

**CEDRIC**

**DEAN'S**

**FIRST**

**STEPS**

**FORWARD**

**FOR DISTRICT 4**

**CEDRIC DEAN**









I have long insisted that we cannot have a prosperous Charlotte unless it is a uniformly safe place to live, work and raise a family.

My public safety philosophy has been informed by my time as a CMPD lead community contractor with the Community Empowerment Initiative, where I helped deliver some of the safest solutions to teen violence in recent history, and I plan to continue that trend when I become District 4 Councilman.

My public safety plan is designed to bring Charlotte fully into 21st Century policing by prioritizing diversity, modern comprehensive training, and providing our officers the resources to prioritize community policing.

The modern police force needs to be able to provide a nuanced response to the community and that requires hiring and training a police force that is prepared to do more than simply arrest and incarcerate our community. While arrests for violent criminals are of course necessary, we simply cannot arrest our way out of a crime wave. We need a comprehensive approach. Diversion and police alternatives are an integral part of managing Charlotte's criminal justice system. More importantly, those tactics, responsibly deployed, have granted countless Charlotteans a second chance at becoming productive members of our society.

We will ensure that this is a crime spike and not the new normal by reassigning non-sworn personnel to non-emergencies, redeploying the police force for a robust presence at shopping centers, gas stations, clubs and bars, and hiring more officers to fill the gaps we currently have in the department.

We have persevered through difficult times in Charlotte's history before, just as we are in the third year of a global pandemic, and together, we will continue to do so.

Yours in service,

Cedric Dean Candidate for Charlotte City Council District 4

A handwritten signature in black ink, appearing to read 'Cedric Dean', is written over a large, light blue diamond-shaped watermark.

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**A  
MORAL  
DISTRICT**

**CANDIDATE**

# REPRESENTATION

## WE ARE TOUGHER TOGETHER

Believe it or not, nearly all City departments currently operate wholly separately from one another, not sharing data or metrics. By combining all department metrics onto a single platform similar to CompStat and using analytics to track performance in real time, we can go from a reactive approach to District management to being proactive and, eventually, predictive. The cost savings and improved performance will save billions of dollars and deliver far better services to Charlotteans.

### BIG STEP

## GIVE DISTRICT 4 A REAL-TIME SCORE FOR MY PERFORMANCE

By creating one data platform for all District operations, I pledge to implement a continually updated public score for each service department, based on the performance relative to its stated goals for the year. Boston already does this with its City Score program.

## COORDINATE PUBLIC AND NON-PROFIT DELIVERY OF SERVICES

Charlotte relies heavily on non-profits to deliver critical services to Charlotteans that are funded by the City. But there is no central authority in City government that oversees and coordinates delivery of these services on a day-to-day basis. Because of this, we are not finding efficiencies and savings that can help us better deliver services to more Charlotteans. That is why I will create a real-time reporting system for the delivery of services across a unified network, overseen by my office.

## **CEDRIC DEAN CONTRACT WITH DISTRICT 4**

As the most qualified candidate for Charlotte City Council District 4 and as a citizen seeking to make Charlotte safer and stronger, I commit not just to serve as the district 4 representative, but even more important, to fulfill my humanitarian obligations in a manner that extols the elimination of corporate community takeovers and the achievement of fair housing practices for all. That is why, in this age of downward mobility in Charlotte, I offer instead a comprehensive plan for community development, community involvement and community policing – a principle-centered contract with no code words.

In an effort to fight against corporate takeovers, I promise to leverage every legislative authority of the Planning and Zoning departments to:

- Reduce the 20% cap on corporate ownership of single family homes
- Enforce the 6-non-related family member rule for corporations who purchases single family homes to rent out by rooms
- Find and fine corporations who violate zone laws

As your council representative, I promise to listen, learn, and lead; to ensure personal accountability to you. Specifically, I will be accessible to all residence – 7 days a week / 24 hours a day via my cell phone 704-492-1533.

On the first day of my term as District 4 City Council member, I will immediately propose the following major reforms, aimed at restoring the faith and trust of the people of Charlotte in their City Council:

FIRST, mandate all gentrification-like predatory practices that unjustly apply to single family communities be prosecuted to the fullest extent of the law; SECOND, put forth a plan to adequately address homelessness and implement a character and career education development program that makes homeless residents career-ready instead of convict-ready; THIRD, cut the number of ineffective city-funded programs and conduct a comprehensive audit of the city-funded departments for waste, fraud or abuse; FOURTH, propose a \$16 an hour minimum wage for city contract workers; FIFTH, implement a District 4 Community Engagement Program, which prioritizes community building and revitalization.

Respecting the judgment of our fellow citizens as I aspire to serve on the Charlotte City Council, I hereby pledge my name to this Contract with the Community.

CEDRIC DEAN



## **LAUNCH D-4 INFORMATION SHARING SYSTEM FOR ALL CITY SERVICES AND BENEFITS**

It has never been more important that Charlotteans receive the full support of their government. Imagine logging into [www.cedricdean.com](http://www.cedricdean.com) and instantly receiving every service and benefit you qualify for—such as SNAP—without any paperwork, as well as constant up-to-date information that will help you protect you and your family. If you own a business, you can manage City paperwork through it. If you are making repairs to your property, you will have direct access to information about obtaining permits. With the technology now available, there is no reason District 4 cannot do that for every Charlottean. This is a 311 for the digital age, and so much more.

## **REGULATORY REPERCUSSIONS TO HOUSING AFFORDABILITY**

The best way to relax regulatory repercussions to housing affordability is by reducing development requirements that contribute to higher construction costs such as setbacks and minimum lot sizes, reducing parking minimums, limiting local design standards, and encouraging the reuse of existing stock.

I am committed to a market-based solution that will eradicate the cost and delay of a discretionary approval process. It is imperative that we figure out how to reduce the price of land per unit.

We must educate renters about their choices on the specifics of funding infrastructure, which can make a difference in whether a project is financially feasible. Additionally, when it comes to the source of income issue, I believe it is important for the City to improve the development review and permit process, as so many other states have done by implementing time limits for local government review.

I promise to compel city officials to redesign the community engagement process to enable current and future community members to have input in the district's overall plan for development without having power over individual private-market projects. Charlotte needs to revise local environmental protection ordinances to reduce the review time and appeal opportunities.

# PARTNER WITH AFFORDABLE HOUSING ACTIVISTS

By establishing a partnership between the banking sector and Affordable Housing Activists, we can help enable eligible residents to better access local, federal and state housing finance departments (HFAs) in order to proactively apply for low-cost capital for affordable housing. I plan to use Affordable Housing Activists to educate the general public about Fannie Mae's and Freddie Mac's equity cap for the Low-Income Housing Tax Credit (LIHTC), the largest federal program for the construction and rehabilitation of affordable rental housing, which makes more funding available to Community Development Finance Institutions (CDFIs) and non-profit housing groups for affordable housing production under the Capital Magnet Fund.

## HELP CITY DEPARTMENTS WORK TOGETHER

The source of our City's wastefulness is in its departments, which work in parallel, instead of in concert—and often in direct conflict with each other. By mandating inter-departmental coordination and designating existing senior staff to a district-wide community committee that meets regularly to align goals, we will institutionalize coordination to reduce inefficiency and inequality.

That committee will be tasked with three specific mandates:

- Define the mission of each department
- Ensure the missions of the departments meet the overall mission of the City government as defined by city leadership
- Evaluate departments to ensure no department's actions conflict with another department

## MAKE MORE SINGLE-FAMILY HOMES AVAILABLE

I pledge to promote policies and practices that will make more single-family homes available to individuals, families, and non-profit organizations – rather than large investors. Specifically, I am committing to prioritizing the promotion of homeownership and dismantling the predatory practices of placating to large investors. Moreover, I want to partner with federal housing officials in order to expand and create exclusivity periods in which only governmental entities, owner occupants, and qualified non-profit organizations are able to bid on certain FHA-insured and government-owned properties.

## **INCREASE THE INVENTORY OF QUALITY, AFFORDABLE RENTAL UNITS**

Expand the level of knowledge in relation to the federal supply of manufactured housing and 2-4 unit properties, which can undoubtedly increase financing options through Freddie Mac. Training residents on the existing policies will enable more District 4 residents to purchase homes, and increase the availability of rental units throughout the district.

## **FIND SMARTER DEALS**

Far too many City contracts just keep getting renewed or extended despite poor performance. At the beginning of my term, all contracts over \$1 million will be put under immediate review, and those that are ineffective, or can be done better by the City, I will fight to get them eliminated.

## **DISCOVER VALUE AND DIFFERENT REVENUE FROM CITY PROPERTIES**

Charlotte owns and controls billions-of-dollars worth of property across the seven districts, representing huge potential value and revenue to pay for critical City services when we most need them. We will immediately do a complete inventory of all City properties and determine best use—whether they should be utilized by government departments, used for housing or services, sold or leased—in order to reduce costs across City government and yield income that can be put toward core services to maintain and improve quality of life.

## **PRESERVE OUR INFRASTRUCTURE WITH NON-PROFIT PARTNERSHIPS**

At a time when we are facing massive multi-billion-dollar City deficits, Charlotte needs to be creative about how it pays for and manages expensive pieces of its essential infrastructure. For instance, by expanding the role of franchises to handle capital projects in our parks, we will partner with conservancies who can execute work faster and cheaper than the City.

## **MAXIMIZE OUR POWER AS A CONSUMER TO CREATE A FAIRER ECONOMY**

To keep good jobs in Charlotte and advance our goals for a fairer economy, I will advocate to reward businesses that hire local workers and benefit minority and female owners and workers—especially on City-financed projects. Specifically, businesses will be asked to commit to hiring 75% city-based workers, prioritizing District 4 contractors, and ensuring their contractors pay a living wage and report their workers' residency and ethnicity statistics. Employers who agree to these terms could benefit from tax breaks and special consideration for City contracts.



## **ENCOURAGE THE SALE OF DISTRESSED HUD PROPERTIES TO NON-PROFITS**

I pledge to encourage the direct sale of defaulted FHA-insured mortgage notes. This advocacy will allow HUD to make bulk sales to purchasers with affordable housing and community revitalization goals in specific geographic areas within District 4. HUD has a moderate inventory of distressed single family notes. For example, this fall there is an upcoming sale projected to include mortgage notes for more than 1,700 single family properties. For this sale, HUD is exploring offering 50% of those notes to non-profit and community organizations that commit to rehabilitating, and then selling, the related properties to owner occupants or creating other positive outcomes for the communities. This is a significant increase over previous sales, which had offered 10% of all auctioned notes to non-profit and community organizations. Earmarking half of these properties exclusively for resale to owner occupying borrowers, non-profits, and community organizations will expand the housing inventory available to potential homebuyers who otherwise would not have the opportunity to place a competitive offer on these homes.

## **INSPIRE OUTREACH TO NON-PROFITS FOR REAL ESTATE OWNED SALE**

Encouraging city officials to reach out to Non-Profits for Real Estate Owned Sales is the very lowest of the low hanging fruit of my housing plan. I promise to partner with HUD to expand outreach to non-profit entities, local governments, and other interested community organizations to further educate them on the note sales process for distressed properties. This will support the Biden Administration's upcoming virtual note sales educational seminar related to HUD's upcoming fall single family note sale. I promise to continually advance existing partnerships the city has in place with non-profits focused on owner occupancy and neighborhood stabilization to complement the retail disposition of available REO properties.

# A MORAL District

Public Health &  
Public Safety



# PUBLIC HEALTH

## BRING HEALTH CARE RESOURCES DIRECTLY INTO LOW-INCOME AREAS IN DISTRICT 4

Low-Income Services give you access to health care, child care, housing, financial and nutrition assistance regardless of your financial status. These services can range from temporary to long-standing assistances. I have located several free and income based clinics in or around Distirect 4. I will list all of the free, income based health clinics, public health department clinics, community health centers that I have located in District 4. These locations would be accessible to any Charlottean, including those who are uninsured or undocumented.

### BIG STEP

## ADDRESS SOCIAL ISSUES AS PART OF HEALTH CARE

Poverty, homelessness, unemployment and food insecurity all directly lead to poor health—yet hospitals are largely not equipped to address those issues. By utilizing the extra capacity in H+H hospitals to co-locate social services, I will address both the social and physical causes of illness, leading to much better outcomes and cost savings.

## INCORPORATE HOUSING ASSISTANCE INTO HOSPITAL STAYS

Every \$1 invested in housing and support is estimated to reduce public and Atrium University Hospital costs by \$2 the following year and \$6 in subsequent years. That is why I will identify if there are housing issues for each indigent patient and offer direct housing help at D-4 hospitals through community-based organizations.

## EXPAND PREVENTATIVE HEALTHCARE PLANS

City healthcare plans should include far more education and resources to promote lifestyle medicine habits, such as healthy eating and self-care, that can treat and prevent illness. I will develop collaborative partnerships with D-4 health clinics to teach healthy habits, prevent and reverse chronic disease, and promote preventive care.

## **RAMP UP COVID-19 TESTING, EDUCATION AND TREATMENT**

During the pandemic, the City is relying far too much on private health companies and hospitals to conduct COVID-19 testing and vaccinations. And we have failed to adequately address the lack of information and spread of misinformation in hard-hit lower-income communities—especially those that do not speak English—through credible messengers who can help prevent the spread through education and resources. Now we must also get those same communities vaccinated as quickly as possible. To do that, let's engage an army of messengers using the infrastructure of the recent census outreach program, working with local organizations. And let's put COVID-tasks health workers directly on the ground in dedicated spaces in lower-income areas, including storefronts and pharmacies for an expanded footprint.

## **SPONSOR A UNIFIED DISTRICT-WIDE HOSPITALS NETWORK**

COVID-19 showed us how lack of coordination between our health providers creates inefficiencies and inequities that cost lives. When the system is set up to equitably distribute poorer, uninsured patients, outcomes will improve. I will sponsor a unified district-wide hospitals network that coordinates care for indigent patients and shares data for more efficient use of the city's collective healthcare resources in a crisis across both private and public hospitals.

## **SHARE OUR FOOD RESOURCES TO FIGHT HUNGER**

There is an overall lack of information of available food resources throughout the seven districts. Poor communication and information sharing negatively impacts efforts to connect food insecure individuals with SNAP benefits, food pantries, soup kitchens and other food resources; and this is evident now more than ever in the midst of the COVID-19 pandemic. We will form an integrated and community-engaged structure to coordinate food policy in Charlotte. A critical component of this structure will be to create and maintain easily accessible databases that Charlotteans and public officials can use to monitor and ensure equitable access to nutritious food across all of our communities.

# ADDRESS THE NEEDS OF THOSE LIVING WITH SERIOUS AND PERSISTENT MENTAL ILLNESS

Sometimes the best policy is not something new and flashy, but rather to double down on programs with proven track records. We know, for instance, that Hope Haven model of care—which creates structured therapeutic social settings for members—helps people living with serious and persistent substance abuse and mental illness transition from therapeutic to non-therapeutic settings. Individuals who use Hope Haven for residential rehabilitation services are consistently less likely to be admitted to the hospital or to use the emergency department. So we will expand this program district-wide.

## REIN IN HOSPITAL COSTS

Costs for care and procedures to patients can vary wildly from hospital to hospital in the city, surprising Charlotteans—even those with private insurance plans—with massive bills and indicating that pricing in some cases is more about profits than the actual cost of healthcare. To reduce the cost of healthcare for Charlotteans I will advocate to the County to compel providers to:

- Reveal the true cost of healthcare by requiring greater transparency by providers both at the point of care directly to patients and in providers' overall reporting to the public.
- Convene a roundtable of unions across sectors to collectively bargain with hospital systems in order to standardize pricing.
- Push the State to require hospitals to charge the same amount for each procedure and require insurance companies to pay the same amount as well.

## PROTECT SAFETY NET HOSPITALS

Our safety net hospitals have long been under-funded and were teetering on the brink even before COVID hit. Federal funds to fight the virus have kept them afloat for now—but the State has to adjust funding to shore them up long-term. And the City must also do more. To help safety net hospitals survive, we will pair them up with better-off hospitals that are able to negotiate more financially beneficial rates with commercial insurers because they treat far more of their customers. The hospitals will then share those savings in a pool, using their buying power to lower costs for outer-district safety net hospitals that need financial help.



# PUBLIC SAFETY

## REDUCE CRIME BY HAVING CMPD FOCUS ON LAW ENFORCEMENT

Most people don't realize that a large number of our OFFICERS don't actually spend their workdays fighting crime. Many, for instance, many are forced to do the job of social workers, therapists, and tutors. And even police officers tasked with fighting crime spend huge amounts of their time on court appearances and paperwork, not out in the street or conducting investigations or preventing crime. We can increase police response times if we take these tasks out of the hands of officers.

### BIG STEP

## TARGET GUN VIOLENCE

The number one driver of crime spikes in District 4 right now—and the perception that we are moving backward on crime—is gun violence. We must reverse this troubling trend, fast. To do that, I will:

- Reinvent the anti-crime unit as an anti-gun unit, hiring officers with the skills and temperament for this kind of intense, on the ground police work, targeting known shooters with precision policing tactics.
- Fully fund the City's ALTERNATIVES TO VIOLENCE PROGRAM and allow for more centralized coordination between violence interrupters and different organizations throughout the city, including our hospitals.
- Convene district-wide clergy leaders and law enforcement officials to partner on public safety initiatives in hotspots.
- Form a District 4 commission to formulate policy proposals that would stop the flow of illegal handguns into our communities.
- Prevent guns from coming in through our bus and train stations with spot checks like the ones we use in airports.

# **HANDLE CRIME SPIKES BEFORE THEY GET OUT OF CONTROL**

By using real-time governing tools and tracking crime trends to become predictive, we can quickly shift CMPD resources from one community to another to reverse bad trends. For instance, we will regularly shift detectives and other officers from low-crime areas to crime hot-spots.

# **TREAT THE TRAUMA THAT DEMORALIZES COMMUNITIES EXPERIENCING GUN VIOLENCE**

Living in a high-crime community and experiencing gun violence creates trauma that impacts a youth's ability to perform in school and achieve in life. Without adequate services that address trauma and allow for healing, youth are placed at higher risk of incarceration, teenage pregnancy and homelessness. Prevention and follow up measures that serve to heal and support these youths are best delivered by trauma-trained credible messengers paired with mental health professionals, social services and violence interrupters. We will recruit, hire, and train community residents who have real-life experience to provide an immediate post-crisis healing space for, and to develop a working relationship with, affected youth. This helps reduce feelings of isolation and mistrust, cultivate shared investment of community-centered healing, and reduce the fear often associated with living in a high-crime, high-poverty neighborhood.

## **HIRE LOCAL BLACK AND BROWN OFFICERS WHO WILL RESPECT AND PROTECT CHARLOTTEANS**

One reason the CMPD continues to be plagued by incidents of bias and brutality is that the department still needs to become much more diverse. African Americans represent 16% of CMPD. I will address this by recruiting from the very same neighborhoods that are suffering from crime, which are mostly Black and Brown, and by allowing PEACE officers at City departments—who are not police officers and who are also more likely to be Black and Brown—to be promoted to the CMPD.

## **TRAIN NEW CMPD LEADERS AT TOP INSTITUTIONS**

The biggest companies in the world regularly send their executives to executive training programs at elite institutions. Our next generation of police leadership should have access to the same training to improve department performance—both on crime and civil rights. The department will work with private companies who are willing to sponsor spots for CMPD supervisors at the leadership academies they send their own management staff to, helping train a new generation of brass to think critically, behave honorably and lead effectively.

## **PUBLICIZE THE LIST OF OFFICERS CMPD IS MONITORING FOR BAD BEHAVIOR**

CMPD keeps its own “monitoring list” of OFFICERS with records of complaints and violent incidents. We must make it public to be transparent and build trust.

## **MAKE IT EASIER FOR GOOD OFFICERS TO PINPOINT BAD OFFICERS**

Most police officers could tell you about a few bad officers they work with or have run in to—and most officers resent their behavior because it brings down their profession and makes it harder for them to do their job. At the same time, it is dangerous for officers to report those bad apples. So we will make it easier for officers to anonymously report bad behavior by their colleagues that results in swift action through an outside system overseen by the Community, protecting whistleblowers and exposing problem police.

## **CREATE A DISTRICT-WIDE LAW ENFORCEMENT INTELLIGENCE GROUP**

To improve CMPD transparency and oversight over sensitive policing operations while still maintaining needed information security, I will create a district-wide law enforcement intelligence group. CMPD will regularly report to and share information with the group, which will include public officers and officials, public advocates and nonprofit/community presidents. Each of these individuals will receive top secret clearance. The group can also then vote to determine when and how information on operations is disclosed to the public, rather than relying on CMPD to make proactive disclosures.

## **CONNECT CMPD DIVISIONS TO THE COMMUNITY**

To make divisions more accessible to the communities they serve, I will fight to revamp them to be more welcoming; improve them with public high-speed internet and wi-fi access; and advocate to hire specialized outreach and public information staff to change the culture of the divisions into places where residents can come to learn about and participate in social and CMPD services and programs, particularly for families, children and youth.

## **EMPOWER COMMUNITIES TO HAVE A SAY IN THEIR DIVISION LEADERSHIP**

Community policing is just a catchphrase if CMPD is not, in fact, acting on what a community wants and needs. I will fight to empower community boards and citizens review committees to play a role in approving and vetoing by supermajority any division commander candidates and community affairs officers within their respective areas.

## **ADDRESS DOMESTIC VIOLENCE ABUSERS' TRAUMA SO THEY STOP PERPETUATING VIOLENCE**

CMPD responds to too many domestic incidents each year and too many of homicides in District 4 are due to domestic violence. Many abusers are repeat offenders. We must acknowledge that current programming to change abusers' behavior is insufficient and doesn't deal with root causes, which are often traumas experienced by the abuser themselves. To address this, we will launch the "PEACE Program", based on cognitive and behavioral therapy, in order to evaluate abusers' traumas and treat them to prevent further violence.



**A**  
**NONDISCRIMINATORY**  
**DISTRICT**

**The Economy &  
Housing and  
Development**

# THE ECONOMY

## KEEP BUSINESSES OPEN AND EMPLOYEES WORKING WITH WORK OPPORTUNITY TAX CREDIT

The WOTC is a federal tax credit available to employers who invest in American job seekers who have consistently faced barriers to employment. Employers may meet their business needs and claim a tax credit if they hire an individual who is in a WOTC targeted group. Employers must apply for and receive a certification verifying the new hire is a member of a targeted group before they can claim the tax credit. After the required certification is secured, taxable employers claim the WOTC as a general business credit against their income taxes, and taxexempt employers claim the WOTC against their payroll taxes. The credit available ranges from \$2,400 up to \$9,600, depending on the targeted group and qualified wages paid to the new employee generally during the first year of employment. Generally, the credit is 40% of qualified first-year wages for individuals who work 400+ hours in their first year of employment.

### BIG STEP

## LIVABLE WAGES FOR CITY CONTRACT WORKERS

I will fight for changes for the city contract workforce to increase wages consistent with the \$16 an hour minimum wage for city workers, retention, earnings, and occupational skill attainment of city contact workers, particularly those individuals with barriers to employment, so they can move into permanent city jobs and careers and provide District 4 with the skilled workforce needed to make Charlotte more competitive in the 21st Century global economy.

## BRAND DISTRICT 4 AS THE LIFE SCIENCES CAPITAL OF THE CITY

Life sciences is one of the fastest-growing industries in the world—and these companies want to locate in cities where they will have access to leading hospitals, universities and investors. To bring them to District 4, I will double-down on the existing life sciences initiative with incentives and zoning changes that will draw in private investment and federal dollars for research.

# Business Investment Grants

Compared to other places, Charlotte, NC has an unusually high number of residents working as Computer & Mathematical Occupations (1.65 times higher than expected), Business & Financial Operations Occupations (1.59 times), and Sales & Related Occupations (1.2 times). The most common job groups, by number of people living in Charlotte, NC, are Management Occupations (60,823 people), Sales & Related Occupations (57,382 people), and Office & Administrative Support Occupations (49,645 people). I will find companies looking to relocate or expand in District 4 market and advocate for a Business Investment Grant which are reimbursements of incremental ad valorem property taxes. Criteria for eligibility include capital investment, location, target industry, job creation, and wages of new jobs created, and other factors.

## Standard Grant: Program Qualifications

- Invest \$3M in real and personal property
- Create 20 new jobs
- Pay 100% of the average wage rate (\$55,330) or the Standard Occupation Code for Charlotte MSA
- Higher incentive for locating within Business Corridor Revitalization Geography (BCRG) or targeted industry\*

## Large Impact Grant

Program Qualifications: Must meet 2 of the 3 items below

- Invest \$30M in real and personal property; and/or
- Create 150 new jobs; and/or
- Pay 125% of the av

**BIG STEP**

## **BE THE BACKBONE FOR OUR SMALL BUSINESSES IN DISTRICT 4**

Small business owners spend too much on all of the administrative tasks that come with owning a business. If I can identify City resources for “back office” assistance for these small businesses through local district partners, our mom and pop shops and entrepreneurs can save time and money on accounting and compliance needs, and focus on growing their businesses.

## **SLASH THE RED TAPE**

District 4 small businesses pay huge fees just to launch and stay in business, and then face large fines for relatively small violations—many of which are due to lack of education about the law, not knowingly breaking it. I will fight to make the permitting process easier and cheaper through our online system, and institute a warning system for violations that are not related to serious health or safety issues so that first-time offenders are given education in lieu of a fine. I will pressure the City to provide additional clarity to those who commit violations by categorizing every violation in a three level warning system: red, yellow and green. Each color corresponds to the number of days the owner has until the cure must be implemented.

## **ERADICATE THE FEES FOR STARTING (OR RE- STARTING) A SMALL BUSINESS**

The last thing we want to do in an economic crisis is charge people to start a new business—and re-start a closed one. All filing and registration fees will be eliminated.

## **BRING BACK CIAA**

The CIZZ was a key contributor of our economy, and we must keep the welcome mat out for CIAA fans who brought on average \$11.6 million dollars into our city every year, from the hotel industry alone. That means the CIAA helped our hotels stay open and their 50,000 workers stay at work. To protect the hotel industry, we must bring back the CIAA so that we do not push financially distressed hotels deeper into debt, forcing closures and layoffs.

## **SERVE RESTAURANTS AND BARS RELIEF**

In addition to providing building owners tax abatements so that their tenants—such as restaurants and bars—can remain open, the State should also share the cost of restaurants’ workers for a period. Instead of simply paying unemployment to out-of-work food service workers, the State should be splitting the cost of their salaries with restaurant owners who commit to a certain level of employment, wages and hours while adhering to capacity limits and other health regulations. I will fight for this critical initiative to save our District 4 restaurant industry.

# **BEGIN A DISTRICT-WIDE INCUBATOR TO INCENTIVIZE SOLVING INTRACTABLE CITY PROBLEMS**

The City, in partnership with investors and businesses prepared to invest in the long-term success of Charlotte, will start an incubator to fund innovators focused on solving systemic district-wide problems that lead to inequities. Charlotteans do not need another meal delivery service or another social media sensation nearly as much as we need our brightest minds to come together and solve issues such as job placement and outer-district transportation.

# **ENCOURAGE STARTUPS IN INDUSTRIES OF THE FUTURE TO LOCATE HERE**

It is far too difficult for innovators and entrepreneurs to start their businesses in District 4. Real estate costs and high costs of living have made some of the most brilliant talent turn to other cities. We have suffered as a result because we have missed out on the job opportunities and the birth of fast-growing industries. So I will fight to incentivize startups to move to our outer-districts where property costs are more affordable and to develop fellowship programs with local schools in exchange for tax credits. I will also interview failed start-ups to see how the city could better serve entrepreneurs.

# **MAKE DISTRICT 4 A WIND POWER HUB**

With waterfront assets like Davis Lake and Dream Lake in Highland Creek, we have an opportunity to corner the market on wind power manufacturing and other green technologies. I will create a pipeline of education training from middle school, high school, college to educate our young people in this field using some of the top ranked public schools in District 4, such as Highland Creek Elementary School, Mallard Creek High School and Parkside Elementary School.

# **LEVEL THE PLAYING FIELD FOR BUSINESS OWNERS OF COLOR**

Right now, the District 4 representative does not do nearly enough to ensure that we are leveling the playing field for business owners of color, who are now in a much direr situation during COVID. For instance, Distirct 4 business owners of color are often unable to participate in the City contracting process because prime contractors are not aware of how to connect with them. To fix this, I will match minority owned companies in District 4 with prime contractors and other departments. I can do that by developing a questionnaire to determine which companies are qualified to participate in bids and log the survey data in a searchable database.

## **DEVELOP A NEXT-LEVEL DISTRICT-WIDE JOB TRAINING AND PLACEMENT PROGRAM**

The City has been trying to train its workforce and connect them to better job opportunities for generations, with varying success. Now we face a global marketplace where there is more competition than ever for labor and the skills needed for emerging, lucrative industries like artificial intelligence, cyber security and life sciences are in demand. We are unhappily underprepared for this moment, revealed by the fact that we had hundreds-of-thousands of jobs that we could not fill before the pandemic.

I will partner with NC Works to prepare our workforce by utilizing metrics and connecting human services nonprofits, the private sector, and the communities that most need jobs to identify skill gaps and focus our training on areas we know will have jobs available for our workers. I will implement a data-oriented system with holistic and detailed skills mapping of the labor force by City Council District. Companies looking to hire will then submit a set of jobs and skills profiles. From there, I will match workers with job training and placement providers using local organizations and working with landlords with open storefronts to create service centers and outreach programs. Lastly, I will develop a public-private partnership with large companies established in Charlotte to develop a talent portal with a centralized system of resumes and hiring information using a tool similar to the college admissions Common App process.

### **BIG STEP**

## **INVEST IN GREEN INFRASTRUCTURE**

According to Numbeo.com, the average monthly utility bill in Charlotte is \$169.79, which is \$17.71 above the U.S. average. Our energy infrastructure is considered some of the oldest and most concentrated in the nation. By upgrading our electrical grid, transitioning our power source to wind and away from natural gas, and implementing traffic controls to reduce idling, we can improve the quality of life of Charlotteans and create thousands of new jobs, especially those in low-income communities facing environmental injustice. These investments are not only the moral path to take, they also make common economic sense because they will create good paying jobs for Charlotteans and businesses will be able to rely on resilient infrastructure in the face of a rapidly changing climate.

## **IMPLEMENT LEVEL UP AND SUMMER YOUTH EMPLOYMENT PROGRAMS YEAR ROUND**

We know summer jobs programs help youth develop crucial skills, which lead to better criminal justice, academic, and employment outcomes. In the immediate term, they also help families make ends meet. We need to make these programs year round—and I will fight for this.

## **ENSURE DIVERSE, EQUITABLE GROWTH**

To ensure we are making our economy fairer as we make it larger, I will form a D-4 Diversity Committee to drive change on equity for minorities and women, and also create a tool to track the share of minority contracts and how much the City is spending on those companies versus others in real-time. I will also much more closely track who these employers and contractors are employing. And the Committee will be tasked with tracking gender pay equity and the progress we are making toward closing the gap. First they will focus on pay equity within City departments and then I will push to track it across private employers in the City.

### **BIG STEP**

## **HELP THE UNBANKED AND UNDERBANKED BUILD WEALTH**

Charlotte City has too many households that are unbanked and too, too many households that are underbanked, meaning they must rely on services such as check cashing or payday loans. Without access to proper banking we are sidelining thousands of people from our economy and we are allowing industries such as payday lending to flourish that profit off of poverty. I will fight for Community-based banks in lower-income areas that remove minimum balance requirements and overdraft fees to get property tax relief. Landlords who do the right thing in underserved areas should be supported.

Our locally owned businesses did not get adequate help from the federal aid package because the federal government funneled money through big banks who were either unable or unwilling to provide direct assistance—especially to small businesses in communities of color. I will create a formal local banking network and help these lenders have a more robust equity base. Once these lenders are eligible for State and federal loan programs (the way big banks have long been eligible), they can work with the City to determine the best local small business owners to lend to.

## **REMIND THE WORLD THAT CHARLOTTE IS STILL THE NUMBER TWO BANKING CAPITAL**

I will organize the banking industry in Charlotte to develop, fund and implement an affordable housing model for our city to model to the rest of the world unlike any affordable housing model we have ever undertaken. In addition to leveraging our city as the most affordable place to visit, live and invest, I will bring our best and brightest leaders together to showcase our commitment to housing affordability and addressing homelessness to inspire confidence that this is the place to be.

## RETURN TO URBAN AGRICULTURE

When I was born in 1972, Charlotte made its own food and the gardening business was one of its largest employers. Today, we rely almost entirely on out-of-town, out-of-state, and out-of-country producers for everything from the tomatoes, cucumbers, greens and orka we buy at the grocery store to the fruit served to our kids in school. By creating a new set of building codes, business rules and tax programs for urban gardeners—and supporting local producers with guaranteed City contracts—we will create jobs by building vast in-city sites that produce food for restaurants, schools and food-insecurity programs through cutting-edge techniques such as vertical farming and hydroponics, often sharing space with renewable energy plants and other sustainability infrastructure.

### BIG STEP

## INVEST IN UPWARD MOBILITY FOR ALL

COVID-19 has had a huge impact on the arts and cultural associations. The hardest-hit industries, such as restaurants, hospitality and transportation, are taking longer to recover. Stay-at-home orders crushed those businesses. I will fight to reduce unemployment in this sector while returning our district to the apex of arts and culture by:

- Providing free space for artists to create by repurposing vacant storefronts to create free co-working and studio spaces for creatives and collaborators.
- Turning our open spaces into spaces for art to be utilized as stages and for art installations.
- Investing in green art by commissioning artists to paint murals with paint that turns pollutants and harmful compounds into harmless nitrates and carbonates in the atmosphere, beautifying our city as we rejuvenate it.
- Creating a public/private partnership to create murals on blighted properties.

## EMPOWER IMMIGRANTS WITH MUNICIPAL VOTING RIGHTS

“No taxation without representation” is a fundamental ideal that this nation was built upon. Our national principles held it to be wrong to take tax dollars without in-turn providing an outlet for comments and concerns about how said money would be used, and who would be in power handling these funds. Needless to say, times have changed since the Revolution, but principles often do not, and we believe that this ideal still holds true. All residents should be stakeholders in our city because immigrants own businesses and property, pay taxes, put their children in Cambridge public schools, rent homes, engage in their communities, and care about safety. Yes. Non-citizen voting has been instituted in 6 towns in Maryland, including Takoma Park, a Washington D.C. suburb. Also, residents are able to vote in school board elections in both Chicago.

### BIG STEP



# HOUSING & DEVELOPMENT

## IMPROVE HOUSING—FOR EVERYONE—IN PROSPEROUS NEIGHBORHOODS

For years, our rezonings focused on adding apartments in lower-income areas—which often just led to higher-income people moving in, making communities less affordable, and often forcing out longtime residents. Instead, we need to build in more affluent areas with a high quality of life, allowing lower-and middle-income Charlotteans to move in by adding affordable housing and eliminating the community preference rule in those areas, which prevents many Charlotteans from living in desirable neighborhoods.

### BIG STEP

## REPURPOSE CITY OFFICE BUILDINGS

I will fight to convert some City office buildings into 100% affordable housing by taking advantage of more City workers working from home and consolidating workers that will still be in-person to free up space.

## ALLOW PRIVATE OFFICE BUILDINGS AND HOTELS TO BECOME HOUSING

The pandemic has unfortunately left many of our hotels and office buildings empty. In some cases, their owners want to convert the buildings to housing, but current City regulations make that either too costly or too challenging. By making some zoning tweaks and other rule changes, the City Council can facilitate conversions where appropriate and add desperately needed housing stock—particularly at hotels similar to what was done with the Villager Lodge – now HOPE HAVEN.

## **THINK BIG BY BUILDING SMALL**

Outdated rules prevent District 4 developers from building the kind of small, cheaper microunits that are common today around the country. Homeowners in single family zones are also prevented from legally leasing “accessory units” like “granny flats”. And single room occupancy units, or SROs, and basement apartments are still illegal, despite their common use elsewhere. By allowing for all of these to be built or legally used, we will quickly add hundreds-of-thousands of affordable apartments.

## **EMPOWER COMMUNITY**

### **DEVELOPMENT CORPORATIONS**

Community development corporations (CDCs) were a major reason Charlotte was able to build its way out of the fiscal crisis in the 70s and 80s—by granting these local organizations property and funding to bring economic investment to their own neighborhoods. I will fight to do that again to reinvigorate distressed lower-income areas by creating new economic activity and affordable housing.

## **GIVE FAITH-BASED INSTITUTIONS THE TOOLS TO PROVIDE HOUSING**

Faith-based institutions have the social vision and local understanding to advance affordable and supportive housing projects with excess development rights on their own properties, but they also often do not have the financial or technical capacity to do so. I will create collaborative partnerships with faith-based institutions across District 4 to leverage these development rights for a public purpose.

## **PRIORITIZE THOSE WHO NEED SUPPORTIVE HOUSING THE MOST**

Charlotteans in local shelters like Urban Ministries—especially those who lived in Section 8 housing beforehand and were displaced—will be prioritized for supportive housing. So too will young people aging out of foster care, who should be given every chance at starting off adulthood on the right foot.

## **IMPROVE RENT SUBSIDIES TO PREVENT CHARLOTTEANS FROM BECOMING HOMELESS**

Charlotteans on the edge of homelessness and in shelters need far greater assistance than is available now to transition into permanent housing. One way we can accomplish this is by increasing the value of housing vouchers so they reflect the value of the housing that is actually available in our city. There was a time when \$900 for a one bedroom and \$1,100 for a two bedroom was sufficient, but that time is long gone. And when the cost of a person in the shelter system is \$124, and the cost of a family is \$196 per day, increasing the value of vouchers is common sense governing.

# GIVE CITY-OWNED PROPERTY TO NON-PROFIT LAND TRUSTS TO CREATE AFFORDABLE HOUSING

Vacant and underutilized City property is a massive waste of our resources and often a blight on neighborhoods. In the midst of this housing crisis, I will adroitly seek to partner with community land trusts by offering properties to organizations that commit to building permanently affordable housing.

## ESTABLISH UNIVERSAL BROADBAND ACCESS

Access to information should be guaranteed, like electricity and clean water. Yet, after years of promises to close huge gaps in broadband access across the city, Charlotte is still shamefully behind in guaranteeing service—and now students forced to study and learn from home are receiving sub-par or no education at all because of it. I will fight to close the broadband gap by using rezoning powers to require affordable Mandatory Inclusionary Internet, creating incentives for 5G providers to offer affordable access, and forcing cable providers to expand affordable internet offerings to every single low-income Charlotteans using requirements for their City contracts that are already in place. For transparency, Charlotteans will also be able to track progress as companies lay fiber optics in our communities through real-time GIS mapping that will be made available online. And we can use proceeds from our Data Tax on Big Tech to pay for any capital and digital literacy costs needed to ensure access to the Internet. This will allow for us to create the remote learning option students need and deserve, while also providing telehealth services to far more Charlotteans during the pandemic.

### BIG STEP

## RESTRUCTURE THE PROCESS TO HELP CHARLOTTEANS WHO ARE BEHIND ON THEIR RENT

Currently, when Charlotteans fall on hard times and are behind on rent, their options to get help involve navigating a long trail of red tape and bureaucracy with rent relief programs. It is an unnecessarily demoralizing process to endure multiple long application processes while feeling the threat of eviction. Rent relief programs largely need similar information from applicants such as amount owed, proof of residence, and a summary explaining the hard times fallen upon. I will fight for a common application for those in need of rent relief. It will also allow an applicant to go to one place to see the status of their various applications for help with paying back debts.

## **CREATE LIVE/WORK COMMUNITIES**

Neighborhoods that have a healthier mix of residential, commercial and retail space have done better than single-use areas in the city during the pandemic because people are traveling less. Live/work communities also use City resources more consistently and efficiently, are more resilient to economic downturns, and can be safer because they are in constant use.

## **ALLOW BUILDING INSPECTIONS BY DRONES**

One of the most expensive regulatory costs and biggest potential slowdowns for any building developer is the inspections process—and those costs either stall growth or are eventually passed on to tenants. Drones can and should be used to cut costs by performing inspections much more efficiently and cheaply.

## **INVEST CHARLOTTEANS' TAXES IN CHARLOTTEANS**

We will increase the local economy by prioritizing procurement of locally provided services and city-made products for City contracts, and by adjusting building and zoning rules to speed the growth of local manufacturers and producers. We will also engage in a “Loyal to CLT” marketing campaign to remind Charlotteans what great products and services are available to them that are made and provided right in their own city. And we will report quarterly the percentage of City contracts that are held by out-of-state vendors.

## **SELL CHARLOTTE'S AIR RIGHTS TO RAISE BILLIONS FOR STRUGGLING TENANTS**

By selling the developable “air rights” over CHARLOTTEHA properties to builders within the same community district, we will raise up to \$8 billion that can be used to make badly needed repairs and quality of life improvements for Charlotte’s struggling tenants. District 4 community developers—especially non-profit groups—should get first shot at these air rights if they want them.

## **GET MORE MONEY OUT OF THE FEDERAL GOVERNMENT FOR CITY HOUSING**

District 4 tenants are understandably skeptical of the City program to get more money out of the federal government by transitioning some complexes to private management under the PACT to Preserve program. But the program can also unlock billions of dollars to improve their homes. To raise needed revenue and give tenants more control over the process, we will provide free legal counsel to tenants going through the conversion. This will ensure that tenants can select an attorney who they trust to fight for their needs and the confidence that they will end up with the better housing that is promised.

## **KEEP DISTRICT 4 TENANTS INFORMED TO HOLD ELECTED OFFICIALS ACCOUNTABLE**

Charlotte is particularly slow about progress on repairs and its own spending. This has led to unacceptable conditions and huge deficits. I will apply crystal clear transparency through constant reporting of progress on apartment and building repairs, as well as spending, posted in real-time through a dashboard. I will also do an audit to see what budgeted money has actually been spent. And I will promote further transparency and tracking by placing QR codes on buildings as a way for anyone to point, click and track progress.

## **ADOPT PET-FRIENDLY HOUSING POLICIES**

According to a study by the ASPCA, housing-related issues are the number one reason renters give up their pets. University is an area of renters, and housing that is owned or operated by City approved zoning should not displace the cost of caring for animals on yet another City system—our animal shelters. By adopting pet-friendly policies in our City-owned and operated housing systems, we can keep pets out of the animal shelter by keeping them where they belong—with the people who love them.

## **CREATE A LIVABLE DISTRICT FOR DISTRICT 4 CITIZENS OF ALL ABILITIES**

Every District 4 resident has the right to enjoy our district and to have access to the same basic quality of life as their neighbors. Yet many of the District 4 citizens who live with a disability are prevented from easily using City buildings, streets, and even housing because their needs have not been prioritized. So I will conduct a district-wide audit of City infrastructure and properties—including cultural institutions and other groups that lease District 4 property—to determine where those needs are not being met, and then turn that into a plan for action.



**AN  
EMPOWERED  
DISTRICT  
EMPOWERMENT**



# **MOVE FROM CRADLE-TO-CAREER TO PRENATAL-TO-CAREER**

It is true that early childhood development is critical and that attention on the 0-3 ages must increase significantly, including much greater options for childcare, healthcare and education. But we need to go even further and recognize that an expectant mother's health and environment during pregnancy can be just as critical to the health and ability of a child. That is why I will make District 4 the best example in the prenatal-to-career approach, with a much more comprehensive district-wide program for expecting moms and families that links them to vital resources such as healthy foods, prenatal classes and doulas.

# **ADVOCATE TO THE COUNTY TO OPEN UP SCHOOL BUILDINGS TO THE COMMUNITY**

Many useful school spaces lie dormant before and after school hours, as well as on the weekends because extended use permit fees are a barrier to entry for those serving the underserved. After years of advocacy, I will fight to pilot a program through the County to provide community-based organizations with greater access to the use of school facilities, without incurring the cost of space usage. I will fight to expand this effort to reach a greater number of CBOs that provide cultural, sports, or enrichment programming for youth.



# A DISTRICT OF SOLUTIONS

Transportation &  
The Environment



# TRANSPORTATION

## BUILD OUT A STATE OF THE ART BUS TRANSIT SYSTEM

Charlotte can't build its way out of congestion so we must use our existing roadways more efficiently. The fastest way to do this is to prioritize the infrastructure that Charlotte controls, namely its street network. We must act quickly to improve the commutes and quality of life for thousands of Charlotteans through re-envisioning our streetscape. This means striping more bus lanes, building an interconnected Bus Rapid Transit system starting on roadways with service roads in transit deserts, and creating more busways throughout Charlotte.

### BIG STEP

## BUILD SHARED ELECTRIC BIKE AND SCOOTER NETWORKS FOR TRANSIT-STARVED COMMUNITIES

Millions of Charlotteans—mostly people of color in lower-income and middle-income communities—are not within walking distance of the BlueLine or Silverline and do not have access to decent public transit options. LimeBike says it will close some of those gaps—but it is right now largely in higher-income areas. To connect underserved communities to mass transit and allow them to get around their communities and connect to transit more easily, I will create a district-wide network of shared electric bikes and scooters that prioritizes those Charlotteans disconnected from transit.

## COMPEL CAPITAL FUNDING TO BIKE SHARE EXPANSION

Charlotte is home to several bike and scooter share systems that do not receive public subsidy. To quickly expand our bike and scooter share system to neighborhoods across District 4 that are transit deprived, I will fight to get the city to upfront capital costs for private providers.

## **BE INNOVATIVE ABOUT BUILDING SAFE**

### **BYWAYS FOR BIKES**

In addition to building out protected bike lanes throughout the district, I will also find unused space such as road space under elevated highways and railways that can become bicycle superhighways.

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### **FORM A “SAFE ROUTES TO PARKS” PROGRAM**

Build out protected bike and pedestrian infrastructure to safely connect neighborhoods far from large open spaces to destination parks.

### **MAKE DISTRICT 4 MORE INVITING AND LIVABLE BY MAKING IT MORE WALKABLE**

I will pedestrianize more of the district where there are multiple transit options and where we can discourage car use to attract visitors with more open space and open markets, while improving public safety and making the city more livable for its residents.

### **RECAPTURE LAND LOST TO HIGHWAY PROJECTS**

District 4 can't grow more land so we must recapture lost land. Green infrastructure, whether it's large rain gardens or plants along a street median, has the same purpose as big storm sewers: to manage large amounts of water that can build up during heavy rains. Plants and soil absorb and slow runoff from rainstorms, while a stormwater drain captures water that runs down a street gutter and diverts it underground into pipes. That means jumpstarting progressive district projects and map and analyze opportunities across District 4 to recapture lost land to reconnect our communities.

### **IMPLEMENT MUNICIPAL CAR SHARE**

I will advocate to implement a municipal car share system so that we can reduce our municipal fleet, and find efficiencies while sharing resources across departments. This will reduce congestion in our northeast/university business districts where many of our departments are located and create more livable communities.



# THE ENVIRONMENT

## LEAD BY EXAMPLE ON CLIMATE CHANGE

The City has placed a number of regulations on industries to meet necessary climate goals. But the City remains behind on achieving its goals for itself, particularly goals related to renewable energy use and emissions. Climate change requires the transformation of multiple sectors, including energy, transportation and food—and these sectors will be tracked and included in further measures to reduce greenhouse gas emissions. But I will also fight to invest significantly in leading by example as a City government, generating our own green energy at wastewater treatment plants and placing solar panels on City buildings. And I will fight to invest in our ability to store energy and use it more efficiently, retrofitting City buildings to reduce greenhouse gas emissions.

**BIG STEP**

# **PAY FOR A DISTRICT-WIDE ORGANICS PROGRAM BY PARTNERING WITH PRIVATE PROCESSORS**

The City needs to reduce its organics collection program as part of its deficit reduction measures for the next fiscal year. The methane released from organic waste in landfills is destroying our environment and speeding climate change. And the cost of sending that waste to states far away increases in cost every year. To offset the cost of the collection program now while we face a budget crunch, I will advocate to guarantee private processors long-term contracts in exchange for picking up the cost of picking up the waste now.

# **PREPARE THE NEXT GENERATION OF GREEN WORKERS**

The green revolution is not just about saving our planet—it's about creating new, good-paying jobs. I will fight to implement a green economy curriculum for our high school students, connect them to internships in this industry, and build a new Career and Technical Education (CTE) school that will focus solely on green technologies and training for the jobs of the future.

# **INVEST IN ELECTRIC BUSES**

To both protect the environment and make an investment that will save the City money on fuel and maintenance savings, we will significantly speed up our conversion to an entirely electric bus fleet. This can be achieved by raising money through the City's capital program to pay for the higher up-front cost of the vehicles against the long-term benefits.

