



# 2021 City of Knoxville Budget Retreat



Mayor Indya Kincannon

February 11, 2021

Virtual by Zoom

# Investing in Knoxville

## Investing in People



**Public Safety**

**Thriving  
Businesses &  
Good Jobs**

**A Clean &  
Resilient Future**

**Healthy &  
Connected  
Communities**



## OUR PURPOSE

Provide a stable foundation for safety, health and the common good



# MY KNOXVILLE



## OUR VALUES

Integrity • Stewardship • Service • Respect • Collaboration  
Learning & Improving • Equity, Diversity & Inclusion

## OUR MISSION

- Provide essential services
- Build and maintain infrastructure
- Facilitate solutions
- Create opportunities

## OUR PRIORTIES

**PUBLIC SAFETY**

**HEALTHY & CONNECTED NEIGHBORHOODS**

**A CLEAN AND RESILIENT FUTURE**

**THRIVING BUSINESSES AND GOOD JOBS**

**GOOD GOVERNANCE**

# Investing in Recovery

The pandemic makes clear:

- Quality City services and amenities are more important than ever.
- Residents and businesses expect local government leadership to address challenges.
- Deferring maintenance of infrastructure short sells our City's future and is not a long-term strategy.



# Investing in Public Safety

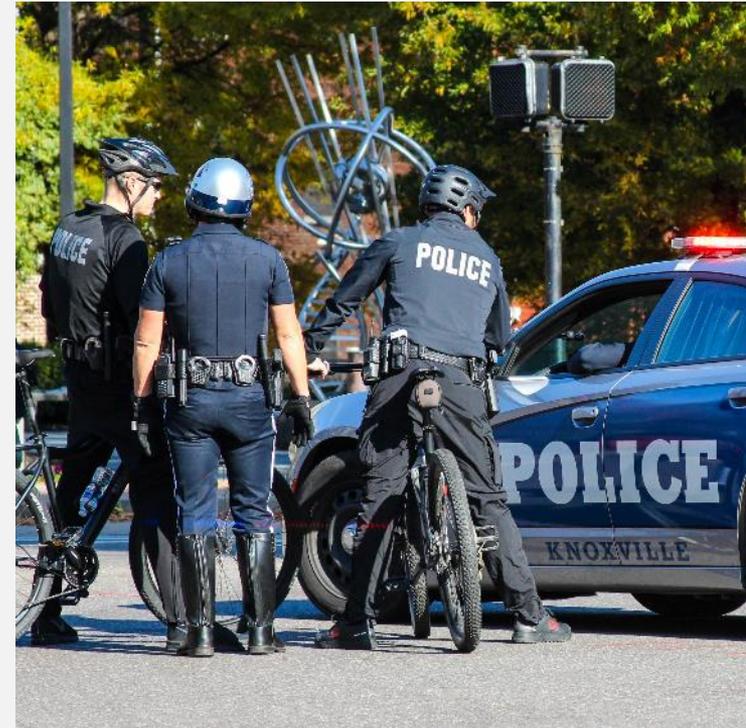


# Public Safety protects all of us.

## Police & Fire Departments

- Comprise 43% of the General Fund budget
- Include over 700 employees
- Respond to over 325,000 calls for service

All departments support public safety.



# Innovation to Improve Public Safety

Cross-departmental and partnership-driven strategies to:

- Interrupt violent crime
- Prevent violent interactions with police
- Address broader socio-economic challenges



# Public Safety: Recruitment & Retention

- Recruitment to replace retiring staff is top and urgent priority for KPD and KFD
- 2021 Recruiting Classes are strong
- Compensation, benefits, and workplace support help attract and retain talent



# Public Safety Complex

\$46.5M investment in Public Safety that stabilizes core City neighborhood

- Target Move In Date: Spring 2022
- Lincoln Memorial University now occupies the tower
- Historic building preserved for redevelopment
- Looking Ahead:
  - Campus green to support entire campus
  - Fulton Public Safety Partnerships





gerial  
innovations  
SOUTHEAST



# Investing in Healthy & Connected Communities



# Healthy & Connected Communities

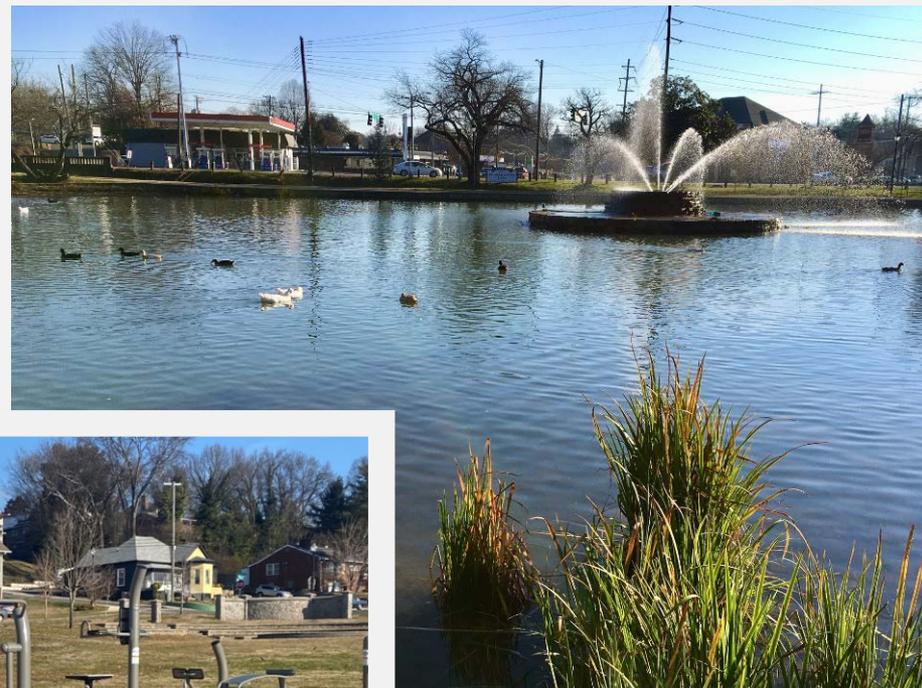
Investing across the City,  
North, South, East and West, to:

- Support high quality & affordable housing
- Improve corridors to serve neighborhoods
- Upgrade park & recreation amenities
- Strengthen sidewalk, greenway, and bike connectivity





Credit: Visit Knoxville



Credit: Dennark



Credit: Inside of Knoxville



**~\$48M Recent Public  
Funding for East Knoxville  
Public Improvements**



Credit: BarberMcMurry Architects, Five Points



# First Creek Corridor Investments

- Connecting North, East, and Downtown Knoxville
  - Morningside Park
  - Science Museum
  - Harriett Tubman Park
  - Austin Homes
  - Magnolia Corridor
  - Burlington
  - Standard Knitting Mill
  - Multi-Use Stadium
  - St. Mary's Campus



# Quality, Affordable Housing is an urgent & growing need.

City Investment of Local & Federal Funds Help:

- Preserve existing affordable housing
- Increase affordable housing stock
- Promote stability & wealth-building through home ownership



# Land Use decisions matter.

- Knoxville needs more single- and multi-family housing to serve diverse incomes.
- Housing along corridors that leverages existing infrastructure is smart growth.
- Private investment can and will lead – but often needs permission – not funding.
- Smart growth supports community services.



# City funds leverage investment.

- Since 2012, City funds of \$55 million have leveraged \$208 million to support 1,550+ affordable units
- Affordable Rental Development Fund: \$12.6M since 2017 → 902 new affordable units



# Knoxville needs continued, stable investment in affordable housing.



- Proposing ordinance to create permanent Affordable Housing Trust Fund with long-term local funding commitment.
- Fund will:
  - Incorporate current and ongoing investments
  - Provide stable funding to secure leverage
  - Offer flexibility to meet evolving needs, with community advisory input

# Housing is the solution to homelessness.

Investment of \$6.8M – including COVID funding –over last 12 months supports:

- Rental Assistance and Rapid Re-housing to prevent homelessness.
- Outreach, emergency shelter, and supportive services for those experiencing homelessness.
- Permanent supportive housing to provide long-term stability.

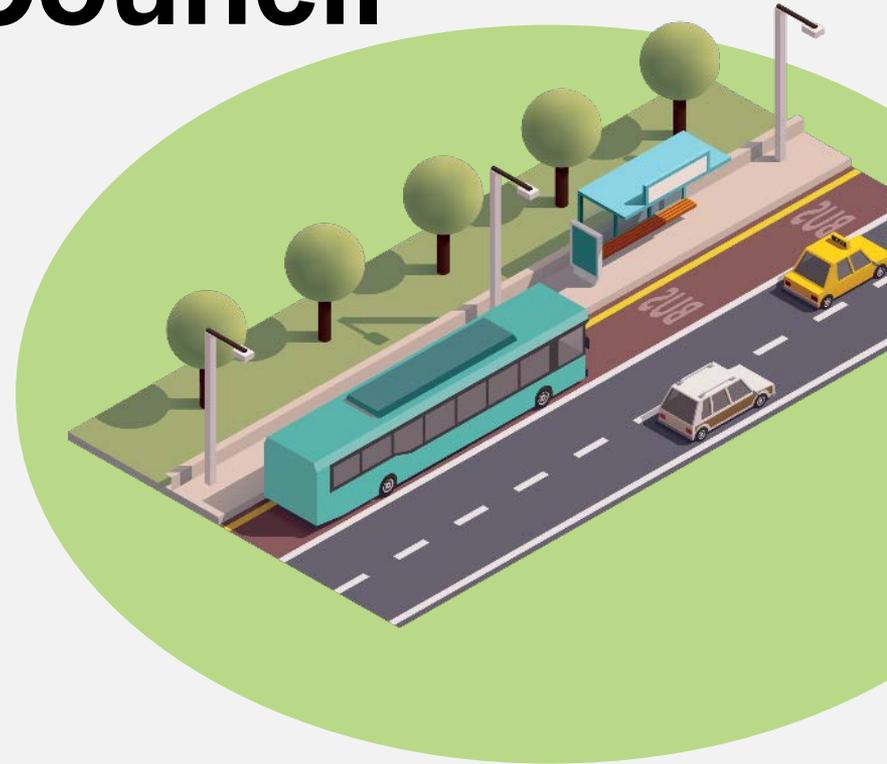
A large array of solar panels is shown from a low angle, extending from the bottom left towards the top right. The panels are dark blue with a grid of white lines. The background is a clear blue sky with some light clouds. The solar panels are installed in a grassy field.

# **Investing in a Clean & Resilient Future**

# Mayor's Climate Council

Top priorities to reduce community emissions:

- Efficient buildings
- Clean energy opportunities
- Alternative mobility options
- Vehicle electrification
- Less organic landfill waste



# City government leads by example.



- On track to meet goal to reduce municipal emissions 50% by 2030
- Top Priorities:
  - Energy use at City facilities
  - Electric fleet vehicles

# Transit is Clean Mobility



- City-wide transit system improvements
  - Youth Freedom Pass
  - Reduced Fare pilot
  - Wi-Fi & location app
  - Bus stop upgrades
  - Electric buses
- Ridership remained strong despite pandemic



# Safe Streets are Green Streets.



- Whether 8 or 80 years old, residents need safe mobility options.
- Infrastructure for walking, biking and transit supports sustainable and equitable mobility.

# Mitigation & Resilience through infrastructure.

City infrastructure helps fight climate change and protects us from it.

- Stormwater maintenance & improvement
- Urban forest protection and expansion



*Photo credit: Adam Taylor Gash, Suttree Landing Park*

Investments matter most for those who are most vulnerable.

# Investing in Business & Careers



*Photo credit: Pellissippi State Community College*

# Partnerships drive regional prosperity.

Knoxville Chamber leads workforce and economic development.

- EKnox & Broadband Access
- 100 Knoxville
- Proof Incubator Restaurant Recovery
- African American Equity Restoration Task Force



*Knoxville Chamber Path to Prosperity*

# City investments support jobs.

- PILOTs support new job creation throughout the City.
- Improving Development Services supports private investment.
- Small Business & Diversity Outreach increases City spend with diversity business enterprises.
- Apprenticeships, internships, and career programs (i.e. Fulton Public Safety) create opportunity.

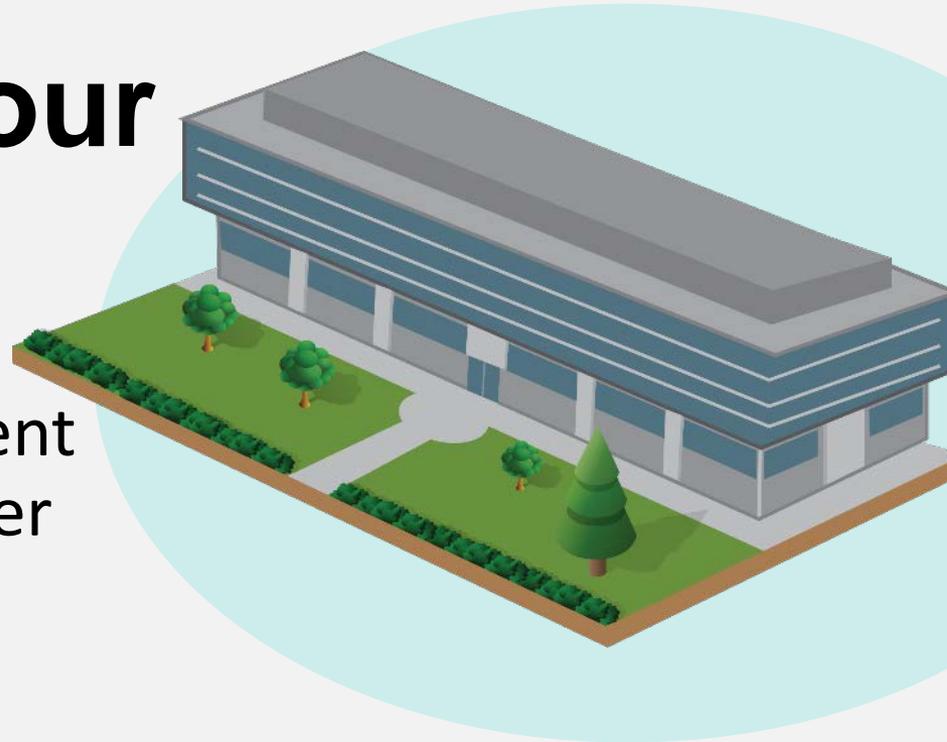


# Good Governance



# Employees are our greatest asset.

- Human Resources Department helps us be a model employer
  - HR Transition
  - Employee Compensation
- Excellent benefits have helped us navigate pandemic challenges
- Equity matters. We can address disparities in hiring & procurement decisions.



# Looking Ahead



- Residents and business expect high quality services and great public amenities.
- Creative and partnership-driven solutions can help address local challenges
- Addressing deferred maintenance of infrastructure and other key public assets is critical.

# FY22 Budget Timeline

February 11, 2021	Budget Retreat
March, 2021	Mayor available to meet individual council members
March 23 – 25, 2021	Mayor's Budget Hearings
April 23, 2021	Mayor's State of the City Address
May 4, 2021	First reading of proposed budget & tax ordinances
May 13, 2021	Knoxville-Knox Planning Commission Hearing on CIP
May 13 – 14, 2021	Legislative budget hearings
May 14, 2021	Public Hearing
May 18, 2021	Second reading of proposed budget & tax ordinances
June 15, 2021	Last possible day to approve Budget/Tax Ordinances
July 1, 2021	New Fiscal Year Begins

# Discussion



**Public Safety**

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