

**Meeting Minutes  
December 12, 2023**

**MINUTES OF MECKLENBURG COUNTY, NORTH CAROLINA  
BOARD OF COUNTY COMMISSIONERS**

The Board of Commissioners of Mecklenburg County, North Carolina, met in Budget/Public Policy Session in Conference Center Room 267 on the 2nd floor of the Charlotte-Mecklenburg Government Center located at 600 East Fourth Street, Charlotte, North Carolina at 2:33 p.m. on Tuesday, December 12, 2023.

**ATTENDANCE**

**Present:** Chair George Dunlap, Vice-Chair Mark Jerrell  
and Commissioners Leigh Altman,  
Arthur Griffin, Vilma D. Leake, Laura J Meier, Elaine Powell,  
and Susan Rodriguez-McDowell  
County Manager Dena R. Diorio  
County Attorney Tyrone C. Wade  
Clerk to the Board Kristine M. Smith  
Deputy Clerk to the Board Arlissa Eason

**Absent:** Commissioner Patricia “Pat” Cotham

**CALL TO ORDER**

The meeting was called to order by Chair Dunlap, followed by introductions and the Pledge of Allegiance to the Flag.

**23-0748 CORPORATE OWNED RENTALS UPDATE**

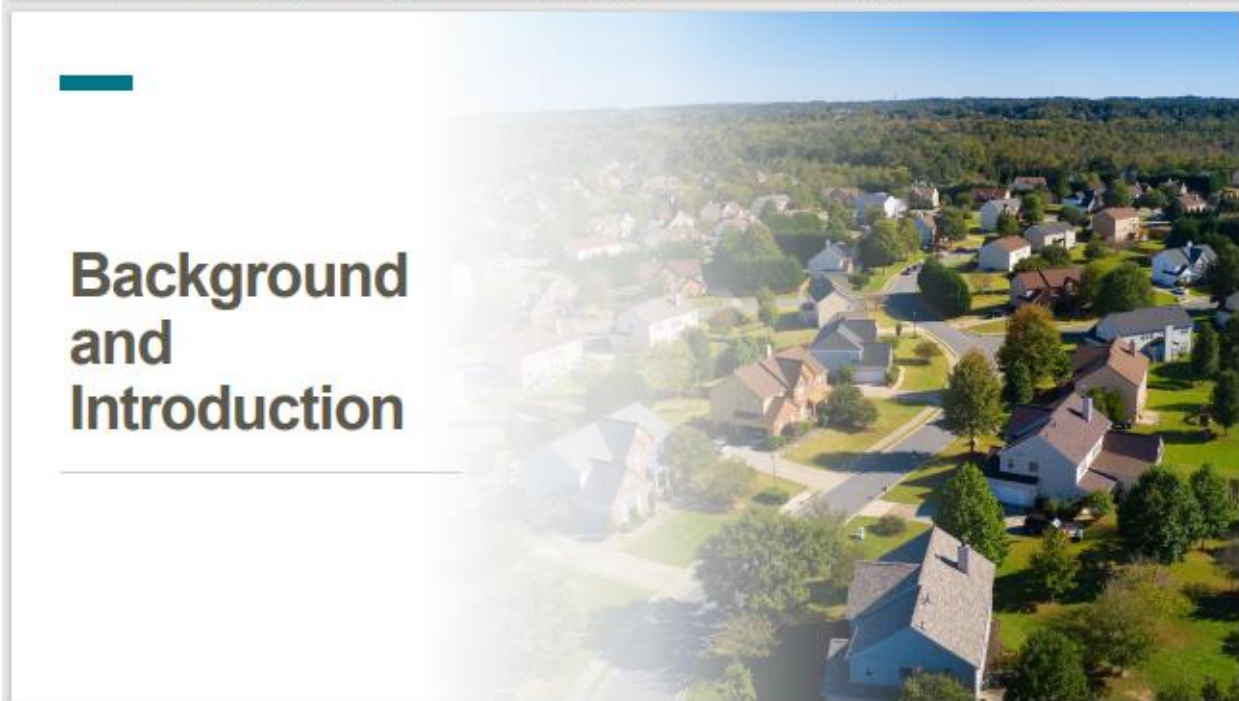
The Board received as information an update on the consultants' and staff's research findings.

Gina Esquivel, Director of the Lee Institute, Eric Moore, Angelique Gaines, and Rebecca Hubert gave the presentation.

*Background: In spring 2022, staff provided a presentation to the BOCC regarding corporate owned rentals in Mecklenburg County. During the presentation, the Board received data and*

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*other source information about the subject, examples of ways to respond to the matter, and a panel presentation. At the conclusion of the meeting, the Board directed the County Manager to continue to research options for consideration and in the future provide the Board additional recommendations for its consideration. Given a need to engage the community for possible recommendations for staff to consider, staff entered into a contract with the Lee Institute to obtain resident perceptions of and impacts on residents regarding corporate owned rentals in Mecklenburg County. The purpose of the presentation is to share the consultants' and staff's findings from the community engagement efforts. Additionally, the BOCC will be asked to reaction to and provide any additional considerations before County staff finalize its next steps.*



## Meeting Minutes December 12, 2023

### Timeline

#### January 27, 2022

Mecklenburg County Strategic Planning & Evaluation (SP&E) presents the annual Community Pulse Presentation, which introduces the topic of corporate owned rentals

Board of County Commissioners (BOCC) requests a deep dive into the topic

#### April 12, 2022

SP&E presents deep dive on topic of corporate owned rentals with panelists at BOCC Public Policy Meeting

BOCC requests County staff give guidance on what impact the County can have on the topic and hear everyone's voices on the solution

#### April 27, 2022

SP&E presents County Executive Team with several options to address the topic, based on what is within the County's control/authority and solicits feedback for refining these recommendations

SP&E continues to research the topic and moves toward strategies for implementing recommended actions

#### June 22, 2022

BOCC approves the County Manager's FY23 Budget, allocating \$500,000 to continue our research and develop strategies to address the impacts of corporate owned housing in Mecklenburg County

#### September 13, 2022

SP&E presents final recommended action steps to County Executive Team

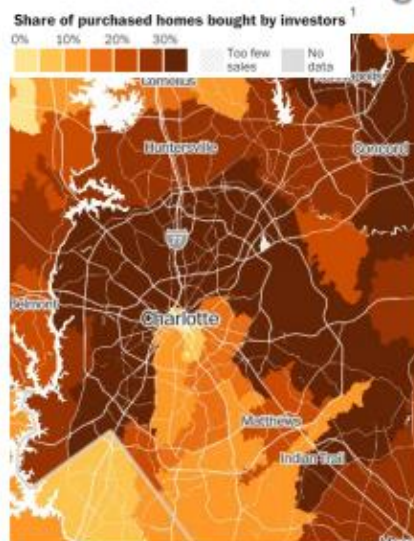
Preliminary work begins on implementation of action steps

#### November 9, 2022

SP&E presents recommended action steps to BOCC to receive feedback and/or further recommendations on implementation of action steps

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### The catalyst for action: Corporate Landlords in Charlotte-Mecklenburg



- Corporations owned approximately **11,000-13,600 single-family homes** as of the summer of 2021, concentrated within **six companies**<sup>2</sup>
- During the pandemic, median single-family **rental price increased 26.7%** in the Charlotte – Mecklenburg region<sup>3</sup>

#### During the fourth quarter of 2021<sup>4</sup>:

Metro Area	Share of Purchased Homes Bought By Investors	Investor Purchases, % YoY	Total Value of Homes Bought By Investors	Median Sale Price of Homes Bought By Investors
Atlanta, GA	32.7%	74.4%	\$2,857,309,655	\$280,000
Charlotte, NC	32.1%	92.8%	\$1,255,115,051	\$305,000
Jacksonville, FL	29.8%	157.0%	\$712,233,651	\$265,000
Las Vegas, NV	29.2%	105.5%	\$1,738,006,386	\$385,200
Phoenix, AZ	28.4%	63.4%	\$3,794,952,629	\$404,400

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## November 9, 2022: Mecklenburg County Recommended Action Steps

### Grassroots Listening Campaign

- Goal is to understand the community perspective and what level of involvement they want to see from the County
- Community Interviews
  - Engage a diverse and representative population of community residents to gain their perspective
- Listening sessions with Housing Leaders in both the non-profit and private sector spaces
- Based on feedback received, develop a County approach to addressing community need, if any

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## Timeline: Grassroots Listening Campaign

**November 2022 – December 2022**

SP&E releases vendor Request for Quotes (RFQ) for Corporate Owned Rentals Community Engagement (CORCE) work

**January 2023 – April 2023**

Mecklenburg County Community Relations staff performs community engagement work with private sector organizations

**February 2023 – June 2023**

The selected CORCE vendor, the Lee Institute, in partnership with the Urban Institute, executed community engagement strategy and analyzed findings

**July 2023 – September 2023**

Mecklenburg County Community Relations staff and the Lee Institute present findings of community engagement work and present recommendations of how to address the issue to Mecklenburg County leadership

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## Meeting Minutes

### December 12, 2023

## References

1. Schaul, K. (2022, February 16). Investors bought a record share of homes in 2021. see where. *The Washington Post*. [https://www.washingtonpost.com/business/interactive/2022/housing-market-investors/?utm\\_source=newsletter&utm\\_medium=email&utm\\_campaign=sendto\\_localnewsletter&stream=top](https://www.washingtonpost.com/business/interactive/2022/housing-market-investors/?utm_source=newsletter&utm_medium=email&utm_campaign=sendto_localnewsletter&stream=top)
2. Urban Institute. <https://ui.charlotte.edu/story/wall-street-backed-landlords-now-own-more-11000-single-family-homes-charlotte> (\*with updated estimation of 13,600 homes from Mecklenburg County Assessor)
3. UNC Charlotte Belk College of Business. (2021, November 19). The state of housing in Charlotte report. *Childress Klein Center for Real Estate*. <https://realestate.charlotte.edu/research/state-housing-charlotte-report>
4. Anderson, D. & Bokhari, S. (2022, February 16). Real estate investors are buying a record share of U.S. Homes. *Redfin*. <https://www.redfin.com/news/investor-home-purchases-q4-2021/>

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## Agenda

1. **Lee Institute and Urban Institute**  
Results of non-private sector community engagement
2. **Mecklenburg County Community Relations**  
Results of private sector community engagement
3. **Implementation Toolkit**
4. **Mecklenburg County Next Steps**

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## Community Perceptions Of Corporate-Owned Single-Family Rental Homes

### Outline

- Introduction
- Project Overview
- Research Methods
- Findings
- Suggestions
- Implementation Toolkit





## Introduction



## Definitions

**Corporate Landlord:**


A corporation that owns a large number of single-family homes (> 100) to generate rental income.<sup>1</sup>

**Corporate-Owned Single-Family Home:**

A single-family home owned by a corporate landlord.



## Introduction



### LOCAL FOCUS

- In 2021, UNC Charlotte's Urban Institute estimated that there were **11,000** corporate-owned single-family homes in Mecklenburg County.<sup>5</sup>
- The News and Observer and the Charlotte Observer followed with a series on the topic, highlighting the community's concerns about property maintenance, crime and housing affordability.<sup>6,7,8</sup>

### ADDRESSING CONCERNS

- Local Homeowners Associations (HOAs) have instituted limits to the number of rental properties or requirements for homeowners to reside in the home for a set period of time. However, corporate landlords have found ways to block HOA requirements.<sup>9</sup>
- North Carolina House Bill 114, which caps the number of single-family homes owned by corporate landlords at 100 in the state's largest cities, was introduced in the state legislature.<sup>10</sup>

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## Project Overview

**PROJECT SCOPE**  
Assist Mecklenburg County with the design, implementation, and reporting results of a community engagement effort on the topic of corporate-owned single-family rental properties.

**Overarching Goal:**

Understand the public's interests, needs, and goals related to corporate investors purchasing single-family homes and community associated impacts.

**Engagement Goal:**

1500 Residents of Mecklenburg County

**Proposed Goal by Engagement:**

- 1000 Surveys
- 500 Virtual or In-Person Engagements

**Timeline:**

April 2023 to May 2023.

## Research Questions

**1** How have you and/or your community been **affected** by corporate landlords?

**2** What **actions**, if any, do you believe should be taken as it relates to corporate landlords in Mecklenburg County?

## Events Engagement



### **SURVEY**

An online survey targeted to the general population. A total of 22 questions, including open-ended and multiple choice.



### **HIGH TRAFFIC EVENTS**

Set up tables to engage community in popular areas. Included interactive boards to provide participants with information and the opportunity to engage by answering the two research questions.



### **LISTENING SESSIONS**

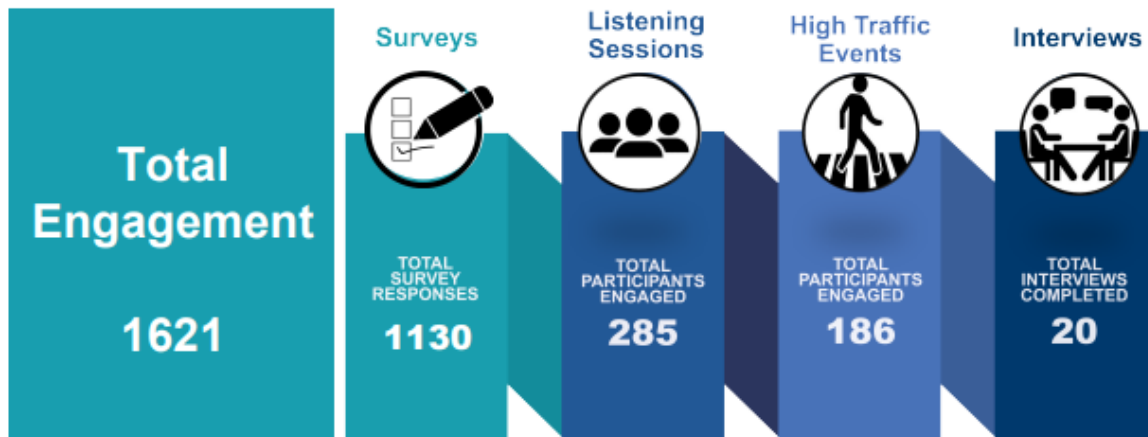
Listening Sessions (in-person and virtual): 60-minute facilitated conversations targeted to HOAs, Neighborhood Coalitions, affinity groups, and non-profit groups. Virtual and In-Person.

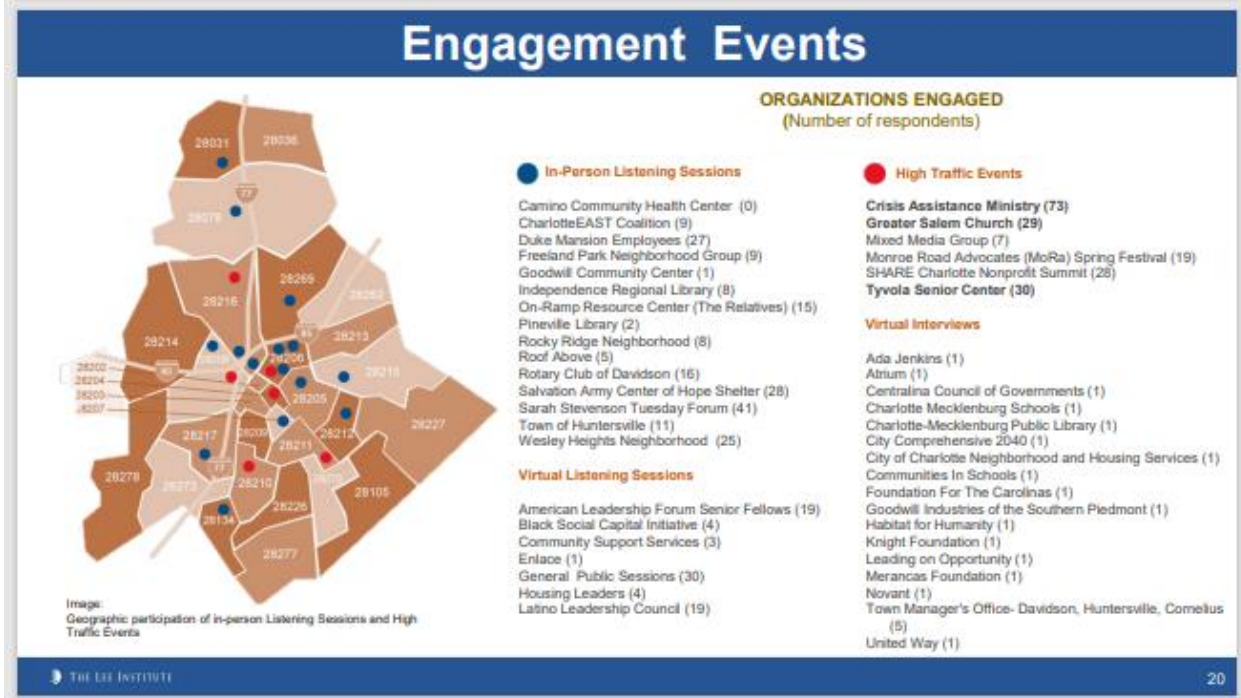
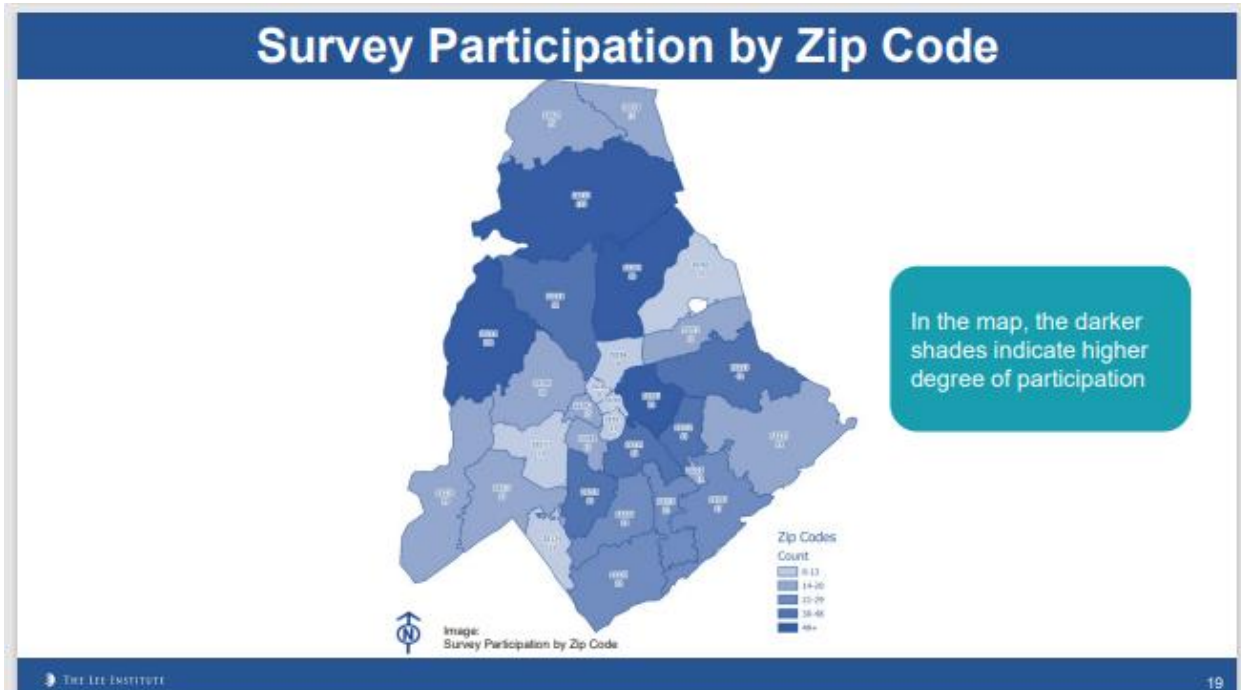


### **INTERVIEWS**

Sixty-minute conversations with executives whose work had an intersectionality with housing.

## Community Engagement Achievements









## Data Analysis

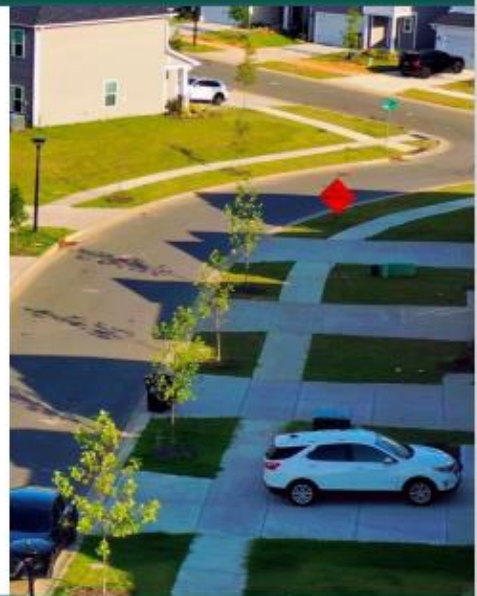


### **SURVEY: QUANTITATIVE ANALYSIS**

Analyzed demographic information and all survey questions with a set number of choices.

### **ALL FORUMS: QUALITATIVE ANALYSIS**

Grouped responses from open-response questions in the survey, listening sessions, interviews, and high-traffic events.



## Limitations

- Not statistically representative, but a diverse cross-section of Mecklenburg County residents
- Demographic information was not collected across all forums, but overall engagement efforts captured a diverse range of participants.
- The detailed engagement guide could not be completed in some engagement events, but participants in all forums were able to comment on the primary research questions.

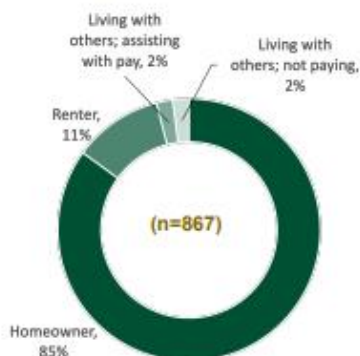


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## Survey Demographics

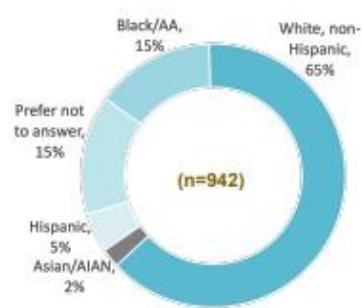
Survey respondents primarily:



Homeowners



Household Income  
Over \$75,000

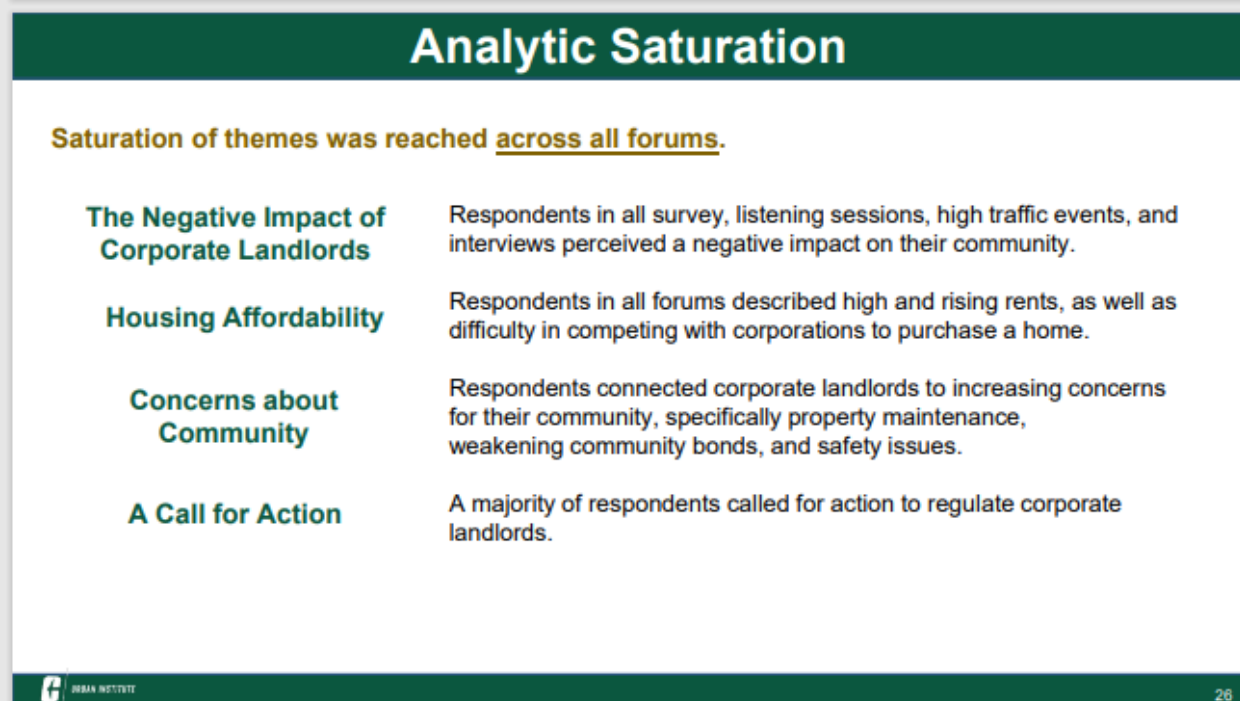
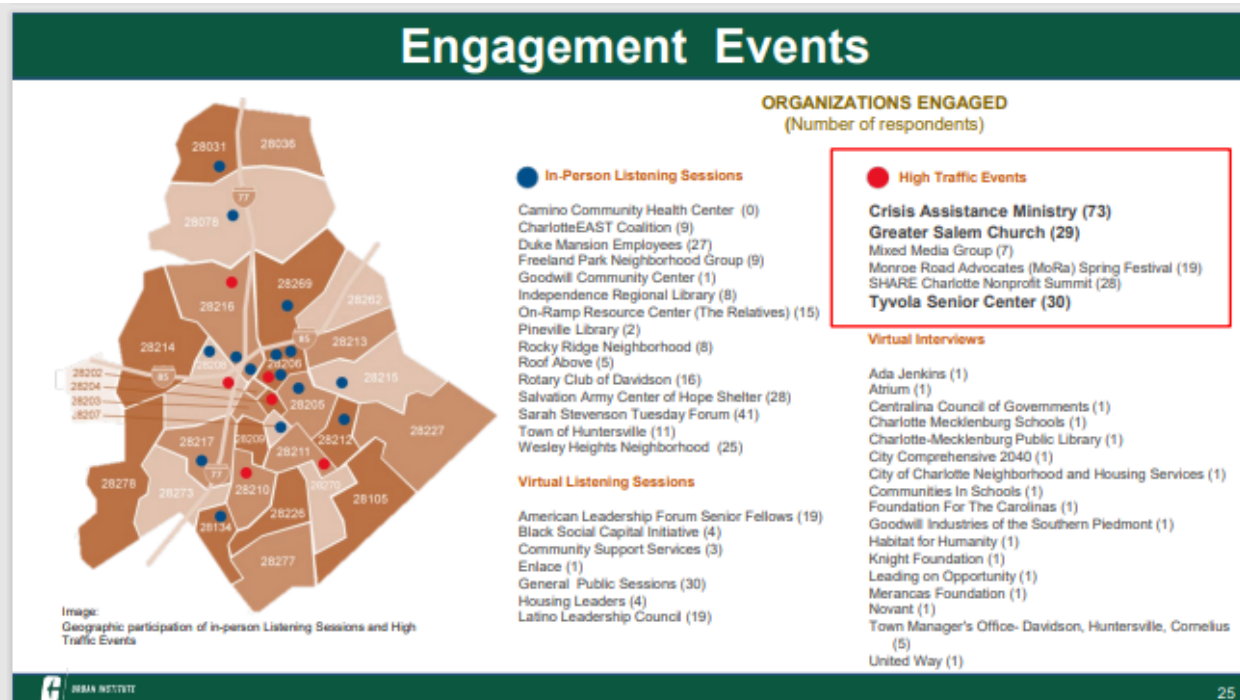


Non-Hispanic White



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## Findings

### Research Questions

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How have you and/or  
your community been  
**affected** by  
corporate landlords?



## Impact Findings: All Forums

When asked, "How have **you** and/or **your community** been **impacted by** corporate landlords?," there were five areas of concern related to how corporate landlords have impacted individuals and communities in Mecklenburg County.

Theme	Definition
1) <b>Housing Affordability</b>	Includes rent, home values, availability of homes, or the need of individuals/families to live together in order to pay rent
2) <b>Maintenance &amp; Repair of Properties</b>	How well property managers maintain unit and the surrounding property
3) <b>Customer Service and Community Care</b>	Ability to access or communicate with property managers, and the perceived care and concern of properties and/or communities
4) <b>Threats to Economic Mobility</b>	Ability to access opportunities to gain wealth, homeownership or savings
5) <b>Harms to Immediate Community</b>	Perceived impact of a lack of connection amongst neighbors or an increase in crime or illegal activity

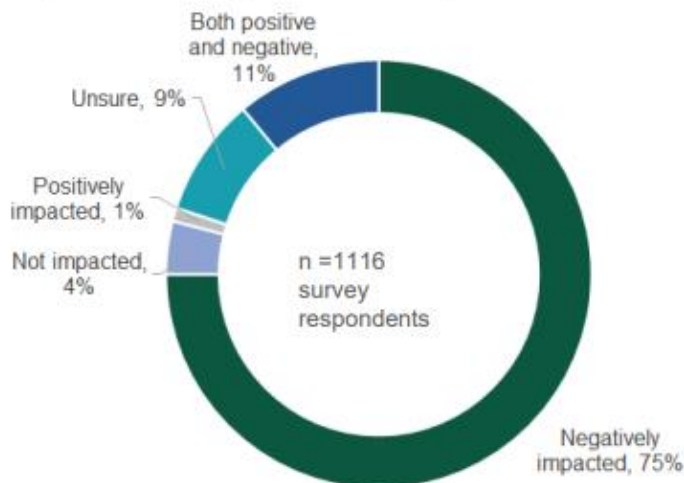
## Impact Findings: Survey

**Most respondents indicated a negative impact due to corporate ownership.**

### Survey Question:

In your opinion, has your community been positively or negatively impacted by corporate landlords?

75% of participants believed their community had been negatively impacted.



## Impact Findings: All Forums



**Housing affordability was the primary concern across all forums.**

### Housing Affordability

*"There is complete **inaccessibility** to affordable housing. Corporate landlords keep tenants on the rent treadmill by consistently raising rental prices each year, forcing "priced-out" tenants to other properties. Additionally, the excessive price for rent posted by these companies makes it extremely difficult for first time homebuyers to save money but also reduces the amount of supply of single-family homes to purchase due to corporations being able to buy those homes in cash or buy at above asking price." - Survey Respondent, Non-homeowner*

*"And so when you're competing against an institutional investor that has cash for the seller, it's more difficult for somebody to purchase at that starter home level, and it's just been very hard the past couple of years for these 1st time home buyers to get a house." - Listening Session Respondent*



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## Impact Findings: All Forums



**Threat to economic mobility was also a concern across all forums.**

### Threat to Economic Mobility

*"So what does that mean for...the buyer that's not able to do that? Well, it means that, they've got to rent longer. They don't get the tax benefit of the homeownership, they don't get the pride of homeownership, and they certainly **don't get the economic benefit of long-term homeownership.**" - Interview Respondent*



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## Impact Findings: All Forums



**Respondents expressed concern about their communities.**

### Maintenance & Repair of Properties

*"They typically purchase the more affordable, "starter homes" on the market. Rental prices have increased exponentially. **Houses are sitting vacant (due to ridiculous rent prices) and lack proper maintenance.**" - Survey Respondent, Non-Homeowner*

### Customer Service & Community Care

*"...they come in and they buy a bunch of houses in the neighborhood, they become an absentee owner. So they don't care about that house, they don't care about the people that live there. You as a person that lives in that neighborhood... you don't get a chance to build community with that house because the people are only gonna stay there for 12 to 24 months and then they're gonna move and then somebody else comes in. So it becomes a revolving door. And I think that that negatively impacts our communities. Cause we don't really have community when that happens."*

*- Listening Session Respondent*



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## Impact Findings: All Forums



**Respondents expressed concern about their communities.**

### Harm to Immediate Community

*"Renting in our neighborhood has led to less people wanting to buy as full-time residents. This has led to a **high turnover in residency. Therefore, there is less community feel.**"*

*- Survey Respondent, Homeowner*



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## Impact Findings: All Forums



Amongst the forums the interviews had the most positive responses.

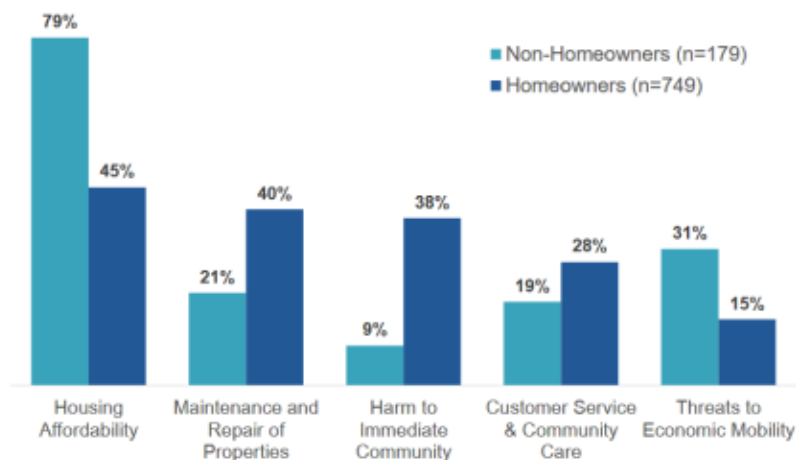
"...when we talk about the benefits of home ownership... I think there are some societal benefits certainly, but some of it is financial and not wanting, wanting in any way to curtail the ability of a household to take it fully, take advantage of a market opportunity. Like, you know, this has been a weird market in the last couple of years. You know, generally the headlines focus on, you know, the pain and challenges that it's created, but it also **has created tremendous opportunities for some homeowners as well.**" - Interview Respondent

Positive responses were limited in other forums. Respondents typically spoke to property improvements, more choices for rentals, and ease of application processes.

"In my experience most of the time investors buy a home that has been neglected, or in blatant disrepair. They invest funds to improve the condition, and then **offer an improved home for rent into the marketplace.**" - Survey Respondent, Homeowner

## Impact Findings: Survey

There were differences in concerns of homeowners and non-homeowners.



Non-homeowners more frequently reported concerns with housing affordability and threats to economic mobility.

Homeowners more frequently raised concerns about property maintenance, customer service and community care, and harm to the immediate community.

\*All respondents include homeowners, non-homeowners, and respondents who did not identify their housing situation. Single respondents could have more than one concern, resulting in a total greater than 100%.



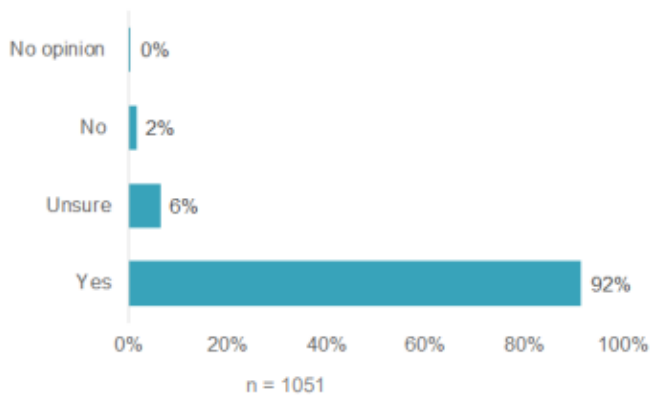
## Research Questions

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What **actions**, if any, do you believe should be taken as it relates to corporate landlords in Mecklenburg County?

## Action Findings: Survey

**Survey respondents overwhelmingly responded that action should be taken concerning corporate landlords.**



**Survey Question:**  
Should actions be taken concerning corporate landlords?

## Action Findings: All Forums

When asked, "In your opinion, **what types of action(s) could be taken** and who should take them, as it relates to corporate landlords?," there were several actions recommended by respondents.



### Regulate/Tax/Prohibit

Limit the number (percentage) of corporate landlords.

Levy corporate landlords with higher taxes or additional fees/fines.

Ban corporate landlords from buying further property.



### Address Affordable Housing

Provide organizations and individuals support for housing.

Preserve or require affordable housing in certain areas.



### Increase Education

Provide more information about corporate landlords to residents.

Increase awareness of the topic.



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## Action Findings: All Forums



**Respondents called for decisive action to be taken.**

### Regulate

**"There should be rules and restrictions around how often they raise rent, what neighborhoods they can own in, and how many properties they own."** - High Traffic Event Respondent

**"I think certainly what we don't want to see is if we are going to, we have so many right now, we want to make sure that folks that are renting are not in substandard conditions. And something that could be done at a local level from a government perspective is making sure that those units are cared for."** - Interview Respondent

### Tax Corporate Landlords

**"Extra taxes or fees for housing owned by corporations or people who do not have a primary residence in the city (or at least the state). This money should be put into a program to assist first time homebuyers."** - Survey Respondent, Non-Homeowner



IRMAA INITIATIVE

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## Action Findings: All Forums



Respondents called for decisive action to be taken.

### Affordable Housing

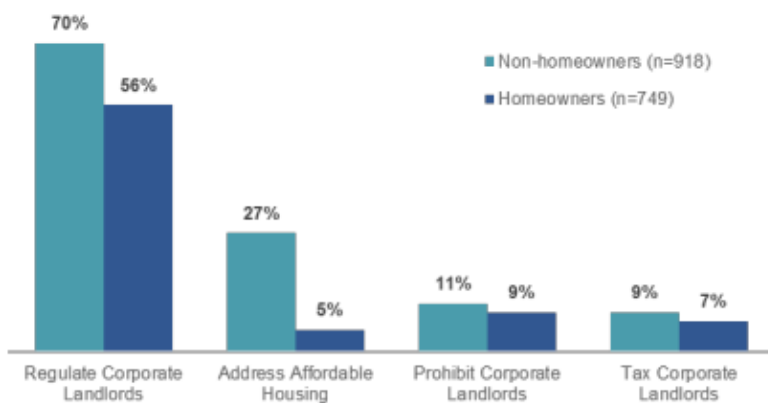
*"Rent control legislation where rent can only be increased by a certain percentage so people are not priced out of their rental homes due to increasing rent." - Survey Respondent, Non-Homeowner*

### Increase Education & Build Awareness

*"We're working with these corporate landlords, so we don't know the behind the scenes or the after effects... [hold] town meetings or a public forum so we can get a grasp of understanding of what's going on here." - Listening Session Respondent*

## Action Findings: Survey

The majority of homeowners and non-homeowners recommended regulation.



70% of non-homeowners and 56% of homeowners recommended regulating corporate landlords.

Non-homeowners more frequently recommended addressing affordable housing.

*\*All respondents include homeowners, non-homeowners, and respondents who did not identify their housing situation. Single respondents could have more than one concern, resulting in a total greater than 100%.*

## Meeting Minutes December 12, 2023

### References

1. Dukes, T. 2022. Security for sale: How we made the best count of NC corporate-owned rental homes. The Charlotte Observer. <https://www.charlotteobserver.com/news/state/north-carolina/article260732907.html>
2. Mallach, A. 2014. Lessons From Las Vegas: Housing Markets, Neighborhoods, and Distressed Single-Family Property Investors, Housing Policy Debate, 24:4, 769-801, DOI: [10.1080/10511482.2013.872160](https://doi.org/10.1080/10511482.2013.872160)
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12. U.S. Census. (n.d.). QuickFacts: Mecklenburg County, North Carolina. [www.census.gov](https://www.census.gov). Retrieved July 11, 2023. from <https://www.census.gov/quickfacts/fact/table/mecklenburgcountynorthcarolina/PST045222>

## Community Relations A Division of the Public Information Department Project Summary: Corporate Owned Rentals

December 12, 2023



MECKLENBURG COUNTY  
North Carolina



## PID – Community Relations Project Overview

- Methodology
  - Targeted Outreach
  - Facilitated Discussions
  - Community Relations Expanded Outreach & Promotion
- Results
  - Common Themes
  - Suggestions



## Methodology

### Targeted Outreach

- Target audience was the private sector and business groups
- December 2022 – April 2023

### Facilitated Discussions

- Presented information to in-tact groups at one of their regularly schedule meetings.
- Collected input from participants (individual writings, group exercises, and notes from discussions).

### Expanded Outreach & Promotions

Used multiple communication channels to promote engagement opportunities, support The Lee Institute's research and promote the web site.





## Facilitated Discussion

- Opened with an overview of the topic and key terms.
- Exercises began with Interests, Needs, and Goals.
- Interests = Best foundation for collaborative dialogue, collaboration, and problem solving.
- Process encouraged listening to others' opinions and giving consideration for others' points of view.
- Moved on to "Do/Do Not" exercise to allow participants to offer specific suggestions, actions, etc.

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## Results = 140 People Participated in Person

- **Six (6) in-person sessions completed.**
  - January 17 – Building Development Commission (BDC)
  - February 2 – Davidson Connections
  - March 1 – Real Estate & Building Industry Coalition (REBIC)
  - March 14 – Mint Hill Chamber of Commerce
  - March 22 – Lake Norman Chamber of Commerce
  - April 19 – Huntersville Affordable Housing Mayoral Task Force
- **One (1) high traffic community event attended.**
  - The African American Festival held April 22-23 at the Second Ward High School Gymnasium
- **Total participation = 140 people**

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## Common Themes

### Common Themes

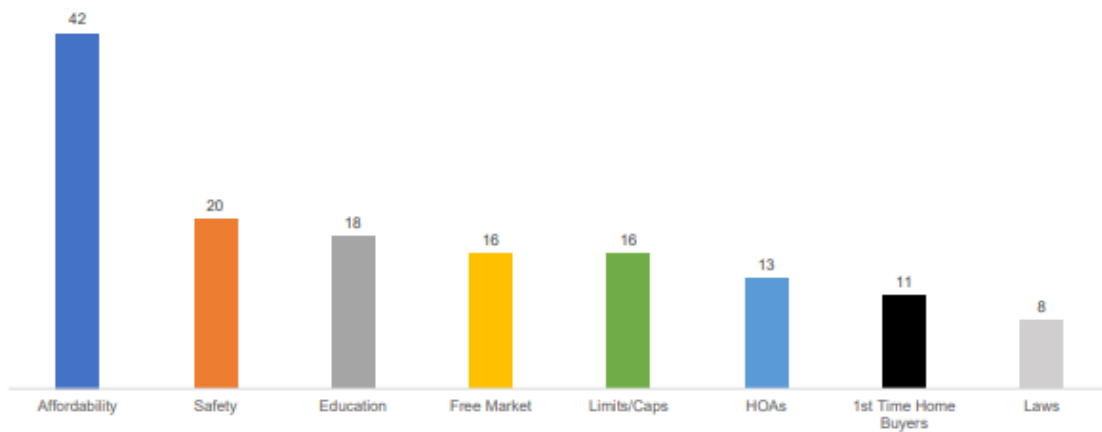
Based on input received, word frequency, the following themes emerged (listed in descending order).

- Affordability
- Safety
- Education
- Free Market
- Limits/caps
- Homeowners Associations (HOAs)
- 1<sup>st</sup> Time Home Buyers
- Laws

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## Key Themes

Themes based on participants' interests, needs, and goals.



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## Meeting Minutes December 12, 2023

Session Date & Group	Themes & Interests
January 17 – Building Development Commission (BDC)	<p>Strong awareness of the issue. Safety concerns related to COR and unresponsive landlords related to maintenance and safety upkeep of properties.</p> <p>Other interests expressed:</p> <ul style="list-style-type: none"> <li>Relationship with neighbors (or lack of)</li> <li>Does this change create potential for monopoly on rental prices?</li> <li>Aesthetic of communities/neighborhoods' appearance</li> <li>Economic mobility</li> <li>Ability to have a variety of housing options to own or rent that is available in all prices ranges</li> <li>A competitive and fair real estate market for our community</li> </ul>
February 2 – Davidson Connections	<p>General awareness and concern of the issue, but resistance to government action. Many side comments about County's role and potential negative impacts.</p> <p>Other interests expressed:</p> <ul style="list-style-type: none"> <li>Educational opportunities for the public and potential/current homeowners to understand this issue and impacts</li> <li>Access to purchasing or renting properties at various price levels</li> <li>County assisting HOA's with knowing their role, setting limits, etc.</li> <li>Quality of life = affordable and safe housing options</li> <li>Dialogue with the corporate-owners to see what they are doing to give-back or support our community</li> <li>Provide information to the public on this issue</li> <li>Protect older residents</li> <li>Consider limits to COR and/or reduce COR in the area via incentives not restrictions/laws</li> </ul>

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Session Date & Group	Themes & Interests
March 1 – Real Estate & Building Industry Coalition (REBIC)	<p>Strong awareness of the issue and its influence on the market. Strong resistance to the County acting to stop/limit COR.</p> <p>Other interests expressed:</p> <ul style="list-style-type: none"> <li>Desire for more data about COR; making data about COR available to the public (locations, trends, percentages, etc.)</li> <li>Consider collaborating with/-reaching out to COR for solutions.</li> <li>Look at foreclosure properties as an option for COR to purchase (maybe a "win-win")</li> <li>Community needs a balance of rental and owner-occupied homes</li> <li>Want various price options for rental and purchased homes</li> <li>Competitive and lucrative market</li> <li>Concern about how/when the COR will "off-load" the properties and potential impact to the local market</li> <li>Empower HOA's to act (if they desire)</li> <li>Be careful not to interfere with an individual seller's ability to liquidate an asset</li> <li>Desire reduced amount of COR, but careful not to cause harm</li> </ul>
March 14 – Mint Hill Chamber of Commerce	<p>Concern about COR changing the small-town feel of Mint Hill and creating barriers to entry for first-time home buyers.</p> <p>Other interests expressed:</p> <ul style="list-style-type: none"> <li>Viable alternatives to this situation</li> <li>Transparency about rental prices/rates</li> <li>Neighborhoods with a high % of rentals don't have the same feel as those where most are owned</li> <li>Goal of reduced COR</li> <li>Want to protect property values</li> <li>Protect/improve sense of community</li> <li>Fear around the high cost of home ownership</li> <li>Children from here, can't move back here because it is too expensive</li> <li>Need more information about laws/regulations currently available to reduce COR</li> <li>Protecting seniors</li> </ul>

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## Meeting Minutes December 12, 2023

Session Date & Group	Themes & Interests
March 22 – Lake Norman Chamber of Commerce	<p>Resistance to COR especially related to low-income neighborhoods who are already feeling pressured. Concern that the rest of the County thinks everyone in that area is wealthy.</p> <p>Other interests expressed:</p> <ul style="list-style-type: none"> <li>• Keeping up neighborhoods</li> <li>• Expanding the Homestead Act</li> <li>• Protecting certain % of affordable under 80% of AMI</li> <li>• Limiting COR and increasing opportunities for home ownership</li> <li>• Support HOA to protect communities</li> <li>• Keep a small town feel in neighborhoods/towns</li> <li>• Help neighborhoods place a cap on COR, even if they don't have formal HOA</li> <li>• Consider rent control options</li> <li>• Give preference to individual buyers over corporate</li> <li>• Don't act too quickly</li> <li>• Need more information and be solutions driven</li> <li>• County to create a way to build wealth without home ownership</li> </ul>
April 19 – Huntersville Mayor's Task Force	<p>Conflicting themes – concern the COR is making the affordable housing issue even worse; resistance to the County getting involved (unintended consequences, interference in the market). Shared concern for affordability, but solutions/positions were varied.</p> <p>Other interests expressed:</p> <ul style="list-style-type: none"> <li>• Not wanting to lose sight of affordable housing overall</li> <li>• Addressing the big picture of all factors impacting affordable housing</li> <li>• Quality of Life – Neighborhoods, safety, and equity</li> <li>• Desire for balance when addressing COR. Definite concern for unintended consequences while addressing the issue.</li> </ul>

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## Common Interests

- Concern that COR are making affordability issue even worse
- Concern for barrier to entry
- Concern for negative impacts on the elderly, low-income, etc. who may sell then regret selling to COR
- Support for the County to report data relevant to the issue to help inform residents, neighborhoods, HOA's, etc.
- Support for the County to provide resources to help (data, training, web site, etc.)
- Support for educational opportunities for first time home buyers, those considering selling, the elderly, etc.
- Support for assistance for HOA's (both formal and informal) on their role, authority, etc.

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## Competing Interests

- Common concerns about COR, but competing sentiments about how to address it
- Strong feelings expressed against government intervention (i.e., free market comments)
- Strong feelings expressed about the desire for government intervention (i.e., caps and limits comments)

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## Business Community Suggestions

## Business Community Suggestions

### Relationships

- Have dialogue with elected officials in all the Towns. If action is taken, invite them to partner with the County and promote County efforts.
- Host conversations with corporate landlords (i.e., the Big Six) to share concerns and possible actions. Seek participation from them to address the community's interests.

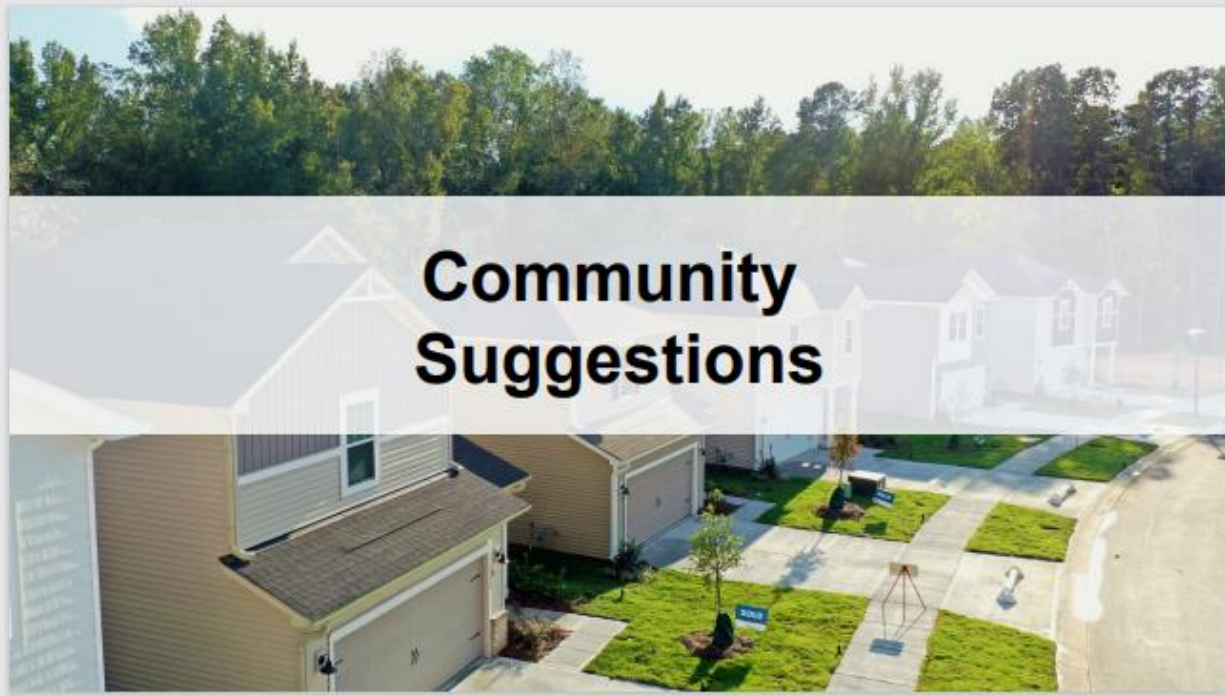
### Education/Empowerment

- Build-out the County's housing web site to offer resources, data, online training, etc. for individuals and HOA's (both formal and informal).
- Actively track and report relevant data, monitor trends (are COR declining, increasing, etc. and in what parts of the community).
- Leverage in-tact groups (non-profits, HOA's, etc.) to share information on the progress of any change or actions taken.

### Legislative

- Explore options for holding corporate landlords more accountable on maintenance, safety, and communication issues.

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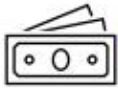


## Suggestions from Community



### Concern for Communities

- Monitor reports of property issues from residents
- Encourage corporate landlords to establish local relationships
- Provide resources to neighborhood interest groups as needed
- Ensure corporate landlords aid in property upkeep



### Housing Affordability

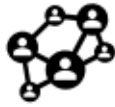
- Explore the feasibility of regulating corporate landlords
- Investigate the impact of rent regulation
- Incentivize affordable housing creation and preservation of existing affordable housing
- Assess and monitor the impact of single-family homes owned by corporate landlords at the neighborhood-level
- Enhance accessibility to financial products and assistance programs for prospective low- to moderate-income homebuyers



## Implementation Toolkit Lee Institute



## Toolkit ( 6 Months )



### COALITION BUILDING AND COLLABORATION

- Hold regular meetings with key stakeholders to **address market trends** and strategize for impacted communities.
- Map/forecast **neighborhood growth** considering environmental and health factors.
- Collaborate on **corporate involvement** in community and social responsibility initiatives.
- Analyze and **share data on community impact**, highlighting key geographic priorities.



### EDUCATION CAMPAIGN

- Understand and navigate current **housing market trends**.
- **Share best practices (HOA covenants)** and their impact on communities.
- Step-by-step guide to **creating an HOA** or neighborhood association.
- Strategies to **resolve conflicts** between HOAs and landlords.
- Insights on **legalities** in rentals: applications, fees, and evictions.
- Essentials for **prospective renters** and effective home selling techniques.
- Resources for housing challenges: **financial aid, legal, mediation**, and advocacy.
- Educate on key bills like **House Bill 114 (2023-2024)** and community advocacy methods.

## Toolkit ( 12 Months )



### HOMEOWNERSHIP AND TENANT ADVOCACY

- Assign entities to guide residents through **housing options**.
- Assist in establishing **HOAs and neighborhood associations**.
- Offer **mediation services** for housing disputes.
- Launch a **housing advocacy committee** led by HOAs and Neighborhood Associations.
- Offer **legal clinics** for issues with corporate landlords: fair housing, applications, denials, code enforcement.
- Ensure **legal representation** for low-income residents: evictions, HOA issues, safety enforcement, lease agreements.



### DATA COLLECTION AND RESEARCH

- **Rentals vs. Single-Family Homes** in the market.
- Count of **HOAs & Neighborhood Coalitions**.
- Identify neighborhoods **lacking HOAs or Coalitions**.
- Review **customer service** and market-fair application requirements.
- **Assess rental market trends**: add-ons (cable, internet, fees) & income requirements.
- Assess impact of rising **single-family home rentals** in neighborhoods.

## Next Steps

- Review feedback from the Board of County Commissioners
- Develop a list of recommendations to respond to as a County
- Create an implementation plan for each recommendation
- Report back to the Executive Team and Board of County Commissioners in Winter/Spring 2024



## Corporate Owned Rentals BOCC Public Policy Update

Strategic Planning & Evaluation  
December 12, 2023



## Meeting Minutes December 12, 2023

### Comments

Commissioner Altman asked what the Board had the power to do. *Dr. Allen said she would refer to the presentation provided last year to outline what the Board could and could not do. County Attorney Tyrone Wade said not much had changed legally. Dr. Allen said they did see the numbers go down, but that didn't mean they wouldn't go back up.*

Commissioner Leake asked how they were to provide growth with old infrastructure and how they could come up with conducive standards for communities/neighborhoods. *Dr. Allen stated that the analysis was at the community level. She stated that the point of today was to provide the community's voice along with what her team found to determine what they could do.*

Commissioner Griffin said they couldn't do what they wanted without legislation. He said the corporate groups highlighted affordability as an issue. He stated that in 2022, the average person needed to earn at least \$19.50 an hour to afford a one-bedroom apartment. He stated that as of 2023, it went up to \$22.69. He suggested the County could raise the lowest-paid salaries to the \$22.69.

Commissioner Meier thanked Dr. Allen. She asked when the organizations went and surveyed did the County, with the information of what they could/couldn't do, have that conversation with the groups they were speaking to.

Ms. Esquivel said that they introduced the current state and didn't want to make suggestions/actions; they specifically wanted to hear what came from them.

Commissioner Meier said she worried that people don't understand what the County could and couldn't do. *Dr. Allen agreed she didn't think the residents understood but wanted to educate them.*

Commissioner Powell thanked everyone involved with the survey. She said it was important for them to listen to the community. She said there were more corporate houses than privately owned homes on some of the streets in her district. She said she knew one neighborhood that had to create a Homeowner's Association (HOA) to protect themselves. She said they burdened those neighborhoods, especially in the Extraterritorial Jurisdiction (ETJ). She asked if there was any power and if it would be in the HOA.

County Attorney Wade said that sometimes corporations tried keeping communities from creating HOAs.

## **Meeting Minutes**

### **December 12, 2023**

Commissioner Rodriguez-McDowell said the process took a long time, a lot of work and thanked her for her work. She stated they valued speaking to the community and getting their feedback. *Dr. Allen said they would continue monitoring the data.*

Vice Chair Jerrell thanked Dr. Allen. He stated the community wanted them to do something about it. He said with education, educating the community was something they could implement right away, so citizens could protect themselves. In collecting the data, he mentioned the neighborhoods being impacted. He stated around the ETJ, specifically Bradfield Farms, they were targeting the most vulnerable communities. He said when they take 11,000 to 13,000 homes off the market there's a disproportionate impact with supply for residents that couldn't purchase. He asked if they could expand the scope of Legal Aid or other sources to come in to support. He said it was shameful they could come in and not respond to residents to have basic needs fixed. He stated they would have to look into subsidies for rent.

Chair Dunlap said they confirmed what they thought when they raised the issue. He asked, from a legal standpoint, if there were things the County could do to help remedy the issue. He said that in 2008, corporate-owned rentals stabilized their tax rate. He said some communities were more vulnerable and suffered more.



**Meeting Minutes**  
**December 12, 2023**

**23-0739      CITIZEN’S CAPITAL BUDGET ADVISORY COMMITTEE CHARTER**

The Board received a presentation on proposed amendments to the Charter of the Citizen’s Capital Budget Advisory Committee (CCBAC).

Gabe Mathless, Chair of the CCBAC, gave the presentation.

*Background: With the County's transition to an annual Capital Improvement Plan process, members of the CCBAC are proposing several revisions to the Committee Charter in order to refine the focus of the Committee and accurately reflect their objectives and functions.*

*The proposed changes are highlighted red in the attached document.*



# CCBAC – Revised Charter Recommendations

December 12, 2023



**Meeting Minutes**  
**December 12, 2023**

## Current Committee Members

Current members of the Citizens Capital Budget Advisory Committee (CCBAC)

Gabe Mathless – Chair – member since 2021

Steven Hyland – Vice Chair – member since 2021

William Rakatansky – member since 2018

Jacquelyn Horton – member since 2022

Linda Reece – member since 2021

Michael Pollard – member since 2023

Lester Oliva – member since 2023

## Why we are here

- 1) Committee has been less than certain that current role was meeting need of the Board
- 2) Board specifically asked that staff work with the Committee to help refine our role within the new rolling CIP process
- 3) Current charter last revised in 2021 to add a role in reviewing the participatory budgeting process

3

## Current Charter Provisions

- 1) To receive and review capital project forms and quarterly capital project reports
- 2) Report to the Board annually on the findings of the quarterly capital reports as it relates to Capital, Deferred Maintenance and Capital Operating Costs
- 3) Review the agency and community engagement processes for the Capital Improvement Program
- 4) Review and provide guidance on the Participatory Budgeting process
- 5) The Chair and Vice Chair are required to meet periodically with the Financial Services Director or designee to report on the activities of the CCBAC

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### Current Charter Provision 1

To receive and review capital project forms and quarterly capital project reports

- Move away from 5 year capital planning cycle requires different role for committee
- Prior role had more emphasis on review of project progress and execution during time between 5 year plan adoption
- Forms/reports referenced in this item are no longer in use

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### Potential Alternative Role

To receive and review information related to capital projects as part of the annual CIP development process

- Review agency project requests (excluding CMS)
- Receive input/information/presentations from requesting agencies
- Review County staff evaluation of projects (including methodology)
- Review County funding & financing plans
- Review County staff annual project funding recommendations

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## Current Charter Provision 2

Report to the Board annually on the findings of the quarterly capital reports as it relates to Capital, Deferred Maintenance and Capital Operating Costs

- Annual reporting of this information is no longer relevant
- Annual reporting of new role to replace the one

7

## Potential Alternative Role

Report to the Board annually on the Committee's evaluation of the following:

- Overall CIP development process
- Underlying agency methodology for developing project requests
- Relative allocation of available funding to requesting agencies
- Critical projects included/excluded for funding

8

### Current Charter Provision 3

Review the agency and community engagement processes for the Capital Improvement Program

- Could entail review of each agencies underlying “Master Plans” along with the public input used to develop the plan as well as ongoing public input opportunities afforded by each agency

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### Potential Alternative Role

Review each agency’s capital planning/needs development processes including their opportunities for receipt of public input

- Includes gaining an understanding of current master/capital plans like Meck Playbook”
- Understand how public participated in creating plans
- Review of how master/capital planning documents influenced project requests & prioritization
- Understand progress towards meeting master planning goals and objectives

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## Current Charter Provision 4

Review and provide guidance on the Participatory Budgeting process

- This section added in 2021 when the program was launched
- Role could include some input to Board on efficacy of the program relative to resources required and community benefit derived

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## Potential Alternative Role

Review and provide guidance on the Participatory Budgeting process

- No recommended changes
- Receive annual report from OMB and provide feedback to BOCC on program effectiveness

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### Current Charter Provision 5

The Chair and Vice Chair are required to meet periodically with the Financial Services Director or designee to report on the activities of the CCBAC

- Periodic meetings of the Committee seem to fill this need since the Financial Services Director provides staff support to the Committee as a whole and attends all meetings

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### Potential Alternative Role

The Committee shall meet periodically throughout each year with such frequency as necessary to receive information and prepare its annual report to the BOCC

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## Next Steps

- Draft revised Charter based on feedback today
- Bring revised charter to upcoming BOCC meeting for approval
- CCBAC Activities
  - CCBAC review of project changes/requests – Dec/Jan
  - Agency presentations with CCBAC – Dec/Jan
  - CCBAC review of financial plan - Jan
  - Staff preliminary recommendations provided to CCBAC – Late Jan/Feb
  - CCBAC recommendations/feedback provided to Exec Team - Late Jan/Feb
  - Exec Team recommendations provided to CCBAC - March
  - CCBAC presents report to BOCC – Late March / April

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QUESTIONS?

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**Citizens Capital Budget Advisory Committee**

1. The Committee will be focused on the charge given by the Board of County Commissioners:
  - *To receive and review information related to capital projects as part of the annual Capital Improvement Plan development process. This review shall not include projects related to Charlotte Mecklenburg Schools;*
  - *Review each agency's capital planning and needs development processes including the opportunities afforded for the receipt of public input within the process;*
  - *Report to the Board of County Commissioners annually on the Committee's evaluation of the following:*
    - i. *Overall Capital Improvement Plan development process*
    - ii. *Underlying agency methodology for developing project funding requests*
    - iii. *Critical projects included and/or excluded for funding*
    - iv. *Relative allocation of available funding to requesting agencies*
  - *Review and provide guidance on the Participatory Budgeting process;*
  - *Meet periodically throughout each year with such frequency necessary to receive information and to prepare its report to the Board.*
2. The committee shall be made up of not more than seven members that must be residents of

## **Meeting Minutes**

### **December 12, 2023**

Mecklenburg County. The Committee must have at least 3 members to conduct business.

Ideally, members should be selected such that they live throughout the County and possess a variety of educational and professional experiences, genders, races, and backgrounds so as to provide a diversity of perspectives.

3. A quorum, consisting of a majority of members, must be present for an official meeting of the Committee and for official action to be taken. Decisions of the Committee are determined by a majority vote of the members present.
4. A chair and vice chair will be elected by members.
5. The Chairman may appoint subcommittees to work on specific tasks and reviews. These subcommittees will present information and recommendations to the Committee. The work of the subcommittees is considered “work in process” until official action is taken by the Committee.
6. The Chairman will approve the agenda for distribution to members. Items may be placed on the agenda by any member of the Committee in advance of a meeting by requesting such at a previous meeting of the Committee or by contacting the Chairman at least one day prior to the day of approving the agenda for distribution. In order to add an item to the agenda during a meeting, all Committee members present must vote in favor of adding the item.
7. All meetings of the Committee are open to the public.
8. The Chairman or his/her designee shall serve as the official spokesperson of the Committee. In doing so, the Chairman will convey official actions taken by the Committee and may discuss the different viewpoints and concerns of the membership relating to these actions. Members of the Committee are to refer the media to the Chairman for this information.
9. County staff is assigned to the Committee and its subcommittees to provide information and administrative support for the Committee’s charge. Requests for information and support should be made to the assigned staff, preferably during meetings, rather than to individual County departments or other agencies participating in the County’s capital program.
10. It is appropriate for a member of the Committee to be excused where that member recognizes a conflict of interest between his own interest and the interest of the County. It is suggested that, if in doubt, the member should be excused. It is also appropriate for a Committee member to be excused if he or she was not present for the discussion or dissemination of information in reference to the vote.

**Revised August 20, 2002**

**Revised October 3, 2011**

**Revised March 21, 2017**

## Meeting Minutes December 12, 2023

Revised October 5, 2021  
Revised xxxxx

### Comments

Commissioner Altman thanked him and said she didn't realize their work. She stated in their last CIP she was basing what they knew from the CCBAC. She asked just looking at Park and Recreation Commission (PRC), if he thought the CCBAC could give good guidance absent the level of briefing that the Board had. *Mr. Mathless said the CCBAC would never be as informed as the Board. He said they wanted to address that by operating under a modified model of meeting with groups such as the PRC to understand their projects and why they were prioritized the way they were. He said they could get community input and determine how they fit into their master plan and overall county priorities.*

Commissioner Powell said COVID-19 caused a lot of problems on their advisory boards. She said she would encourage them to have more meetings. She said they were a very important board in the past and didn't want to lose them. *Mr. Mathless clarified that there were some unofficial meetings they did not have minutes for.*

Commissioner Rodriguez-McDowell said it was more important to have more eyes than fewer since it involved a lot of taxpayer money. She said it was good to have perspectives and not act off the cuff. She said it was on the Board to put it in the proper context and to use it as information.

Commissioner Griffin thanked him. He said it was a very important board. He expressed the importance of the board 20 to 30 years prior and said he hoped they would get back to that point.

Chair Dunlap thanked him. He agreed that this was one of the most important advisory boards. He said he wanted to ensure it was fully staffed with competent people. He clarified that they reported to the Board and were considered the Board's eyes and ears. He asked why CMS was not included. *Mr. Mathless said CMS had its own capital improvement process, separate from what the CCBAC did. Mr. Boyd said the previous year when they spoke on how much to allocate to CMS, it wasn't the Board's role to decide which projects were funded and which didn't. He said the CCBAC focused on County specific projects.*

Chair Dunlap liked all the revisions, as they better reflected what they were expecting the community to do. He also thought it would be beneficial if they met monthly. He said billions of dollars were being spent, and the nine of them couldn't watch them all.



**Meeting Minutes**  
**December 12, 2023**

**23-0744      OFFICE OF ECONOMIC DEVELOPMENT – STRATEGIC PLANNING UPDATE**

The Board received updates on the Office of Economic Development's strategic planning efforts.

Roger Johnson, Director, Office of Economic Development

Shahid Rana, Deputy Director, Office of Economic Development gave the presentation.

*Background: The Office of Economic Development's strategic planning framework has been updated, including new, enhanced, and ongoing programs.*



## ECONOMIC DEVELOPMENT 2.0

The Office of Economic Development  
Board of County Commissioners Public Policy Update: December 12, 2023



### ECONOMIC DEVELOPMENT FRAMEWORK

#### Overview

Mecklenburg County has developed a framework with six Focus Areas to be supported by the Office of Economic Development [OED]. The Focus Areas represent a mixture of enhancing current activity and engaging in new activities.

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

ECONOMIC DEVELOPMENT 2.0



## THE OFFICE OF ECONOMIC DEVELOPMENT

OED Evolution Continues

Early Years Partnership Model	Economic Development 1.0
<ul style="list-style-type: none"><li>• Business Investment Program</li><li>• Tax Increment Grant</li><li>• Tourism, Arts &amp; Culture *</li><li>• Community Development Block Grant *</li><li>• MWSBE 101<ul style="list-style-type: none"><li>• Awards &amp; Recognition</li><li>• Outreach &amp; Engagements</li><li>• Supplier Diversity</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Business Attraction &amp; Retention<ul style="list-style-type: none"><li>• BIP Opportunity Areas</li><li>• BIP Economic Analysis (REMI)</li></ul></li><li>• Tax Increment Grant</li><li>• Tourism, Arts &amp; Culture *</li><li>• Community Development Block Grant *</li><li>• Affordable Housing *</li><li>• MWSBE Enhanced<ul style="list-style-type: none"><li>• Awards &amp; Recognition</li><li>• Targeted Outreach</li><li>• Supplier Diversity</li><li>• Educational Program</li><li>• Contract Forecasting</li></ul></li><li>• Small Business Concierge</li><li>• Small Business Credit Coaching</li><li>• Workforce Development *</li></ul>

\* In collaboration with County partners.

ECONOMIC DEVELOPMENT 2.0



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## ECONOMIC DEVELOPMENT 2.0

"Inclusive Economic Development"

Explore feasibility of enhancing existing and developing new programs or policy options for inclusive economic development strategies, reflecting evolving community needs and focusing on neighborhood stabilization and preservation in underserved areas



The Office of Economic Development

ECONOMIC DEVELOPMENT 2.0

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**Meeting Minutes**  
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## THE OFFICE OF ECONOMIC DEVELOPMENT

### OED Evolution Continues

Early Years Partnership Model	Economic Development 1.0	Economic Development 2.0
<ul style="list-style-type: none"> <li>• Business Investment Program</li> <li>• Tax Increment Grant</li> <li>• Tourism, Arts &amp; Culture *</li> <li>• Community Development Block Grant *</li> <li>• Initial MWSBE Program               <ul style="list-style-type: none"> <li>• Awards &amp; Recognition</li> <li>• Outreach &amp; Engagements</li> <li>• Supplier Diversity</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Business Attraction &amp; Retention               <ul style="list-style-type: none"> <li>• BIP Opportunity Areas</li> <li>• BIP Economic Analysis (REMI)</li> </ul> </li> <li>• Tax Increment Grant</li> <li>• Tourism, Arts &amp; Culture *</li> <li>• Community Development Block Grant *</li> <li>• Affordable Housing *</li> <li>• MWSBE Enhanced               <ul style="list-style-type: none"> <li>• Awards &amp; Recognition</li> <li>• Targeted Outreach</li> <li>• Supplier Diversity</li> <li>• Educational Program</li> <li>• Contract Forecasting</li> </ul> </li> <li>• Small Business Concierge</li> <li>• Small Business Credit Coaching</li> <li>• Workforce Development *</li> </ul>	<ul style="list-style-type: none"> <li>• Business Attraction &amp; Retention               <ul style="list-style-type: none"> <li>• BIP Opportunity Areas</li> <li>• BIP Economic Analysis (REMI)</li> <li>• BIP Social Mobility Eligibility</li> </ul> </li> <li>• Tax Increment Grant</li> <li>• Tourism, Arts &amp; Culture *</li> <li>• Community Development Block Grant *</li> <li>• Affordable Housing *</li> <li>• Placemaking</li> <li>• Business Diversity Inclusion               <ul style="list-style-type: none"> <li>• Awards, Recognition, Competition</li> <li>• Comprehensive Outreach</li> <li>• Educational Series</li> <li>• Consulting &amp; Bilingual Services</li> <li>• Supplier Diversity with Mandatory Subcontracting</li> <li>• Targeted Programming</li> </ul> </li> <li>• Small Business Consulting Services</li> <li>• Small Business Lending &amp; Coaching</li> <li>• Workforce Development *</li> </ul>

\* In collaboration with County partners.

## OED OVERVIEW



### New & Existing Business Growth

To promote Mecklenburg County as an attractive place to locate a business with a high quality of life, a robust and talented workforce, and business friendly climate and to assist with potential incentives.



### Small Business & Entrepreneurial Growth

To proactively connect with companies to understand and respond to local business needs and to retain these companies in the county as they grow and expand.



### Strong Communities & Neighborhoods

Mecklenburg County will work collaboratively with local communities to support quality programming and investment that provide positive long-term economic benefits.



### MWSBE Opportunities

Mecklenburg County is committed to increase the participation and utilization of MWSBEs in Mecklenburg County business opportunities.



### Workforce Development

To utilize new and existing programs to promote employment opportunity and help residents develop new skills to adapt to a dynamic economy.




### Tourism, Arts & Culture

Mecklenburg County will invest strategically in its own facilities and in partnerships to help expand tourism as well as provide enhanced arts and culture opportunities for residents.

ECONOMIC DEVELOPMENT 2.0




**Meeting Minutes**  
**December 12, 2023**




NEW & EXISTING BUSINESS GROWTH

### Guiding Principles




#### Organized Approach

Clearer guidelines, managed database, vetted process



#### Stronger Collaboration

Working with all community and municipal stakeholders




#### Metrics Matter

A targeted approach to achieve goals


## NEW & EXISTING BUSINESS GROWTH

Programs Impacted: Business Attraction & Business Retention

ECONOMIC DEVELOPMENT 2.0




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## NEW & EXISTING BUSINESS GROWTH OVERVIEW

Strategic Initiative
1.1 Business Investment Program
1.2 Targeted Industry Clusters
1.3 Corporate Concierge
1.4 Existing Industry Outreach



Focus Area: New & Existing Business Growth

ECONOMIC DEVELOPMENT 2.0



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## NEW & EXISTING BUSINESS GROWTH

### 1.1 Business Investment Program *(Enhancement)*

#### BIP- A Tool for Economic Growth & Upward Mobility

While Mecklenburg County is an attractive place to do business, it frequently faces competition from other communities. The BIP encourages the creation, retention and/or expansion of new or existing businesses and jobs in our community through the provision of grants to companies based on new, incremental taxes generated by the project. There are guidelines for standard, large impact and headquarter projects.

**After qualifying for a Business Investment Grant under Mecklenburg County's guidelines, the county encourages making good faith efforts embracing good corporate stewardship and community engagement in the areas including but not limited to; social mobility enhancements.**

**New or existing companies may be eligible for a bonus when locating or expanding in Mecklenburg County and meeting the following conditions:**



Focus Area: New & Existing Business Growth

ECONOMIC DEVELOPMENT 2.0



## NEW & EXISTING BUSINESS GROWTH

### Strategic Initiative 1.1- BIP Matrix Revisions to the Business Investment Program (BIP) Grant Criteria

#### Current Matrix

	Standard Grant	Large Impact	Headquarters
Jobs	20	150	To be negotiated
Salary	100% of MSA Average	125% of MSA Average	To be negotiated
Investment	\$3 million	\$30 million	To be negotiated
Grant Term	3 years	5 years	To be negotiated
Grant Percent	50%	50%	To be negotiated

- 2 Year Extension for Existing Companies
- 90% Grants for BIP Opportunity Areas

#### Social Mobility Enhancements (2 out of 3 for a 10% bonus)

Focus Area	Required
Fair Chance Employment Opportunities	✓
On the Job Training / Career Pathways	✓
Partnerships for Hire	✓

- **Social mobility**, in the context of career growth, refers to the ability of individuals from diverse backgrounds to access and advance in higher-paying or more admired jobs, breaking down barriers to economic and professional success. Policies and initiatives that promote education, skills development, and equal access to opportunities play a crucial role in fostering social mobility and enabling individuals to climb the career ladder.
- The grantee will be responsible to document efforts in the above-mentioned categories.

ECONOMIC DEVELOPMENT 2.0



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## NEW & EXISTING BUSINESS GROWTH

Strategic Initiative 1.1 (Continued) - BIP Matrix Revisions to the Business Investment Program (BIP) Grant Criteria

Section 2.5 of BIP Contract Considerations "Community Impact".  
Monitoring and Reporting.

- MWSBE Utilization
- Local Hiring
- Philanthropic Giving and Support
- **Arts & Culture Support**
- **Board Leadership Diversity**
- **Green Business Practices**
- **Green Design and Construction**
- **Internship and Youth Mentoring**
- **Partnerships for Hire**

(Contract language pending legal review)



ECONOMIC DEVELOPMENT 2.0



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## NEW & EXISTING BUSINESS GROWTH

### 1.2 Target Industry Clusters (New)

#### Business Development (Outbound)

Through the Office of Economic Development, Mecklenburg County will engage in proactive, targeted outbound business attraction activities. Efforts will focus on marketing materials, proposals, local site visits with consultants and prospects and external communications for targeted industries of focus that will promote economic mobility: **Finance, Technology, Business Management & Administration, Advanced Manufacturing, Health and Life Sciences.**

(Target Industry clusters are in coordination with community, economic, and workforce partners)



Focus Area: New & Existing Business Growth

ECONOMIC DEVELOPMENT 2.0



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## NEW & EXISTING BUSINESS GROWTH

### 1.3 Corporate Concierge Program (New)

#### **Stronger Relationships with BIP Recipients**

The Corporate Concierge program would strategically focus efforts on creating a list of all current and former BIP recipients, create an outreach strategy specifically around these companies, starting with the current BIP recipients, with the idea of providing a more "hi-touch" method of building and strengthening a relationship with the Office of Economic Development. The concierge program will consist of activities such as BIP payment administration, coordination with workforce partner, permitting and Mecklenburg services coordination (LUESA, zoning, etc.)



### 1.4 Existing Industry Outreach (Ongoing)

#### **Resources and Connections for Existing Businesses**

The County will proactively connect with local businesses through wage and job surveys, questionnaires and interviews to understand their needs and to retain these companies in the county as they grow and expand. The goal is to understand high-risk companies or sub-markets experiencing attrition. Also, Business to Business (B2B) introductions, access to capital (grants, special equipment financing), connecting qualified job seekers with workforce programs.

Focus Area: New & Existing Business Growth

ECONOMIC DEVELOPMENT 2.0



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## NEW & EXISTING BUSINESS GROWTH

### 1.5 Industry Roundtables (Enhancement)

#### **High Level Cluster Development**

Mecklenburg County will use cluster and sector analyses to identify natural groupings of companies in growth industries for outreach. The County will facilitate or host the creation of ED-roundtable organizations in the identified industries to address specific concerns such as workforce availability, supply chain growth, and local regulatory environment in order to facilitate industry wide growth.



### 1.6 Regional Partnerships (Ongoing)

#### **Resources and Connections for Existing Businesses**

The County will maintain strong working relationships with regional economic development agencies in order to promote growth that complements all aspects of the metropolitan area economy.

Focus Area: New & Existing Business Growth

ECONOMIC DEVELOPMENT 2.0



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**Meeting Minutes**  
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**SMALL BUSINESS & ENTREPRENEURIAL GROWTH**

### Guiding Principles

**Stronger Collaboration**

Collaborative efforts are essential to fostering an economic sustainable community

**Economic Growth**

Small businesses and emerging start-ups have an important role in economic growth

**Economic Justice**

Increasing opportunities for economic mobility is key to promoting economic justice

**SMALL BUSINESS & ENTREPRENEURIAL GROWTH**

Strategic Initiative
2.1 Small Business Consulting Services
2.2 Scale Up Educational Series
2.3 Small Business Lending & Coaching
2.4 Mentor Support Programming
2.5 Entrepreneurship Competition
2.6 Small Business Promotion and Tracking
2.7 Enterprise-wide Purchasing and Contracting
2.8 Ecosystem Enhancements



Focus Area: New & Existing Business Growth

**SMALL BUSINESS & ENTREPRENEURIAL GROWTH**  
Programs Impacted: Business Diversity & Inclusion (BDI), Small Business Concierge, Small Business Lending & Credit Coaching

ECONOMIC DEVELOPMENT 2.0



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ECONOMIC DEVELOPMENT 2.0



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## SMALL BUSINESS & ENTREPRENEURIAL GROWTH

### 2.1 Small Business-Concierge Consulting Service (Enhancement)

#### Beyond Concierge

This service bridges gaps faced by small businesses and complements existing resources with direct consultation in areas. Areas of focus includes but not limited to customized resource tools such as: business planning, strategic planning, marketing, resource development and navigating Federal, State, City and County Resources as well as assistance with incorporation.



Focus Area: Small Business & Entrepreneurial Growth

ECONOMIC DEVELOPMENT 2.0



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## SMALL BUSINESS & ENTREPRENEURIAL GROWTH

### 2.2 Scale Up Educational Series (Enhancement)

#### On Demand Learning

Through in-person, on-line, hybrid, and pre-recorded seminars; cohort programs, podcasts; and other outreach efforts, businesses will be able to access information at times most suited to them.

- Get Up & Grow
- What's Next Seminar Series
- Business LaunchPad
- Road to Success (Spanish)
- Lending Education
- Business Basics Educational Offerings



Focus Area: Small Business & Entrepreneurial Growth

ECONOMIC DEVELOPMENT 2.0



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## SMALL BUSINESS & ENTREPRENEURIAL GROWTH

### 2.3 Small Business Lending & Credit Coaching (Enhancement)

#### Business Money and Management

The County will continue its pilot lending mechanisms to make micro-loan capital available to small businesses and develop a long-term financial model to sustain programming. The County also works to help small businesses ensure they are prepared to approach appropriate lend programs with fully developed business plans and financial projections in order to be more successful in accessing capital.

### 2.4 Mentor Support Programming (Enhancement)

#### Cohort-based Growth and Relationships

The County will develop a mentor support initiative in which cohorts of small business owners will work through facilitated programming, support groups, recognition and networking opportunities with successful business owners and organizational leaders that have achieved growth and sustainability to help meet their own challenges.

- Alumni Support Network, Mentor Protégé Initiative, Crowns of Enterprise, Roundtables, etc.



Focus Area: Small Business & Entrepreneurial Growth

ECONOMIC DEVELOPMENT 2.0



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## SMALL BUSINESS & ENTREPRENEURIAL GROWTH

### 2.5 Entrepreneurship Competition (New)

#### Pitch for Prizes

The County will support small business entrepreneurship competitions designed to help entrepreneurs develop their ideas into fully developed business plans while competing to secure funding to launch their businesses. The County will seek to partner with organizations with the capability of leveraging private funding to maximize the program potential.



Focus Area: Small Business & Entrepreneurial Growth

ECONOMIC DEVELOPMENT 2.0



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## SMALL BUSINESS & ENTREPRENEURIAL GROWTH

### 2.6 Small Business Promotion and Tracking (Enhancement)

#### Championing the Cause

The County will work to promote events, media engagement and social media utilization to celebrate small business successes across the County. In addition, the County will develop an annual report on the state of small businesses in the County to track and better understand the successes and challenges of the small business community.

- Robust marketing plan, web design, brochures
- Bilingual (Spanish) supportive services
- Increased educational/outreach



Focus Area: Small Business & Entrepreneurial Growth

ECONOMIC DEVELOPMENT 2.0



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## SMALL BUSINESS & ENTREPRENEURIAL GROWTH

### 2.7 Enterprise-wide Small Business Purchasing and Contracting (Enhancement)

#### Key Connections for Contracting

The County's Business Diversity and Inclusion (BDI) program will take a proactive role in reaching out to the small business community to both advertise opportunities and encourage small businesses to register for certifications. BDI will develop and implement internal marketing campaigns designed to promote awareness of the benefits of using small businesses enterprise wide.



Focus Area: Small Business & Entrepreneurial Growth

ECONOMIC DEVELOPMENT 2.0



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## SMALL BUSINESS & ENTREPRENEURIAL GROWTH

### 2.8 Ecosystem Enhancements (Ongoing)

#### Tracking Success

The County will continually monitor the entrepreneurial ecosystem to identify opportunities to provide resource support to events and organizations that provide mentorship, growth opportunities, coaching and access to capital resources.



Focus Area: Small Business & Entrepreneurial Growth

ECONOMIC DEVELOPMENT 2.0



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### STRONG COMMUNITIES & NEIGHBORHOODS

#### Guiding Principles



#### **Economic Vitality**

Attractive, inviting and vibrant neighborhoods are fundamental for economic vitality



#### **Justice & Equality**

Increasing opportunities for economic mobility is key to promoting economic justice



#### **Stronger Collaboration**

Collaborative efforts are essential to fostering an economic sustainable community

## STRONG COMMUNITIES & NEIGHBORHOODS

Programs Impacted: Business Attraction & Business Retention, Business Diversity & Inclusion (BDI)

ECONOMIC DEVELOPMENT 2.0



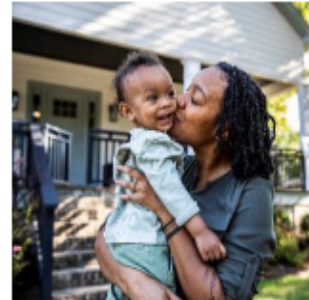
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## STRONG COMMUNITIES & NEIGHBORHOODS

Strategic Initiative
<b>3.1 Built Environment &amp; Placemaking</b>
3.2 Community Resource Centers
3.3 Affordable Housing
3.4 Park & Recreation Investments
3.5 Community Development Block Grant (CDBG)



Focus Area: New & Existing Business Growth

ECONOMIC DEVELOPMENT 2.0



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## STRONG COMMUNITIES & NEIGHBORHOODS

### 3.1 Built Environment & Placemaking (Enhancement)

#### Tax Increment Grant Guidelines

The County will develop strategic initiatives and partnerships with local municipalities **and established organizations** to examine Tax Increment Grant (TIG) projects. TIGs will support the construction of infrastructure and recreation space to create transformative communities that promote equitable and inclusive opportunities for all residents. The County will also develop TIG Guidelines to help facilitate the usage of the program and explore the opportunity to broaden the public benefits (e.g., Wi-Fi access, community gardens, small business retail, etc.).

- **Placemaking Collaboration**- The OED will lead collaborative working sessions with internal subject matter experts to explore the feasibility of proposals submitted to the County for consideration.
- **Targeted Infill "Node Creation"**- The OED will lead the County in intentional small area planning with the purpose of targeting infill development and neighborhood-based development sites. Projects include but not limited to county assets, food deserts, affordable and mixed-income housing, strip mall redevelopment, anchor tenant infrastructure support, mixed-used development and business hubs. Improvements can also include infrastructure upgrades and public amenities.

Focus Area: Strong Communities & Neighborhoods

ECONOMIC DEVELOPMENT 2.0



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## STRONG COMMUNITIES & NEIGHBORHOODS

### 3.2 Community Resource Centers (Ongoing)

#### Community Connections

The County will continue to promote the well-being of residents through an integrated service delivery model of subject matter experts providing a full suite of public health and human services in conveniently located campuses, Community Resource Centers (CRCs).

### 3.3 Affordable Housing (Ongoing)

#### Housing for All

The County will use initiatives through multiple departments to help increase the amount of available affordable housing and reduce the impacts of homelessness on the community.



Focus Area: Strong Communities & Neighborhoods

ECONOMIC DEVELOPMENT 2.0



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## STRONG COMMUNITIES & NEIGHBORHOODS

### 3.4 Parks & Recreation Investments (Ongoing)

#### Better Environments

The County will continue to acquire land; develop and maintain parks, open spaces, greenways, and recreational amenities; and preserve natural conservation areas.



Focus Area: Strong Communities & Neighborhoods

ECONOMIC DEVELOPMENT 2.0



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## STRONG COMMUNITIES & NEIGHBORHOODS

### 3.5 Community Development Block Grant (Ongoing)

#### Strengthening the Community

The Community Development Block Grant (CDBG) Program supports community development activities to build stronger and more resilient communities in Mecklenburg County (including the six towns and ETJ). To support community development, activities are identified through an ongoing process. Activities may address needs such as infrastructure, economic development projects, public facilities installation, community centers, housing rehabilitation, public services, clearance/acquisition, microenterprise assistance, code enforcement, homeowner assistance, etc.



Focus Area: Strong Communities & Neighborhoods

ECONOMIC DEVELOPMENT 2.0



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MINORITY, WOMEN, SMALL BUSINESS  
ENTERPRISE OPPORTUNITIES

### Guiding Principles



#### Economic Justice

Increasing opportunities for economic mobility is key to promoting economic justice



#### Removing Barriers

Removing barriers faced by minority, women and small business enterprises and supporting their growth promotes a diverse and balanced economy



#### Stronger Collaboration

Collaborative efforts are essential to fostering an economic sustainable community

## MINORITY, WOMEN, SMALL BUSINESS ENTERPRISE OPPORTUNITIES

Programs Impacted: Business Diversity & Inclusion (BDI)

ECONOMIC DEVELOPMENT 2.0



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## MINORITY, WOMEN, SMALL BUSINESS ENTERPRISE OPPORTUNITIES

### 4.1 FY2020 Mecklenburg County Disparity Study (Ongoing)

#### OED- Overcoming Economic Disparities

Phased implementation of Mecklenburg County's Disparity Study recommendations.



Focus Area: Minority, Women, Small Business Enterprise Opportunities

ECONOMIC DEVELOPMENT 2.0



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## MINORITY, WOMEN, SMALL BUSINESS ENTERPRISE OPPORTUNITIES

MWSBE to BDI

Initial MWSBE Program	MWSBE Enhanced	Business Diversity Inclusion
<ul style="list-style-type: none"> <li>• Crowns Enterprise Awards</li> <li>• Outreach &amp; Engagements</li> <li>• Aspirational Contract Goals</li> </ul>	<ul style="list-style-type: none"> <li>• Crowns Enterprise Awards</li> <li>• Aspirational Contract Goals</li> <li>• Targeted Outreach</li> <li>• Educational Programs                             <ul style="list-style-type: none"> <li>• Get Up &amp; Grow</li> <li>• What's Next</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Crowns Enterprise Awards</li> <li>• Comprehensive Outreach</li> <li>• Small Business Educational Series                             <ul style="list-style-type: none"> <li>• Get Up &amp; Grow</li> <li>• What's Next</li> <li>• Business LaunchPad</li> <li>• Road to Success (Spanish)</li> </ul> </li> <li>• Consulting &amp; Bilingual Services</li> <li>• Achievement Goals</li> <li>• Mandatory Subcontracting</li> <li>• Joint Venture Construction Contracts</li> <li>• Resource Roundtable</li> <li>• Entrepreneurship Competition</li> <li>• Small Business Reserve Program</li> </ul>

ECONOMIC DEVELOPMENT 2.0



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 **WORKFORCE DEVELOPMENT**

### Guiding Principles



#### Organized Approach

Clearer guidelines, managed database, vetted process



#### Stronger Collaboration

Working with all community and municipal stakeholders



#### Addressing Needs

Workforce development opportunities must align needs of workers and employers

 **WORKFORCE DEVELOPMENT**

Programs Impacted: All OED Programs

ECONOMIC DEVELOPMENT 2.0



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 **WORKFORCE DEVELOPMENT**

Strategic Initiative	Change	Budgetary Impact
5.1 Job Fair(s) & Workshops	New	None
5.2 Unified Workforce Development Strategy	Enhancement	None



Focus Area: Workforce Development

ECONOMIC DEVELOPMENT 2.0



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## WORKFORCE DEVELOPMENT

### 5.1 Job Fair & Workshops (New)

#### **Career Connections for Success**

**PILOT-** Bridging connections between job seekers and employers by hosting a job fair(s) in a centralized and accessible location. In addition, host job readiness workshops to prepare residents for employment opportunities.

### 5.2 Unified Workforce Development Strategy (Enhancement)

#### **Coordinated Approach**

The County will leverage its considerable resources across multiple Departments (DSS, CSS, DCC, and CJS) to pilot a program to address clients with multiple barriers to employment. To help ensure their successful transition to the workforce, clients receive comprehensive skills assessments, job readiness coaching, and retention support (i.e. childcare subsidies and transportation assistance). Pilot Participants are referred to Charlotte Works and/or various community partners for skills training if needed. **OED will partner with relevant departments to provide stronger relationships with workforce development agencies and community partners.**

Focus Area: Workforce Development

ECONOMIC DEVELOPMENT 2.0



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TOURISM, ARTS & CULTURE

## Guiding Principles



### **Stronger Collaboration**

Working with all community and municipal stakeholders



### **Cultural Impact**

Arts and culture events are important to creating a quality place for residents and visitors

## TOURISM, ARTS & CULTURE

Programs Impacted: Business Diversity & Inclusion (BDI)

ECONOMIC DEVELOPMENT 2.0



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## Meeting Minutes December 12, 2023



# TOURISM, ARTS & CULTURE

### Strategic Initiative

6.1 Mecklenburg Culture Blocks

6.2 Public Arts Fund



Focus Area: Tourism, Arts & Culture

ECONOMIC DEVELOPMENT 2.0



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# TOURISM, ARTS & CULTURE

## 6.1 Mecklenburg Culture Blocks (Ongoing)

### Cultural Community Connections

Culture Blocks connects communities with responsive arts, science, and history experiences close to where residents live. The program engages with creative individuals and organizations with a primary mission of arts, science, and/or history to present programs in specific geographic areas. The program supports cultural experiences that are planned with resident involvement and/or take place at libraries, recreation centers, parks, and relevant community spaces.

## 6.2 Public Arts Fund (Ongoing)

### Arts for All

The County will continue to facilitate the creation and installation of public art by setting aside 1% of all public capital projects into a public art account. The Arts and Science Council manages the fund under the direction of the County and the Public Arts Commission.



Focus Area: Tourism, Arts & Culture

ECONOMIC DEVELOPMENT 2.0



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**Comments**

Chair Dunlap said what was presented was a classic example of things they wanted to see changed. He said he hoped they took what was presented and provided an estimate of how long they believed each goal would take to accomplish.

Commissioner Powell thanked them. She said this gave an awareness of how complex it was and what they had to consider. She said they couldn't sacrifice the quality of life for economic development. She said they needed to be upfront with asking businesses how and what they would do. She added the incentives needed to harmonize with the Board's priorities.

Motion was made by Commissioner Altman, seconded by Commissioner Powell, and unanimously carried (8-0) to continue the discussion past 5:00 p.m.

Commissioner Altman thanked him. She said she was still looking for a more robust implementation of workforce development because they had to help residents raise their household incomes. She said they needed someone whose priority was to move economic development forward. She asked what they would do to let workforce providers know the number of jobs that were coming so they could relay to residents that companies were in the market for employees in a certain amount of time.

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Chair Dunlap asked how many people out there needed to do workforce development and whether the County was the best place to do that. He said taking that responsibility off County staff allowed them to do other things and use those resources to support economic development.

Commissioner Leake said they didn't have a middle class as they once had years ago. She asked how they could impact that and change that philosophy.

Commissioner Griffin thanked him. He said it was a lot to unpack, but they set a framework for what they wanted to do. He also asked what the top three priorities were that they could drill down on. With 45% of residents being low-income earners, he said they had to figure out how to educate their way out of that. He said there was a certain skillset employers were looking for and said they had to figure out how to get young people ready for job market.

Commissioner Rodriguez-McDowell thanked them for listening and including the ideas they had given them.

Commissioner Meier thanked them.

Vice Chair Jerrell thanked them. He said it was important for the full Board to get feedback. He said connections to other departments was important. He said he wanted his colleagues to know that Roger was outstanding and that he was glad the Board had the opportunity to see that.

### **23-0747      COMMISSIONER REPORTS**

Commissioners shared information of their choosing within the guidelines as established by the Board, which included, but not limited to, past and/or upcoming events.

### **ADJOURNMENT**

With no further business before the Board, Chair Dunlap declared the meeting adjourned at 5:23 p.m.

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Arlissa Eason, Deputy Clerk to the Board

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George Dunlap, Chair