



CHARLOTTE

City Council Committees

Chair Updates

October 4, 2021

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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 did not meet.

Next Meeting: TBD.

Current referrals:

Topic	Policy Question
Citizen Advisory Committee on Governance recommendations	What recommendations from the Citizen Advisory Committee on Governance should be adopted by Council? <i>Committee recommendation made to discuss with full Council options for consideration of four-year staggered terms.</i>
Virtual Meeting Options	Are any updates recommended for full Council's consideration around the provisions for virtual meetings/participation?

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 Great Neighborhoods Committee met on September 15, 2021. At the meeting, the committee discussed the following items.

Source of Income Ad Hoc Advisory Committee Update.

- The Committee received an update from the Ad Hoc Committee Co-chairs, Kim Graham with the Greater Charlotte Apartment Association, and Mark Ethridge with Ascent Realty.
- The Ad Hoc Committee's charge, as given to the committee by the Mayor and City Council, is simple and pragmatic - to increase the acceptance of Housing Choice Vouchers (HCVs) and other rental subsidies in the marketplace, and particularly in areas of high opportunity in our community. The Co-Chairs pointed out that the charge is not to solve the affordable housing crisis, nor is it to create a legal opinion as to whether source of income should be a part of the fair housing ordinance.
- The Ad Hoc Committee has been meeting monthly since May. Also, two subcommittees have been formed: 1) Data and Research and 2) Education and Communications. The subcommittees meet monthly in-between the larger Ad Hoc meetings. The subcommittees will merge in the next month and the AD Hoc Committee will spend the majority of the time from October to December building upon the work of the subcommittees to develop recommendations and a final report that will be presented to City Council.
- The Co-Chairs shared the progress of the Ad Hoc Committee, which includes
 - Developing a work plan and timeline,
 - Creating subcommittees to conduct the work on the committee, reviewing information on what other housing authorities and municipalities are doing around landlord incentives, and Housing Choice Voucher (HCV) program enhancements including INLIVIAN and other Moving to Work housing authorities,
 - Conducting a comprehensive study of the HCV program in Charlotte and its nuances,
 - Receiving information from INLIVIAN on their program enhancements and opportunity areas,
 - Meeting with Charlotte Family Housing and Socialserve – two other local subsidy providers, and
 - Creating an interactive data mapping tool to yield effective data and metric setting for expansion of rental subsidy acceptance, especially in high opportunity areas.
 - Through the data mapping, the Ad Hoc Committee is able to take a data-driven approach to identify opportunities for the highest success to encourage more landlords to accept more vouchers and rental subsidies, and thus inform their recommendations in a very pragmatic way for the Council to consider.
- The Ad Hoc Committee will present its final recommendations for increasing the acceptance of HCVs and other rental subsidies in the marketplace, and particularly in areas of high opportunity in our community, to the full City Council in December 2021.

Neighborhood Equity and STabilization Update (NEST).

- The Committee discussed that the work of neighborhood equity and stabilization is not new, yet is a critical, embedded component of the work that staff and City Council has been doing for years. Since 2017, more than ten enhancements have been made to housing programs and policies to further strengthen neighborhood equity and stabilization and help residents avoid involuntary displacement. This historical and ongoing work will provide a foundation for the work that is ahead, including working with the newly appointed NEST Commission.
- An internal cross-departmental staff work team has been assembled to focus on the work of neighborhood equity and stabilization. This includes developing an engagement strategy for the three neighborhoods that were identified through the displacement risk dashboard earlier this year: Washington Heights, Hidden Valley, and Winterfield.
 - A survey is being developed for outreach to the approximately 10,000 households in these neighborhoods.
 - Prior to launching the survey, staff will conduct outreach to the neighborhood leaders of each neighborhood so that they will be informed in advance and can be advocates for resident participation in the survey.
 - The survey will be launched in early October 2021; residents will receive a postcard inviting them to take the survey.
 - The survey will include a mechanism that allows a two-way engagement with residents, where information can be proactively shared based on the unique responses of residents, such as information on job training resources if a resident responds to the survey indicating that this is a need that they have.
 - Survey results will help the City understand how to prioritize and develop program enhancements as well as develop new programs and services.
- The newly appointed NEST Commission will be convened as soon as possible. The Great Neighborhoods Committee will receive regular updates on the work of the NEST Commission as well as the survey results and next steps.

Next Meeting: The next meeting is scheduled for Wednesday, October 20, 2021 at noon.

Current Referrals: none outstanding

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: The committee met on September 18 and discussed the following (Bokhari, Winston, Egleston and Phipps – present; Newton – absent).

State legislative update: focusing on the budget process, major statewide policy issues, and the city's state legislative priorities. The 2021-2023 state budget is in the conference committee process and at the stage where House and Senate Leadership and Governor are engaging in discussions. Adoption of a state budget is not expected until mid- to late-October. A briefing was provided on police reform legislation passed this session, as well as firearms, planning and development, and sports wagering legislation that are still making their way through the General Assembly.

Federal legislative update: the Congressional schedule to consider the first-prong and second-prong infrastructure plans was reviewed. The first-prong plan is to be voted on by September 30 while negotiations continue the second-prong plan. The negotiations on the George Floyd Justice in Policing Act, have broken down since the September 20 meeting.

Committee adopted the 2021-2022 meeting schedule (Bokhari, Winston, Egleston and Phipps – yes). The schedule for consideration and adoption of the 2022 state and federal legislative agendas was presented:

- October 18: Intergovernmental Relations Committee Meeting – Hear legislative requests from city departments and propose 2022 state and federal legislative agendas to the City Council
- November 1: Strategy Session – First chance for Council review when the co-chairs lead discussion of the proposed 2022 state and federal legislative agendas
- November 8: Action Review – Second chance for Council review when staff presents the proposed 2022 state and federal legislative agendas
- November 22: Business Meeting – Adoption of the proposed 2022 state and federal legislative agendas by the City Council

Next Committee Meeting

The next committee meeting is scheduled for October 18, 2021 at 10:00 am.

Current Referrals: none outstanding



Safe Communities Committee Update

OCTOBER 4, 2021

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 did not meet.

Next Meeting: The next committee meeting is scheduled for Tuesday, October 5, 2021.

Current referrals:

Topic	Policy Question
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 Eggleston (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 September 22, 2021 and September 27, 2020 and discussed the following.

September 22, 2021 Special Meeting

Unified Development Ordinance (UDO) Update

Alyson Craig, Deputy Director Planning Design & Development provided a follow up to the August 23, 2021 UDO presentation to the Committee with dedicated question and answer time for the Committee Members.

Alyson introduced new subdivision, streets, and infrastructure concepts with the goals of increased connectivity, walkable, and transit infrastructure. There will be increased flexibility in the streetscape standards as well as applying a six-foot minimum sidewalk width citywide.

Regarding storm water and natural resources, new concepts would look at better protection from flooding in infill and smaller developments, better protection for our natural resources with a goal of protecting native trees, as well as new regulations to address the trend of significant tree canopy loss on smaller infill and single-family developments. Realizing that every site is unique the City is planning to allow for greater flexibility and options to meet the tree canopy goals in development.

Two new things that are important for Council Committee to be aware of before the draft is released in October; the first is taking a deeper dive into the residential character overlays that are being proposed as part of the UDO; and secondly a new approach to parking, a tiered approach that is a combination of parking minimums and parking maximums depending on the zoning district.

The Neighborhood Character Overlay District (NCO) establishes regulations to preserve the existing character of a neighborhood and applied neighborhood by neighborhood and available for lower density zoning districts. The NCO would apply to all residential construction changes, expansions, and alterations. This would be applied for by neighbor's request, starting with a process to develop a plan that a majority of the neighbors would make a request to Council or the Planning Department to apply the Neighborhood Character Overlay. The goals are to maintain a consistency in scale, proportion, and similarity of on-site elements such as parking, landscaping, tree, and accessory structures are addressed with regulations, it would create unique regulations for the elements that the neighborhood wants to pursue.

The UDO will approach new vehicle parking standards. Through the UDO, one goal is to transition to a multi-modal approach. There will be three tiers of parking standards based on an anticipated context of these areas. UDO parking requirements have been designed to place less emphasis on accommodating personal vehicles.

The approach that is adopted initially could evolve over time and could be adjusted as the community continues to grow and change.

Center City 2040 Plan

Taiwo Jaiyeoba, Assistant City Manager and Planning, Design & Development Director gave an overview of the Center City 2040 vision plan. The plan went to the Planning Commission and will go back to the Planning Commission in another month.

Michael Smith with Charlotte Center City Partners presented an update on the All in 2040 Vision Plan. The plan involves the City and Planning Department and Mecklenburg County and it reflects the community's ideas.

Charlotte Mecklenburg has a legacy of visionary planning that has contributed to the recipe for success. Although past plans have been rooted in community values, not everyone has benefited from the growth. This vision plan is a "Big Picture" vision for growth of the urban core and is reflective of community ideas and aspirations. Overarching themes of the plan include, ensuring equity and opportunity, improving our mobility network and supporting the maturation of Center City neighborhoods.

The draft plan was released in July with a seven-week public review process ending on September 13. Key themes from the public engagement data centered around transportation and sustainability, more parks and open spaces, and complete communities.

Positive feedback on the plan included the investment made in bike and pedestrian connectivity in center city and that the idea of interconnected system of parks and open spaces and that more urban density is a good thing and can help drive costs down. There was a strong response to Queen's park and reforming the old rail yard. Prioritizing investment in the North Tryon Corridor and the West End and limiting the expansion of the Overstreet Mall to create more street level pedestrian activity uptown.

Areas the community thought needed work include too much parking in Uptown and South End, advocating more strongly for more for-sale housing particularly in Uptown, and how do we address the concept of safety while helping to address homelessness and panhandling. Focus themes included: without having a healthy shopping/retail experience, Uptown will not become a vibrant place; that there is a need for more specificity on addressing/improving the Epicenter; and as the Gold Line is built out, how do we address the pedestrian environment on Beatties Ford bridge over Highway 16.

New ideas heard called for either a free or reduced transit zone within route 4, and a requirement for multi-family development to include childcare facilities and require and promote clean/sustainable construction methods for Center City construction. Feedback included that the Second Ward High School should be a partner with local community college and have trades training, and to expand on street vendor programs and pop-up shops beyond Tryon Street.

What's next: Planning Committee referral in October as well as returning to this committee also in October. Presenting to CMS School Board in October and City Council public hearing & adoption and to the Board of County Commissioners for endorsement in November.

September 27, 2021 Meeting

Silver Line Refined Locally Preferred Alternative (RLPA)

On-going engineering and planning evaluation has led to several proposed refinements to the RLPA which the Silver Line Team will take out for public comment and review in October 2021. The Silver Line team has also been evaluating project phasing scenarios in coordination with the Transformational Mobility Network (TMN) team. Phasing scenarios were developed to put forward a competitive Silver Line project, while meeting the local needs of the community.

The Silver Line Refined Locally Preferred Alternative (RLPA) was adopted by the Metropolitan Transit Commission (MTC) on April 28, 2021 and includes 29 miles and 29 stations over a three-county area. It also includes a complimentary TOD and Rail Trail study. Aspects of the project are included in Gaston county, Union county, with the broader part located in Mecklenburg county. The Silver Line goes from Belmont along Wilkinson Boulevard through and around center city and out Independence transitioning to Monroe Road, through the town of Matthews and ending in Indian Trail,

Continued on-going work has taken place to refine the alignment through public and stakeholder engagement. Five proposed adjustments/refinements to the LPA based on stakeholder feedback and technical analysis have been developed.

Phasing of the Silver Line would help deliver certain aspects of the project sooner, rather than trying to deliver a project that is 29 miles in one swoop and deliver the project in phase to deliver to the public sooner. Building the project in smaller phases puts us in the best position to compete for federal funding needed for the project. There is precedent in other phasing implementations like Denver, Seattle and Dallas did a similar approach to opening the project in segments.

The initial cost considerations include capital cost estimate comparisons; LYNX system update (2018) shows a 2030 opening at \$6.2 billion. Silver line 5% design (2021), phases A and B estimate are phase A to the southeast at \$5.1 billion and phase B on the west side at \$3 billion; adding up to and \$8.1 billion with phase A opening in 2036 and phase B opening in 2039.

Upcoming public engagement: neighborhood public engagement August – October 2021, town of Matthews Board of Commissioners September 27, Public meeting October 19 & 20, 2021, MTC information in November 2021, and MTC action in January 2022.

Silver Line Update: Economic Analysis

Understanding the economic benefits are critical to make sure the City's investments support the larger community. Economic benefits are key when the FTA is evaluating transit projects across the nation.

The Committee reviewed high-level ideas of the Silver Line Economic Analysis based on station area, TOD case studies, and the potential impact on property tax change. Analysis is being done to understand an economic impact from the station reach standpoint and what it means in terms of benefits and impacts to economics from the City's perspective.

In comparison of some recent development, the City is looking at the reality of what has happened along the Blue Line and draw lessons and comparisons from that. The first example is the Rail Yard in South End, to understand what the property tax revenue change is from predevelopment before it was redeveloped into Transit Oriented Development into mixed use development higher density post development; the predevelopment number was \$984,000, post development property tax was \$1,121,797.

Potential annual tax revenue change from redevelopment of both the 11th Street and Trade Street Station area, the underutilized 81 acres would yield about \$24 million. The Trade Street stations 51 acres would yield about \$15 million in property tax. The 11th Street Station has the potential to unlock \$5M to \$15M more annual property tax by catalyzing redevelopment of the underutilized parcels within walking distance of the station.

Potential economic impacts on businesses and residents: 11th Street alignment considerations will lower impact to existing residents and businesses and provide opportunities to benefit development north of Brookshire.

Aside from looking at the immediate economic impacts of the trades offs between the 11th Street and Trade Street alignments; the construction impacts are being considered.

Charlotte Future 2040 Policy Map – Fiscal Impact Analysis

The Committee received an overview of the preliminary findings and analyses from the Fiscal Impact and Economic Analyses. There was a great deal of discussion around providing housing diversity during the Comp plan received a great deal of discussion, housing diversity is goal number 2 of the plan.

Matt Prosser from Economic & Planning Systems presented the duplex/triplex likeliness analysis. This is an evaluation of impacts and goal 2.1 in the Comprehensive Plan.

Within the Comprehensive plan there are 2 goals that focus on housing. The goal is to create the opportunity for more housing within our existing neighborhoods by allowing Duplexes and Triplexes and ADU's on single family lots. This policy will be implemented through the UDO through 6 zoning districts which will guide the parameters for what can occur on lots in Neighborhood 1 place types.

The purpose of the analysis is to identify areas where conversion/redevelopment of existing single-family homes to duplexes or triplexes is most likely. The biggest takeaway was using up zoning to create more housing supply most often results in the market responding and providing more housing opportunity. There are potential impacts for increases in property values on some owners specifically lower property value owners.

National studies: There is some impact on property values, specifically the value of lower parcels did tend to increase to match development potential that was now possible on the site. If a lot was zoned for perhaps one or two units previously and is now zoned for four or five, the underlying value of that parcel increases to a point to reflect that potential change in value. While the value of certain parcels did increase, we didn't find that neighborhoods overall average home prices or average rental rates in these neighborhoods went up substantially.

Charlotte findings included that most single family lots have the physical capacity to allow for an additional unit. Market support is most impactful on redevelopment likeliness, and parcels with property values less than fifteen of achievable price points are more likely to redevelop. Restrictive covenants limit potential of development.

Next Meeting: The next committee meeting is scheduled for Monday October 25, 2021 at 10:30.

Current Referrals:

Topic	Policy Question
Unified Development	What is the holistic approach for development and related considerations and criteria?
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?

Committee Members: Tariq Bokhari (Chair), Malcolm Graham (Vice-Chair), Dimple Ajmera, 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: Since the last Strategy Session, the committee met on September 7, 2021 and discussed the following:

Growing Jobs and Businesses

The Committee received an overview of the Economic Development Department's mission to prioritize jobs and upward mobility, including ongoing efforts to recruit and retain the best companies for Charlotte and our talent development initiatives, supporting small businesses and entrepreneurs as well as driving creation and strategic redevelopment in the Corridors of Opportunities.

Ms. Thigpen, Economic Development Deputy Director, gave an update on the HIRE Charlotte initiative. Staff continues to work with stakeholders of civic partners, municipalities, educational institutions, business community and workforce development partners to develop a vision and framework to unify Charlotte-Mecklenburg's employment ecosystem, determine shared goals and identify next steps.

Information was also reviewed on other economic development initiatives to build upon the HIRE Charlotte:

- The City of Charlotte received a grant through the RNC2020 Host Committee to grow the **Meet Charlotte** marketing campaign.
- RENEW Training Program – partnership between the City, Trane Technologies, Urban League, and Goodwill to support the workforce development pillar of the City's SEAP.
- Jobs Connector – launched in 2021 to connect residents to new jobs created by companies recruited to Charlotte.
- AMP Up - program to help ethnic minority small business owners increase revenues, create jobs, and prepare them for growth and expansion. The City is currently in our 4th co-hort.
- NXT CLT – six-month professional development program that builds on AMP Up Program.
- Scale Up CLT – partnership between City, Charlotte Regional Business Alliance Foundation, and the Entrepreneurs Organization to accelerate the growth of MWSBE businesses in the region.
- Innovate Charlotte – MIT venture mentoring service to guide coachable entrepreneurs to launch and build value in their ventures and community.
- Corridors of Opportunity/EY Labor Study – study recommendations to create jobs within the six geographies, including goals for targeting employers, commercial real estate development and services to overcome employment barriers for residents.

The Economic Development Department will continue the momentum for workforce development and employment through the ARPA Phase I recommendations, estimated at \$16 million.

Business Investment Grant Update

Fran West provided an update on the Business Investment Grant Program. She shared the current job creation trends around Fintech, manufacturing, and distribution. The Pandemic impact shows office real estate momentum is still low as companies push back their return-to-work plans, which hinders the City's ability to incent based on property tax. Manufacturing demand will also stay high as supply chain demands become more localized.

Over the next six months, staff will focus on:

- Finance, Fintech, Headquarters, Tech and Industry 4.0
- #MeetCharlotte
- Strategic Partnership with UK
- Industrial Land Use Study/Implementation of the 2040 Plan

Ms. West also shared information on the incentives process and staff's goal to move the Business Investment Grant pilot policy to a permanent policy for standard and large impact grants as well as transformative projects.

Competitiveness Study Update

Rob Horton, Chief Marketing Officer for the Charlotte Regional Business Alliance (CRBA) provided an update on their competitiveness study. The study will look at Charlotte and the 15-county region compared to others outside the region to understand their landscape and what makes us competitive. The CRBA has hired an independent consultant that specializes in incentives to launch the study.

The objectives are:

- To provide the region with an understanding of the best business attraction practices.
- Create awareness and opportunities for local elected officials throughout the region on the role of incentives and business attraction strategies.
- Arm economic development stakeholders with the tools that can be implemented to ensure increased fiscal responsibility, overcome barriers and to understand how to position economically sound strategies to meet the needs of business prospects.

The government entities within the region will provide an anonymous historical analysis of the last five years and a current status of local awards. The CRBA will also talk with site selection consultants from Atlanta, Cincinnati, Dallas, Kansas City, Phoenix and Tampa and will have their results by the end of the year.

Charlotte Business INclusion (CBI) Annual Report

Spending increased in FY2020 with MWSBE firms and during the Pandemic.

Steve Coker and Shaunne Thomas, with General Services, provided an update on CBI's annual report. The report was created in conjunction with CGR Creative and covered data during the period between July 1, 2019 to June 30, 2020.

FY2020 Program highlights include:

- 1,207 City certified MWSBE firms – up 15% from FY2019
- 95 newly certified African American vendors in FY2020
- \$26 million increased spending with certified businesses – up 19%
- 21% increased spending with MWSBE prime contractors
- 15% increased spending with prime MBE firms

Phil Reiger also announced that the American Contract Compliance Association will hold their conference in Charlotte in 2022.

Next Meeting: The committee will meet in October (date: TBD).