

Initial analysis of the tree canopy data showed a robust tree canopy, with residential areas having the largest canopy area and the greatest canopy loss. Tree save is a major component of new subdivisions and the project must set aside 10% tree save.

There are several tree canopy programs, one of is the Urban Arboretum Trail initiative, a component of the larger Tree Canopy Preservation Program (TCPP) which is a plan that acquires land for tree preservation. The TCPP is a program that acquires properties through developer paid fees and commercial permitting to preserve and protect tree canopies to provide greenspace in communities which help to experience tree canopies.

Going forward, ordinance analysis and peer city reviews will take place to identify best practices and opportunities to implement findings in Charlotte. Stakeholder meetings and public engagement meetings will take place virtually as well as via drive-in meetings. In September a draft plan is scheduled to be completed with review taking place in January 2021. Adoption by Council is planned for April 2021 with implementation July 2021.

Charlotte Moves Task Force

Taiwo Jaiyeoba, Assistant City Manager provided an update from the July meeting of Charlotte Moves Task Force. Members of the task force are comprised from all five Council Districts with members of numerous and varied races and ethnicities, gaining comprehensive representation across the city. This task force provides a valuable platform for community input and dialog.

Results of a mobility questionnaire were shared with the task force at the July meeting. Alongside engaging the Charlotte community representatives from Austin, Nashville and Broward County Florida were brought in to consult with the taskforce. Outside city representatives have experienced similar work over the last few years and feedback provided an opportunity to learn from their experiences and understand how cities selected plans and projects to move forward to advance transportation and mobility goals. Key take-aways from the panelists were; have a bold vision; have a comprehensive plan that has broad based benefits that can be easily communicated; and prioritize civic engagement. The goal of this task force's plan is to deliver a transformation mobility network in December 2020.

The next task force meeting is August 20.

Next Meeting: The next meeting is scheduled for September 28, 2020



Workforce & Business Development Committee Update

August 10, 2020

Committee Members: James Mitchell (Chair), Tariq Bokhari (Vice Chair), Dimple Ajmera, Malcolm Graham, and Renee Johnson

Committee Purpose Statement: The committee reviews and recommends policies to create a thriving economic climate where businesses are connected to highly skilled talent and technologies.

Committee Chair Update: Since the last Strategy Session the committee met on July 28, 2020 (James Mitchell, Tariq Bokhari, Dimple Ajmera, Malcolm Graham, and Renee Johnson and discussed the following:

Workforce Development/Upward Mobility

Ron Leeper, President of RJ Leeper Construction gave opening comments and expressed the importance of workforce to his company and the need in our community to address upward mobility challenges and issues to move people toward gainful employment. Mr. Leeper created a workforce program several years ago, which he hopes will be a model for the city to use on projects using public expenditures.

J.R. Maxam, Vice President Preconstruction, Holder Construction, introduced the team representing Holder-Edison Foard-Leeper. He provided an overview of projects their company has been awarded for the Charlotte Convention Center renovations (to be completed in September 2021) as well as Charlotte-Douglas International Airport's terminal lobby expansion expected to be completed in the summer of 2025. Mr. Maxam noted their clients have supported their workforce development program as well as minority participation. They plan to continue their partnership with the city.

Ben Hutchins, Workforce Development Manager, RJ Leeper Construction talked about their strategic goals to collaborate with local workforce development partners who provide construction skills training for individuals with the greatest workforce needs. Commitments have been received from their Trade Partners to recruit and hire pre-apprentice candidates for a year. Mr. Hutchins also spotlighted success stories of employees hired by their company through Goodwill, Urban League, CPCC and Access Services, Inc. and reiterated their commitment to workforce development.

Chiquita Lloyd, Director of Diversity & Inclusion, Charlotte-Mecklenburg Schools gave an overview of Charlotte-Mecklenburg Schools (CMS) Bond Program and noted CMS has made their workforce development project a part of their overall construction and architectural jobs contracts. During their interview selection process, contractors present their MWSBE plans and how they will incorporate their workforce component within the job and their hiring goals. Opportunities are available for CMS students, displaced employees and the underemployed population. An Advisory Committee tracks performance and identifies training programs that are available.

VOTE: Councilmember Renee Johnson made the motion and it was seconded by Councilmember Graham to direct city staff to bring back to the Committee suggestions on a workforce development program to address upward mobility challenges. The vote was unanimous.

Opportunity Corridors Strategy Overview

Tracy Dodson gave an overview of the city's strategy to address economic opportunities along corridors. She acknowledged success as a result from the City Manager's budget investment and a new approach by city staff to magnify and enhance the work that has already been completed and to implement an ecosystem to revitalize six targeted corridors.

Jason Schneider shared the Communications & Marketing Team's brand and design concept to create an identity for the corridors, similar to our Open for Business initiative. Three designs have been created to tell the stories recognizing that each corridor is different.

The Committee's discussion produced the following feedback:

- Committee supports corridor design concept
- Corporate partners are interested in investing in the corridors
- Suggested adding CoOp to the brand, instead of CO
- Collaborate with the TAP Committee to align ideas with city's transit plans and Safe Communities for public safety into the corridor strategy

VOTE: Councilmember Graham made a motion and it was seconded by Councilmember Ajmera to approve 3rd design graphic (green and black) presented by staff for the Corridors of Opportunity. The vote was unanimous.

Mr. Schneider also talked about their goal to create a landing page (charlottenc.gov-cop) for each corridor to the city's website for citizens to get updates and to streamline the message. Features will be enhanced for mobile use. Community outreach will include a unified message across city departments.

VOTE: Councilmember Ajmera made a motion and it was seconded by Councilmember Johnson for staff to report out on the Corridors of Opportunity strategy at the August 10th City Council Business Meeting.

Referral from July 27th City Council Meeting

The Committee discussed the referral made from the July 27th City Council Meeting to discuss the WIN model. Councilmember Mitchell shared with the Committee in an earlier e-mail on July 28th potential partners and an RFP from Shreveport, Louisiana for guidance.

Tracy Dodson asked for direction from the Committee on whether they wanted to advertise for an RFP or for staff to come back with potential scenarios for feedback at their meeting on August 10th. She also suggested creating a database of interested partners.

The Committee's discussion produced the following feedback:

- Can we implement a program in September using an RFP process?
- Implement the same WIN model presented by Councilmember Bokhari
- Do we need a commit for the training portion?
- Employers are no longer obligated to jobs. Can we still get job commitments?
- How will this affect deadline to use the CARES ACT money?
- Can we roll skill sets into RFP proposals with guaranteed job placements?
- Wants staff to reach out to CELC members regarding future partnerships
- Can the procurement process be narrowed down from 30 days to 15 days for the RFP?
- Can we start the candidate process ahead of the RFP process as a parallel track?
- Mayor recommends bringing back options for training & placement components on August 10th.
- Can we still meet the September/October timeframe without reinventing the wheel?

Ms. Dodson shared with the Committee that staff would bring back options for the Committee to consider on the Thrive Initiatives at their August 10th Workforce & Business Development Committee meeting.

Next Committee Meeting

Monday, August 10th at 11:30am.