



CHARLOTTE

City Council Committees

Chair Updates

April 5, 2021

Committee	Page #
Budget and Effectiveness	1
Great Neighborhoods	4
Intergovernmental Relations	5
Safe Communities	6
Transportation, Planning, & Environment	8
Workforce & Business Development	11

In addition to the Committee report outs, meeting materials and summaries can be viewed on the City website at:

<https://charlottenc.gov/citycouncil/committees/Pages/default.aspx>

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: Since the last Strategy Session, the committee met on March 30 and discussed the following:

FY 2022 CATS Outlook

CATS Director, John Lewis, Jr. discussed the FY 2022 preliminary operating and debt service budgets and FY 2022-2026 capital investment plan. He highlighted plans for CityLYNX Gold Line Phase II, the Silver Line, and Battery Electric Buses (BEB). Also discussed were the revenue impacts that COVID-19 has had on CATS such as decreased ridership, suspension of fares, and sales tax reductions. CARES Act stimulus funding has been used for investments related to:

- Employee Safety
- Revenue Shortfalls
- Cleaning Services
- PPE, Sanitizers and Masks
- Partitions and Driver Shields
- Facility Updates

Lewis then discussed the budget objectives for FY 2022 which include a structural balanced budget, compliance with MTC financial and business performance objectives, despite the impact of COVID-19 and while continuing to provide safe and affordable access.

Regarding the Silver Line, Lewis said information will be provided to MTC and Council in April or May for consideration. Pertaining to frequency, Lewis said that this is an important part of the Envision My Ride program implemented in 2018. The goal is for routes to have no more than a 30-minute frequency while having as many as possible with a 15-minute frequency. The pandemic has delayed some of these goals. By maintaining budget neutral status, CATS was able to shift routes from lower demand corridors to higher demand corridors. Ten corridors are at 15-minute frequencies.

Lewis said the real-time and the mobile payment app are on track for June implementation.

In response to an inquiry as to if the cost of the streetcar service could be embedded in tuition for college students, Lewis said the CATS all access pass is being discussed with Johnson C. Smith, Johnson and Wales, and other institutions. Lewis said that he is excited about the current testing on Gold Line Phase II. He plans to make the public aware of the safety concerns when using a streetcar in mixed traffic. Planning and design work is occurring for Gold Line Phase III. The consultant should be brought on by early summer. The Gold Line is a city-funded project and is not funded by the MTC.

Lewis was asked about what lessons were learned from the pilot program on Central Avenue. Lewis shared that he learned that the reliability problem must be addressed. Lewis wants to bring the reliability that the city's rail service has to the bus service. Some solutions being considered include bus only lanes, queue jumpers, and signal prioritization. When asked if any initiative was being taken in yield management; meaning fare structures could be changed to change the yield, Lewis said a consultant is analyzing the fare structure and recommendations should be provided within the next month or two. There is no fare increase associated with the expected FY 2022 budget.

FY 2022 Aviation Outlook

Interim Aviation Director, Haley Gentry shared Aviation's outlook. 2019 ended with a total of approximately 50M passengers at the airport; in comparison, 2020 had 27M passengers resulting in a significant reduction in revenue, parking, and concession sales at the Airport. Early on in the COVID-19 crisis, the airport established four financial priorities including:

- Sustaining Airport Operations
- Protecting Aviation Employees
- Commitment to Investors
- Support CLT Business Partners

Gentry informed the Committee that the airport has maintained all employees as well as its bond covenants and debt service coverage. The Airport has also strategically applied the Federal stimulus grants. Gentry is anticipating significant growth as travel increases in FY 2022. CARES funding has been applied as needed to meet funding deficits and maintain a low-cost structure.

There was a discussion around options and current discussions for increasing equity for contracted workers at the airport.

Gentry noted that the cost per enplaned passenger is expected to increase in future years as the Airport invests more in its Capital Program. This is expected and has been approved by the airlines.

Debt Financing Calendar Update

Chief Financial Officer, Kelly Flannery shared the debt financing calendar update. The city issues bonds to fund capital projects. Currently the city has \$4.3B in outstanding debt. The Enterprise funds is where the bulk of outstanding debt exists. The city issued \$448.1 million in new and refunding bonds across all credits in FY 2020, aggressively sought after low interest rates, and were able to attract existing as well as new investors. The Water and Sewer refunding bond issuance and Storm Water bond series were completed in FY 2021. Flannery also reviewed the future borrowing plan.

April Budget Workshop Agenda

Strategy and Budget Director, Ryan Bergman shared the proposed agenda for that final Budget Workshop for input from the Committee. The proposed agenda included:

1. SAFE Charlotte
2. Public Safety Pay Plan Updates
3. Financial Partners Update
4. CATS Budget Outlook
5. Aviation Budget Outlook

No adjustments were recommended, and the agenda will be utilized at the April 7 Workshop.

Next Meeting: The next meeting is scheduled for April 13.

Current referrals:

Topic	Policy Question
Census Data and Redistricting Considerations	<p>What should our decision-making framework be for assessing census data and plans for redistricting?</p> <p><i>Charge: Based on delayed release of census data, review and evaluate the city's options for proceeding with or postponing elections. Develop principles and options for redistricting and decision-making available under the law for consideration by council so the city is prepared for next steps when census data comes in. (made Feb 8, 2021)</i></p>
Citizen Advisory Committee on Governance recommendations	<p>What recommendations from the Citizen Advisory Committee on Governance should be adopted by Council?</p> <p><i>Committee recommendation made to discuss with full Council options for consideration of four-year staggered terms.</i></p>
Virtual Meeting Options	<p>Are any updates recommended for full Council's consideration around the provisions for virtual meetings?</p> <p><i>Since State of Emergency is still in effect, Committee recommended to consider options for revisions to the Rules of Procedure relating to virtual meetings at a later date.</i></p>

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 did not meet during the month of March.

Next Meeting: The next meeting is scheduled for April 7, 2021 at noon.

Current Referrals:

Topic	Policy Question
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? <i>The Great Neighborhoods Committee received an update on this during their September and November 2020 committee meetings and directed staff to review the Non-Residential Building Code (NRBC). Review of the NRBC is in process. Recommendations for revising the NRBC is anticipated to be ready for full Council consideration in April/May 2021.</i>
Creating Great Neighborhoods	How can the comprehensive plan integrate and strengthen existing displacement policies while considering new policies?

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

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

Committee Chair Update: Since the last Strategy Session, the committee did not meet.

Next Committee Meeting

The next committee meeting is scheduled for Monday, April 19, 2021 at 2:00.

Current Referrals: none outstanding

Committee Members: Larken Egleston (Chair), Dimple Ajmera, Renee Johnson, Greg Phipps, 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: Since the last Strategy Session, the Committee met on March 2, 2021 (all members were present) and discussed the following:

CMPD Deputy Chief Stella Patterson presented on CMPD's progress with Campaign Zero's "8 Can't Wait" policies. She provided a high-level purpose for doing the work and the legal definition of a search warrant. Deputy Chief Patterson noted that NC General Statute is clear on legislation around the rules of search warrants and seizures. There are different warrants, however CMPD most frequently uses general or administrative search warrants. Deputy Chief Patterson shared 2019 and 2020 data to provide context for search warrants served. She stated that most of the search warrants are connected to crime, where there has been a call for service and an officer sees evidence of a crime but has no authority to search a property. She reported that the numbers reported only include a few dynamic search warrants, those that result in the use of a flash-bang device, door ram or forcible entry.

Deputy Chief Patterson explained that changes to the search warrant policy must be made at the State or Federal level. CMPD does not have the ability to make legislative changes. Campaign Zero recognizes the limitations and has begun to look at changes to the search warrant requirements at the legislative level. CMPD was given full credit for the following recommendations they have already enacted:

1. Ban on "No-Knock" warrants
2. Officers in uniforms
3. Officer announcements after the knock and prior to entry
4. Recording devices on all officers

CMPD was given partial credit for the following items:

1. Required Info for Warrants
2. Property and/or cash cannot be seized during the search unless a lawful arrest is made.
3. An independent law enforcement oversight board shall review reports and footage biannually at minimum.

Based on the recommendations, the following items were noted as a concern that may prevent CMPD from achieving the full 15 points.

1. Campaign Zero would like officers to wait 30-seconds after knocking before entering a residence. CMPD believes this would put officers and other residents in harm's way because they do not know who is in the residence or what action is being taken.
2. Campaign Zero recommends police departments not use flash bang, stun or other distraction devices unless verifiable, exigent circumstances exist. Deputy Chief Patterson reported that only the SWAT team, which consists of highly trained personnel, uses the Flash/Sound diversionary devices when necessary.
3. Campaign Zero requests that warrants be served between 9 am to 7 pm unless there is reasonable cause that it cannot be executed during those hours. She explained that sometimes search warrants are not made available until after 7 pm and before 9 am.
4. Campaign Zero would like officers to be subject to consequences when they violate the search warrant requirements. These consequences include rendering all evidence collected inadmissible, suspension of duty, fines, or termination. Deputy Chief Patterson stated that rendering evidence inadmissible is at the

discretion of the District Attorney office. Campaign Zero recognizes CMPD's role and will remove this requirement from the rubric.

Next Meeting: The next committee meeting is April 6, 2021 at noon to be hosted virtually.

Current referrals:

Topic	Policy Question
Violence Prevention Strategy	What is an advanced and holistic violence prevention strategy for Charlotte?
Family Justice Center	How would partnering in the establishment of a Family Justice Center in Mecklenburg County advance the City's violence prevention efforts?

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

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

Committee Chair Update: Since the last Strategy Session, the committee met on March 22, 2021 and discussed the following:

Center City 2040 Vision Plan

Michael Smith with Charlotte Center City Partners gave an update on the Center City 2040 Vision Plan. Charlotte Center City Partners as well as city staff have been working closely together on the 2040 Vision Plan. The city participates in this effort both financially and with engagement. While the city works on the Comprehensive plan which is a city-wide effort, the Center City 2040 Vision plan is a focused community area plan type of work for the center city. This is the model of how we want other community area plans to come out of the Comprehensive Plan.

This plan is a community strategic city building blueprint looking ahead to the next two decades. This plan could boldly transform the center city with a commitment to equity making sure that growth and opportunity are more sustainable and widely shared. It will drive evolution of the urban core of distinct neighborhoods and calls for big moves in transportation, improving mobility networks to support complete neighborhoods and further our commitment to sustainability. The final plan document is being produced for this Committee and the community to review.

Community Engagement Overview:

- 37 engagements were attended;
- over 150 representatives from stakeholders and neighborhood groups have been met with, and
- over 1000 ideas have been heard from the community.

During feedback gathered at these public engagement included input on what the community likes, things to take advantage of and make reality, and things that needed to be worked.

Moving forward, in mid-May additional meetings with the Planning Committee, a virtual public meeting, and meetings with Stakeholders will be held to update these groups. On May 24, Center City Partners will come back to this committee for a deeper dive into the plan and in June a deeper dive with the planning commission will be held, with adoption in the summer.

The study area for the plan is uptown and the surrounding neighborhoods, roughly a 2-mile radius from Trade and Tryon. The plan is organized into a framework which is the foundation. The framework includes a high-level vision, high level goals, and focus areas which are places in the center city where some of the recommendations of the plan will be implemented.

There are eight goals of the plan, these are the goals that need to be achieved to make the vision a reality, and what is important to the community to have the center city they aspire to have.

- | | |
|--|---|
| 1. Easy, accessible mobility | 2. Complete, affordable neighborhoods |
| 3. Healthy, safe communities | 4. Inclusive economy and growth |
| 5. Parks, public spaces and natural areas | 6. Resilient low carbon urban environment |
| 7. Life-long learning, care and enrichment for all | 8. Distinct identity and diverse destinations |

There are over 200 strategies and recommendations tied to each of these goals; specific projects, policies, and

programs that will help achieve these goals.

The Focus Areas of the plan are ripe for new public or private investment and a physical catalytic transformation. The areas included; west Trade/Beatties Ford Corridor, Silver & Blue Line Crossing, North End, Queen's Park, Brevard St., Second Ward High School, East Trade/Elizabeth Ave., Government District, Tryon St. Uptown, Cedar Yards/Pipe & Foundry, South End/Uptown Gateway and the Medical School and Innovation Campus.

Our city must be sure to grow in a way that people from all walks of life can thrive and prosper. A copy of the draft plan will go out in mid-May to this Committee, giving time to review it. At the end of May, a deeper dive into the plan will be presented to this Committee and plan adoption in summer.

Charlotte 2040 Comprehensive Plan

Alysia Osborne with Planning Design & Development shared the Plan process to date, reviewed Community engagement, and ways to comment on the plan.

The Comprehensive Plan is a four-phase process started in 2018 with engaging the community around a broader vision for growth and development over time. During Phase 1, multiple meetings and workshops were held, and a 477-person Stakeholder group was formed to serve as a sounding board. In Phase 2, a Preferred Growth Scenario was done looking at how we grow and what the priorities are in terms of growth as a broader vision for growth and development. In Phase 3 those priorities were formed into a Policies and Strategies document released in October of 2020. Since the release of the Policies and Strategies document the public has been reviewing and providing comments. Currently in Phase 4 of the Plan the community, Council and elected and appointed officials have been reviewing the document.

Since the beginning of the Plan, the community has been engaged in over 40 different ways. During the pandemic engagement didn't stop, the community was engaged in a digital platform as well as printed materials. At each phase of the process, the engagement was documented allowing anyone coming into the process at any time to review and understand where we are in the process and understand how we got there. These engagement summaries are on the website: cltfuture2040.com/resources/ the summaries describe the methods, what was heard, and how the comments resulted into what is seen in the document today. Comments are still being taken online at the website, via email, US postal service, and over the phone through Char Meck 311.

Over 500 comments have been received to date, staff are reviewing those comments and categorizing by topic allowing Council, the Planning Commission, and the community to see the themes that came out of the comments. Categorizing the themes makes it easier to follow and see what the priorities are in revisions.

Next steps for the Plan include review of the public comments from the Public Hearing Council listening session; and proposed responses with the Planning Commissioners, and review plan comments and proposed responses with Council Committees; release of a 2nd draft of the plan for public review in response to comments received; and lastly, council will be asked to consider final Plan for adoption.

Next Meeting: Monday, April 19, 2021 at 10:30.

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?

Topic	Policy Question
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	What changes are recommended to further enhance our rezoning process to meet the need to increase community engagement? What are the options for zoning decisions to address traffic congestion?
Single-Family Zoning	What is Goal #2 intending to solve and are there other ways to accomplish these objectives?
10-Minute Neighborhood Application Options	Where should 10-minute neighborhoods be applied in Charlotte?
Processes to Resolve Conflicting Policies	How do we resolve areas of conflicts within the 2040 Comprehensive Plan?

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

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: The committee met on March 1st and discussed the following.

Strategic Employment Plan

CM Bokhari shared the goal was to brainstorm and to provide future policy direction on how jobs and workforce connect. Tracy Dodson reminded the committee of the concept of the Strategic Employment Plan during discussions at the Council Summit in January and how this integrates into our work across city departments with other strategic plans as well as our workforce partners.

Fran West provided an update on the Strategic Employment Plan, which allows our community and businesses to create a framework that defines our employment ecosystem for job growth upward mobility, economic success, as well as coordinating our existing strategies. The Strategic Employment Plan will guide and inform how the city supports investments to date, help the unemployed and underemployed, grow key sectors, advance the city's job reputation, support talent acquisition and retention, reinforce competitive position, provide upskilling resources, achieve equity goals, and future-proof the city.

The city's internal team and guests discussed collaboration efforts:

Danielle Frazier, Charlotte Works

Charlotte Works' goal is to align the ecosystem between workforce development councils (CPCC, Goodwill, CMS and others) for job seekers. With COVID, other issues to address have compounded for job seekers including food insecurity, housing, transportation, etc. Charlotte Works would like to work closer with the city on the work EY work is doing in the Corridors of Opportunity as a touch point to address the needs and gaps and where to invest more, connect long-term on talent sourcing partnerships and advocating and educating businesses on their untapped talent as well as data sharing.

Alyson Craig, Planning, Design and Development

Conversations have already begun with the Economic Development Department on the Strategic Employment Plan and how this ties to the Charlotte 2040 Comprehensive Plan, particularly around increasing employment in targeted industries and looking at place type mapping in our community after the Comprehensive Plan is adopted. We need to be strategic about what Charlotte needs in terms of access to careers, what those jobs are and what businesses we want to bring into our communities.

John Lewis, Charlotte Area Transit System

Mr. Lewis shared his thoughts on what we could do from a planning and development perspective to support economic development as it relates to the Transit System 2030 Plan. He talked about the rail and bus investments CATS has made in the corridors and how that connects people in our workforce who have jobs that require frequent and reliable transportation service. The city has begun to understand the opportunities that the future will provide so we have to be flexible in providing mobility options to our community to support housing, planning, and employment training opportunities.

Pam Wideman, Housing & Neighborhood Services

Ms. Wideman spoke about Council's support around the Affordable Housing Plan to create family self-sufficiency and how we can align the Strategic Employment Plan to help low to moderate income working families obtain and sustain affordable housing. The city's current practices on locational guidelines speak to the amount of investment to put affordable housing in place. In terms of the scoring tool, they look at the metrics study around current job centers to determine proposed development. This is as an opportunity on the backend to be intentional about guiding those conversations as we recruit jobs and work with the community to build out the jobs plan.

Discussions with the committee produced the following feedback:

- What metrics we're trying to impact as we look at the City's long-term role?
- Can we share data on the study we did on barriers in the different zip codes to share with Mayor Lyles and other Councilmembers who were not a part of the discussion?
- Has the City has done an inventory on what kind of jobs are out there that companies need to fill so we can put an action plan around them and meet job expectations? What's the status of that effort?
- What are we doing to address the workforce challenges in the arts and entertainment industry around affordable housing and workspaces as well as cultural capital? Can we create an environment where arts and cultural can thrive in communities as businesses?
- We should be creating living wage jobs for our workforce so they can afford to live in Charlotte.

Ms. Dodson reiterated to the committee that the city is also looking at the Corridors of Opportunity to tie into the work of the Strategic Employment Plan to address the needs and the barriers.

Next steps for the Strategic Employment Plan include:

- Identifying key partners
- Building out shared vision and core strategic framework
- Determine budget for consideration
- Present to leadership for approval
- Target July 1 kickoff

Corridors of Opportunity – Employment Study

Fran West provided an overview of the work EY has been leading on employment in the Corridors of Opportunity.

Amy Holloway provided an update on the process for the Corridors of Opportunity Employment Study and shared highlights of their data driven results. John Rees gave an overview of EY's study focus on the three Corridors of Opportunity (Beatties Ford, Sugar Creek and Freedom/Wilkinson/West). EY looked at the employment dynamics where high poverty and unemployment rates are concentrated. They also conducted resident and employer surveys in their analysis.

Highlights to date include:

- Despite record levels of employment prior to the pandemic, in 2019 nearly 100,000 Charlotte residents continued to live in poverty.
- At the beginning of 2020, the Charlotte's unemployment rate was near its lowest level in a generation. By May 2020, the city's unemployment rate approached 14%.
- At the end of 2020, there were 15,000 additional unemployed Charlotte residents compared to the beginning of the year.
- Unemployment in all three Corridors is higher than the citywide average.
- Communities of color represent 85% to 90% of the population in each of the three Corridors. Corridor residents are also relatively young.
- Unemployment rates among residents between 16-24 years old ranges from 20% to 33% in the three Corridors examined.

- Corridor residents with higher levels of educational attainment are far less likely to be unemployed. Still, Corridor residents are more likely to be unemployed compared to other Charlotte regions, regardless of educational attainment.
- Real estate availability along the Corridors is mixed – typically older commercial buildings and/or small square footage.
- From an industry perspective, each Corridor has areas of specialty:
 - Beatties Ford Corridor - Transportation & Healthcare Support
 - Wilkinson Boulevard Corridor - Transportation & Material Moving
 - Sugar Creek Corridor – Production & Material Moving
- In recent years, employment in all three corridors has increased. Still, only gains in the Wilkinson Boulevard Corridor outpaced the citywide average between 2014 and 2019.
- There is relatively little alignment between those who live in the Corridors and those who work in the corridors. Corridor residents work in every part of Charlotte. They are also disproportionately reliant on public transport.
- There has been a lot of momentum in the Corridors. But even still, progress was relatively limited given Charlotte’s overall economic performance. There is concern that the gap could widen within the Corridors, even with progress.

Discussions with the committee produced the following feedback:

- Is each corridor’s area of specialty reflective of the businesses along the corridors or the people skill?
- Would like to see data on the future state versus the current state as we look at good fits for people to move to the next level who struggle with affordable housing.
- Can we broaden our work team to include the County in the wrap around services?
- Can we include information on barriers regarding criminal justice?
- What areas of specialty was EY able to find with the Eastland/Albemarle corridor? Can we tie our work with the Office of Equity, Mobility and Immigrant Integration?
- Do we have any land capacity to bring in logistics/transportation jobs in the corridors?

Staff will continue their discussions on economic development initiatives with our internal and external partners.

Next Meeting: The committee will meet again on Monday, April 5 at noon.

Current Referrals:

Topic	Policy Question
Opportunity Zones and Corridors Policy alignment	Integrate workforce and business development policies within the Opportunity Areas
Workforce Development Plan to reduce high unemployment <ul style="list-style-type: none"> • Workforce development policy (criteria required for when city funding is included) • Strengthening workforce development within Diversion program • Youth Employment Policy 	Identify policy options for the city to reduce unemployment <ul style="list-style-type: none"> • Develop processes to promote workforce development opportunities through city funded programs • Develop options to advance Workforce development in diversion programs (This could apply to all programs from transit to housing). • Recommend a holistic approach from training to job placement for our youth
Fiscal/Economic Impact Analysis	When is a fiscal impact analysis/economic impact analysis appropriate for a comprehensive plan vs. Unified Development Ordinance?