



CHARLOTTE

## Committee Chair Updates

November 2, 2020

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**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 met on September 15 and 29 and October 27, 2020 (all members were present) and the committee discussed the following:

## September 15

- **Planning for October 5th Expanded Strategy Meeting**

City Manager, Marcus Jones discussed which topics would be most critical to review during the October 5<sup>th</sup> Expanded Strategy Session. The topics included:

1. Review the budget outlook and preliminary projections for FY 2021.
2. Revisit Council's Strategic Priorities, goals, and outstanding ideas from the FY 2020 Annual Strategy Meeting to consider if revisions are needed for the remainder of FY 2021 and moving into FY 2022.
3. Discuss remaining CARES Act funding.
4. Discussing committee progress on the upcoming SAFE Charlotte plan

Jones has been tasked with developing a plan for any remaining CARES Act funds for the Council to review over the extended strategy session. All of the committees will provide updates at the extended strategy session on addressing Safe Communities related referrals. Chairman, Ed Driggs asked the Committee if they approved of the topics. Without objection, the plan was agreed on to move forward. Location and facilitators have not been finalized, but it was discussed that there was value added in having Council meet in person as opposed to virtually.

- **Police Budget Review**

Bergman addressed specific questions regarding equipment codes, overtime pay, staffing analysis, procurement and asset management. In regard to equipment codes, Bergman included all FY 2020 equipment and department specific supply purchases over one thousand dollars in his analysis, resulting in 420 items coded and described.

CMPD Data Analytics Manager, Monica Nguyen, discussed the process of assessing patrol workload and staffing based on 12 months of data from August 2019 through July 2020. During that time 1,559 police officers were required to adequately staff 13 divisions that responded to 370,000 calls for service. The software used to perform this analysis is called Managing Patrol Performance (MPP), which was specifically designed to determine the number officers needed to respond to calls for service and meet CMPD's performance expectations. Nguyen explained that CMPD is considering doing a similar investigations workload analysis to determine the average active caseload for each investigator.

Vacancies and overtime were discussed next. The University division had the highest percentage of vacancies at 22 percent. In total, the CMPD has 160 vacancies. There is also a high rate of retirement. In regard to overtime, the Communications Division had the largest amount of overtime. The need for overtime was explained given the vacancy rates and the caseloads.

Eiselt asked if the total number of calls for service could be analyzed to determine if an alternate response besides an armed officer might result in cost savings, efficiency, and relief to the CMPD. Bergman agreed that the

committee would do further research on the topic.. Council member Johnson asked if retired officers would be a viable option to respond to non-violent calls. Chief Voorhees replied that there is a pilot program that included retired officers responding to non-violent calls in the University Division. Currently, there are not enough of these officers to employ to be effective across all divisions. Council member Johnson asked how many recruits were currently in class and how can the vacancies be addressed. Chief Voorhees responded that there are approximately 40 recruits in training now and that the CMPD is not lacking candidates, but rather highly qualified candidates. The next police training class should have 60 recruits in October. Council member Ajmera asked if data is available on projected goals versus the actual service calls and overtime. Bergman stated that the data is available and the CMPD is budgeted for minimum overtime, understanding that some of the cost for overtime is offset by the personnel savings.

Johnson requested clarification on the terminology “defunding the police” since Driggs referred to that term. Driggs said what is being done by reviewing the police budget is in response to citizens’ inquiries on the topic of defunding the police. To be clear, Johnson said it is not the committee’s goal to defund the police, but rather conduct an audit of the CMPD policies and review the budget in the pursuit of excellence, efficiency and increased public trust.

Procurement was the final Police budget topic. All purchases are routed through the departments of Procurement and Finance for review and resolution and they adhere to rigorous policies and guidelines. A list was provided of equipment purchases with a value of \$1000 or over in the General Fund during FY 2020. The need for these items is vetted through each cost centers’ chain of command and CMPD’s financial management. Procurement is also audited annually internally and externally. High-Foster described the asset management system, which is used to track items as part of the equipment replacement process.

- **Review of Current Code of Council’s Ethics Policy**

City Attorney, Patrick Baker explained that at a council meeting on July 26<sup>th</sup> there was a referral brought to the attention of the committee asking when is it necessary for a City Council member to seek advice from the City Attorney. Baker referred to section 3b of the Ethics Policy which states that if the Mayor or Council member, while believing that their activities are legal and ethical, may be misunderstood, they should seek the advice of the City Attorney and should consider publicly disclosing the activity and the steps taken to resolve it.

Driggs asked Baker to craft clearer conflict of interest language that addresses activities that may give the appearance of improprieties. Baker agreed, then addressed the investigation of ethics complaints in section D of the Ethics Policy. Driggs summarized the current complaint process which includes: complaints are submitted, the City Attorney confirms that the person submitting the complaint and the provision being violated is properly identified, and as the policy was amended, there is a referral to outside counsel to determine if further action is warranted to address the complaint. The City Attorney would then determine if the complaint met the three-pronged requirements of section 1c it would then be referred to outside council. A peer city comparison was researched to compare ethics policies among Raleigh, Durham and Winston-Salem. Two of the cities utilized Council hearings to address complaints. Guidance was requested from Council to determine if the City Attorney should focus on Part D which is complaints, investigations and sanctions or review the entire policy. An alternate option is conducting a Council hearing to determine if a complaint against a member has merit. Driggs suggested that once the complaint is reviewed by outside counsel, they may refer back to City Council, decide that the complaint is a criminal matter, or determine no further action is needed. Baker agreed that that may be a better approach and said he would provide options for the next meeting. Johnson said she would not support City Council reviewing Council complaints and requested that the complaint process be more streamlined, transparent, and online.

## September 29 Meeting

- **Police Budget Review**

The two agenda items discussed were the Police budget review to finalize for referral to City Manager, Marcus Jones in the Committee report and considerations of proposed recommendations. Budget Director, Ryan Bergman and Deputy Chief Voorhees addressed specific questions regarding calls for service data and determining what calls may be best suited for alternative responses other than an armed officer. The focus was on priority five – low risk calls, totaling 67,000 man hours that could potentially be responded to by alternative personnel besides first responders. Bergman explained that a full discussion and recommendation would be presented next week by the City Manager on alternate response opportunities.

Chief Voorhees discussed the current response process: Calls are received by 911, then the computer aided dispatch system determines how many officers are needed to respond. Priority five and mental health calls are being considered for alternative responses. Priority five calls are the least time sensitive calls where the suspect is no longer on the scene. Opportunities for alternative responses include:

1. 911 Call – Mental Health Triage - A mental health clinician would work at the 911 call center as the first point of contact for someone experiencing a mental health crisis.
2. IPAD Virtual Counseling – Officers could connect a person virtually with a mental health professional in the field. This may result in cost savings by alleviating the need to transport a person to a mental health facility.
3. Priority 5 – Community Response Technicians – would answer low level calls that don't warrant an officer response.

The reduction of Priority 5 calls could reduce the current department identified need of additional officers by 59 positions.

Vice Chair, Eiselt requested a breakdown of all calls, including their priority level, over a three to six month period to see how it breaks down among the various priorities since she wants to know if CMPD is capturing all calls in their report that could be transferred to other alternatives. Voorhees said that he could provide further breakdown. He also said he would review if any Priority 3 calls could potentially benefit from an alternative response other than a first responder.

Council member Johnson asked for a definition of the acronym CPCRT. Voorhees explained that CPCRT stands for Community Policing Crisis Response Team which is the concept of a CRT trained officer working in tandem with a mental health clinician to respond to a mental health crisis call. To follow up, Johnson then asked if there could be an option where only a mental health clinician responded to a call for service. Captain Jackson responded that a combination of option one and three may address non-violent calls where a licensed clinician could de-escalate the call while an officer who was in route to the call could be cancelled. Eiselt added that the city would need to collaborate with the county to enhance mental health services, to which Council member Graham agreed and added the need for wrap-around services. Eiselt recommended that the city explore response options similar to the CAHOOTS model in Eugene, Oregon.

Council member Ajmera asked if CMPD was comfortable with the current response time goal of seven minutes or if that could be improved. CMPD Data Analytics Manager, Monica Nguyen said the performance expectation of under seven minutes to Priority 1 calls is an average, but in order to meet that performance expectation all the time the

500 officer staffing shortage would need to be addressed. To reduce the response time the CMPD would need to hire significantly more officers. Other large jurisdictions find that the seven minute response time is reasonable. Driggs asked, as a matter of further research, if the data dashboard would be able to determine a correlation between response times and outcomes. To follow up, Ajmera recommended that the city explore possible efficiencies if CMPD added mental health counselors.

- **Committee Considerations of Initial Recommendations**

Mr. Bergman shared that city staff is compiling concepts and recommendations from multiple committees into a document that the Council may discuss at the October 5 extended Strategy Session. He summarized that the Committee appeared to be interested in considering the alternative response options that don't require an armed officer response for non-violent calls.. Driggs requested that Bergman create a high level summary of key findings including man power calculations, status of man power, and details of purchases for the benefit of the Council to be circulated before October 5th.

### **October 27 Meeting**

- **Internal Audit Plan**

City Auditor Greg McDowell shared updates to the original internal audit plan. The Audit Plan Status is updated monthly and posted to internal and external websites. The September 30, 2020 Status was presented for review. The Status begins with a section that reflects audits that were ongoing as of June 30, 2020.

- CIP Project Management – issued July 23, 2020 (presented to the Committee 7/21/20)
- CATS BLE Professional Services Follow-up – issued August 24, 2020 (the original audit recommendations for cost recoveries has gone to arbitration)
- City-wide Mobile Device Usage – issued July 30, 2020 (resulting in ongoing dollar savings)
- CATS Department Procurement – in progress
- Procurement Card – issued September 29, 2020, focused on COVID-19 purchases (positive results)

The next section was Annual Audits. Vice Imprest Fund Reimbursements was addressed, and Revenue Collections, issued August 21, 2020, was described.

McDowell then introduced Internal Audit initiatives for FY 2021 to 2022 including:

- Emergency procurement controls
- CARES Act fund distributions
- Procurement
- Construction
- Information Technology Security
- Financial accounting controls
- Cost allocation plans
- Fraud awareness and prevention

Chairman Driggs asked about an update on issues the audit disclosed regarding contract management. McDowell said he would follow up with a report concerning this next month focusing on contract management solutions to improve the process.

- **Review of Current Code of Ethics Policy**

City Attorney, Patrick Baker focused on two parts of the Code of Ethics policy to discuss: Section 3b and subsection D. In reference to Section 3b, Baker recommended that the language reflect that it is mandatory for the Mayor or Council member who may have a conflict of interest to consult with the City Attorney by changing the word “should” seek counsel to “shall” seek counsel.

Pertaining to subsection D, Baker asked for guidance from the Committee on the direction that they would like to go in regard to the complaint process. The Committee was asked to consider what role they would like to play in the treatment of complaints. In summary, the recommendation was that the City Attorney could review the complaint to determine if it was properly submitted, report the complaint to Council who would then determine if the complaint needs to be investigated or refer the complaint to independent outside counsel who would then report back to Council, recognizing that they only have the ability to censure. Chairman Driggs requested an update on the current complaint. Baker said he will be meeting this week to discuss the complaint. The goal is for City Attorney Baker to prepare a draft with the revisions discussed to the Code of Ethics policy, refer to the full Council, then once adopted process any complaints by the new policy.

- **Charlotte Firefighter’s Retirement System (CFRS) Legislative Support Request**

CFRS Administrator, Sandy Thiry explained that the CFRS relies on the city’s contributions to ensure that benefits are paid to retired Firefighters and their beneficiaries. Currently, like many pension plans the plan is funded at less than 100 percent. As of the most recent valuation, the plan is funded at 76.5 percent. It was noted that the Firefighters do not pay into or receive Social Security. CFRS has approximately \$550M in assets out of which they pay \$40M annually in benefits to 800 retirees and their beneficiaries. The city’s employer contribution rate is 12.65 percent of payroll and had not increased in 30 years until FY 2021 when the city voluntarily increased the employer contribution rate to 14 percent. A request was made for a course correction of two percent increase annually over the next five years in order to increase the funded status of the plan. The request was recommended by the CFRS Board and Bergman noted that both he and the City Manager support the proposal. Ajmera requested a comparison of the city's contribution to CFRS compared to its contribution for other employees in the state plans. Bergman stated that the city currently contributes less for Firefighters when you factor in that the city is not required to pay Social Security tax on Firefighters. However, the city would likely end up paying more for Firefighters in the near future if the CFRS as presented was implemented. Chairman Driggs asked if the Committee agreed with the request for the increase in the city’s contribution to the fund and stated that if so, their intent would need to be codified by submitting a request to the General Assembly so that this request could be added to the January 21 legislative agenda. Vice Chair, Eiselt made a motion to move both requests to the local agenda. The motion was seconded by Council member Johnson. The motion was passed unanimously.

Due to time constraints, it was determined that the agenda topic of Council virtual meeting Provisions will be discussed at a future meeting.

**Current Referrals:**

Topic	Policy Question
City’s Contribution to the Charlotte Firefighters’ Retirement System (CFRS)	What should the city’s approach be to maintain the financial stability of the Charlotte Department Retirement System?
Mayor and Council Rules of Procedure	Are updates needed around the provisions for virtual meetings?
Capital Projects funded with Tourism Funds	What are the policy options to prioritize tourism fund investments with community/city partnership to achieve the city’s priorities?

Topic	Policy Question
Citizen Advisory Committee on Governance recommendations	What recommendations from the Citizen Advisory Committee on Governance should be adopted by Council?
Review of Code of Ethics policy by the City Attorney	<p>What updates to the City’s Code of Ethics Policy that were adopted in February 2015 are needed? Include specific reviews of:</p> <ul style="list-style-type: none"> <li>• Strengthening the provisions of section 3.b. to make expectations more direct and clear</li> <li>• Streamlining the process for filing a complaint</li> <li>• Defining and strengthening meaning of “indirect” in (section 8.101) of City Charter</li> <li>• Clarifying requirements to ensure that anytime a CM is going to be involved in a transaction concerning the city that the Council be informed.</li> <li>• Considering provisions covering social media impacts on social behavior</li> <li>• Reviewing any changes needed to fully capture expectations within Charlotte’s city charter, including definition of governance specific to Charlotte’s charter.</li> </ul>

**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:**

The committee met on September 16<sup>th</sup>, September 23<sup>rd</sup>, and October 21st and discussed the following:

**September 16, 2020 Meeting:**

CARES Act Coronavirus Relief Funds - \$10M Recommendations (*Committee action*)

The Committee recommended using the remaining \$10M CARES Act – Coronavirus Relief Funds (CRF) allocated for housing initiatives for the programs noted below. City Council approved this recommendation on October 5, 2020.

Recommended \$10M CARES Act Allocation, approved by City Council on October 5, 2020:

- Homeless Shelter Support - \$2.5M to support expansion of the Salvation Army Center of Hope women’s shelter. This support will help increase the capacity of the shelter to serve individual women, and women with children, during the pandemic, as well as create long-term shelter capacity for our community.
- Utility Assistance - \$3.5M to create a utility assistance program to help prevent utility shut-offs, including power, gas and water, for low-to-moderate income households earning 80% and below the area median income (AMI) and who have been impacted by the pandemic. This city will partner with Socialserve to administer the program.
- Rental Assistance - \$4M to increase the existing rent assistance program available to low-and-moderate households earning 80% and below the AMI, and who have been impacted by the pandemic. The city partners with the Charlotte Mecklenburg Housing Partnership (CMHP) to administer the program.

FY 2021 Legislative Request Recommendations (*Committee action*)

The Committee was briefed on federal and state legislative requests recommended by the Housing Task Force. These included requests pertaining to:

- Increasing opportunities for low income housing tax credits (LIHTC) to help increase affordable housing development and preservation in our community,
- Mitigating the impact of evictions, and
- Amending fair housing laws to eliminate source of income discrimination (SOID) and addressing barriers to housing for those with criminal records.
  - On October 21, 2020, the Committee developed a proposal for moving SOID forward (see below).

**VOTE:** The Committee voted unanimously to forward the recommendations to City Council for their consideration. City Council, including the Intergovernmental Relations Committee, will have an opportunity to review the legislative request recommendations as the FY 2021 legislative agenda is developed.

Committee Referral – Code Enforcement Nuisance Abatement (*Informational update*)

The Committee received a referral to consider how to address opportunities, challenges, and consequences in conducting nuisance abatement, with consideration of mitigating any potential housing displacement. Housing & Neighborhood Services staff provided an overview of code enforcement, including the Minimum Housing Code, which was updated last year, and the Non-Residential Building Code (NRBC), which has not been updated since it was created in 2009. Pursuant to the referral, discussion during the meeting included reviewing potential opportunities, challenges and consequences, and mitigating housing displacement. The committee also discussed issues with commercial properties that are known in the community as nuisance locations due to activities that occur on the property, and particularly along the Corridors of



Opportunity, and how Code Enforcement staff can collaborate with police to address nuisance activities at these locations.

Next steps related to this Committee referral include staff:

- Designing a timeline and framework for which the NRBC ordinance will be reviewed for potential revisions,
- Reviewing the City's Code Enforcement housing relocation assistance program, and
- Reviewing the referral process for tenants and homeowners to internal and external resources and programs.

Staff will brief Council on this topic, taking into consideration feedback from the Committee, at a future meeting.

### **September 21, 2020 Meeting:**

#### Housing Task Force Recommendations (*informational update*)

The committee received a presentation on the Housing Task Force recommendations to support and assist families through the COVID-19 pandemic and help plan for recovery. The recommendations encompassed five key categories:

1. Increasing the Supply of Affordable Housing
2. Financial Assistance
3. Evictions
4. Regulatory and Legislative Issues
5. Homelessness and Supportive Services

Several of the recommendations have already been approved by Council, such as the \$10M CARES Act – Coronavirus Relief Fund allocation, and the \$3.4M partnership with United Way to provide supportive services for families unstably housed in hotels and experiencing unsheltered homelessness. Additional recommendations will be considered by Council as part of the FY 2021 legislative agenda development process, and further reviewed by the Great Neighborhoods Committee. Council will be briefed on the Housing Task Force recommendations at a future meeting.

#### Committee Referral - Vision Plans for Corridors of Opportunities (*informational update*)

The Committee received a referral to define the policy for using city plans to help advance opportunities within the Opportunity Corridors. Planning, Design and Development staff provided an overview on how each of the six Corridors of Opportunity will be approached in a holistic manner, including a process that continues to engage the community. By engaging a playbook and/or design-sprint process in conjunction with reviewing existing plans where available, staff, together with the community, will map different needs along each corridor. This playbook will then serve as guidance for implementation by helping to direct public and private investments in a targeted manner. Council will receive a briefing on this at future meeting.

### **October 21, 2020 Meeting:**

#### Short Term Rentals (*Informational update*)

The Committee received an overview of short-term rentals (STR) in Charlotte from Planning, Design & Development (PD&D), CMPD, and HNS Code Enforcement staff. It is estimated that there are approximately 2,100 STRs in the Charlotte region, most of which never present problems that come to the attention of the City. STRs, expressly as a separate land use, are not defined in the current zoning ordinance and, as such, they are currently regulated as a dwelling unit. Staff is conducting peer city and best practice research to help identify how to regulate STRs through land use in the future through the UDO process.

CMPD can flag addresses that are repeat and chronic offenders and can also help educate the public about how to report violations. Code Enforcement can escalate fines for repeat offenders, though enforcement may take longer due to sporadic activities and lack of available information about activities at the property. Because STRs, are not defined in the current zoning ordinance, it is not possible to query data on land use complaints specifically for STRs.

Staff will continue collaborating inter-departmentally between CMPD, Code Enforcement and PD&D. Complaints will be addressed using current regulations, and in the future the UDO will add clarity and strengthen current regulations.

### Source of Income Discrimination (*Committee Action*)

The Committee developed a path forward for a referral to City Council on source of income discrimination (SOID). This includes asking staff to bring back to the Committee, at the December meeting, the following:

1. A proposed draft ordinance and to score it with a strengths, weaknesses, opportunities, threats and alternatives analysis (SWOTs);
2. A list of cities that have passed laws that prohibit discrimination based on source of income including their enforcement measures and intended/unintended consequences of SOID ordinances, and scored by staff based on success of the ordinances;
3. Recommendations for incentives or educational opportunities through Community Relations to help mitigate landlord concerns; and,
4. An update on communications with INLIVIAN to learn what type of mitigation factors they can help with regarding timely payments to landlords, timing of inspections, etc.

Staff will update the Committee at the December meeting.

### Naturally Occurring Affordable Housing Rental Subsidy Program (*Committee Action*)

The Committee discussed a proposed NOAH rental subsidy program for tenant households earning 30% or less than area median income, who do not currently have a voucher or other forms of rental subsidy, at Lake Mist Apartments. Lake Mist is an existing 144-unit NOAH development located in Council District 3. City Council approved a \$2,425,000 Housing Trust Fund allocation for Lake Mist in September 2020.

The Owner has agreed to provide a 20-year deed restriction to keep all the units affordable to households earning 80% and below AMI. The owner has also agreed to set aside 22 units for 30% AMI households that do not have existing vouchers or other forms of rental assistance. The NOAH Rental Subsidy Program will create new long-term rent subsidies for 30% AMI households that do not have existing vouchers or other forms of rental assistance by providing \$1,073,700 to cover 20-years of rental income subsidy for these 22-units. This amount is based on the current City portion of the annual tax bill for the Lake Mist development. Socialserve, a nonprofit affordable housing services organization, will administer the Program.

VOTES. The Committee recommended the following actions:

1. The Committee voted unanimously to approve the Lake Mist NOAH rental subsidy proposal and move it forward to full Council for consideration.
2. The Committee also voted unanimously to direct staff to come back to the Committee with a city-wide policy based on the Lake Mist pilot.

### Accessory Dwelling Units (*Informational update*)

The Committee received an informational overview of the recent Accessory Dwelling Unit (ADU) study completed by Planning, Design & Development (PD&D). The study looked at the role of ADUs in increasing affordable housing options and upward mobility, helps identify challenges of the ADU provisions in the current ordinance, and examines best practices across the country. Staff will be exploring how the City might adapt ADU policies and regulations to be a tool for affordable housing and upward mobility, through UDO enhancements as well as a possible housing program. The ADU study is available through PD&D and will be posted to their website.

**Next Meeting:** The next meeting is scheduled for Wednesday, November 18, 2020



Current Referrals:

Topic	Policy Question
Affordable Housing strategy	What should be updated within our Council adopted framework for affordable housing to include options around leveraging resources in collaboration with our public sector partners and other key stakeholders to advance progress in addressing our Housing Crisis?
Nuisance abatement and residential impact policy	What should the city’s policy for addressing opportunities, challenges, and consequences in conducting nuisance abatement for residents be with consideration of mitigating any resultant housing displacement?



## Intergovernmental Relations Committee Update

November 2, 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 report out, the committee met on September 21 (Bokhari, Winston, Egleston and Newton – James Mitchell was absent), October 14 (Bokhari, Winston, Egleston and Mitchell – Matt Newton was absent) and October 19 (Bokhari, Winston, Egleston, Mitchell and Newton) and discussed the following:

On September 21, The Committee received briefings on State and Federal legislative requests pertaining to COVID-19 Guidelines (Federal), NC Airport Improvement Program (State), Fourth Parallel Runway (Federal), Subpoena Power for CRB (State), Sustainability (Federal), Immigration Reform (Federal), Charlotte Moves (State), US 74 Wilmington to Asheville (State and Federal), Steele Creek Road (State) and 2030 Transit Corridor System Plan (Federal). The Committee also discussed future action on three referrals made to the Committee on Nuisance Abatement, Subpoena Power for the Citizens Review Board, and Criminal Justice Advisory Group.

On October 14, The Committee heard the Nuisance Abatement referral made by Mayor Lyles. The City Attorney provided a summary of the city's ability to expedite the nuisance abatement process as specified in state statute. The City Attorney stated that there is not a need to seek amendments to the Nuisance Abatement statute at this time. The committee accepted the report and took no further action.

In addition, the Committee received briefings on State and Federal legislative requests pertaining to the Civil Service Board (State), Elimination of the Cash Bail Process (State), private-sector Unemployment issues related to the definition of Able to Work (State), Energy Innovation & Carbon Dividend Act (Federal), Digital Divide (State and Federal) and Mandatory Inclusionary Zoning (State). The Committee also received informational briefings on the Low-Income Tax Credits, Eviction Relief – Post Judgement, Eviction Relief – Credit Reporting, Fair Housing – Source of Income Discrimination and Fair Housing – Reentry that are still in the Great Neighborhoods Committee.

On October 19, the Committee heard the Subpoena Power referral made by Mayor Lyles. Staff reviewed the legislative history of, and current events related to the issue. Discussion on this issue will resume at the November 16 committee meeting.

The Committee approved the staff recommended 2021 Federal legislative agenda for the consideration of the City Council on a 5-0 vote that includes positions related to Transportation & Infrastructure, Comprehensive Immigration Reform, and COVID-19 Guidelines for Airports with the proviso that Energy Innovation & Carbon Dividend Act request be referred to Mayor Lyles to possibly refer to the Transportation, Planning and Environment Committee for consideration.

Finally, the Committee approved the staff recommended 2021 State legislative agenda for the consideration of the City Council on a 5-0 vote that includes positions related to Mobility, NC Airport Improvement Program, Subpoena Power for Citizen Review Boards, and Digital Divide with the proviso that Unemployment / Able to Work request be referred to Mayor Lyles to possibly refer to the Workforce & Business Development Committee for consideration. The Committee did not take up any of the state housing legislative requests that are currently before the Great Neighborhoods Committee. The committee was informed that two other

potential legislative requests related to Mayor and Council Term Limits and Charlotte Firefighters' Retirement System are working their way through other committee processes and are not ready to be taken up by the Intergovernmental Relations Committee.

**Next Meeting:** The next committee meeting is scheduled on November 16.

Current Referrals:

<b>Topic</b>	<b>Policy Question</b>
Citizens Review Board Process and Subpoena Power	Develop a legislative strategy to advance granting Subpoena Power for the CRB
Criminal Justice Advisory Group (CJAG) participation (Effectiveness review based on city participation: is it appropriately managed and resourced)	Define the city's role in collaborating on the Criminal Justice Advisory Group (CJAG) as well as opportunities to collaborate with Mecklenburg County on re-entry

**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 September 1<sup>st</sup>, 15<sup>th</sup>, 29<sup>th</sup> and October 13, 2020 (*all members were present*) and discussed the following.

**September 1, 2020** The City Manager reported that the first meeting with Cure Violence occurred on August 31<sup>st</sup> and the community assessment has begun. Updates on the report of information collected will occur at each Safe Communities Committee and the Strategy meeting.

Federico Rios shared that the Community Input Group's last meeting hosted Samuel Marcossou, University of Louisville Professor of Law, who presented on Constitutional Law as it pertains to the government and protests, and First Amendment rights.

Michael Turner, Professor and Chair, UNC Charlotte Department of Criminal Justice, highlighted areas of concern Community Input Subgroup #4 had regarding the CMPD Rules of Conduct:

- They felt there was ambiguity in the language around Rules of Conduct, Policy #11 Intervention and "Manifest Injustice" and that clarity was needed to identify the difference between insubordination and accountability.
- They would like for the Associations policy to be expanded to include verbiage to prohibit officers from engaging with persons involved in criminal activity, are under criminal investigation or indictment, or who have a serious criminal record or are members of or affiliated with racial or white supremacist groups, except as required to do their job.
- They requested additional research for Policy #2 Arbitrary Profiling and more robust language to protect against racial/gender/religion/sexual orientation profiling.
- They recommended a change to Policy #43 that would require CMPD's body worn cameras be on when interfacing with the public and there should be penalties when violated.
- They suggested making the consequences known to the public when there are violations.
- The Subgroup felt that CMPD's Code of Conduct pertaining to fitness of duty should also include mental health screenings and officers should not be discriminated against for seeking mental health support.
- Lastly, the Subgroup is concerned about the potential for promotion of officers who have been disciplined for abuse of power and how that information is shared across departments.

Don Thomas, Executive Director, My Brother's Keeper Charlotte-Mecklenburg, spoke on behalf of Community Input Subgroup 3's feedback on CMPD's Community Engagement and Youth Programs. Mr. Thomas shared concerns, improvement opportunities, factors of consideration and proposed changes to consider relating to youth programming. The group recommends an external audit of youth programs to determine their effectiveness, scalability and whom they are serving. They would like for CMPD to consider expanding partnerships with proven grassroots organizations like CMS' Turning Point Academy. The group is advocating for a program that is affordable, targets hot spot areas, and managed outside of CMPD. They propose funding be paused for all programs until the audit is completed. The group is also encouraging more community events that promote positive engagement with young people and law enforcement.

The City Manager, Mr. Rios and Lacey Williams, Community Relations Manager with the Office of Equity, Mobility and Immigrant Integration, gave an overview of the City's Jumpstart Grant and the Neighborhood Board Retreat Funds, emphasizing the numerous youth programs funded through external groups, as well as those implemented by the CMPD, City and the County. The Chief noted that a lot of the CMPD youth programs are funded by monies that are specifically for use by law enforcement.

Lead City Attorney, Police, Jessica Battle made a presentation on Protest and the First Amendment. She stated that the First Amendment guarantees the right to free speech and the right to peaceably assemble. Once an assembly becomes unlawful based on a state or federal law, law enforcement can take necessary action to disperse the event or arrest individuals. She explained the time, place, and manner restrictions that government can institute. She also provided clarification on speech versus expressive conduct. Expressive conduct becomes an assault when the person has the imminent fear of bodily harm or that a battery might occur. Attorney Battle stated that CMPD's role is to keep the peace, but they also have a duty to respond to calls for service related to First Amendment activities such as noise complaints, injury to people, or damage to property. Attorney Battle emphasized that each situation is different and that the law enforcement response will be based on specific facts and the totality of circumstances. It could range from education, citation, or removal of violators.

**Motion and Vote:**

Council Member, Ajmera made a motion, seconded by Council Member Johnson, to move forward with a comprehensive external CMPD audit to evaluate all funds received by CMPD and analyze effectiveness of usage versus intent. Council members Mitchell, Watlington, and Egleston voted No. The motion failed.

**September 15, 2020** The Chair shared that the goal for the day was to gain as much information as possible on the agenda topics to enable the Committee's considerations for initial recommendations during the September 29<sup>th</sup> Safe Communities Committee meeting.

City Manager, Marcus Jones provided an update on violence prevention. Cure Violence has begun interviews in the community. Also, the City is in the final stages of their agreement with the Hospitalization Emergency Room Interrupter. The City Manager stated that there are 12 referrals among the various Council Committees with a Safe Charlotte focus.

Mr. Bergman reported on data that is currently being collected and reviewed that may be beneficial to other Committees: 1) Review of police oversight/police accountability offices throughout the country. Comparison cities were Austin, TX, Kansas City, MS, and Seattle, WA. Austin was determined to be the best comparison due to size and type of government. Strategy and Budget has produced a comprehensive 25-page report that they plan to release by the end of the day. 2) Review how CMPD officers are dispatched for 911 calls and benchmark throughout the country what other cities are doing. A detailed and comprehensive review was conducted for Eugene, OR, Denver, CO, and Albuquerque, NM and how they assess risk, specifically around homelessness and mental health. He noted that there is a civilian led approach that attempts to address the calls prior to the call going to public safety. 3) A visual tool was provided to the Budget and Effectiveness Committee members to assist with reading and understanding the public safety budget. He noted that once school resource and airport officers are accounted for (both of which the City is fully reimbursed for) there is a \$257M operating budget, for which 87% is salary, benefits and insurance. CMPD was asked to identify any department specific equipment purchases above \$1,000 for FY 2020 (ended June 30, 2020). Chief Jennings and his staff provided a public description of 420 purchases and the reasons for those purchases.

Federico Rios, Director of the Office of Equity, Mobility and Immigrant Integration, reported that within the last 2 weeks the Community Input Group continued to work towards producing a policy framework recommendation. Dr.

Rohini Haar, Berkley Public Health, provided the Community Input Group with fact sheets on crowd control, weapons and social protest, as well as kinetic impact projectiles.

Chief Jennings announced that CMPD is in compliance with all “8 Can’t Wait” initiatives.

Ryan McGill, member of Subgroup 4 of the Safe Communities Community Input Group, provided the proposed changes for Passive Protests and Peaceful Demonstrations.

The Subgroup members felt it would be beneficial to hand out a handbill to protestors of what is expected of a peaceful protest. Additional recommended changes in the rules of engagement included:

- Speech is protected whether vile or loud, as well as animated protesting (jumping, fist pumping, etc.).
- Police will respect people marked as legal observers that are not participating in the protest; not arrest, harass or assault these individuals who are ensuring proper processes are followed.
- Allow protestors to be in the street and not on the sidewalk near businesses to protect and respect businesses.
- Protestors will adhere to rules by not throwing projectiles, possessing visible or concealed firearms, fireworks, or endangering the life or safety of other persons.
- Police should not use chemical agents, flashbangs, grenades, rubber bullets, or kinetic impact projectiles of any kind.
- Officers should always have body worn cameras on while engaging with protestors/crowds and officers not in compliance should be terminated (Civil Service Board review). CMPD should purchase new equipment or uniforms that allow for the use of body worn cameras.
- CMPD should not seal the identity of the officer in charge of protest and should include footage. Also, officers must have on badges and visible name plates.
- Rename police officers to peace officers during protest and demonstrations and not wear riot gear or visible military type weapons at protest. They recommend they be in uniform or plain clothes and walk with the protestors to appear to stay in the background. Also, officers should document the disruptive behavior prior to arrest.
- Tie an officer’s pension to a civil lawsuit for failure to intervene.

Chief Jennings clarified that CMPD does not use rubber bullets, but they may use bean bag rounds which are authorized by Special Weapons and Tactic Teams during certain standoffs. Also, every member of the Civil Emergency Unit has a place to put their body worn camera and badge number on their uniform. Additionally, the cameras are always required to be on during engagement with citizens during civil unrest or protest.

CMPD Attorney, Jessica Battle discussed CMPD’s transparency protocols and what information/material is available or not available through a public record request. She also covered the information that is made readily available to the public through different mediums with or without a public records request such as crime reports, crime mapping on the website, and annual reports. Attorney Battle described the contents of the Internal Affairs Annual Report, as well as the 2019 alleged rule of conduct violations that were sustained.

The Chair encouraged Committee members to address information gathering or research needed to finalize the recommendations before September 29<sup>th</sup>. The following timeline was proposed:

- Compile recommendations at the September 29<sup>th</sup> meeting.
- Present the recommendations at the October 5<sup>th</sup> Strategy Session.
- Hold a public forum at the City Council Business meeting on October 12<sup>th</sup>.
- Council full vote on the recommendations on October 26<sup>th</sup>.

**September 29, 2020** City Manager, Marcus Jones noted that Safe Communities is not the only Committee working



on items related to violence reduction and safe communities. Workforce and Business Development, Transportation, Planning and Environment, Budget and Effectiveness and Great Neighborhoods Committees will also be reporting out on this framework.

Budget Director, Ryan Bergman spoke about the work taking place in the Budget and Effectiveness (B&E) Committee. The Committee has been focused on equipment purchases and staffing in CMPD's FY20 operating budget. A detailed look at the call data was undertaken, in conjunction with CMPD, to see what work law enforcement officers are doing that could be completed by civilians. These Priority 5 calls add up to approximately 67,000 officer hours per year.

Chief Jennings provided an update on two new policy changes that are taking place within CMPD. CMPD will no longer pursue or initiate No Knock Search Warrants. It had been a practice that CMPD did not typically use, however, it was within their policy to conduct No Knock Search Warrants. The second policy change was the withdrawal of CS gas for riot control and crowd dispersal. After discussions with subject matter experts CMPD concluded they will have OC canisters or aerosol form (similar to pepper spray sold to citizens) for dispersal. This is a natural agent made from peppers and does not travel as far when administered.

Federico Rios provided an overview of the Crisis Intervention Teams (CIT) report received from Jarrod James, an Independent Policy Analyst and Researcher. The presentation responded to questions CIG members had regarding how to establish a unit that addresses the needs of individuals experiencing mental or behavioral health crises; how to support law enforcement while offering additional mental health crises units beyond CIT staff, and in so doing, help them to better suit individuals they come across; how to fund and tract initiatives without threatening the administration of emergency management services to citizens; and how to find a way to utilize this while still maintaining the funding of the police. The presentation also included some data points from the mental health incarceration report that stated 17% of the total prison population in North Carolina had mental health issues and in 2019, 47% of CMPD's patrol officers were certified in CIT (820 CIT trained officers) and 911 operators can dispatch CIT officers. Mr. James also spoke about Mobile Crisis Intervention Teams. Mr. Rios stated that CIG members also received presentations from Ryan Bergman on CMPD and the budget, and Sergeant Chris Bostick on CALEA, the accrediting body for CMPD and the 400+ standards that CMPD is accountable to.

Rev. Corine Mack stated that the Sub Group reviewed three different areas: 1) *Concerns and Improvement Opportunities* –They are requesting that the City lobby for changes in the video release policy for videos that may result in public outcry. 2) *Issue of CMPD Keeping the City Shut Out* –They are proposing the structure of a Fatality Review Team. The team would review the incident details when a fatality occurs. The police would not be part of the team. 3) *Bias and Racism Training* – Members of the Sub Group would like more diverse and experienced officers in the black community. They would also like aggregated data on officers who have been involved in incidents. Violators should have monetary discipline and be disciplined swiftly.

Rodney McGill gave the viewpoint of the community and the CIG. They would like to see how the money is allocated to the programs and the success of programs implemented. He stated that the only program the community is familiar with is the PAL program so better efforts should be taken to include the community in the planning, implementation and marketing of the programs.

Temako McCarthy discussed the management of persons with mental illness/extreme distress. They are suggesting the implementation of a pilot program in one of the hot zone areas like Beatties Ford Rd. They are recommending mental health clinician/service providers staff the calls and free up CMPD to respond in other areas. CIT trained officers should be the primary responder and they should coordinate with the mental health providers. They also suggest that CIT services should be categorized as nonviolent, non-criminal events.

Kass Oatley spoke for the Sub Group reviewing the criminal process. They proposed removing the cash bail system by making the following changes:

- Reforming pretrial practices

- Replacing criminal summons and allowing a person to appear in court before going to jail, and
- At the felony level, make accommodations for petitions for new trials for ineffective counsel, jury tampering, or jury nullifications.

They requested the process of making someone admit to a crime before they can get treatment be eliminated. They also would like for CMPD to define what “reasonable” for probable cause means.

Council Member Bokhari provided a summary of the vast information being reviewed by the NC House Select Committee (bipartisan representatives from across the state) on Criminal Justice Reform, including bail reform.

The City Manager shared the five pillars for the framework to address violence: Intergovernmental Collaboration, Community Collaboration in Priority Areas, Interrupt Violence, Invest in Community-Led Efforts and Use Data and Evidence.

**October 13, 2020** City Manager, Marcus Jones shared the timeline for approving the Safety and Accountability for Everyone (SAFE) document. The final product will include outcomes based on the October 26<sup>th</sup> comments.

Federico Rios, Office of Equity, Mobility and Immigrant Integration read input from some of the CIG members on the City Manager’s October 5<sup>th</sup> SAFE Charlotte presentation. He stated that any members of the community that would like to view the Community Violence Dashboard, which tracks violence data across agencies, should visit the Office of Equity, Mobility and Immigrant Integration website:

<https://public.tableau.com/profile/charlotte#!/vizhome/CommunityViolenceDataDashboard/HomePage> .

The CIG members would like to be a part of the process going forward. Suggested engagement included: emails and periodic updates from the Office of Equity, Mobility and Immigrant Integration, meeting reminders and quarterly updates from the Committee, more opportunities for the group to share among themselves and to be tied into the Intergovernmental Relations Committee. He emphasized that they were curious about which recommendations will move forward. He read comments from CIG members Vicki Foster, Cindy Decker and Larry “No Limit Larry” Mims shared their feedback on the process and their feelings on the recommendations. In general, the CIG is encouraged by the progress being made.

The City Manager noted that Housing and Neighborhood Services Department is exploring a housing incentive for police officers who reside in Charlotte, but they must be sure not to violate laws. For example, imposing a residency requirement for a certain group of employees could be an issue.

Mr. Jones stated that while it is an assumption that the proposed recommendations will be approved, they have moved forward in establishing a team to work on the recommendations over the next 60 days.

The next meeting is scheduled for Tuesday, November 10, 2020 at noon.

Topic	Policy Question
Violence Prevention Strategy	What is an advanced a holistic violence prevention strategy?

**Next Meeting:** The next committee meeting is November 10, 2020 at noon.

**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 report out the committee met on September 28, October 16 and October 26, 2020 (Mayor Pro Tem Julie Eiselt, Larken Egleston, Ed Driggs, Matt Newton, Braxton Winston) and discussed the following:

## Transportation Planning Environment Committee Meeting September 28, 2020:

### Comprehensive Plan

Taiwo Jaiyeoba from the City Manager’s Office, Planning, Design & Development and Alysia Osborne from Planning, Design & Development, along with Consultants Jay Renkens and Matthew Prosser discussed with the committee the big ideas and draft policies for the next steps for the Comprehensive Plan.

Taiwo Jaiyeoba began the presentation with an update on Development in the City. Charlotte is the 5<sup>th</sup> fastest growing city in the United States, 71 rezoning cases have gone through Council from April until today, the pandemic has not slowed growth and development process in the City. The City is a tale of two Cities, with the development in an arc; along the lines of prosperity and poverty. There is a need for Charlotte not to continue with business as usual, the new plan must be equitable, authentic, integrated and resilient to shift Charlotte’s pattern of growth and how it will be funded.

Alysia Osborn discussed the planning process for the Comprehensive Plan; the process is as equally important as what we put into the plan. Community engagement is paramount to this process. COVID 19 has presented new challenges in the engagement process, due to the fact that the process has relied more heavily on the digital platform for public engagement.

Development of the Plan is a 2-year process with additional months for review and adoption. The schedule is divided into 4 phases. The Plan is currently in phase 3 that focuses on Policies and Strategies to achieve the vision. Phase 1 was Community Vision and Values, Phase 2 was the Preferred Growth Scenario, and Phase 4 will be the review and adoption of the Plan. A draft document will be available on October 31, 2020 in print on line and thumb drives for access to the document. After the document is released there will be a 6-month review and adoption period. After adoption in April the document will be a living document that will be implemented, monitored and updated continually.

Jay Renkens with MIG presented the equitable growth framework of the plan, which is the overall focus. Starting with an equitable atlas, developing an equitable metrics and defining what success looks like across a more equitable community, such as employment, housing, access to goods and services, recreation and also environmental justice components, all of which informed goals and policies.

The structure of the Plan is made up of the vision, goals and policies and the implementation phase. There are 10 big policy ideas that respond to the emerging themes, vision and goals expressed by the community. These policy ideas are organized into four categories; mobility, neighborhoods, health and environment and economic resilience and opportunity. The 10 Plan Goals are:

1. 10 Minute Neighborhoods
2. Neighborhood Diversity & Inclusion
3. Housing Access for All
4. Transit & Trail-Oriented Development
5. Safe & Equitable Mobility
6. Healthy, Safe & Active Communities
7. Integrated Natural & Built Environments
8. Diverse & Resilient Economic Opportunity
9. Retain our Identity & Charm
10. Fiscally Responsible

Implementation of the plan; how do we ensure costs and benefits are equitable; by understanding market readiness and pressure, addressing adjacencies and ensuring access, by promoting inclusion and diversity and facilitation transitions over time.

The Comprehensive Plan isn't a stand-alone document; it does set the overall vision, big ideas and policies, but it will require development ordinances, strategic action plans, community area plans, the zoning map and county-wide plans.

Community Area Planning; Defining community planning areas, will identify priorities for each Community planning area through private and public investments. Community area plans will establish a program by which smaller geographies, communities and neighborhoods work together with an affinity to each other. The overall plan would be to take those high-level priorities that have been set throughout this process and roll out a future place typing mapping exercise in the smaller geographies.

A fiscal impact analysis has been completed of the desired growth pattern of the Comprehensive Plan. The goal of the fiscal impact analysis is to help to understand how land use patterns and policy decisions will impact the fiscal health of the community. Through the impact analysis findings, the Community will benefit from the desired growth pattern. Even with the benefit of certain elements there is a lack of funding and investment. Some of the major elements found were mobility, schools and community amenities. Growth areas create increased value and benefits.

The implementation plan will identify new tools and approaches to funding/financing that can ensure the new development isn't creating burdens that cannot be addressed. Each element of the community needs to share in the investment; the city, businesses, developers and the public. To accomplish this, we will need new funding tools, like impact fees or similar approaches to figure out how best to implement this in Charlotte to making sure the whole community benefits. There is growing understanding of the value of partnerships with the private sector and the community in city building. The use of private-public partnerships creates a shared responsibility for services and investment without one sector bearing the full cost. There are ways to create improvement districts and also implement new tools that allow the community more direct involvement in identifying improvements needed through these partnerships.

Next steps: A community Drive-in Workshop will take place in October to safely share the plan with the community. There will be continued meetings with the Committee to discuss the document. There is another version of the community engagement game on how to build a city that will be launched to engage the community. There will be 6 months of discussion with the community before Plan adoption and Plan implementation begins in April 2021.

### **Council Referral: Design Consideration for Public Safety**

Gran Meacci presented the Committee a referral item to consider how to address urban design standards and industry practices for public safety and security. Best Practices CEPTED (crime prevention through environmental design) is the design or redesign of an environment to reduce crime through natural, mechanical and operational/procedural means. The concepts of CEPTED consist of 5 principles and how they manifest themselves in our zoning ordinances are;

1. Natural Access Control, using this design guides people entering and leaving a space through the placement of entrances, exits, fences, directional signage, landscaping and lighting to decrease opportunities for criminal activity.
2. Natural Surveillance, this increases visibility by the design and placement of physical features, activities and people in a way that maximizes visibility.
3. Territorial Reinforcement, this feature promotes a sense of ownership or interest in a place. The use of physical attributes that express ownership such as fencing, landscaping, celebratory signage, textures, lighting and pavement designs; defining property lines and clear distinctions between private and public areas.
4. Maintenance; routine maintenance of sidewalks, buildings, parking area, landscaped areas deter crime. Well maintained buildings or communities create a sense of ownership.

5. Programming and Activity Support; this element fosters community interaction. Encouraging activities in public spaces that are intended for use by residents and other legitimate users discourages criminal acts. CPTED Strategies can be boiled down into three areas, physical design which is public space design and location; Electronic elements like cameras and camera systems; and Organizational elements like public space programming, routine maintenance.

CPTED best practices principles are made up of clear border definition, providing clearly marked transitional zones, place safe activities in unsafe locations, place unsafe activities in safe locations, designate the use of space to provide natural barriers, improve the programming of a space and lastly design space to increase the perception of natural surveillance.

Design strategies in the public realm include lighting, good visibility, avoid creating hiding places, utilize cameras, using planting and other features to define spaces and create and promote active edges to public space. For buildings some design strategies include, distinguishing public space from private space, lighting the exterior of buildings to accentuate entrances, provide clear glass windows on all elevations, particularly on public sides and provide front porches or stoops to create transitions between the street and housing. For Street design strategies, streets should be created safe for all users and shape a community of safety.

Council member Driggs made a motion to recommend to full Council; Design Considerations for Public Safety practices to inform our community investment zoning decisions and be incorporated into the 2040 Comprehensive Plan. The motion was seconded by Council Committee member Egleston. Motion voted upon and passed unanimously.

### **Charlotte Future 2040 Comprehensive Plan – Presented at Special Called Meeting October 16, 2020**

Taiwo Jaiyeoba from the City Manager's Office, Planning, Design & Development and Alysia Osborne from Planning, Design & Development, along with Consultants Jay Renkens - MIG and Matthew Prosser - EPS, and the Executive Committee of the Charlotte Mecklenburg Planning Commission presented a review of the big ideas, draft policies and next steps for the Charlotte Future 2040 Comprehensive Plan to the Committee.

Taiwo Jaiyeoba, began the presentation recapping the Comprehensive Plan presentation from September 28, 2020. The purpose of the October 16 meeting was to discuss how the Comprehensive Plan will look when the draft is released to the public on October 31, 2020. The goal of the presentation was to discuss the big ideas, show how all the pieces fit together and understand the financial piece of the plan going forward.

There are ten big policy ideas that respond to the emerging themes, vision and goals expressed by the community. These policies are organized into four big categories; mobility, neighborhoods, health and environment and economic resilience and opportunity.

The 10 plan goals are:

- 10-minute Neighborhoods; in creating 10-minute neighborhoods it important to give people opportunities to access goods and services as well as businesses without driving.
- Neighborhood Diversity and Inclusion; this goal is aimed at diversifying our neighborhoods of today.
- Housing Access for All; housing is not only important in terms of racial demography but also age and physical ability. Housing must be affordable for these groups to live where they want to live.
- Transit & Trail Oriented Development; this includes rail transit as well as frequency of bus transit. Our rail line is laid out along-side our trail line. Placing rail lines and trails next to each other brings value to a community.
- Safe & Equitable Mobility; when we talk about mobility it not only includes rail and bus transit; it should include accessibility to safe sidewalks and bike travel.
- Healthy, Safe & Active Communities; a discussion about food deserts, this plan creates accessibility to healthy food choices within their communities so our residents can lead a safe and active lifestyle.

- Integrated Natural & Built Environments; is not only about land use but also our tree canopy. Our Tree Canopy Plan is also going on at the same time as the Comprehensive Plan and those policies in the Tree Canopy Plan will help shape our environment as we grow more natural and built environments.
- Diverse & Resilient Economic Opportunity; Comprehensive plan to continue to attract economic development and position Charlotte to one of the top places for economic development. Building and maintaining small businesses in Charlotte will maintain the resiliency of our community.
- Retaining our Identity & Charm; one of the things that distinguishes Charlotte is our neighborhoods that have been here for so long; protecting the charm and identity of those neighborhoods will be part of this plan.
- Fiscally Responsible; A clear path for how these things can be funded without burdening any one community or the City.

The executive summary of the Comprehensive Plan the committee received earlier will be released to the public, October 16, prior to releasing the plan on October 31.

Jay Renkens with MIG and Matthew Prosser with EPS; lead the discussion about Creating Complete Communities. There are 10 place types that are the building blocks of complete communities in Charlotte. These communities provide diverse opportunities to work, live and play Each place type includes recommendation for land use, character, transportation and natural resources. Future steps will necessitate the UDO defining zoning districts associated with each place type. Each place type will have a variety of zoning districts that can be assigned.

The Comprehensive Plan does articulate a clear vision for the growth of the community through the equity lens. Updates to the development ordinance strategic action plans, Charlotte Moves, the Tree Canopy Plan, Meck Playbook as well as community area planning and specific updates to the zoning map itself will be critical in location and quality of growth. Implementation of the plan will be set up in the form of public and private development which will incorporate capital improvement projects as well as other funding and financial tools.

Connecting the pieces; Phase I; defines community planning areas; identifies priorities for each planning area; and defines what type of private and public investments are needed. Phase 2 begins upon adoption of the Comprehensive Plan in 2021 with mapping of future place types. At the end of phase 2, phase three would map zoning districts targeted in 2022. Phase 4 will circle back and develop detailed Community Plans for each of these areas, this will be ongoing in 2022 and beyond.

Funding and Financing of the Plan; the fiscal impact analysis purpose is to find out how growth impacts the fiscal health of the community. The findings show the desired growth pattern will produce a greater positive net fiscal benefit even with the benefit some major elements like mobility, schools and community amenities will lack funding and investment (such as parks and services like day cares). And lastly, growth areas create increased value.

The comprehensive plan through implementation efforts will set the stage to provide a direct connection between the community's vision and the CIP. The implementation plan will identify new tools and approaches to funding/financing to ensure that new development isn't creating burdens that cannot be addressed. Tools such as impact fees or similar approaches will need to be fully vetted to find out how to best implement in Charlotte. Growth areas create tremendous value and benefits and we need to better capture the increased value generated and reinvest in these areas but also direct funds to areas experiencing negative impacts from growth. Bringing the private sector and community into the decision making and funding creates shared responsibility for services and investment without one sector bearing the full cost that allow the community more direct involvement in identifying improvements that are needed through these shared prosperity partnerships.

The Charlotte Future 2040 Comprehensive Plan workshop and family friendly event to preview the draft plan will be held, Saturday, October 31, 2020, from 2:00 – 9:00 p.m. at the Park Expo & Conference Center; 7800 Briar Creek Road, Charlotte, NC 28205, each session should last 45 minutes to one hour. The evening will end with a showing of the movie "Back to the Future".

Next steps: A community Drive-in Workshop took place in October to safely share the plan with the community. There will be continued meetings with the Committee to discuss the document. There is another version of the community engagement game on how to build a city that will be launched to engage the community. There will be six months of discussion with the community before Plan adoption and Plan implementation begins in April 2021.

## **Transportation Planning Environment Committee Meeting October 26, 2020**

### **Council Referral Item: Rezoning Process Improvements**

David Pettine, Planning Design & Development; presented to the Committee the Council referred Rezoning process improvements. The Council and Committee Charge was to identify and provide new actions the city can take to further enhance our rezoning process to meet the need to increase community engagement.

Areas of focus include; improve access of information; clarify and enhance opportunities for citizen engagement and develop more educational materials on the rezoning process and how to get involved.

Plans currently underway to address growth and development and mobility are; Charlotte Future 2040 Comprehensive Plan; the Unified Development Ordinance; CONNECT Beyond a Regional Mobility Initiative; the Strategic Mobility Plan and Envision My Ride Bus Priority Study. All these processes have an impact on the rezoning process, these processes in place can support these initiatives and take us through the process of how we can better integrate the goals of all these different plans into a conventional rezoning and how to engage the community to be certain they understand how the goals are linked together and how the rezoning process works.

In June, CDOT came to the Committee with information on traffic impact policies and ordinances to capture mitigation, promote trip reduction and expand demand management strategies. Some example actions include; modify traffic impact study thresholds to capture additional transportation mitigations and expand mitigation options to include demand management strategies.

The Transit Priority Corridor Investment discussion goal is to identify and implement bus priority and micro transit projects to increase transit service and options in appropriate corridors, actions include bus only lanes, queue jumpers, and micro transit service for first and last mile transit access.

Next steps discussed include: the Strategic Mobility Plan, the Bus Priority Study, CDOT Project Planning and Design where target and capacity investment areas were looked at. The Comp plan and the UDO are an opportunity for us to bring everything together to further some of the initiative and capture some of the goals through the rezoning process.

Goals of the rezoning process and public engagement are to improve the community's understanding of the process, access to information, and ways the community can be actively involved and engaged. Another goal is to ensure our various users and customers can easily and equally access information about possible zoning changes.

Currently public outreach is led by petitioners rather than planning staff or neighborhood leaders. When a petition is received a mailing list is generated and notices are sent to adjacent property owners. This notice lets people know what's going on in the community. We recognize a need and the opportunity to proactively improve education and engagement of residents more effectively that better integrates the community outreach and input.

Currently we are doing things above and beyond City and State law regarding petitions and have a rezoning website at [rezoning.org](http://rezoning.org) that is customer friendly and customer focused. We recognize the need for continued

improvements, we are headed for improvements to the website experience, and providing more FAQ and helpful information resources for citizens to understand the process and explain/find out how they can get involved, as well as improved exploring of opportunities for interactive mapping for citizens and notifications. We would like to explore continued live streaming of community meetings which has been an advantage during COVID. Other ways to enhance the public engagement process is by helping residents understand possible changes in their neighborhoods, and how to navigate and participate in the process, helping them understand the terminology as well as other things. Identifying new public engagement methods for Charlotte like Nextdoor or something like it to notify residents of rezoning in their community. Improving relationships with community organizations, especially those that may not be active or involved. All these are things that City Staff will explore to have things available to us to consider. We want to create ways to help the public understand the rezoning process and how they fit into the process. These are high level items that we would like to explore.

### **Tree Canopy Action Plan**

Alyson Craig and Tim Porter presented an update on the Tree Canopy Action Plan including recent engagement efforts, peer city analysis and preliminary canopy policies. The Tree Canopy Action Plan is guided by the vision of the Charlotte Future 2040 Plan, this plan will inform tree policy and future regulations alongside the City's effort to plan for the future.

Key deliverables of the Tree Canopy Plan are:

- Analysis and inventory of Charlotte's tree canopy
- Peer city analysis
- Community-driven tree canopy policy recommendations for Charlotte Future 2040
- Ordinance concepts for the UDO
- Final report summarizing recommendations

Tree Canopy Trends show Charlotte has a robust tree canopy of 45%. Our tree canopy has declined it was at 49% coverage in 2012 and 45% coverage in 2018. The greatest loss has been in residential areas. The City does not have equity in our tree canopy coverage and benefits are not being equally received throughout our community. The greatest loss of tree canopy has been in the South Charlotte area. Doing an analysis by zoning classification of canopy loss, 65% has occurred in single family residential areas, this is an area that needs to be looked at more closely to better protect the city's tree canopy. The second largest loss is in our industrial areas, with 13% canopy loss.

Equity in tree canopy staff have been working with UNC Charlotte on these analyses. Looking at previously redlined communities a rating of grade A occurred in predominately white home owners; areas that were graded D were predominately African American communities. There is a great inequity in those communities. A study was done relating to temperature differences in those redlined communities and it show that temperatures were significantly cooler in the predominately White areas and warmer in the predominately African American communities; nationally temperature differences were 2.6 and in Charlotte the difference was 4.43.

Tim Porter presented a Peer City Analysis looked at Raleigh, Austin, Atlanta and Washington D.C. to better understand what they do in their communities and what we can do to make changes and better improve our canopy in Charlotte. Peer City take-aways were Charlotte should consider fee updates, most cities have higher mitigation/in-lieu fees and charge them for impacts not regulated by Charlotte. Some of the peer cities had programs that support assistance with maintenance and replanting in areas similar to ours. We need to pursue assistance in low income areas with replanting and maintenance of the tree canopy. Charlotte should pursue a program to address equity and canopy protection/expansion.

Another take away was tree protection criteria; many cities have thresholds for tree protection greater than



Charlotte in both single family and commercial areas. Charlotte should also consider more tree save change criteria, be more flexible in tree save where there are more high-quality trees or forest patches exist and allow passive uses in urban areas. In the peer cities separate advocacy groups have successfully pushed for funding for proactive public care, as well as more stringent tree protection measures, and Charlotte needs this kind of support.

From the public opinion survey results there were 2,417 respondents, they were majorly White with some college education, the consultants are still working on the analysis and further segmenting of results is ongoing. The survey consisted of 8 questions with some supporting videos. We received 1,797 comments that the consultants are working to summarize. Survey results showed 47% of those who took the survey were not aware that Charlotte had a goal of achieving a 50% by 2050 tree canopy while 45% said yes, this shows we could do more work. It also showed that 50% said they had the right amount of trees in their neighborhood and 47% said they needed more. When asked in the survey if citizens were pleased with the amount of tree canopy citywide, 82% thought the city needed more tree canopy. Emerging themes from the survey show; knowledge and awareness are needed, Charlotte's tree canopy is aging, storms are making an impact on our canopy, our maintenance support is inadequate, we need to curb losses in development

And preserve existing canopy and lastly walkability and quality of life need to be considered. In the survey when asked to rank the most pressing need in neighborhoods, 81% said their neighborhood needed more tree maintenance. Another question on the survey asked which action Charlotte needs the most Citywide in order to sustain its canopy. 78% said the City needs more tree preservation in development, to keep trees from being removed as buildings and homes are being built. Survey participants were also asked which action would be of greatest benefit for underserved neighborhoods that have lower tree canopy, 84% said planting more trees.

The tree canopy policies support the Comprehensive Plan goals. Below are a few Tree Canopy Policy goals;

- 10-Minute Neighborhoods – all households will have access to essential amenities, goods and services within a comfortable tree shaded 10-minute walk, bike or transit trip by 2040.
- Neighborhood Diversity and Inclusion – Charlotte will strive for all neighborhoods to have a diversity of housing options by increasing the presence of middle density housing; in development allow single family, duplex and triplexes to be developed in all zoning districts with appropriate lot size requirements for single family houses as stated in the UDO.
- Integrated Natural and Built Environments; Charlotte will protect and enhance its surface water quality, tree canopy and natural areas with a variety of trees, plantings, green infrastructure, green building practices and open space at different scales throughout the entire community as a component of sustainable city infrastructure.

Urban forestry place type characteristics

- Neighborhood 1 Place Type; 90% of all public and street planting sites will have trees, the majority of the tree canopy is located here, primarily on private land. Preservation of private land for tree canopy is priority. Areas not built on will provide for sustainable tree canopy growth and preservation, tree canopy ranges from 50%-60%
- Neighborhood 2 Place Type; this place type depends heavily on street trees on sidewalks, road medians and supports growth and longevity of large stature, shade trees providing a pleasant pedestrian experience and environmental benefits. Tree canopy coverage ranges from 35% - 45%.
- Regional Activity Center Place Type; canopy is made up of primarily street trees. Design and construction in this area is such that sufficient trees planted to mitigate heat island effect and stormwater run-off. Tree canopy ranges from 15% - 25%; 90% of all public and street planting sites will have trees.

- Manufacturing and Logistics Place Type; Rights-of-way and private land adjacent to public streets are planted with trees appropriate for the space and industrial use by large trucks; newly constructed parking areas are designed and constructed to accommodate shade trees. Tree canopy cover ranges from 25%-35%.

Next Steps: refine tree canopy policies; a draft ordinance concepts for UDO, develop final report, expand partnership with UNCC to model and project canopy goals and update the Urban Forest Master Plan.

### **Silver Line TOD**

John Lewis and John Howard presented and overview an update on the Transit Oriented Development (TOD) study for the Silver Line corridor. Silver line studies were presented, the purpose of the TOD study is to integrate land use and transportation planning early in the process. There are integrated but different studies within the Silver Line program, each has their own funding source.

How is the TOD Plan different? The TOD planning effort is a unique opportunity to address lessons learned from Blue Line projects. We acknowledge there were missed opportunities related to equity issues such as displacement related to private development and the lack of planning for affordable housing. The TOD study addresses those topical areas as well as developing a TOD education strategy for the public and project partners. This is important when talking about equity, development and community character.

We are starting earlier with TOD and station area planning discussions, integrated with our station location and design decisions like the Blue Line and Blue Line Extension, we have an interdepartmental team, but we have expanded partnerships beyond the City of Charlotte and expanded the focus area to include open space and affordable housing. Expanded TOD Team consist of; Co-managed by CATS and Charlotte Planning Design and Development; CDOT; Charlotte Douglas Int'l Airport; Economic Development, Housing and Neighborhood services, Mecklenburg County, Gaston County, the towns of Matthews, Stallings and Indian Trail.

The goal of the study is to proactively plan and “place” around transit. There are 3 key questions the study seeks to answer

1. What place do we want to be? This is a diverse corridor and TOD will look different at different places along the corridor. This will also be different than the TOD we have seen occur along the Blue Line.
2. How ready is the Silver Line corridor for TOD? We need to understand the market and affordable housing potential and what future development and land uses are feasible.
3. What improvements do we implement to access transit and enable TOD? How do we plan to implement new sidewalks, bike facilities and roadways to support connectivity to stations and unlock TOD potential?

The scope of the TOD study includes community education and engagement; readiness/market study; station area planning and implementation of the strategy.

What is Transit Oriented Development? TOD is more than just designing for the train. It needs to incorporate all aspects of “place” in order to be successful; we see it as a community building initiative, looking more inclusivity, diversity, affordable housing, land use and open space. This is not just about Charlotte but also our neighbors to the east and to our west.

The four overarching areas leverage transit to support our communities through improved mobility and access, land use, enhancing community design and improving equity. These components will help to improve a more equitable city and region. How can TOD achieve these things;

- Enhancing connectivity, enhance the existing transportation network to promote walking, biking and driving connections to transit.

- Encourage transit supportive development; focus on a mix of complementary well integrated land uses within walking distance of transit stations.
- Enhance community identity by using design to enhance community identity around station areas and to make it attractive, safe and walkable.
- Expanded opportunities; optimize access to transit to enhance economic mobility and access to jobs, increase affordable housing and neighborhood amenities.

We want access for all not just affordable housing, but also attracting new businesses and retention of current businesses.

The study conducted a corridor-level market assessment. It included understanding market trends along the corridor, where there are key employment and activity nodes and identify potential catalytic TOD sites.

The next phase of the study will include a detailed market assessment of the 7 demonstration station areas and developing corridor preservation strategies.

The TOD team has been working with the Design team to develop preliminary TOD concepts for the alignment and station alternatives to inform the alignment selection process. The study will ultimately produce station area plans for 7 demonstration areas (1 in Belmont, 1 in Matthews and 5 in Charlotte). The study will also outline critical infrastructure needs and market/housing/corridor preservation strategies for all station areas. Finally, developing some tools to help jurisdictions outside of Charlotte get ready transit-ready.

Affordable housing assessment, this included understanding housing trends on affordability and identifying naturally occurring affordable housing exists today. The next phase of the study will include a detailed affordable housing assessment of the 7 demonstration station areas and developing strategies to retain affordable housing and address residential displacement. The Study will outline all critical capital infrastructure needs for all stations.

The study is coordinating with several other studies to maximize outreach and leverage their channels; those studies are the Silver Line TOD project audience; 2040 Comp Plan; Silver Line Project Development/Engineering Study; Connect Beyond Regional Transit Plan; Silver Line Rail Trail Study as well as other local area planning efforts.

The TOD study has tailored outreach activities to specific stakeholders.

We held an 8-day virtual urban design workshop in May that included over 50 stakeholders from partner agencies and partner jurisdictions to work through urban design scenarios of the alternative alignments. We expect to continue that engagement through Core Team and Project management Team meetings and the station area planning workshops in the spring.

We have held several stakeholder interviews and follow up discussions with key developers and businesses along the corridor. We have also held 2 rounds of public meetings in conjunction with the Silver Line Design team and community engagement is planned for the station area planning in the spring.

Because the corridor has varied needs and contexts, we are tailoring our approach to engagement around TOD.

Work to Date:

- 8-day urban design workshop
- Developed preliminary TOD scenarios for alignment alternatives
- TOD metrics for all alignment alternatives
- Corridor-wide existing conditions assessment
- Corridor-wide affordable housing and market assessment in progress

Key findings; has a variety of character and opportunities; strong community desire for equity & affordable housing; strong bike/ped and trail connections; TOD is going to be different from South End; there are many infrastructure challenges along the corridor; and transit investment can create some significant TOD in pockets.

Next Steps; March 2021 MTC adoption of refined alignment, March – July 2021 station area planning and public engagement education of TOD; August 2020 station area TOD concepts; September – November 2020 outline capital investments and implementation and corridor preservation strategy development and finally December 2021 a Final Silver Line TOD Plan.

**Next Meeting:** The next meeting is scheduled for November 21, 2020

Current Referrals:

Topic	Policy Question
2040 Comprehensive Plan	What planning and development components are critical as we shape the future of Charlotte?
Unified Development	What is the holistic approach for development and related considerations and criteria?
Tree Canopy Action Plan	What updates may be needed to the Tree Canopy Action Plan as it informs tree policies and future regulations alongside the city’s effort to plan for the future?
Review of vision plans for Opportunity Corridors	Define the policy for using city plans to help advance opportunities within the Opportunity Corridors
Development and Design considerations to increase security	Within the city's planning and development, can we further factor in components and considerations to advance safety? Are our Urban design standards for safety and security best practice?
Short-term Rentals	What are the options if the city is to regulate short-term rentals?
Mobility Committee Recommendations	What recommendations from the Mobility Committee should be implemented?
Rezoning Process Improvements	<p>What changes are recommended to further enhance our rezoning process to meet the need to increase community engagement?</p> <p>What are the options for zoning decisions to address traffic congestion?</p>



**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 report out the committee met on September 14<sup>th</sup> and 28<sup>th</sup>, and on October 12<sup>th</sup> and 22<sup>nd</sup> (James Mitchell, Tariq Bokhari, Malcolm Graham and Renee Johnson Dimple Ajmera) and discussed the following:

### Workforce & Business Development Committee Meeting September 14

#### Introduction of New CBI Program Manager

Steven Coker, Charlotte Business INclusion's new Program Manager was introduced by Phil Reiger. Mr. Coker came to Charlotte from Syracuse, New York with over 20 years of public-private and academic experience. Mr. Coker has started his work getting acclimated to Charlotte and to evaluate Charlotte Business INclusion's program to implement a new strategic plan. Background information was also shared on Mr. Coker's professional career and experience around supplier and diversity. He attended college on Staten Island, New York and Law School in Florida. Former positions include: Assistant District Attorney in Brooklyn, New York, Syracuse University working on diversity Issues, former minority enterprise business owner, President of the Minority Contractors Association of Central New York and Director of Diversity for SUNY Upstate Medical University. Mr. Coker shared his commitment to make Charlotte Business INclusion's program a national model.

#### Workforce Development Committee Referrals Discussion

Tracy Dodson gave a high-level overview of the four workforce development committee referrals discussed at the July 28<sup>th</sup> meeting and the timeline for reviewing each referral, the guiding questions to address unemployment and what the City could do from a policy perspective to eliminate barriers for people in high unemployment zip codes around the City. Ms. Dodson also addressed how the referrals would be grouped. Staff and guests presented research data and how to address the challenges/barriers around workforce, including:

- A plan to reduce high unemployment
- Policy (criteria required for when city funding is included)
- A plan for Corridors of Opportunity
- Strengthening within Diversion program

The Economic Development Department will continue their work to implement a comprehensive solution to address the workforce referrals.

Kevin Louix of Charlotte Works and Alyssa Brown, Economic Development Department gave a joint presentation on labor market data on each of the Corridors of Opportunity (28206, 28208, 28212, 28216) showing the top industry, median wage, poverty rate, and common barriers to employment found in each area, noting each corridor's unique strengths and opportunities for development and job creation. Data presented was researched from N.C. Works, the U.S. Census, American community Survey and N.C. Commerce.

Danielle Frazier of Charlotte Works provided an overview of their efforts to lead and strengthen the workforce eco-system with local partners as well as analyzing gaps and strategies to address overlap in services. Ms. Frazier shared their mission and mandate to convene and lead the workforce system for Charlotte-Mecklenburg and to provide workforce services and career pathways for our community. Charlotte Works is also addressing economic mobility challenges by placing more career centers in the community and career advisors with their partners.

Economic Development staff will continue collaborating with Charlotte Works around job creation and opportunities to connect local talent and build capacity within existing programs. Charlotte Works was asked to provide feedback on a possible commitment to administer workforce youth programs CMPD is currently engaged in.

Emily Cantrell gave an overview of the job market supply and demand and the City's role to address the challenges of unemployment. The City will do a more in-depth analysis of labor and job market. Ms. Cantrell also shared economic development efforts to drive supply and demand around intentional business recruitment and retention strategies, talent development acquisition strategies, and Thrive COVID strategies.

Jenae Valentine provided an update on peer city research on Seattle, Nashville, Austin, Atlanta, Detroit, Houston and Cleveland around their workforce development initiatives and how they approach public-private partnerships.

*The Committee's discussion produced the following feedback:*

- Provide additional data for zip codes 28213, 28216 and around I-85/Sugar Creek on disability and those formerly incarcerated
- Define "Strengthening with Diversion Program"
- Bring back list of employers who accept misdemeanor records
- Add Hispanic demographic in the 28212-zip code
- Include employment data for the immigrant and refugee population
- Review how we connect transportation
- Compare staffing requirements from peer city research
- Develop process on connecting citizens to job opportunities with companies recruited to Charlotte
- Collect data from small businesses on the skills they require

Tracy Dodson reemphasized the City's commitment to work with our community to create a strategy for the City's workforce initiative.

#### **Open for Business Initiative Update**

Tracy Dodson provided an update on the Open for Business Initiative around the Thrive Budget, totaling \$17.5M. She presented the Committee with a chart outlining the budget and status for each program. Those included:

- Workforce Partner Support
- Thrive Hiring Grant
- Open for Business Platform
- RENEW Career Cohort
- Resilient "ReUp" Program
- Innovate Business Grant Program
- Impacted Relief Fund
- Access to Capital Implementation Costs

### **Workforce & Business Development Committee Meeting September 28**

#### **Workforce Development Committee Referrals Discussion**

The Committee continued discussions as a follow-up to the September 14<sup>th</sup> meeting on committee referrals related to workforce development and the City's role around a policy framework to be presented at the October 5<sup>th</sup> City Council Safe Communities Report Out Session.

Fran West gave an overview of options to address unemployment and what the City could do to implement a comprehensive job strategy to inform and guide the City's work to eliminate barriers for people in high unemployment zip codes around the City. This strategy will align with other city-wide plans already implemented to address housing and transportation.

### Key Points of Discussion Included:

#### *Corridor labor market data*

- Historically high unemployment exists in specific areas of our City
- Data indicates that many of our unemployed face barriers to employment
- We need to better understand who is unemployed, why and where their best opportunity is for job placement- which will yield customized solutions.

#### *Charlotte Works & workforce system*

- We have a robust workforce development ecosystem that is serving our community in a variety of ways.
- The City needs to continue to bring job opportunities to our residents and connect our workforce partners to these employers.
- Gaps do remain in this ecosystem.

#### *Job Creation*

- The City has been very successful in bringing new job opportunities to our residents.
- There is a lack of real estate product along some of our corridors.
- We need to identify new development opportunities for job location that will provide opportunity to adjacent residents.

Economic Development staff will continue their work to develop a process to promote workforce development opportunities through City-funded programs and a policy to incorporate workforce development initiatives into programs which receive public investment.

### **Open for Business Update**

Holly Eskridge provided an update on the Access to Capital initiative. To date, 1,825 awards totaling \$21,865,000 have been given out. Of those, 1,584 grants were given to micro businesses and 241 to small businesses. The Foundation for the Carolinas anticipates two to three additional award cycles. Ms. Eskridge also shared information on other initiatives including:

- Small Business Partner Support
- Thrive: Small Business Support
- Thrive Hiring Grant
- RENEW Training Program
- Workforce Partner Support Grants

Tracy Dodson finished the presentation with an update on the Thrive Budget and shared with the committee additional initiatives may be introduced. The City Manager will provide an update on additional recommendations.

### **Workforce & Business Development Committee 2020 Annual Reports**

The Committee received the 2020 annual reports for the Charlotte International Cabinet and Public Art Commission as information only. No discussion was held.

### **Workforce & Business Development Committee Meeting October 12**

#### **Business Advisory Committee Update**

DeAlva Wilson, Chair of the Business Advisory Committee, provided an update on the Business Advisory Committee (BAC) and their purpose. Ms. Wilson shared her thoughts and recommendations on implementing two initial phases to realign the structure of the Business Advisory Committee to address outcomes and impact.

#### *Recommendations included:*

- Adding three additional seats to the Board and the need to collaborate with Council on those appointments to support the work of the BAC

- A structure to allow for increased partnerships with the Charlotte Regional Business Alliance and Mecklenburg County
- Expand engagement with the City's Community Resource Partners
- Continue to implement tools and leverage existing resources for real-time feedback regarding business community needs, issues and success stories

The Committee was supportive of Ms. Wilson's ideas and recommended she send a written request to the Mayor & Council regarding additional seat appointments in District 3.

### **Charlotte Business INclusion Program (CBI) Update**

Steven Coker, Charlotte Business INclusion Program Manager, provided an overview of the Charlotte Business INclusion Program (CBI). Mr. Coker's highlights included CBI's mission statement, the current state and future of CBI, improvements made over the last two months and the Disparity Study purpose since the last study was done in 2017. An RFP will be issued for a new Disparity Study on October 15<sup>th</sup> with plans to award a contract in January of 2021. Representatives across City departments are serving on the RFP Evaluation Committee. Mr. Coker also complimented staff's work over the last two years and shared his commitment to continue to build upon their work as a national model and to collaborate with the Charlotte Business INclusion Advisory Committee, major stakeholders, City departments and elected officials. Mr. Coker also reviewed CBI's policy amendments adopted on July 1, 2020 and asked the committee to provide input on their Strategic Plan SWOT analysis to help shape the framework for CBI's work.

The Committee shared comments on the importance of the Disparity Study and connecting CBI's work to include workforce development, training programs, building capacity in the corridors, preparing businesses to grow their capacity and exploring data to be creative in addressing issues.

Councilmember Mitchell announced a joint meeting of the City Council's Workforce & Business Development Committee and the County's Economic Development Committee meeting was scheduled for October 22<sup>nd</sup> at 2:00pm.

### **Workforce & Business Development Committee Meeting October 22**

#### **Joint City/County Economic Development Meeting**

James Mitchell, Chair of the City Council Workforce & Business Development Committee and Trevor Fuller, Chair of the Mecklenburg County Economic Development Committee held their first joint meeting on October 22, 2020. Both chairs shared comments on the meeting purpose and intent.

Mayor Vi Lyles gave opening comments and shared with the boards that this was a great opportunity for a joint meeting and the history of changing the name of the City's Workforce & Business Development Committee from its previous name of Economic Development Committee. Mayor Lyles also shared information on events that have affected our city to move in a different direction to address growth, economic mobility, affordable housing and workforce development.

#### **Current Initiative and Priorities**

Tracy Dodson, Assistant City Manager, provided an overview of the City's Economic Development team and the focus of the City's economic development work broken down into four pillars that include; Prospective Business, Business Innovation, Great Places and Talent Development. Ms. Dodson also shared information on the department's successes for 2020 for business recruitment & retention, workforce development and small business development. She discussed the City's investment and new innovative approach to address corridor work in the six Corridors of Opportunity which will include public-private partnerships and business matching grants. A kickoff event was held on September 9<sup>th</sup> for the Beatties Ford Road corridor and another event is planned for November 5<sup>th</sup> for West Boulevard.

Peter Zeiler, Economic Development Director for Mecklenburg County provided an overview of the County's Economic Development programs which focuses on a mixture of enhancing current activity and engaging in new activities that include:



- New & Existing Business Growth
- Small Business & Entrepreneurial Growth
- Strong Communities & Neighborhoods
- Minority, Women, Small Business Enterprise Opportunities
- Workforce Development
- Tourism, Arts and Culture

Mr. Zeiler also shared information on the County’s Economic Development team and their department’s successes. He highlighted the Scale – Up Education Series and Small Business Mentorship program partnerships with Central Piedmont Community College designed to support small businesses as they prepare to launch and grow.

*Discussions produced the following comments:*

- What initiatives can we work together on and where is there duplication? Example: Refugee Community Center in East Charlotte.
- What structure can be put in place so that collaboration between City and County can happen regularly?
- On shared projects, how can information be shared at the same time with City and County elected officials so there is a greater opportunity to evaluate projects?
- Can policy be put in place that would allow consistent evaluation of all projects?
- Need process on Business Investment Grants and Tax Increment Grants that provides guidance and answers what the City and County are trying to achieve.
- Long-term strategy to support small businesses.
- Build platforms to think bigger. What will we be doing 10-15 years from now?
- What are our key priorities?
- Considering that the County must also consider support of the Towns and unincorporated areas, are there opportunities to support corridors?

City staff will provide the County with information on our Opportunity Hiring Grant initiative.

The Boards discussed future and upcoming initiatives and how they could continue to work together. City and County staff have already begun conversations and meet on a regular basis to collaborate and share information between the City Manager, County Manager and Offices of Economic Development.

**Next Meeting:** The committee will meet again on November 9, 2020 at 2:00pm.

Current Referrals:

Topic	Policy Question
Opportunity Zones and Corridors Policy alignment	Integrate workforce and business development policies within the Opportunity Areas
Workforce Development Strategy	What should be the city’s specific role be in advancing upward mobility through workforce development? Identify a policy for collaborations to link the city’s efforts more strongly with other workforce development service providers
Tax Increment Grant (TIG)	Develop policy options to allow TIGs to be used to promote economic opportunities

<b>Topic</b>	<b>Policy Question</b>
<p>Workforce Development Plan to reduce high unemployment</p> <ul style="list-style-type: none"> <li>• Workforce development policy (criteria required for when city funding is included)</li> <li>• Workforce Plan for Corridors of Opportunity</li> <li>• Strengthening workforce development within Diversion program</li> <li>• Youth Employment Policy</li> </ul>	<p>Identify policy options for the city to reduce unemployment</p> <ul style="list-style-type: none"> <li>• Develop processes to promote workforce development opportunities through city funded programs</li> <li>• Develop policy to promote workforce development and opportunities within the Opportunity Areas</li> <li>• Develop options to advance Workforce development in diversion programs (This could apply to all programs from transit to housing).</li> <li>• Recommend a holistic approach from training to job placement for our youth</li> </ul>
<p>Further promoting African American business opportunities</p>	<p>Develop options that will focus on advancing opportunities for African American businesses</p>