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UNC Charlotte Marriott Conference Center and Hotel
9041 Robert D. Snyder Rd, Charlotte, NC 28262
January 30, 2023
9:30 a.m. – 6:00 p.m.

Welcome and Overview	9:30 – 9:45	Mayor Lyles Marcus Jones, City Manager
Reflection and Looking to the Year Ahead <i>Round robin discussion</i>	9:45 – 10:45	Mayor and Council Facilitator
Budget Outlook <i>FY 2022 Year End, FY 2023, FY 2024 outlook</i>	10:45 – 11:15	Staff
BREAK	11:15 – 11:30	
Council Priority Setting <i>Discuss, amend or reaffirm priorities</i>	11:30 – 12:30	Mayor and Council Facilitator
Arts and Culture (Working Lunch) <i>Council discussion and feedback on potential funding approaches</i>	12:30 – 1:30	Mayor and Council Staff Facilitator
Future of Mobility <i>Goal is to get consensus on pathway forward</i>	1:30 – 3:30	Mayor and Council Staff Facilitator
Federal and State Priorities	3:30 – 4:30	Mayor and Council Staff
BREAK	4:30 – 4:45	
Wrap Up and Adjournment <i>Key Takeaways</i>	4:45 – 5:30	Mayor and Council

UNC Charlotte Marriott Conference Center and Hotel
9041 Robert D. Snyder Rd, Charlotte, NC 28262
January 31, 2023
9:30 a.m. – 1:00 p.m.

Welcome and Agenda Overview	9:30 – 9:45	Mayor Lyles Marcus Jones, City Manager
Planning for the Future <i>Council discussion on UDO and Community Area Planning</i>	9:45 – 10:45	Mayor and Council Staff
BREAK	10:45 – 11:00	
Impact of Tourism in Charlotte <i>Panel discussion</i>	11:00 – 12:00	Mayor and Council Staff Tom Gabbard, Blumenthal Performing Arts Tom Murray, CRVA Vinay Patel, SREE Hotels Adam Sperling, Quail Hollow Club Fred Whitfield, Hornets Sports and Entertainment
Closed Session (<i>Working Lunch</i>)	12:00	

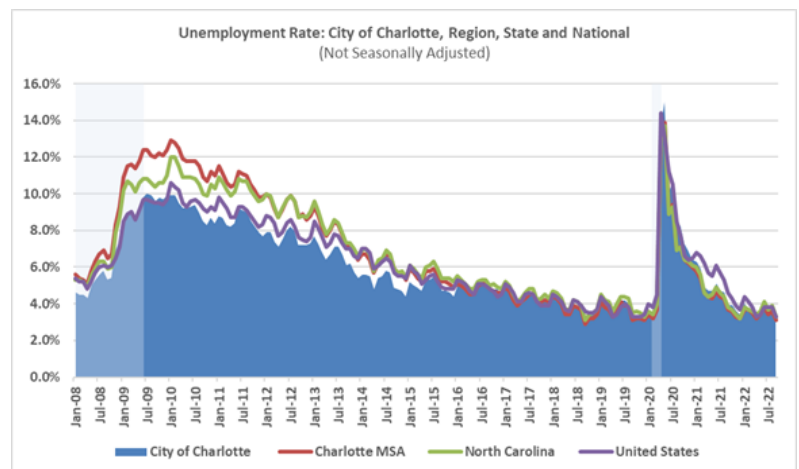
About the Report and Highlights

This report provides latest economic data for the national, state, and the Charlotte region (Charlotte Metropolitan Statistical Area). Economic indicators include factors such as unemployment, employment, housing and residential construction, sales tax revenues, consumer and small business confidence, real gross domestic product, and consumer price index. Some key highlights of the report include:

- The City of Charlotte’s unemployment rate in November 2022 was 3.7 percent
- The Charlotte MSA nonfarm employment increased in December 2022 by 4.6 percent which represents about 31.4 percent of the state total job growth over the last 12 months
- City of Charlotte’s median home sales price increased by 8.2 percent and number of homes sold decreased by 42.6 percent in December 2022 compared to December 2021
- The number of housing units permitted in the City of Charlotte in the first nine months of 2022 increased by 16.7 percent compared to the same time period last year increasing from 9,395 units permitted in the first nine months of 2021 to 10,968 units
- General Fund Sales tax revenue grew by 15.7 percent in the first four months of FY 2023 compared to same time period last fiscal year
- Consumer confidence rose sharply in December 2022 as consumers had a favorable view of the economy and jobs while small business optimism fell primarily due to inflationary concerns
- Between 2020 and 2021, Charlotte MSA GDP grew by 6.6 percent; a growth rate better than that of the nation’s which grew at 5.9 percent but lower than that of the state of North Carolina which grew by seven percent over the same period
- Compared to December 2021, consumer price index increased by 6.5 percent in December 2022, not seasonally adjusted. The food component of the index grew by 10.4 percent, the energy component by 7.3 percent and all items less food and energy grew by 5.7 percent

Unemployment

The City of Charlotte’s unemployment rate (not seasonally adjusted) stood at 3.7 percent in November 2022, rising by 10 basis points from 3.6 percent compared to November 2021. The Unemployment Rate chart highlighted shows month-over-month unemployment rates, not seasonally adjusted. Charlotte region’s unemployment rate stood at 3.5 percent in July 2022, a rate lower than that of the city and the state’s which stood at 3.8 percent.



Source: Bureau of Labor Statistics and North Carolina Department of Commerce
December 2022 numbers are preliminary estimates and subject to revision

Unemployment Rate: Charlotte Regio and Comparison Areas			
	Nov-21	Nov-22	Percent Change
Charlotte MSA	3.6%	3.5%	-2.8%
Raleigh MSA	3.1%	3.2%	3.2%
Winston-Salem MSA	3.6%	3.7%	2.8%
Atlanta MSA	2.9%	2.7%	-6.9%
North Carolina	3.4%	3.2%	-5.9%
United States	3.9%	3.4%	-12.8%

The national unemployment rate was 3.4 percent, down from 3.9 percent in November 2021. The latest national unemployment rate remains close to a historic low at 3.4 percent.

The broadest measure of underemployment, which includes workers who are out of the labor force but would take a job if offered and workers who are working part-time but would prefer full-time work, also fell to its historic low levels at 6.7 percent.

Source: Bureau of Labor Statistics and North Carolina Department of Commerce
November 2022 numbers are preliminary estimates and subject to revision

Jobs and Employment

Statewide nonagricultural employment (seasonally unadjusted) increased year-over-year in December 2022 by four percent adding 186,400 jobs, totaling 4.9 million jobs – up from 4.7 million jobs. The Charlotte MSA nonfarm employment increased year-over-year in December 2022 by 4.6 percent (adding 58,500 jobs) to 1.34 million jobs, up from 1.28 million jobs compared to December 2021. This increase of 58,500 jobs represent about 31.4 percent of the state’s total job gain over the period.

Year-over-Year Job Change and Growth in Select Industries, December 2022 (Not Seasonally Adjusted)				
Industry Sector	Charlotte MSA		North Carolina	
	Change	Growth	Change	Growth
Construction of Buildings	900	6.3%	3,400	6.4%
Manufacturing	2,000	1.9%	7,900	1.7%
Trade, Transportation & Utilities	6,100	2.2%	6,000	0.6%
Information	100	0.4%	2,800	3.5%
Financial Activities	7,100	6.2%	13,000	4.7%
Professional & Business Services	9,700	4.4%	43,500	6.3%
Management of Companies & Enterprises	1,700	4.0%	1,400	1.8%
Education & Health Services	8,000	6.2%	29,700	4.6%
Leisure & Hospitality	17,000	13.3%	47,100	9.9%
Other Services	2,800	6.0%	10,000	6.1%
Government	1,200	0.8%	14,500	2.0%
Federal	(300)	-2.8%	800	1.0%
State Government	(200)	-1.0%	(4,900)	-2.4%
Local Government	1,700	1.3%	18,600	4.1%
Total Nonfarm	58,500	4.6%	186,400	4.0%

Source: US Bureau of Labor Statistics

The Charlotte MSA is adding jobs at a faster pace than the state and the nation. Total nonfarm employment increased by 2.9 percent at the national level, a rate lower than that of the Charlotte MSA which increased by 4.6 percent over the same period.

In the Charlotte region, job gains were recorded in every sector except in the Federal and State Government sectors. The table above provides a breakdown of year-over-year job change and growth in select industry sectors between December 2022 and December 2021. Federal employment fell by 2.8 percent losing 300 jobs and State Government employment fell by one percent losing 200 jobs. Construction of Buildings, Financial Activities, Professional and Business Services, Management of Companies and Enterprises, Education and Health Services, Leisure and Hospitality, and Other Services all grew by at least four percent over the period. At the state level, Construction of Buildings, Financial Activities, Professional and Business Services, Education and Health Services, Leisure and Hospitality, Other Services and Local Government sectors saw a growth of at least four percent over the one-year period.

Firm Relocations and Expansions, Third Quarter 2022

The Charlotte Regional Alliance publishes the Growth Report every quarter which tracks announced openings, hiring, investments and expansions of private sector businesses in the Charlotte region. This report captures only major gross increases in jobs (including announcements); it does not account for smaller new or expanded businesses, firm closures, or workforce reductions.

In the third quarter of 2022, the Charlotte Regional Alliance reported an addition of more than 300 jobs by 15 projects making \$102 million in capital investments in the Charlotte region.

There was a total of 71 projects and companies representing over 7,500 net new jobs with capital investments totaling almost three billion dollars over the last four quarters. The quarterly capital investment table above provides a breakdown of jobs and investments by quarter since the fourth quarter of 2021.

In the third quarter of 2022, nearly 75 percent of the announced jobs and investments came from existing businesses in the region with most of the announcements being in the manufacturing and distribution sectors.

Quarterly Capital Investments - Charlotte Region			
Quarter	Projects	Jobs Announced	Capital Investments Announced (\$M)
Q4 2021	26	1,640	\$364.9
Q3 2022	16	4680	\$2,181.6
Q2 2022	14	985	\$304.1
Q3 2022	15	319	\$102.4
4-quarter Total	71	7,624	\$2,953

Source: The Growth Report, Charlotte Regional Alliance, January 2023

Charlotte Area Housing Market

Home Sales Activity

The City of Charlotte's year-over-year home sales decreased by 42.6 percent from 1,113 homes sold in December 2021 to 641 homes sold in December 2022. For the entire Charlotte region, that rate fell by 37.7 percent over the same period. For the Charlotte region, average sales price increased by 7.3 percent. The average sales price of homes sold in the City of Charlotte rose by 10.1 percent in December 2022 from \$451,526 to \$496,911. The number of days a home remained on the market until sale increased from 20 days to 40 days within the city. Homes within the region remained on the market longer than Charlotte specific homes, sitting for an average of 41 days - up from 20 days. The inventory of homes available for sale increased from 1,154 units available in December 2021 to 1,711 homes available in December 2022, an increase of about 48.3 percent. Although inventory has increased, buyers face relatively low housing inventory and high mortgage rates.

City of Charlotte Housing Market Activity						
	City of Charlotte			Charlotte Region		
	Dec-21	Dec-22	Percent Change	Dec-21	Dec-22	Percent Change
New Listings	1,113	641	-42.4%	3,518	2,418	-31.3%
Pending Sales	1,148	694	-39.5%	3,657	2,472	-32.4%
Closed Sales	1,510	867	-42.6%	4,919	3,065	-37.7%
Median Sales Price	\$369,478	\$399,900	+8.2%	\$349,990	\$373,625	+6.8%
Average Sales Price	\$451,526	\$496,911	+10.1%	\$407,272	\$436,920	+7.3%
Percent of Original List Price Received	100.8%	95.3%	-5.5%	100.2%	94.7%	-5.5%
List to Close	78	100	+28.2%	75	99	+32.0%
Days on Market Until Sale (Cumulative)	20	40	+100.0%	20	41	+105.0%
Inventory of Homes for Sale	1,154	1,711	+48.3%	4,206	6,479	+54.0%
Months' Supply of Inventory	0.7	1.4	+100.0%	0.8	1.6	+100.0%

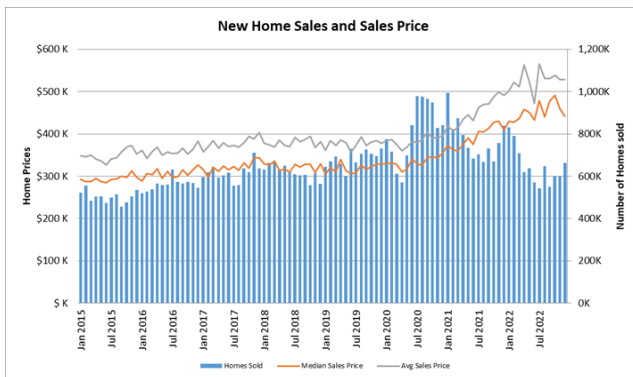
Source: The Charlotte Regional Realtor Association, Local Market Update for December 2022

Data from the Charlotte Regional Realtor Association (CRRA) shows that in December 2022, number of homes sold declined in all of the ten selected cities in the Charlotte region for which data is readily available compared to December 2021. Average sales price increased in eight of the ten cities over the same period with the exceptions of Davidson and Gastonia experiencing decreases. The cities of Davidson, Huntersville, Matthews, Mooresville and Waxhaw are averaging home sale prices greater than the City of Charlotte's. The table, Select Cities Housing Activity highlights findings from the analysis.

Select Cities Housing Activity						
City	Number of Homes Sold			Average Sale Price		
	Dec-21	Dec-22	Percent Change	Dec-21	Dec-22	Percent Change
Charlotte	1,510	867	-42.6%	\$451,526	\$496,911	+10.1%
Concord	211	106	-49.8%	\$372,784	\$374,943	+0.6%
Davidson	42	31	-26.2%	\$705,423	\$647,805	-8.2%
Gastonia	168	109	-35.1%	\$285,716	\$283,099	-0.9%
Huntersville	154	101	-34.4%	\$512,352	\$569,865	+11.2%
Matthews	142	72	-49.3%	\$429,554	\$514,570	+19.8%
Monroe	123	76	-38.2%	\$342,408	\$398,506	+16.4%
Mooresville	171	147	-14.0%	\$568,663	\$573,304	+0.8%
Statesville	90	66	-26.7%	\$262,120	\$263,086	+0.4%
Waxhaw	103	58	-43.7%	\$633,541	\$683,366	+7.9%

Source: The Charlotte Regional Realtor Association, Local Market Update for December 2022

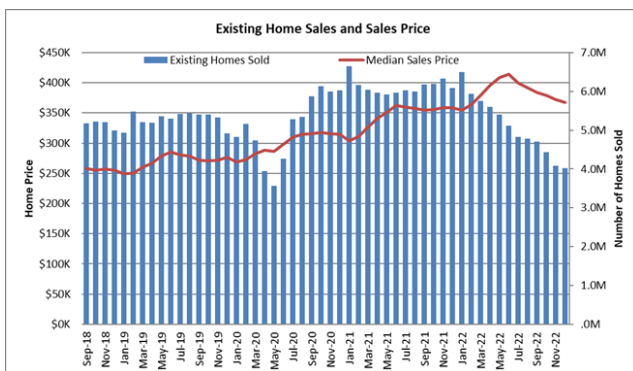
National Housing Market



Source: National Association of Realtors (NAR)

Using a seasonally adjusted rate, sales of new single-family homes in December 2022 were 616,000 compared to 839,000 in December 2021; a decrease of 26.6 percent. Median sales prices of new homes sold increased from \$410,000 in December 2021 to \$442,100 in December 2022, an increase of about 7.8 percent. Average sales prices rose by 7.6 percent over the same period.

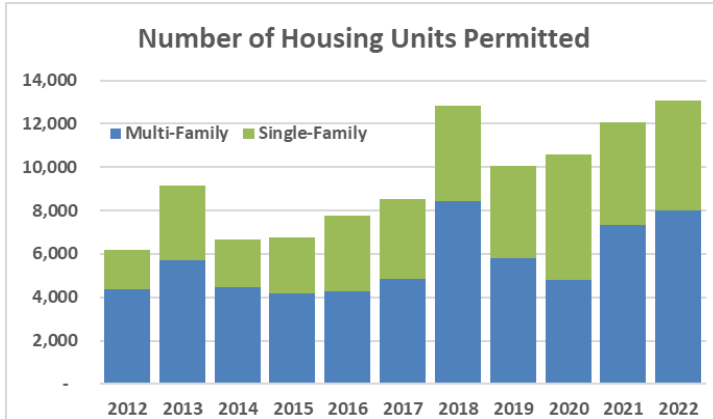
The seasonally adjusted months' supply at current sales rates (number of months) of new homes available for sale increased from 5.6 months to nine months over the same period. New housing stock or inventory available for sale increased from 389,000 to 461,000 units over the same period.



Source: National Association of Realtors (NAR)

At the national level, existing home sales decreased in December 2022 compared to same period last year. Sales of existing homes in September 2022 totaled 4.02 million homes compared to 6.09 million homes sold during the same time last year. With the steady increase in interest rates by the Federal Reserve and the relatively high home prices, buyers are likely staying out of the purchasing market. About 24 percent of people buying homes are buying homes in the price range of \$100,000 to \$250,000 and 27 percent of home buyers are buying homes \$500,000 and above.

Charlotte Residential Building Permits



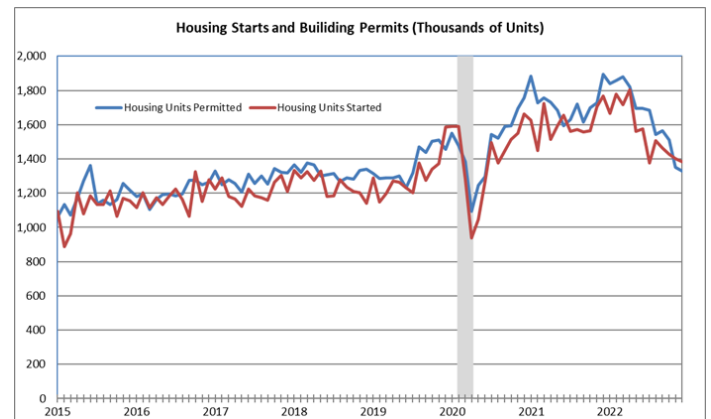
Source: Mecklenburg County's Land Use & Environmental Services Agency

In 2022, total number of housing units permitted in Charlotte increased by 8.4 percent from 12,048 units permitted in 2021 to 13,064 units. Multi-family units permitted increased by 8.9 percent from 7,345 units to 8,001 units; for single-family an increase of 7.7 percent or 4,703 units to 5,063 units was experienced over this period. Comparing 2013 to 2022 annual figures, building permits issued increased by 42.7 percent representing an annual growth rate of about 4.3 percent. Single-family units permitted grew an annual rate of 4.7 percent while multi-family units permitted grew at an annual rate of four percent over the 10-year period.

National New Residential Construction

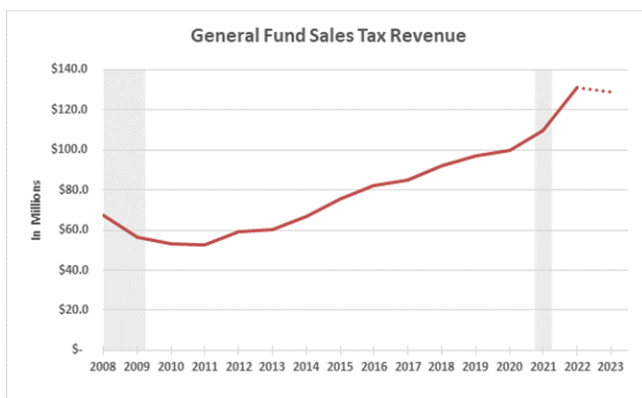
Privately-owned housing units authorized by building permits in December 2022 were at a seasonally adjusted annual rate of 1.33 million, a 29.9 percent decline compared to the December 2021 rate of 1.90 million.

The Census Bureau defines the start of construction when excavation begins for the footings or foundation of a building. In December 2022, housing units started were at a seasonally adjusted annual rate of 1.38 million which represents a 21.8 percent decline compared to the December 2021 rate of 1.77 million.



Source: U.S. Census Bureau HUD January 19, 2023

Sales Tax Revenue

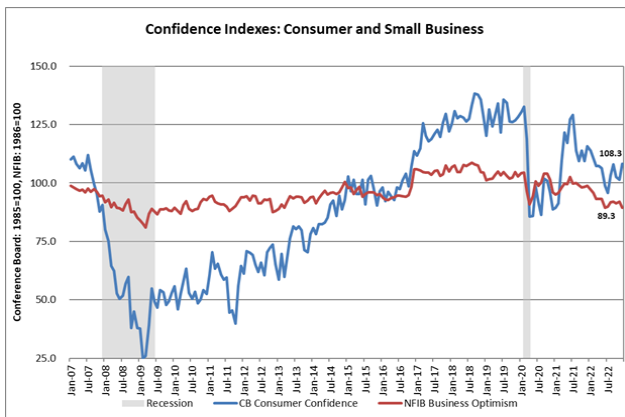


Source: NC Department of Revenue, Local Government Sales & Use Tax Distribution

The North Carolina Department of Revenue which administers the sales tax, reports local government sales and use tax distributions every month. Comparing the first four months of collection in FY 2023 to the same time period in the previous fiscal year, the general fund portion of sales tax revenue increased by 15.7 percent. Consumer spending coupled with high prices of goods and services has helped boost sales tax revenue collections. A key variable affecting the amount of sales tax distributed is sales tax refunds to nonprofit entities that make purchases in the city. Relatively strong consumer demand and higher prices is positively impacting sales tax revenue growth in the short term although demand is tapering as the risk of a recession grows.

Consumer and Small Business Confidence

The consumer confidence index published by the Conference Board measures the degree of optimism that consumers feel about the economy and their personal financial situation. The index is a composite of ten seasonally adjusted components that provide an indication of the health of small businesses. The index increased in December 2022 after consecutive declines over the past two months. The index increased from 101.4 in November 2022 to 108.3 in December 2022.



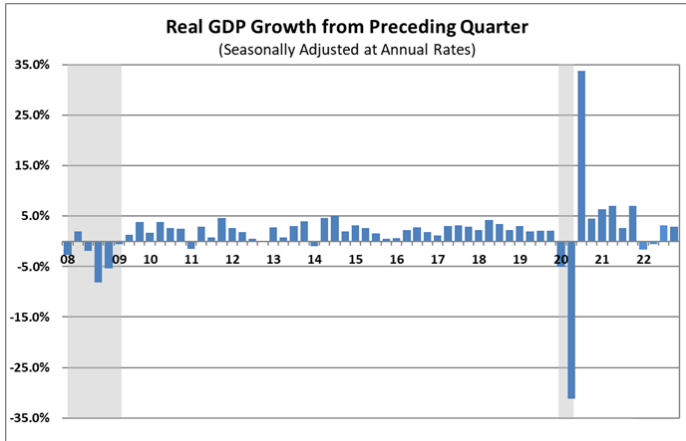
Source: The Conference Board and National Federation of Independent Business

Consumers' assessment of present-day business conditions improved due to consumers' more favorable view of the economy and jobs. Consumer expectations about future conditions also improved based on a less pessimistic view for business and labor market conditions. Inflation expectations fell to their lowest level since September 2021. However, the proportion of consumers planning to make big ticket purchases such as homes, automobiles and other major appliances over the next six months decreased.

In December 2022, the index decreased to 89.8 marking the 12th consecutive month below the 49-year average of 98. The December 2022 survey report showed that the index decreased to 89.8, down 2.6 points from November 2022. The December report showed that eight of the index components declined, one increased, while one remained unchanged. A net 43 percent of small business owners reported raising average selling prices, a decrease of about eight points. A net 32 percent of owners still say inflation remains their single most important business problem; 23 percent reported labor quality was their top business problem. The Confidence Index chart shows the month-to-month fluctuations in both the consumer and small business confidences since 2007 including recession time periods.

Real Gross Domestic Product

The U.S. Bureau of Economic Analysis publishes real Gross Domestic Product (GDP) at the metropolitan statistical area (MSA) level. GDP measures the total value of all goods and services produced within a given area in a particular period of time. Real GDP by MSA is an inflation-adjusted measure of each MSA's gross product that is based on national prices for the goods and services produced within the MSA. Data for MSAs are published annually while data for the nation is published quarterly. Between 2020 and 2021, Charlotte MSA increased by 6.6 percent; a growth rate higher than that of the nation which grew by 5.9 percent but lower than the state of North Carolina which grew by seven percent over the same period.

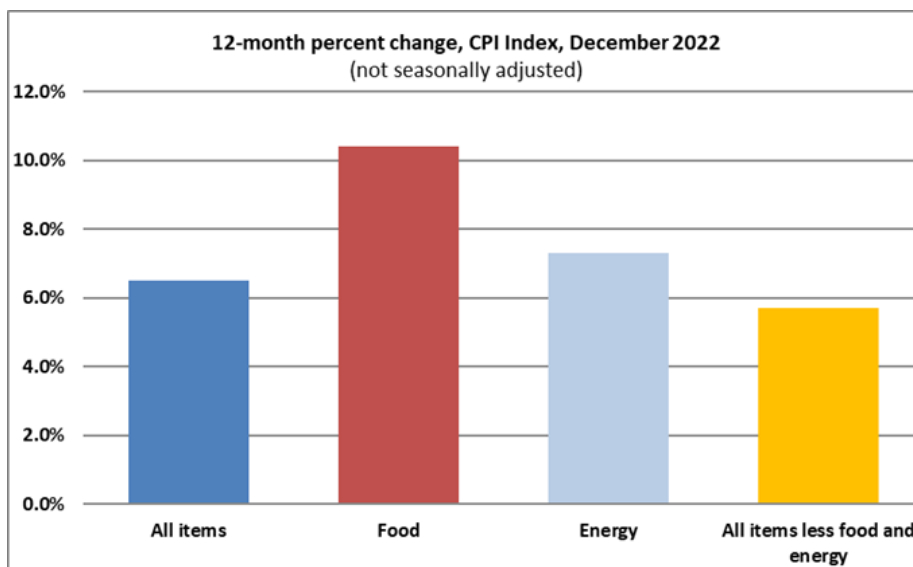


Source: U.S. Bureau of Economic Analysis

At the national level, the Bureau of Economic Analysis reported real GDP increased at an annual rate of 2.9 percent in the fourth quarter of 2022 according to their “advance” estimate after increasing by 3.2 percent in the third quarter. The increase in real GDP was because of positive contributions from personal consumption expenditures (PCE), private inventory investment, nonresidential fixed investment, federal government spending, and state and local government spending. Those increases were partly offset by decreases in residential fixed investment and exports. Imports also decreased.

Consumer Price Index

The Bureau of Labor Statistics (BLS) defines the Consumer Price Index (CPI) as the average change over time in prices paid by urban consumers for a market basket of consumer goods and services. The BLS publishes this data monthly on a seasonally adjusted and seasonally unadjusted basis. In December 2022, CPI for All Urban Consumers (CPI-U) decreased by 0.1 percent on a seasonally adjusted basis after increasing by 0.1 percent in October 2022. Compared to December 2021, CPI-U increased by 6.5 percent, not seasonally adjusted. Among the major expenditure categories, energy increased by 7.3 percent over the 12-month period primarily due to rise in price in fuel oil and energy services. The food expenditure category grew by 10.4 percent and the ‘all items less food and energy’ category grew by 5.7 percent over the same period with notable increases in transportation services including motor vehicle insurance and airline fares.



Source: U.S. Bureau of Labor Statistics

Overview

Council has previously set their priority areas as:

- Great Neighborhoods
- Safe Communities
- Transportation and Planning
- Workforce and Business Development
- Well-Managed Government

Specific focuses within these priorities set a framework for the efforts of staff and Council throughout the upcoming year and guide investments through the annual budget process. At the January 2022 Annual Strategy Meeting, Council reaffirmed six key initiatives:

- Affordable Housing
- Arts and Culture
- Charlotte Future 2040 Comprehensive Plan and the Unified Development Ordinance, including the Strategic Energy Action Plan (SEAP)
- Corridors of Opportunity, including SAFE Charlotte
- Jobs and HIRE Charlotte
- Mobility

While the six initiatives are listed separately and may be discussed in a stand-alone fashion, there is significant overlap in terms of the goals and objectives across all six initiatives. The initiatives – by design – are intended to be supportive of each other.

A recent example of the interconnectedness of these initiatives is the Housing and Jobs Summit. The Council heard from local practitioners from the housing and jobs ecosystem and spent a day discussing and setting priorities within those initiative areas to advance upward mobility for Charlotte’s residents.

The following table, demonstrates the interconnectedness of Council’s priorities and reinforcing that integration across priorities and initiatives is key to making Charlotte the most vibrant city possible. The Well-Managed Government priority stands as a fundamental priority inclusive of a commitment to and focus on advancing equity and safeguarding the environment. The Council will be asked to consider, modify, and/or affirm the six key initiatives below during the 2023 Annual Strategy Meeting.

	Great Neighborhoods	Safe Communities	Transportation & Planning	Workforce & Bus. Development	Well-Managed Government, Equity & Environment
Affordable Housing	P	P	S	S	✓
Corridors of Opportunity (SAFE Charlotte)	P	P	P	P	✓
Mobility	P	S	P	S	✓
Charlotte 2040 and UDO (SEAP)	P	S	P	S	✓
Arts and Culture	S	S	S	P	✓
Hire Charlotte	S	P	S	P	✓
Core Services	✓	✓	✓	✓	✓

P indicates primary relationship, S indicates secondary relationship.

The purpose of this pre-read is to overview current efforts to advance housing-related strategies, including key next steps coming out of the Housing & Jobs Summit held on January 9-10, 2023.

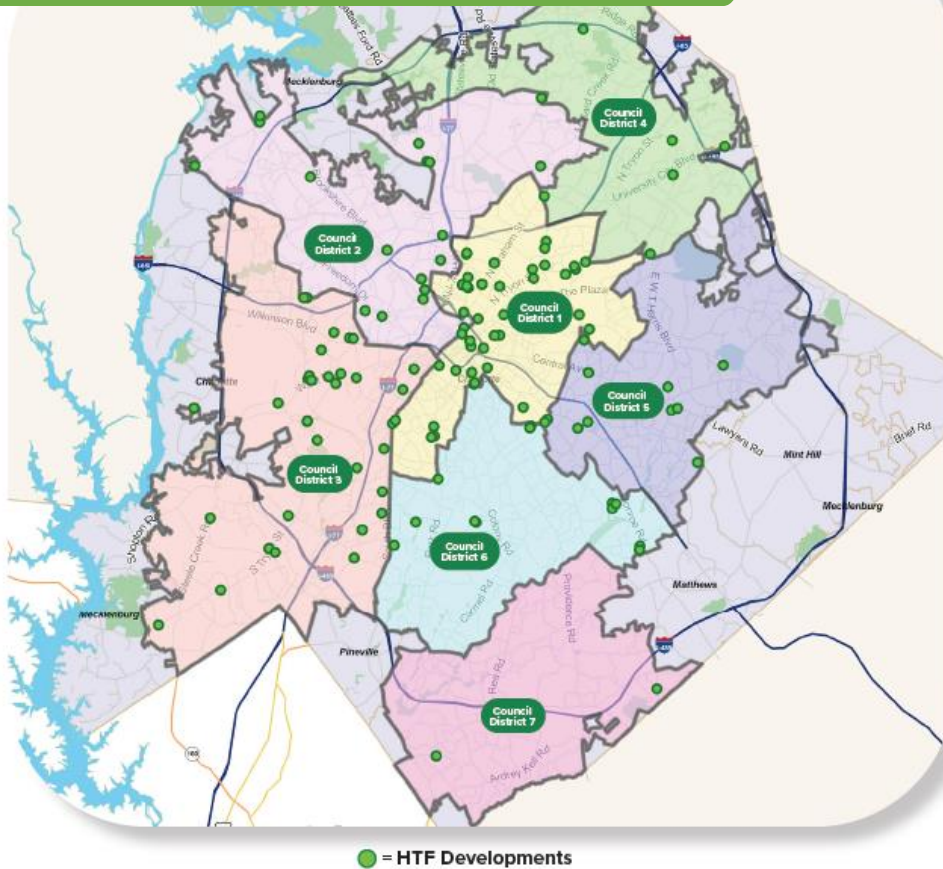
Housing Trust Fund (HTF) Tune Up

In 2022, the 20-year anniversary of the creation of the HTF, staff initiated a “HTF Tune-Up” to identify process improvements and updated approaches to help ensure that the \$50 million of new HTF funds authorized by voters in November 2022 are deployed 1) efficiently (i.e., leveraging partnerships and other funding sources in a challenging market environment) and 2) in alignment with Council’s priorities.

Staff has kept the Housing, Safety and Community Committee informed of the status of the HTF Tune-Up, with the most recent briefing in December 2022. As shared with the Committee, staff is incorporating certain enhancements into the Winter 2023 HTF RFP (posted on January 13, 2023), with additional enhancements planned for the Summer 2023 HTF RFP. Below is a summary of key facets of the [Winter 2023 HTF RFP](#) recently posted (with responses due in February):

- 1 Consistent with recent HTF RFPs, proposals will be accepted for: multi-family new construction, multi-family renovation/NOAH, supportive housing, and single-family or townhome-style new construction (i.e., homeownership).
- 2 LISC has joined the City of Charlotte in the joint RFP, based on LISC’s success raising additional funds to partially replenish its Charlotte Housing Opportunity Investment Fund (CHOIF).
- 3 The City of Charlotte does not earmark a specific amount of funding for each HTF RFP round. Staff will evaluate the Winter HTF RFP responses and provide funding recommendations to Council (in April 2023) based on the merits of the proposals.
- 4 New enhancements/requirements reflected in the Winter HTF RFP include:
 - Council’s Source of Income Protection Policy (approved in 2022) will be applicable to all HTF awards (i.e., requiring fair treatment for households with rental subsidies),
 - At least 10 percent of the units targeted to 30 percent AMI households must be rented to voucher holders,
 - HTF awards will reflect firm funding commitment expiration dates (to avoid having HTF funds unutilized for unreasonably long periods),
 - New construction multi-family developments will be reviewed in two tiers, with projects meeting at least one of the following criteria prioritized for review:
 - Funding request falls under the preferred HTF award limits, or
 - Agree to accept some or all of their award in federal funding, or
 - Eligible and apply for NC Housing Finance Agency Rental Production Program funding, or
 - Eligible and apply for CHOIF funding, or
 - Located in District 6 or District 7.

This is a map of all housing trust fund supported developments throughout the City of Charlotte (2002 – 2022)



In the months ahead, additional enhancements will be evaluated in advance of the Summer HTF RFP. Key ideas under consideration include:

- Issue rolling RFP for NOAH preservation opportunities requiring quick action
- Issue rolling RFP to provide resources for land acquisition to protect affordable housing opportunities in strategic locations
- Actions to help secure longer affordability commitments (e.g., analyze proposed developments with a cost-per-unit-per-year framework)
- Incentivize non-profit ownership or rights of first refusal (i.e., to increase likelihood that affordability will be preserved beyond the initial deed restriction)

Housing and Jobs Summit

Key themes in support of the production and preservation of affordable housing emerged through Council feedback at the Summit as well as numerous housing-related discussions at Committee and Council meetings during the past year. Specific areas of Council interest that staff plan to explore during 2023 and beyond include (note that areas of interest below are not listed in priority order):



Cost of regulation

During the housing-related break-out exercise at the Summit, there was considerable focus on the cost of regulation (imposed by all levels of government) and what actions the City of Charlotte could consider to reduce regulatory burdens that increase the cost of affordable housing projects

Economic mobility for residents in city-supported housing

While this is not a pure housing strategy, many Council members and housing partners reinforced the value of layering traditional housing investments with economic mobility investments (e.g., supports related to jobs, childcare, transportation)

Increase landlord acceptance of rental subsidies/vouchers

Last year, City Council adopted source of income protections for city-supported housing developments. There are additional opportunities to reduce barriers to landlord acceptance of voucher holders in non-city-supported housing, an area of focus consistent with the recommendations of the Council-appointed Source of Income Ad Hoc Advisory Committee that completed its charge in 2022.

Educate communities on tools to mitigate the impact of growth in corporate buyers/landlords

While the city lacks the authority to prevent corporate buyers from purchasing and renting homes, mandatory HOAs in North Carolina can (with the appropriate restrictive covenants in place) take actions to deter corporate buyers. Opportunities exist for the City of Charlotte to advance an education campaign to help neighborhoods understand the tools they could establish or activate to address such concerns.

Identify affordable housing incentives that do not require upfront capital investments by the city

While the HTF continues to be a valuable tool to advance the production and preservation of affordable housing, there are other incentives and funding sources that can be explored as we seek to scale our affordable housing work. For example, a tax increment grant model could be structured to achieve affordable units in market-rate locations throughout Charlotte, with an annual subsidy payment made as a percentage of future incremental property tax revenue created by the new housing development.

Housing and Jobs Summit, Cont.

Advance innovative public-private sector funding models such as “Teamforce Housing”

Under a “Teamforce Housing” model, mixed-use affordable housing units are developed in partnership with a large employer. The large employer would provide gap funding to create affordability in the development, and eligible employees could then access a portion of the affordable units. Atrium Health recently piloted a such a program, in partnership with Ascent Housing, and this type of model directly connects the city’s housing and jobs priorities.

Advance homeownership opportunities for low and moderate-income residents

Opportunities exist to expand City of Charlotte programming such as House Charlotte (down payment and other financial assistance) and the Acquire, Rehab and Resell program (designed to provide affordable for-sale housing with long-term affordability requirements). The City of Charlotte could also explore new innovations to lower the cost of homeownership (e.g., city insured loan models).

Leverage strategic land acquisition and city-owned land for affordable housing

The use of city-owned land for the development of affordable housing is a national best practice to expand the creation of affordable housing. Opportunities exist to advance a strategy that identifies and preserves strategic locations for affordable housing development. This approach could combine the use of city-owned land and acquisition of key sites such as TOD-zoned sites.



Anti-Displacement

Staying in Place

The Housing, Safety, and Community Committee, and City Council, received multiple updates during the past year regarding the efforts to advance the Staying In Place pilot program launched in 2021. Staying in Place is a collaborative approach to provide opportunities to residents who want to stay in their neighborhoods to do so, while preserving housing affordability for future generations. While Staying in Place was launched as a pilot program in three neighborhoods – Hidden Valley, Washington Heights, and Winterfield – in the future, Staying in Place is not meant to be a program that moves from neighborhood to neighborhood, but rather it should become the way we provide holistic services (i.e., everything from housing rehab, to large tree removal, to energy efficiency, to access to supportive services, etc.).

NEST Commission

The Charlotte Neighborhood Equity and Stabilization Commission (NEST) was established in 2022 for a three-year period and is charged with reviewing and recommending specific anti-displacement strategies and tools for protecting residents of moderate to high vulnerability of displacement. NEST has organized its members around three workstreams:

- Understanding the Impacts of the UDO – e.g., density [duplex and triplex] implications
- Lay of the Land – e.g., land acquisition
- Program Improvements and Policy Gaps – e.g., property tax assistance

NEST is positioning its work to have an initial batch of recommendations ready for discussion with the Housing, Safety and Community Committee in the May 2023 timeframe, in conjunction with the anti-displacement strategy referenced below.

Anti-Displacement Strategy

City staff are working with the NEST Commission, community stakeholders, and engaging consultant support to develop an anti-displacement strategy that will be carried forward to the Housing, Safety and Community Committee in summer 2023. The draft strategy will build from the current Housing Charlotte Framework, take into consideration City Council priorities and policies, and be inclusive of recommendations from the Charlotte Future 2040 Comprehensive Plan, the Silver Line Transit-Oriented Development Study, and the Charlotte Neighborhood Equity and Stabilization (NEST) Commission.

A Home for All

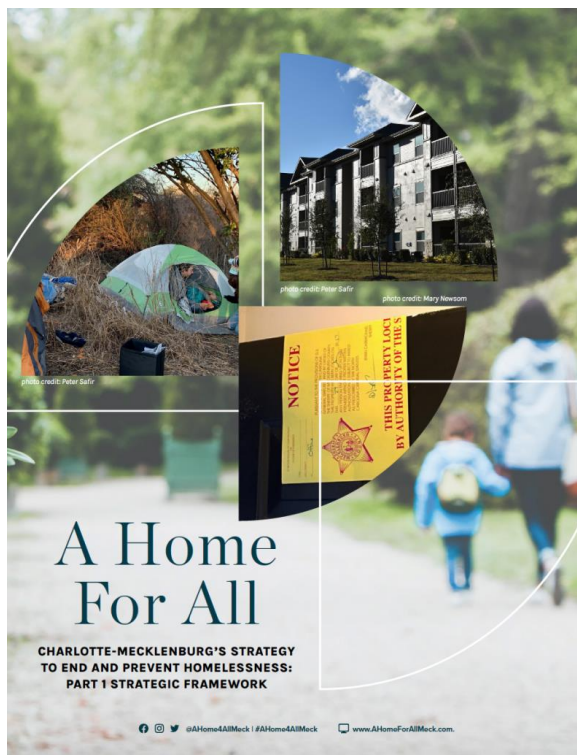
“A Home For All: Charlotte-Mecklenburg’s Strategy to End and Prevent Homelessness” was spearheaded by Mecklenburg County and Charlotte Center City Partners in 2021 as a comprehensive effort to address housing instability and homelessness, with broad representation from the public, private and non-profit sectors.

The long-term aspirational goal of the initiative is to ensure that homelessness is rare, brief, and non-recurring, and that everyone has access to affordable housing and the resources to sustain it.

Mecklenburg County selected the United Way of Central Carolinas to serve as the lead agency responsible for producing and enacting an Implementation Plan to advance this initiative. Working teams will determine prioritized and actionable initiatives that will be included in the final Implementation Plan. The plan will also include a fundraising strategy to support the execution of these initiatives.

The Housing, Safety and Community Committee and City Council will be kept apprised of the status of the Implementation Plan work, and at the appropriate time, any city-related policy and/or funding recommendations expected in the Implementation Plan will be brought forward for Council awareness and consideration.

The Implementation Plan is expected to be finalized in the summer 2023 timeframe. While it is too soon to identify specific areas for focus for the City of Charlotte, there are a few areas on staff’s radar, including:



1. Opportunities, in partnership with Mecklenburg County and local non-profit partners, to address issues related to the homeless population in uptown Charlotte. For example, additional street outreach services and enhanced capacity for day services centers (to provide members of the homeless community with access to bathrooms, bathing, and laundry facilities, etc.).
2. Opportunities to support domestic violence survivors facing housing challenges, through greater shelter capacity devoted to domestic violence victims, and/or tenant-based rental assistance programming targeting domestic violence survivors.
3. Opportunities to support new initiatives being advanced by local partners with proven track records (e.g., Roof Above and Salvation Army).
4. Opportunities to advance innovative solutions, such as tiny homes, for transitional housing.

Summary of Available Housing Funding as of January 19, 2023

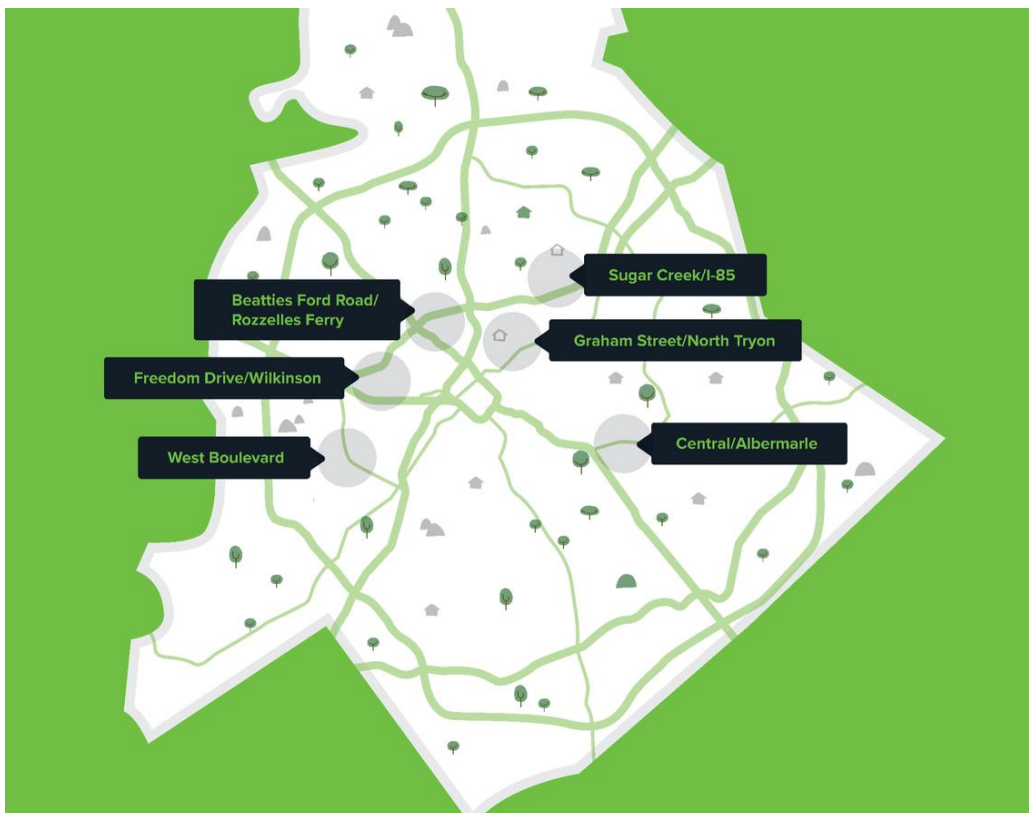
Source	Current Balance	Notes
Housing Trust Fund	\$50.0m	
American Rescue Plan	\$23.7m	Current balance derived as follows: beginning balance of \$47m, net of- 1) \$11.3m approved to address HTF funding gaps, 2) \$8m approved for Peppertree NOAH, and 3) \$4m related to two RCAs on the January 23rd Business Agenda.
PAYGO	\$4.5m	Reserved for anti-displacement efforts (with emphasis on Corridors of Opportunity).
Emergency Assistance (federal stimulus)	\$2.0m	Funds reserved to address sudden displacement events.
HOME-ARP (federal stimulus)	\$2.0m	Funds must be used in support of residents that are homeless or at risk of homelessness.
Total	\$82.2m	

Note: in addition to the funds referenced above, the city also receives yearly federal allocations (i.e., CDBG, HOME, ESG, and HOPWA) that are used to fund a wide range of city housing programming such as down payment assistance, rehabilitation, and homeless services.

Framework

The City of Charlotte's Corridors of Opportunity (Corridors) program has coordinated over \$70 million in investments to create safe, prosperous communities in six key corridors within Charlotte to build legacies for future generations. The six corridors are West Boulevard, Beatties Ford/Rozzelles Ferry; Sugar Creek/I-85; Graham Street/North Tryon, Central/Albermarle; and Freedom Drive/Wilkinson.

The program is tied into the Mayor's Racial Equity Initiative, a public-private partnership that is working towards an equitable city that achieves racial equity, social justice, economic opportunity, and upward mobility. The initiative strives to provide solutions-driven, measurable strategies that produce equitable access, opportunities, treatment and outcomes for Charlotte's communities of color.



Vision

Community-
Strengthening connections amongst residents and businesses to catalyze growth.

Legacy-
Ensuring success for generations to come, short term and long term.

Prosperity-
Providing each corridor with resources and services that sets the corridor and its residents up for success.

Why These Six Corridors?

The City of Charlotte has one of the most prosperous economies in the nation, but there are areas in Charlotte that struggle with high levels of poverty and unemployment. The Corridors of Opportunity include six areas of historic underinvestment. Communities of color represent nearly 80 percent of residents in the six Corridors of Opportunity. Corridor residents also tend to be younger than the city as a whole. Youth/young adult unemployment is high in the corridors (e.g., 1 in 3 residents aged 16-24 in Beatties Ford corridors are unemployed.)

Over the course of 2022 the city built a Corridors of Opportunity Team to further the work and focus the strategic goals of the program as targeted implementation of the Charlotte Future 2040 Plan. The goals and themes of the corridors are organized within six of the 10 Goals in the 2040 Plan:

- Connecting the Natural and Built Environment; Diverse and Resilient Economic Opportunity; Housing Access for All; Retain Culture and Identity; Safe, Active, and Healthy Communities; and Safe and Equitable Mobility

To support the city's work, a Corridors Implementation Team has been created, spanning multiple departments, including Economic Development (ED), Housing and Neighborhood Services (HNS), Planning, Development, and Design (PDD), Charlotte Area Transit System (CATS), Charlotte Department of Transportation (CDOT), Charlotte Water, Charlotte Mecklenburg Police Department (CMPD), City Manager's Office, Charlotte Communications and Marketing (CC&M), General Services (GS), and Innovation and Technology (I&T).

This exciting time for Corridors reiterates the importance of cross-collaboration internally and externally. While the city team is hard at work in the Corridors of Opportunity, there is also coordination with local non-profits and private entities to have a boosted impact. The success of this program is contingent on the hard work of partners who are investing time, resources, and expertise to this initiative. Organizations like the Local Initiatives Support Corporation (LISC), the Knight Foundation, United Way, YMCA, Foundation for the Carolinas, Wells Fargo, Lowe's and more are partnering to expand the overall impact.

A Year of Engagement, Project Planning, and Implementation

Since the Summer of 2020, the City of Charlotte embarked on transformational work in six historically under invested Corridors. The pivotal work includes collaboration amongst a total of more than eight city departments, Mecklenburg County, non-profits, and for-profit corporations working together to make systemic changes and build opportunity in each corridor.

While the initiative gained speed with implementation during the pandemic (2020-2021) in West Boulevard and Beatties Ford, in 2022 the team and community further accelerated progress. In 2022 two corridor playbooks and road maps were completed in Albemarle and Sugar Creek Road, along with full engagement in North Tryon/ North Graham and key external partnerships were formed.

The past year has been focused on building the team, prioritizing the work and moving it forward, and the upcoming year will be geared around implementation and completing planning for all six corridors. The Corridors Core Team looks forward to working with residents, business owners and community members to create and measure impact.



In October 2020, Charlotte City Council unanimously voted to approve the six recommendations identified in the SAFE Charlotte report. Since that time, the city has taken an “All In Approach” to reimagine policing while working collaboratively with our community partners to address safety in our neighborhoods. The Charlotte community understands that a safer Charlotte goes beyond changes to public safety and policing. It means investing with partners to identify and address systemic challenges to ensure a community of equity and opportunity.

SAFE Charlotte Recommendations



- Provide \$1 million from the city’s current budget to help Charlotte-based non-profits address violence in the community.
- Work with an external partner to develop a comprehensive recommendation to convert low-risk sworn duties to non-uniform units.
- Work with an external partner to provide an independent analysis to include areas such as police-civilian contact and police calls and responses.
- Expand the Community Policing Crisis Response Team (CPCRT) and develop a non-sworn officer responder model for mental health and homeless calls.
- Engage a university or independent organization to evaluate selected youth programs on an annual basis.
- Enhance recruitment efforts and develop a program to provide additional residency incentives to officers living in priority areas, including a down payment incentive.

Supporting Reimagining Policing - Our Progress

- Launched the civilian response: the Community Assistance: Engage, Respond, Support (CARES) Team where mental health clinicians respond to low-risk calls for service
- Doubled the number of co-responder teams from six to 12. These teams pair a clinician with an officer to respond to higher-risk mental health calls
- Improved internal police processes to identify officers who exhibit disproportionality in their interactions with the community
- Enhanced data collection for youth programs in preparation for an external evaluation for program efficacy
- Strengthened reporting for Internal Affairs and Use of Force and increasing publicly available data
- Added four civilian positions at the Training Academy, and have filled three positions
 - One Training Specialist
 - Two Division Training Specialist (one is currently vacant)
 - One Law Enforcement Training Specialist

Addressing Violence with our Community



- Invested \$3m over three years to partner with community organizations to address violence
- Partnered with Mecklenburg County to launch Alternatives to Violence, Charlotte’s local version of a violence interrupter program leveraging the internationally known “Cure Violence” methodology
- Leveraging an additional \$2m through a congressional appropriation made by Representative Alma Adams to expand Alternatives to Violence to the Nations Ford/Arrowood and West Boulevard/Southside Homes areas. Both locations should be launching in the spring/summer 2023
- Launched a hospital-based intervention program with Atrium Health to provide case management and wrap around services to individual who come into the emergency room as victims of violence
 - Charlotte is one of the only cities in the country to have both hospital and community-based violence intervention programs



Creating a mobility network isn't just about transportation and transit. It's about upward mobility and equity. It's about health and sustainability. It's about safety. It's about the economy and jobs.

Charlotte's Strategic Mobility Plan

In June, Charlotte City Council adopted the Charlotte **Strategic Mobility Plan (SMP)**. The mobility vision is ambitious - to offer everyone in the city safe and equitable mobility choices. The fulfillment of this vision will shape the future of how people move in Charlotte and can only be fulfilled in complete partnership with mobility stakeholders in the community. The commitments are as follows:

- Continuing the city's **commitment of Vision Zero** to be a community that ensures and prioritizes the safety of all who share Charlotte's streets.
- Establishing a **50-50 mode share aspiration** to be a community that balances mobility choices and transitions away from car dependency.
- **Expanding transit throughout the city** to be a community that makes rail and bus trips faster, more reliable, and a natural part of how the community travels.
- Preparing for the future of mobility to be a community on the **leading edge of the on-going technological transformation** of urban mobility.

Regional Mobility

Innovative, bold, and regional.

In February 2020, Centralina Regional Council, CATS and the Charlotte Regional Transportation Planning Organization (CRTPO) launched the region's first coordinated bistate transit system planning process. The project area includes 12 counties in a geographic area covering over 5,000 square miles, a population of roughly 2.5 million people and 17 separate transit agencies.

The plan aims to:

- Improve mobility and access
- Create new transportation efficiencies
- Identify ways to connect more communities regionally
- Lead future collaboration and problem-solving

At the core of CONNECT Beyond's recommendations is the implementation of Charlotte's Strategic Mobility Plan which will allow the region to build a successful mobility network from the inside out.

MORE THAN A TRANSIT SYSTEM

The Network includes:

Rapid Transit Corridors: High-capacity corridors and technology including light rail, commuter rail, bus rapid transit and streetcar

Bus Priority System: High-frequency network highlighted by 15-minute service or better on more than 20 key routes, enhanced reliability and mobility hubs

Micro-Transit: An on-demand, flexible approach to providing first and last mile connections

Greenway System: An integrated system to connect neighborhoods and services

Bicycle Network: An expansive cross-county network for bicycles, scooters and emerging technology for commuting

Pedestrian Walkability: Creating a safe pedestrian environment with convenient access to daily needs and mobility options

Roadway Network: A designed network to provide safe multimodal options to manage areas of congestion



**CONNECT
Beyond**
A Regional Mobility Initiative

The Charlotte State of Mobility (2022)

Balancing Tradeoffs

- Successfully balancing tradeoffs to support greater transportation equity will be a defining challenge for Charlotte and the region. As Charlotte grows, needs increase, and available roadway space becomes more constrained. As a result, the tradeoffs necessary to support transportation equity interests are becoming more and more challenging.
- Priorities like Vision Zero, minimizing traffic congestion, decreasing greenhouse gas emissions, supporting efficient commute times, and managing growth are often in competition, and they require thoughtful tradeoff decisions.
- One commonality amongst these competing interests is that they point toward a need for an aggressive and overarching mode shift target to create meaningful change. Mode shift means decreasing the percentage of Charlotteans who drive in cars alone and increasing the percentage who uses other forms of transportation (transit, walking, biking, carpooling, micro mobility/shared mobility, and teleworking). Through the adopted Strategic Mobility Plan, the city set an aspirational target of 50-50 target, with half trips made by other means than single occupancy vehicle.
- Creating a more sustainable distribution of travel supports transportation equity and affordability. It reduces reliance on driving, which supports goals around climate, congestion, and growth management, and safety.

Mobility for the Future

- In just the past decade, Charlotte's transportation system has been disrupted by a variety of factors including regional population growth, the rise of ride-share services, the start of a successful bike share system and e-scooter system, extreme weather events, cyber-attacks such as the one that shut down the Colonial Pipeline, and the COVID-19 pandemic. A more balanced transportation approach – one that supports a variety of different modes of transportation by investing more heavily in the transportation choices – is the best way to position Charlotte's citywide transportation network to respond to shifting travel patterns and prepare for future disruptions. As technology, initiatives, and motivations change within Charlotte, the nation, and the world, emerging trends present opportunities, such as shared mobility, micro-mobility, and micro transit.

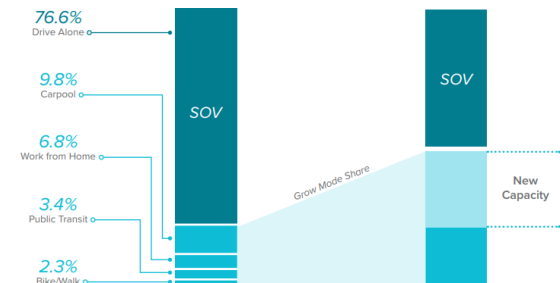
Access to Mobility and Affordability

- About 21,600 Charlotte households do not have a car at home. In a city like Charlotte, which has been designed and developed for vehicular travel, it is very difficult to move through the city without a vehicle. This is especially true for those within vulnerable communities who are less likely to be able to afford a vehicle. The highest concentrations of low wage households are primarily within the Arc. Almost 21,600 households in Charlotte don't have a vehicle at home, and the vast majority of these households are within the Arc.

Driving our Region's Economic Engine

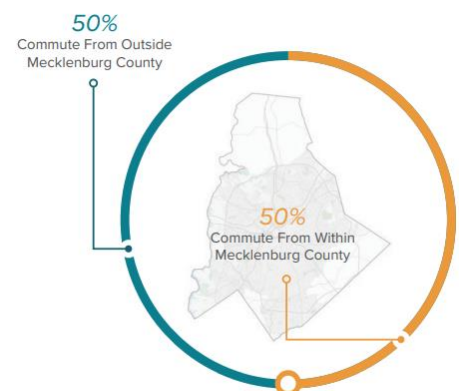
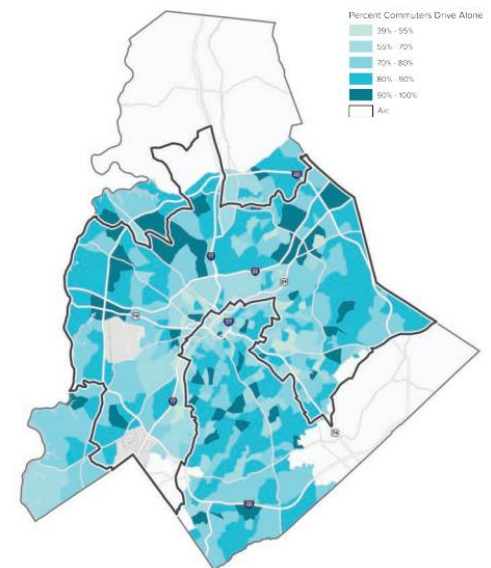
- Charlotte is the economic engine of a region of over 2.6M people (U.S. Census. Charlotte-Concord-Gastonia MSA. 2019 est.). As the center of the region, how the city invests in its mobility network has significant effects beyond Charlotte's borders. Roughly half of Charlotte's employment base commutes from homes outside of Mecklenburg County.

TRAVEL PATTERNS AND MODE



Single-Occupancy Vehicle (SOV) Distribution

In general, the farther you live from Uptown, the more likely you are to drive alone to work. This is especially true on the northern side of the city, within the Arc. Higher SOV percentages are also seen closer to Uptown in areas outside of the Arc, particularly those areas south of Uptown. The area immediately surrounding Uptown (but within the Arc) is representative of people who are least likely to use SOV travel for their daily commute. Many of these areas also correlate to areas where there are higher percentages of households without access to a vehicle.



Overview

The *Charlotte Future 2040 Comprehensive Plan* was adopted by Council in June 2021. The Comprehensive Plan is a living document that provides a policy framework that will guide the city's decision-making and investment in both the near- and long term. The planning process was guided by a focus on equitable growth and by the residents of Charlotte, staff and leaders of the City of Charlotte, Mecklenburg County, and regional partners to prioritize what is most important to the Charlotte community. Part of the Plan's Policy Framework is to provide actionable responses to the Equitable Growth Framework's priorities of improving access, better distributing the costs and benefits of growth, and creating asset-based and culturally rich places.

The next step in implementing the Comprehensive Plan is to develop Community Area Plans which will provide more detailed strategies for creating great places, transportation, infrastructure, community facilities, and amenities. The approach for this work, recommended within the Comprehensive Plan, establishes an achievable method to create current community area plans for the entire community, facilitate conversations between neighborhoods, and allow major barriers that often serve as neighborhood boundaries to be addressed in the planning process. The goal is to complete Community Area Plans for all 14 geographies within approximately 2-3 years (including Council Adoption).

Process

Community Area Planning will begin in January 2023. The goal is to complete a draft plan for each geography within two years and in four (4) phases:

Phase 1: Setting the Stage

Identify a community's priorities for action by evaluating the area's Equity Metrics which are essential to ensuring each community plays a role in creating an equitable city for all. Equity Metrics are defined by the Comprehensive Plan's Equitable Growth Framework (EGF) as an area's Access to Housing Opportunities, Job Opportunities, Essential Goods and Services, and Environmental Impacts.

Stage 2: Create Great Places

Ensure future development supports a community's priorities by matching the new Unified Development Ordinance (UDO) zoning designations with recommendations for future growth as defined by Place Types (per the Charlotte Future 2040 Policy Map).

Stage 3: Support the Vision

Recommend projects and programs to support a community's priorities. Potential projects may include needed infrastructure improvements as well as potential public/private partnerships. Program recommendations will identify the need for supporting city and county services.

Phase 4: Plan for Action

Develop an implementation strategy to address a community's priorities. The implementation strategy will outline specific short- and long-term steps that can be taken by public and private entities so the desired future in the plan may be realized.

Expected Outcomes

The expected outcome of this effort will be 14 Community Area Plans which provide guidance for future development and needed investments. These plans will be used to inform decisions about capital investments, development requests, and public-private partnerships as well as by others involved in shaping the built environment.

Community Engagement

The engagement strategy for this effort will build upon the goals and standards established during the development of the *Charlotte Future 2040 Comprehensive Plan* which connected with over 500,000 stakeholders. Community Area Planning engagement will be **Equitable** and **Inclusive**:

- **Equitable** engagement recognizes that underserved populations need different opportunities to provide feedback in a community process, including different engagement tactics and times.
- **Inclusive** engagement recognizes that everyone's voice is important, and a variety of engagement tactics are required to reach and involve as many stakeholders as possible.

Please visit www.cltfuture2040.com to learn more about the various in-person and online engagement opportunities for Community Area Planning.



The City of Charlotte's Unified Development Ordinance (UDO) simplifies, consolidates, and updates the regulations that guide Charlotte's development into a single document. It serves an important part in implementing the Charlotte Future 2040 Comprehensive Plan policies and builds from other city policies, including the Strategic Mobility Plan, the Charlotte Streets Map, the Strategic Energy Action Plan, and the Tree Canopy Action Plan. The UDO aims to make development standards easier to understand through the increased use of common language and graphics. The UDO was adopted on August 22, 2022 by the Charlotte City Council and will become effective on June 1, 2023.

UDO Text Amendments (Occurs prior to June 1, 2023 Effective Date)

Planning staff will be proposing text amendments to the UDO. There will be a "clean-up" text amendment to the UDO to add clarity and make minor corrections. The need for this text amendment was anticipated and discussed with Council during the UDO adoption process. Staff is also considering other amendments to the UDO that may have policy implications and address certain topics that have emerged since the UDO adoption. A new UDO Advisory Committee will provide feedback on the policy-related text amendments. The initial text amendments will follow the standard text amendment process with a public hearing and Zoning Committee recommendation then consideration by City Council prior to the UDO effective date on June 1, 2023.

Zoning Map Changes

Zoning Translation (Occurs on June 1, 2023 Effective Date)

Per the adopted UDO, all existing conventional zoning districts will automatically translate to the corresponding UDO zoning districts outlined in UDO Table 3.1 on the effective date of June 1, 2023. Approximately 77 percent of the land in Charlotte (including Extraterritorial Jurisdiction) will be translated to the new UDO districts and will be required to adhere to the newly adopted UDO regulations. Conditional zoning districts will not translate to a UDO zoning district.

Conventional Zoning Districts

The development and use of the property is subject to ordinance standards as written, with no additional conditions.

Conditional Zoning Districts

The development and use of the property is subject to ordinance standards along with any additional rules and conditions agreed upon through the formal rezoning process, approved by City Council.

Alignment Rezoning (Occurs from 2023 to 2026)

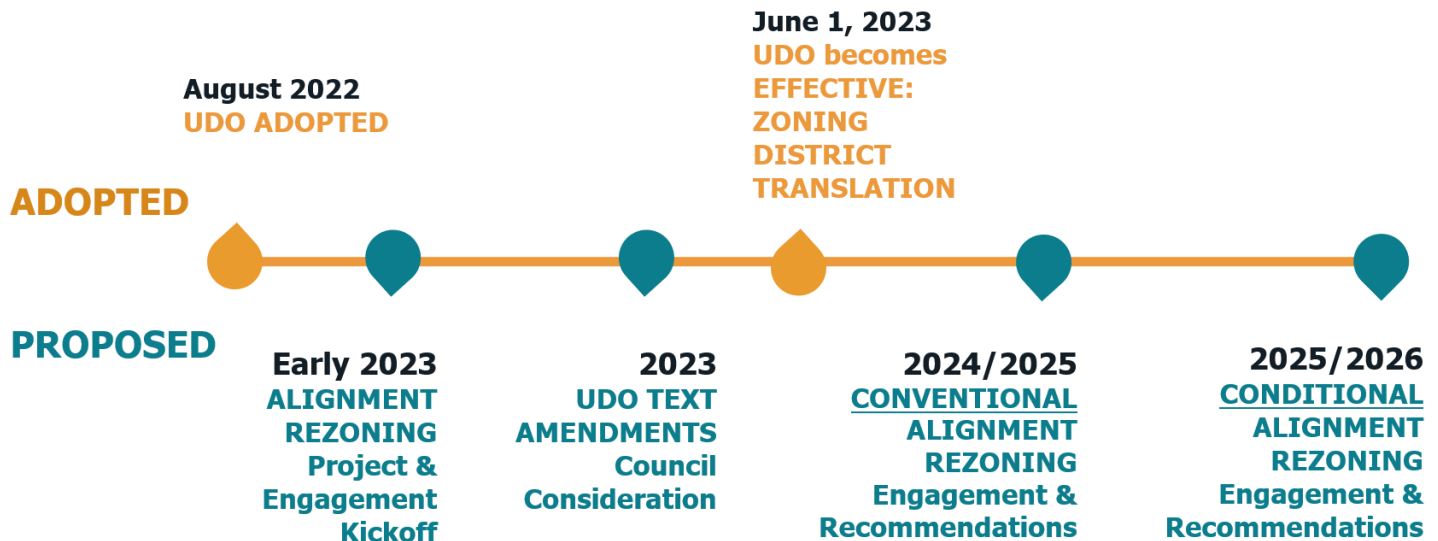
The UDO establishes new zoning districts based on the Place Types per the Charlotte Future 2040 Comprehensive Plan. The alignment rezoning process will evaluate post-translated zoning designations for consistency with Place Types designations. Additional zoning changes may be recommended where the translated zoning districts do not currently align with and meet the intent of the 2040 Policy Map. Through this process staff will assess if there are areas that need refinement, an essential step to ensuring the zoning regulations implement the policy (2040 Policy Map).

The ultimate goal of the Alignment Rezoning project is to put development standards into place to achieve the vision of the Charlotte Future 2040 Comprehensive Plan and associated 2040 Policy Map. This additional process is needed to specifically review and match zoning districts to the Council-adopted 2040 Policy Map.

Aligning zoning districts to the 2040 Policy Map:

- Removes outdated regulatory limitations and
- Provides regulations to meet the vision established in 2040 Comprehensive Plan.

Community Area Planning (CAP) and Alignment Rezoning (ARZ) are companion efforts and play an important role in providing for growth and change in Charlotte. These two efforts will work together to match zoning regulations with the community's recommendations for future development. While these efforts both play an important role in providing for the growth in Charlotte, they are two separate processes with different project scopes and expected outcomes.



Engagement is vital to the success of both the CAP and ARZ processes. There will be coordinated opportunities for the community to provide input which will ultimately revise the Policy Map and Official Zoning Map. During 2023, the alignment rezoning project will work in conjunction with the Community Area Planning efforts to educate and inform the community on UDO zoning districts and the Alignment Rezoning project.

Staff will be engaging the community and making alignment rezoning recommendations for conventional zoning in 2024 and 2025. Additionally, staff will follow a similar process to review conditional zoning districts during 2025 and 2026. Review of conditional zoning will be more detailed and complex because there are site specific, Council-approved conditions.

Please visit www.charlotteudo.org to learn more about the Alignment Rezoning project, including opportunities for engagement.

Background



In 2018 City Council unanimously adopted the Strategic Energy Action Plan (SEAP). With continued investments in the Strategic Energy Action Plan and policy and program implementation, the city is making progress towards the goals to strive to have city fleet and facilities fueled by 100 percent zero-carbon sources by 2030, and to become a low-carbon city by 2050. The following are updates and highlights of investments and actions guided by the SEAP that create a healthier, more equitable, sustainable Charlotte.

Vehicle Electrification

- The city currently has a total of **111 electric vehicle charging stations installed, 53 available to the public**. There are an additional 30 charging stations currently under construction which will bring the total charging stations to 141. These investments will support the City's fleet in the transition to more electric vehicles, enabled through the sustainable and resilient fleet policy.
- The city currently **has a total of 83 electric vehicles**. There are an additional 91 electric vehicles ordered or planned and budgeted for which will bring the total number of electric vehicles to 174. Supply chain issues, impacting electric and other vehicles have impacted timing.
- In 2022, CATS began development of its comprehensive **Zero Emission Vehicle Transition Plan** to guide their journey to a zero-emission CATS fleet.
- With the adoption of the Unified Development Ordinance, in August 2022, the city adopted its first ever **electric vehicle charging requirement**, which supports EV charging or the capability to install ECV charging at parking lots and parking structures for multi-dwelling residential and mixed-use developments. This supports the market transition to electric vehicles, which lowers our citywide emissions.

Energy Generation

- There is currently 1,003 kW of operational solar photovoltaic (PV) at 10 city facilities. There is another 1,032 kW under construction at 14 city facilities and an additional 160 kW under design at three city facilities. Once all the systems are completed, **the city will have a total of 2,194 kW of solar PV in operation**. That's equivalent to the electricity usage of approximately six city buildings.

Green Workforce Development

- To date, **121 training participants have successfully graduated** the Renewable Energy and Energy Efficiency Workforce (RENEW) Training Program. This partnership with the Urban League of Central Carolina and Goodwill provides participants with paid training in the HVAC and electrical trades with a focus on energy efficiency and renewable energy. Participants graduate with relevant industry certifications and receive job placement assistance.

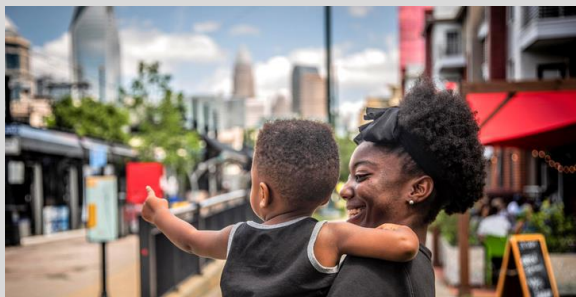
Background

Buildings/Energy Reduction

- While the city continues to lead by example, through publicly benchmarking energy use in its buildings and using the data to drive investments, city staff is also working with community stakeholders to launch a voluntary building energy performance benchmarking program called **Power Down the Crown**. The program will have a goal of reducing the energy use of the Power Down the Crown portfolio participants by at least 10 percent by 2030.
- In 2022, nearly **6,000 outdoor lighting fixtures were retrofitted** to LED, reducing energy use of those fixtures by approximately 90 percent while increasing lighting quality.

Mode Shift

- Adoption of the Strategic Mobility Plan is tied directly to the Strategic Energy Action Plan and will have a significant impact on carbon reduction by shifting modes of travel away from predominantly single occupancy vehicles. The plan's aspirational goal is for **one half of all trips citywide to be made by a means other than a single-occupancy vehicle**.



Awards, Recognition, and Grants

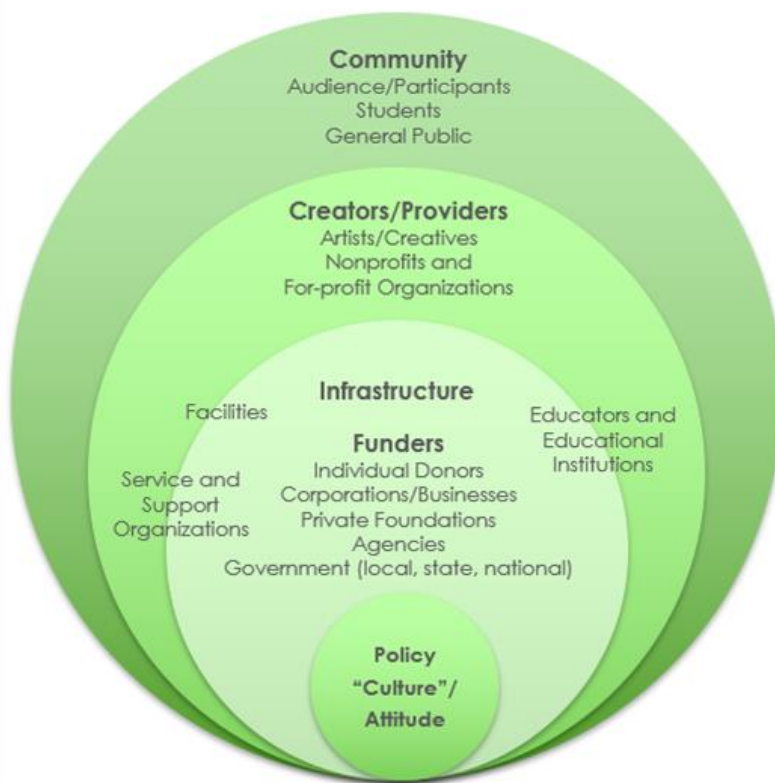
- In partnership with UNC Charlotte and Duke Energy, the city received the **Diversity, Equity, and Inclusion in Cleantech award** from the Research Triangle Cleantech Cluster for the PoleVolt initiative to develop curbside charging stations in Corridors of Opportunity. The first station was installed at the Ritz at Washington Heights.
- In November 2022, the city in partnership with Centralina Regional Council and Southern Alliance for Clean Energy, launched a new **electric vehicle (EV) carsharing program** which will be deployed at five affordable housing developments across the city. The program is part of a nationwide Affordable Mobility Platform (AMP) funded by the U.S. Department of Energy and managed by Forth Mobility. The purpose of AMP is to increase access to electric transportation by making low-cost EVs available to underserved communities. Out of the 10 participating cities in the U.S., **Charlotte is the only one in the Southeast.**
- As a signatory to the Global Covenant of Mayor's, the city reports its climate actions and planning through the CDP (formerly called the Carbon Disclosure Project). CDP is not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. In 2022, **the city received an A-**, the highest grade to date. The score exemplifies the city's efforts in addressing climate change
- In August 2022, Charlotte Douglas International Airport joined the **Airport Carbon Accreditation Program at level I** to independently assess and verify the airport's efforts to manage and reduce their CO2 emissions.
- In October 2022, the City of Charlotte was notified of being **awarded a VW Mitigation grant** from NCDEQ to purchase a new Class 8 semi-truck for use by the Charlotte Department of Transportation. The new truck, an all-electric semi-truck, will replace an existing Class 8 truck. This would be the first non-transit Class 8 heavy duty vehicle the city would replace with an electric version. The truck that will be replaced operates daily with a duty cycle of approximately eight hours a day. The new truck will decrease nitrogen oxides emissions by .118 short tons annually as compared to the existing ICE truck. The truck to be replaced is located at Northpointe location which is in a designated corridor of opportunity in the city to help provide cleaner air for the residents there.



Overview

Arts and culture are central to providing a vibrant quality of life for all people and play an important role in economic development by attracting businesses, new residents, and visitors to a city.

To ensure the local arts and culture ecosystem has a healthy future, the City of Charlotte is working with the private and philanthropic sectors, artists, and arts and culture organizations to develop policies and strategies that stabilize the arts and cultural sector, incentivize growth opportunities for artists and arts and culture organizations, grow the industry ecosystem (see diagram below), and respond to community needs and opportunities.



Charlotte-Mecklenburg's creative ecosystem includes many types of stakeholders who perform various functions and (inter-)act in various ways. These can be visualized as layers of concentric circles, each of which are related to and support the adjacent layers. At the foundation of the ecosystem is a culture of support that values arts and culture, generating policy, funding, entities and activities that foster thriving arts and culture and its impacts. As a result, those impacts nurture such a culture or attitude that feeds right back into this system.

In January 2021, Mayor Vi Lyles created the Charlotte City Council's ad hoc Arts and Culture Committee to develop a policy for arts and culture as an economic development strategy for Charlotte. The committee was charged with identifying a new investment strategy to support Charlotte's creative community. Since March 2021, the city and its partners have:

- Committed \$6M per year in city funds (\$18M total), matched by private sector dollars (\$20M total)
- Used these funds to establish the three-year Infusion Fund in FY 2022, a public-private partnership with private donors and the Foundation For The Carolinas to stabilize the arts and culture sector and support a broad range of artists and organizations through innovative means
- Hired an Arts and Culture Officer to oversee its arts and culture work
- Established an 18-member Arts and Culture Advisory Board to work with the Arts and Culture Officer to:
 - Distribute Infusion Fund dollars through FY 2024
 - Develop a ten-year comprehensive arts and culture plan

Infusion Fund Highlights as of December 2022 (Year Two)

- Awarded roughly \$23.5M in grants to organizations and artists for operating expenses, programs, and projects
- Began the development of a comprehensive arts and culture plan, led by a leading cultural planning firm (Lord Cultural Resources) and grounded in deep research and community engagement
- Launched the Opportunity Fund, an innovative and accessible funding mechanism to consider and fund timely projects on a rolling basis
 - Provided \$600K to 31 organizations through three rounds of responsive grants in two months
 - Programmed to launch a fourth round of funding in late February 2023

State of Culture

The Arts and Culture Steering Group, comprised of the Arts and Culture Advisory Board and over 20 additional community members, reviewed the draft of the State of Culture Report, provided feedback that was integrated into the findings and next steps, and is now reviewing the revised State of Culture Report. The report reviews the current landscape of Charlotte-Mecklenburg's arts and culture ecosystem through:

- Community and stakeholder engagement
- Comparative analysis and benchmarking of peer cities
- Mapping of Charlotte-Mecklenburg's current assets
- Funding review and analysis of Charlotte-Mecklenburg and peer cities

The State of Culture Report culminates eight Emerging Insights. These insights will become the basis for the development of the Charlotte Arts and Culture Plan which will include recommendations that support a diverse, robust, and sustainable future for arts and culture in Charlotte. This community plan will be available to guide the Charlotte community as policies and activities are developed toward a more coordinated and elevated arts vision for the city, and public and private entities.

Next Steps

The Arts and Culture Steering Group will move into the development of the Charlotte Arts and Culture plan in late winter. The draft plan is planned for release in spring with the final plan presentation in late spring/early summer 2023.

Attachments

Attachment 1 - Eight Emerging Insights from the State of Culture Report and their connectivity to recent Council discussions (Page 35)

Attachment 2 – Draft Charlotte City Council Arts and Culture Policy Memorandum presented to Economic Development and Jobs Committee on January 3, 2023 (Page 39)

Attachment 3 – Crosswalk between Emerging Insights and Council discussion document (Page 42)

Emerging Insights (Draft State of Culture, January 17, 2023)

1. Sustainable funding for arts and culture in Charlotte-Mecklenburg requires public-private collaboration and commitment.

Funding is arguably the biggest concern for most stakeholders who provided input for this report. In identifying a sustainable funding source or sources, many stakeholders pointed to the critical role of the public investment in Charlotte-Mecklenburg, especially understanding the numerous, data-supported positive outcomes that stem from increased investment in arts and culture, that would benefit ALL in Charlotte-Mecklenburg, not just those who see themselves as “fans” of arts and culture.

Another crucial element cited is creative work in the private sector which we can see through this report is growing and-with sustained, reliable investment-would be even stronger. By leveraging public funding to increase support of the arts and culture sector, whether from the general fund and/or other resources, adjacent sectors will also benefit from arts and culture investment such as education, public safety, workforce development and tourism. Investment in arts and culture results in future gains for all; for example, creative businesses contribute to economic development and prosperity in Charlotte-Mecklenburg. Finally, philanthropy is essential to fund arts and culture. As with corporate funding, that funding is technically outside of the purview of what can be controlled by the outcomes of this Charlotte Arts and Culture Plan. While corporate and philanthropic funders/partners set their own priorities, this process and the forthcoming plan provides the opportunity and vehicle to coordinate public and private sector priorities to achieve shared goals and complement each other in other for mutual and broad benefit.

2. Space is challenging, both for producers and consumers of arts and culture experiences.

It is overwhelmingly clear that limited access to space to create and experience arts and culture is hampering Charlotte-Mecklenburg’s arts and culture sector. It is limiting opportunities to attract creative industries, audiences, residents and tourists. Publicly-owned facilities are limited and restrictive due to cost and location. Those spaces that are available present challenges due to environmental issues — from size of spaces to the need to address abatement. There is widespread frustration across the sector and particularly in the lack of performance facilities around the area that can be used by both arts and culture producers and the public.

The growth of the Charlotte-Mecklenburg’s creative industries, like the film industry, are hindered by the lack of appropriate spaces to create and present. Artists, in various disciplines, expressed having trouble finding affordable living or studio spaces as their neighborhoods are developed and they are priced out. Overall, there is a positive attitude towards the opportunities to reimagine existing spaces to be more inclusive of all types of art, as well as more inclusive of both small and large organizations, and for these spaces to be accessible for multiple arts experiences.

Arts and Culture: Attachment 1

3. Equitable access to arts and culture is needed throughout Charlotte-Mecklenburg — meeting people, artists and arts organization where they are.

Access to arts and culture experiences are uneven across Charlotte-Mecklenburg. Access, due to transportation, costs and even space continue to be a major barrier to both experiencing and producing arts and culture. Although there are opportunities for free and reduced cost arts cultural experiences, there is a lack of awareness of how to access those opportunities — both from organizations as well as individuals. Many areas with less access are within the boundaries of the City's Corridors of Opportunity presenting a keen avenue for leadership in providing arts access in these areas.

In the benchmarked cities, arts and culture is considered a quality-of-life function. In Charlotte-Mecklenburg, quality of life organizations and the facilities in which they are located — parks, recreation centers, libraries, etc. — are largely operated by the county. This presents a tremendous opportunity for the county to equitably provide access to arts and culture in existing facilities across the area. For example, small theater spaces could be provided in libraries and further expansion of arts and culture programs and experiences through parks and recreation centers.

4. Coordinated leadership in the arts and culture ecosystem is a public sector responsibility.

Beginning with the ongoing governance, support, and maintenance of the city-owned arts and culture facilities, the City of Charlotte has assumed a leadership role by investing in outstanding arts and culture facilities in the Center City area. The corporate and philanthropic community as well as residents, especially, are looking to the public sector to lead with clarity regarding the needs of Charlotte-Mecklenburg's arts and culture sector to best serve area residents.

The public sector — government — is charged with the responsibility of representing and serving the people of Charlotte-Mecklenburg. Through this process, it is clear that residents desire equitable access to arts and culture experiences and resources, like funding and space. Ensuring sustained leadership, management and coordination of the arts and culture sector on a scale and capacity, equipped to address the myriad of needs of Charlotte-Mecklenburg is seen as a primary responsibility for the public sector.

5. Support for local artists is a key need, to balance with offerings from elsewhere.

While Charlotte-Mecklenburg provides arts and culture experiences to all in the region, such as Broadway shows at the Blumenthal, stakeholders expressed that local artists need to be better nurtured, resourced and recognized as well. The diversity and volume of local creative talent in Charlotte-Mecklenburg is deep and wide, but many feel that there was not enough awareness among the local community about just how rich the talent pool is.

There is palpable frustration regarding the limited economic resources available for local arts and culture organizations, institutions, and individual artists. There is a demand to address issues created by a shrinking donor pool, decreased emphasis on the arts by the corporate philanthropic sector and perceived inequities in the allocation of equitable public funding and private funders could help fill this gap. Current strong support from the corporate sector is often geared to artists and programs that are nationally focused, rather than artists and culture organizations that are living, working and/or based in Charlotte-Mecklenburg.

Arts and Culture: Attachment 1

6. Collaboration throughout the arts and culture sector is growing and needs to increase for Charlotte-Mecklenburg's creative ecosystem to realize its potential.

Charlotte-Mecklenburg's arts and culture future is bright — if well-coordinated and resourced. The sector has the nascent infrastructure needed — post secondary programs, growing creative industries, and the willing ear of the public sector. To leverage these opportunities for growth — especially of the arts and culture infrastructure — collaboration both within and among arts and culture community and other sectors is key. This collaboration is happening in small ways but can be accelerated, through mutually beneficial partnerships with businesses, healthcare, transportation and education. While some organizations are already pursuing collaborative efforts, stakeholders expressed a desire to see even more collaboration to bring the Charlotte-Mecklenburg arts and culture community together and make it stronger. They want to see more opportunities for networking and collaboration across the sector to build audiences and expand reach of arts across the area. Americans for the Arts Social Impact wheel (see diagram below) provides extensive data on the many benefits of the arts for sectors such as education, health, workforce development and more. All residents of Charlotte-Mecklenburg can benefit from greater integration of arts and culture throughout community needs.

Many suggested an open-access network to identify opportunities for collaborative work within and across mediums. It was suggested that leadership from the city serve in the role of connector and convener, between diverse groups and sectors to help facilitate collaborations, providing resources and staff to sustain the system of relationships.



The Americans for the Arts Social Impact Explorer Tool shows the many social and economic impacts arts and culture can have. An interactive tool is available at <https://ww2.americansforthearts.org/explorer>.



Arts and Culture: Attachment 1

7. Stronger communication and greater cooperation amongst the arts and culture community is a key need, to break silos and increase awareness.

The presence of arts and culture — and even utilization of opportunities already in place — throughout the area is challenged by a lack of coordinated communication and marketing around arts and culture activities of all kinds. This includes experiences, opportunities and education. Producers and consumers are looking for a centralized database of events, artists and resources — a central place to learn about events, find peers for collaboration and access resources to help each other advance their practice. The existing directories are dated and limiting — for example only available in print as opposed to virtually — and present challenges with learning about the wide variety of events and opportunities from places that focus on specific genres or networks.

8. Arts education — lifelong, K-12 and post-secondary — experiences should be expanded for greater access and exposure to arts and culture, for workforce development, enhancing quality of life, and cultivating future arts and culture supporters.

Arts and culture are created and experienced in many ways throughout Charlotte- Mecklenburg. Paramount for the development of artists, patrons and the infrastructure to support a thriving arts and culture sector is exposure to the arts beginning at an early age. Across the country, arts education has been cited as conducive to increased student retention, higher graduation rates and numerous other positive outcomes. The arts, as connected to STEAM, is a major skill set of interest to local funders, that can be leveraged to grow Charlotte Mecklenburg's workforce. More science, technology, engineering, arts and math programs should be offered and supported, and supporters also need to understand the inherent innovation that is integral to making art. Arts education should be strengthened in K-12 and the arts community in Charlotte-Mecklenburg and can build upon on higher education partnerships and assets. Charlotte-Mecklenburg Schools has collaborations it can build on, such as projects it has done with the Mint Museum, its roster of local artists who work with the schools and its artist residency program.

Arts and Culture: Attachment 2

Draft Charlotte City Council Arts and Culture Policy Memorandum

Presented to the Jobs and Economic Development Committee on January 3, 2023

This memorandum will summarize City Council’s process to date for developing an Arts and Culture Plan and offer a draft action by Council to guide remainder of Arts and Culture Officer Sircar’s and consultants’ work on creating a plan.

Background

In January 2021, Mayor Lyles charged an ad-hoc committee of council members (Eiselt, Driggs, Graham, Winston, Bokhari) with developing a policy for arts and culture. This action was prompted at least in part by a decline in private donations to the Arts in Science Council, calling for an increase in public funding to preserve the social and economic benefits of a vibrant arts community in Charlotte. The task of the committee was to establish the goals and principles on which an increased City investment in the arts would be based.

In March 2021, the ad hoc Committee issued a memorandum recommending the appointment of an Arts and Culture Officer, the creation of an Arts and Culture Advisory Board, and the process for allocating \$12 million of City and private funds to supporting the arts in each of fiscal years 2022, 2023 and 2024 (see memorandum attached). The Arts and Cultural Advisory Board, composed of 18 representatives of the arts community appointed by the Mayor, Council and private funders, would work with the Arts and Culture Officer to develop an Arts and Culture Plan. City Council approved the recommendations in the memo on June 28, 2021 (RFA attached). Following the Council action, City Manager Jones hired Priya Sircar to serve as Arts and Culture Officer, and Council and Mayor Lyles appointed nine Culture Advisory Board members alongside nine appointments by private funders. Ms. Sircar and the Cultural Advisory Board hired three consulting firms to assist in the preparation of an arts and culture plan.



Arts and Culture: Attachment 2

Last summer, Mayor Lyles asked Councilmembers Winston, Graham and Driggs to engage with the remainder of Council to identify individual priorities and begin the process of establishing a consensus position of Council on what the Culture Plan should look like. Summary results of these conversations were shared with Council through a slide presentation prepared by Ms. Sircar and the consultants (attached). The key findings of the presentation appear on slides 5 through 7, entitled “Councilmember Conversations: What we are hearing from you”:

Council feedback: Priorities for Arts & Culture

- Building neighborhoods (how can arts & culture affect public safety, vibrancy, mobility, etc.)
- Economic development
- Workforce development and job creation through the arts
- Vibrant arts community that supports the big city-owned facilities while also supporting grass roots to ensure equity and diversity
- More art & culture outside of city center i.e. NoDA, Ballantyne, University City, etc.
- Including for profit and entertainment, not just nonprofit

Council feedback: Potential Funding Sources

- Build on existing public/private partnerships and form new ones
- Funding contributions from city and county (include County towns)
- Charlotte Economic Commission Committee
- Community Block Development and Neighborhood Beautification Grants
- Leverage cultural tourism attract people to live/work/play in Charlotte
- Tax – property, hotel/motel
- Utilize percent for art beyond current limitations

Council feedback: Needs

- Affordable housing and workspace
- Workforce development
- Economic mobility: ability to grow in your industry
- Opportunities for youth
- Increased direct-to-artist support
- Create support mechanisms for individual artists to thrive and build up specific sectors i.e. film industry
- Coordinate all aspects of business needed for arts
- Branding

Council feedback: Opportunities

- Connect with Corridors of Opportunity
- Educate public about value of arts & culture
- Leverage zoning and land use to connect to arts
- Integrate arts into other policy areas, housing, transportation, etc.
- Activate parks, public green spaces through the arts
- More public art: murals, sculpture, free outdoor performance, using blank walls as canvases
- Increased art and arts education in schools hiring local artists and creating exposure
- Ensure arts & culture in Charlotte captures the full spectrum of diversity in communities

Arts and Culture: Attachment 2

In December 2022, Ms. Sircar and the Cultural Advisory Board released a State of Culture report developed in collaboration with the consultants. They intend to offer a draft Arts and Culture Plan for Council consideration in May of this year. In order ensure that the plan aligns with Council priorities, it is suggested that Council vote on an action that lays out a framework for commitment of City funds. Below is a draft for Council consideration of an action that could be brought up for a Council vote:

Draft statement of Council Position

Resolved that a vibrant arts community is essential to a healthy community and Charlotte's future economic and social development. Recognizing this, City Council hereby adopts the following policy for arts and culture:

- City funding for the arts will continue after the Infusion Fund expires at the end of FY 2024, subject to annual budget approvals by Council
- Discussions will be conducted with private funders to determine their potential continuing involvement in arts funding after Infusion Fund expiry
- Efforts will be made to diversify funding support to new partners and revenue sources
- The future funding plan will ensure that adequate operating funds are provided to programs based in City-owned facilities (legacy)
- The Arts and Science Council will continue to manage the City's Public Art investments as well as a portion of other grant funding in line with the current Opportunity Fund. This grantmaking by the ASC will be accompanied by an admin fee in line with those payable to the other grantmaking organizations.
- Subject to agreement with private funders, other grants shall be awarded by established non-profit organizations, nominated in the Arts and Culture Plan, that have established presence in the areas supported by the Plan. The allocations to these funding organizations will reflect key Council priorities, as reflected in the opportunities section of the Councilmember conversation report (see above).

Crosswalk of Emerging Insights and Draft Council Position Statement

- 1 Sustainable funding for arts and culture in Charlotte-Mecklenburg requires public-private collaboration and commitment.
- 2 Space is challenging, both for producers and consumers of arts and culture experiences.
- 3 Equitable access to arts and culture is needed throughout Charlotte-Mecklenburg — meeting people, artists and arts organization where they are.
- 4 Coordinated leadership in the arts and culture ecosystem is a public sector responsibility.
- 5 Support for local artists is a key need, to balance with offerings from elsewhere.
- 6 Collaboration throughout the arts and culture sector is growing and needs to increase for Charlotte-Mecklenburg’s creative ecosystem to realize its potential.
- 7 Stronger communication and greater cooperation amongst the arts and culture community is a key need, to break silos and increase awareness.
- 8 Arts education — lifelong, K-12 and post-secondary — experiences should be expanded for greater access and exposure to arts and culture, for workforce development, enhancing quality of life, and cultivating future arts and culture supporters.

Emerging Insights	Council Position Document
1	1 City funding for the arts will continue after the Infusion Fund expires at the end of FY 2024, subject to annual budget approvals by Council
1 2 4 6	Discussions will be conducted with private funders to determine their potential continuing involvement in arts funding after Infusion Fund expiry
2 3 5 6	Efforts will be made to diversify funding support to new partners and revenue sources
2	2 The future funding plan will ensure that adequate operating funds are provided to programs based in City-owned facilities (legacy)
	The Arts and Science Council will continue to manage the City’s Public Art investments as well as a portion of other grant funding in line with the current Opportunity Fund. This grantmaking by the ASC will be accompanied by an admin fee in line with those payable to the other grantmaking organizations.
3	3 Subject to agreement with private funders, other grants shall be awarded by established non-profit organizations, nominated in the Arts and Culture Plan, that have established presence in the areas supported by the Plan. The allocations to these funding organizations will reflect key Council priorities, as reflected in the opportunities section of the Council member conversation report (see above).

Top Priorities Identified at the Housing and Job Summit



HIRE Charlotte, the strategic employment framework for Charlotte-Mecklenburg, was a key area of focus at the City of Charlotte's Housing and Jobs Summit. On day one, community partners participated in a panel on HIRE Charlotte that explored collaboration and greater connection across the employment ecosystem. When City Council gathered on day two, there was consensus regarding priorities coming out of HIRE Charlotte implementation recommendations.

The top three priorities identified include:

- Partner with employers to create training programs for the jobs of tomorrow to enable existing workers to move into new roles and scale up.
- Provide access to upskilling opportunities and technical certifications specific to Charlotte's target industries.
- Offer more public transit routes and options to Charlotte's major business districts.

Other implementation recommendations by HIRE Charlotte include:

- Employer/job seeker connect & community hubs – develop website with local job postings, college and university programs, and resources for unemployed or underemployed, complemented by physical locations
- Create job skills training program to teach interview skills, resume building, conflict resolution, manager relationships, and more.
- Focus on recruiting and developing future talent for target industries
- Ecosystem network coordination and growth plan – ongoing collaboration and accountability

Goals

Understand and Serve Employer Needs

- Employers' most pressing needs are heard, understood, and addressed in real-time

Create clear job seeker pathways with more unified support from all

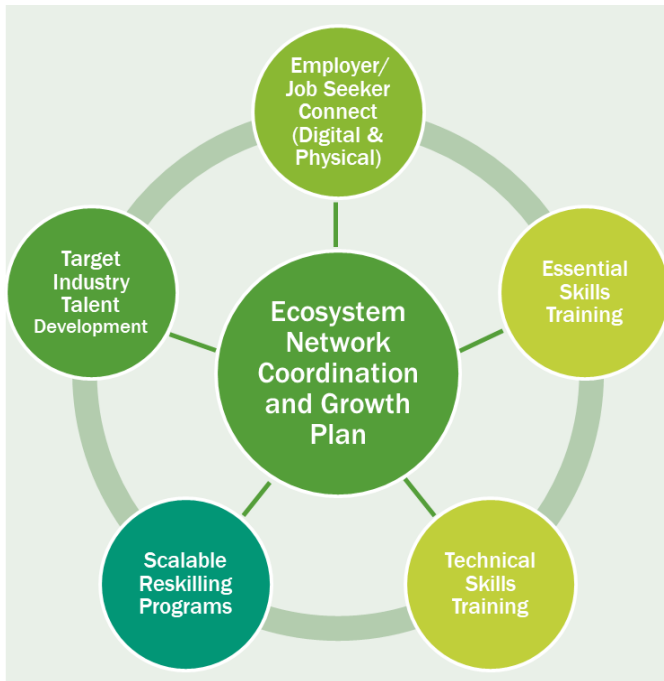
- Job seekers are provided clear career pathways with resources and supports
- Consistent and timely assessment and credentialing for job readiness with a focus on soft skills
- Equitable support with wrap-around services for those most in need

Make the workforce ecosystem a seamless, results-oriented network

- Integrated plans connecting workforce development, mobility, housing, and redevelopment
- Alignment of future business recruitment and the workforce pipeline

Implementation Priorities (Now – December 2023)

The following highlight HIRE Charlotte’s implementation priorities and recommendations for ARPA funding from the second tranche.



Technical/Hard Skills: Industry Cluster-Specific Training & Development

Develop a targeted industry and occupation cluster training and development program that includes a specific plan for each industry to deliver candidates with the core hard skills needed. Identified targeted industries include finance, technology, business, management and administration, transportation and warehousing, manufacturing, and health sciences. Apprenticeships will also play a role in this area.

Scalable Re/Upskilling Upward Mobility Programs

Create a training program for the jobs of tomorrow by identifying skills needed for those jobs. Focus on the skills needed and equipping existing workers with lower wages with re/upskilling opportunities allowing them to move into new roles, scale up and increase salaries that deliver upward mobility.

HIRE Charlotte Employer/Job Seeker Connect & Hubs

Develop community-facing website for employers, job seekers and workforce/educational organizations and feature job openings, career pathways, and access to training and development resources. Pop-up locations and community hubs will serve as complementary physical locations to meet job seekers where they are and provide face-to-face support. Working on partnering with existing resources to get hubs in place by June 2023.

Essential/Soft Skills

Provide universal training of soft skills with consistent programming informed by employer needs. Identify current gaps or duplications in essential skills training and create training pathways at different levels and establish unified and consistent credentialing.

Next Steps

- Coalition continues to meet to govern implementation priorities– City of Charlotte, Mecklenburg County, Charlotte Works, Goodwill, Charlotte Executive Leadership Council, and Queen City Collaborative (myFutureNC)
- Working committees have been assigned to carry out implementation priorities.
- Proposed funding allocations to be presented to Council in Q1 2023
- Continue to align with existing efforts
- Ongoing stakeholder engagement

Real Impact of Culture, Sports, and Entertainment in our Community

Purpose: Opportunity to discuss impact that these events have in and throughout our community. To shed light on the way sports/culture/entertainment events has a broader benefit throughout our community by impacting hospitality industries, small businesses, and the workforce.



**Tom Gabbard, President and CEO
Blumenthal Performing Arts**

Tom Gabbard has been CEO of Blumenthal Performing Arts since 2003. The Blumenthal's 110 employees manage six theaters in Charlotte, hosting over 1,000 performances annually, as well as extensive education programs, immersive projects, and the Charlotte International Arts Festival. During his tenure, the Blumenthal became a Top 10 market for touring Broadway shows in North America.

A member of the Board of Governors of the Broadway League, Tom serves on the Legislative Council and Finance and Intra-Industry Committees. He was the Founding Managing Director of Pepperdine University's Center for the Arts in Malibu, the Executive Director of the Arvada Center for the Arts and Humanities in Denver, and the Weidner Center for the Performing Arts in Green Bay.

Tom holds an MBA in Arts Management from Golden Gate University and a BA in Music Performance from Pepperdine University where he also attended Law School.



**Tom Murray, Chief Executive Officer
Charlotte Regional Visitors Authority**

Tom Murray has served as the Chief Executive Officer at the Charlotte Regional Visitors (CRVA) Authority for the past eleven years, which is the arm of the City of Charlotte responsible for branding, venue management and driving the visitor economy. Tom is a passionate advocate for the hospitality industry and its role as an important economic development driver for communities. Under his leadership, the CRVA has set ambitious and competitive goals through strategic planning, strengthened its financial capacity, elevated the profile of

the Charlotte region as a leisure and meetings destination, established strong partnerships across the region, and consistently grown the positive impact that the visitor economy has on the community's quality of life.

With more than 30 years of experience, he has served as a leader in the hospitality industry for some of the nation's largest hotels and travel organizations, including Lindblad Expeditions of New York and InterContinental Hotels Group (IHG).

Tom graduated from Villanova University with a Bachelor of Science degree in accountancy.



**Vinay Patel, Principal
SREE Hotels, LLC**

Vinay Patel currently serves as a Principal for SREE Hotels, LLC. In June 2012 he was appointed President and CEO of SREE Hotels, LLC. Before being named President and CEO, Vinay served as the Senior Vice President, Operations and Sales, and VP of Sales and Marketing for SREE Hotels, LLC. In these roles, Vinay was responsible for the day-to-day operations, sales, and marketing for the 25 hotels that are owned and operated by SREE Hotels and franchised with Hilton, Marriott, and Intercontinental Hotel Group.

Patel currently serves on the board of directors for the Charlotte Regional Visitors Authority, Visit Lake Norman, and the North Carolina Restaurant and Lodging Association. He is also a franchisee elected member of the TRIA (Residence Inn by Marriott) FAC and a member of the Aloft FAC. On July 1, 2021, he was appointed to the UNC-Chapel Hill Board of Trustees by the NC Legislature.

A native of the Fiji Islands, Patel received his bachelor's degree in economics from the University of North Carolina at Chapel Hill.



**Adam Sperling, Director of Professional Golf
Quail Hollow Club**

Adam Sperling serves as the Director of Professional Golf at Quail Hollow Club in Charlotte, North Carolina, where he guides the club's strategic positioning in the golf ecosystem related to the annual Wells Fargo Championship, the 2025 PGA Championship, and future opportunities in all aspects of professional golf tournaments. Before that, he was the Executive Director of the 2022 Presidents Cup, the PGA TOUR's premier global team event. In that role, Adam guided a record-setting week that more than doubled previously established records in the categories of both corporate and total revenue, as well as total

attendance compared to the most recent U.S. playing of the Presidents Cup in 2017. Adam was responsible for oversight of all sales and marketing initiatives as well as operational planning and execution. He has spent his 20-year professional career in the world of golf, with stints at PGA TOUR headquarters in Ponte Vedra Beach, Florida, at the AT&T Pebble Beach National Pro Am in Pebble Beach, California, as well as the Shriners Children's Open in Las Vegas, NV.

Adam graduated from Ithaca College in 2004 with a BA in Sports Management and Media Studies.



**Fred Whitfield, President and Vice Chairman
Hornets Sports & Entertainment**

Fred Whitfield is the president, vice chairman, alternate governor and minority owner of the NBA's Charlotte Hornets. Whitfield's career experience includes private law practice, the Jordan Brand as director of business and legal affairs, the Washington Wizards as director of player personnel and assistant legal counsel, Nike basketball as director of player development, and Falk Associates Management Enterprises as director of Carolina's Region for player representation.

Whitfield was honored the prestigious Thurgood Marshall Award of Excellence (2011) and YMCA George Williams Award (Volunteer of the Year 2012), the Key to the City of Greensboro (2013), the UNC Charlotte Distinguished Service Award (2019), and named the 2019 Citizen of the Carolinas by the Charlotte Regional Business Alliance. In 2018, Whitfield was inducted into the NC Sports Hall of Fame.

A graduate of Campbell University, Whitfield was an All-South, team MVP and basketball team captain player and was inducted into the school's Sports Hall of Fame in 1995. He earned a BBA degree in Economics and then completed his MBA at Campbell while serving as Assistant Basketball Coach for the Camels. From there, he earned a Juris Doctorate Degree from North Carolina Central University School of Law where he served as Student Bar Association President.

The Issue

The City of Charlotte maintains more than 5,400 lane miles of roadways inside the city limits, and the North Carolina Department of Transportation (NCDOT) maintains approximately 1,800 lane miles including Interstates in the city limits. These roadways offer a scenic landscape that boasts a diverse and growing city for residents and visitors. The landscape includes privately owned properties like shopping centers, restaurants, convenience stores, and neighborhoods and single-family residences that abut the public right-of-way. When litter is introduced to these areas through numerous means of distribution, it is more than an eyesore, and “is associated with social, economic, and environmental issues” ([The Issues of Roadside Litter: A Review Paper. Current Urban Studies, 9, 779-803](#)). The amounts of litter along Charlotte's roadways undeniably increased during the COVID-19 pandemic. The City of Charlotte and the North Carolina Department of Transportation are working to keep up and continue to seek out creative ways to get ahead of this important quality of life concern.

Areas of Concern

The City of Charlotte receives calls for service for litter cleanup and illegal dumping throughout the city. Among areas of concern are along interstate interchanges, medians, dead-end roads, undeveloped parcels, roadways abutting multi-family communities, areas with a concentration of homelessness, grass covered medians along thoroughfares, and in our streams. Many complaints are received about the northern and eastern areas of the city, but the litter issue is undeniably widespread.

Responding to the Issue

City of Charlotte departments work together and collaborate to manage litter issues. When complaints are received, Solid Waste Services responds to public right-of-way concerns. Housing and Neighborhood Services Code Enforcement is alerted when litter or dumping issues are on private property. They work with the property owners to comply with Charlotte's [Health and Sanitation Ordinance](#). Citations are written if the same location repeatedly creates violations. Code Enforcement can contract to have debris and trash removed from private property. They routinely work with Solid Waste Services to address debris discarded in the right-of-way. The City of Charlotte's Environment, Engagement, and Equity Committee received an in-depth follow-up document on February 7, 2022 that describes how Charlotte addresses litter ([Exhibit A](#)). Residents are encouraged to report concerns by either calling 311, submitting an online request 24/7 or by downloading the CLT+ app to submit a request from their mobile device.

Services

Solid Waste Services provides street sweeping services citywide. Their routes are adjusted based on areas needing more frequent visits and calls for service. More recently, CDOT purchased two electric mini street sweepers to manage debris in the protected bike lanes where Solid Waste's larger sweepers cannot pass.

The Center for Employment Opportunities in partnership with Solid Waste Services provides a daily crew that collects along ten heavily littered streets every other week.

Solid Waste Services also tracks overflowing carts and unbagged garbage along their regular routes. All new rollout carts are presented with a garbage preparation guideline brochure, and door hangers are used to address any collection issues. Repeat offenders will receive a follow up letter, and when multiple violation areas are identified, Solid Waste Services will contact the HOA if available, and they also use geo-targeted social media messaging.

General Services Landscape Management Division contracts out a litter removal service that targets specific areas such as the Central Business District, city building properties and cemeteries, several stretches along the CATS Blue Line adjacent roadway medians and shoulders, city installed landscaped areas, several cemeteries, and more.

Finally, the North Carolina Department of Transportation Division 10 picks up litter along the Interstate system monthly. Their non-Interstate routes in the City of Charlotte limits (*Exhibit B*) are serviced on a monthly cycle, and they respond to areas needing additional service as they are aware.

Programs

Housing and Neighborhood Services Keep Charlotte Beautiful [Adopt-A-City-Street Program](#) volunteers cleaned over 613 miles of city streets collecting 3947 bags of litter last year (*Exhibit C*).

Charlotte-Mecklenburg Storm Water Services [Adopt-A-Stream Program](#) volunteers collected 22 tons of litter and cleaned 1,300 storm drains in FY 2021. Through partnerships with the City of Charlotte, Envision Charlotte, Coca-Cola Consolidated, Mecklenburg County, and Osprey Initiative, three [Litter Gitter](#) systems are deployed on Little Sugar Creek and Irwin Creek in Charlotte. The program focuses on gathering data to help find ways to address the issue upstream and reduce the amount of litter that accesses our streams.

Solid Waste Services and CDOT partnered to create a pilot program to install additional collection bins in response to a neighborhood or merchant organization request. The neighborhood organization supplies the bins and pays Solid Waste Services a collection fee of \$250/year. The pilot program is ongoing in NoDa and Plaza-Midwood.

The North Carolina Department of Transportation's [Adopt-A-Highway](#) asks volunteer organizations to commit to pick up litter along a 2-mile stretch of roadway four times annually. In 2022, volunteers cleaned 575 miles of state highways in our area (*Exhibit D*). While the state historically utilized inmate labor for litter clean up, the program was discontinued due to cost ineffectiveness, and private contractors are used today instead.

Initiatives

In spring 2021, city departments worked to address a stretch of W.T. Harris Boulevard (a NCDOT roadway) called the W.T. Harris Boulevard No Littering Initiative. With the approval of NCDOT, two "No Littering" signs were installed along W.T. Harris Boulevard at its intersection with David Cox Road and another at Davis Lake Parkway. Part of the initiative was to solve for residents from a number of multi-family home communities carrying trash on the top of their cars to reach the dumpsters on their way out of the community. Some would forget and the trash would fall off the vehicle as they exited the community. Educational postcards were hand delivered to seven apartment communities in the vicinity of the newly installed "No Littering" signs (*Exhibit E*).

In April, 2022, The City of Charlotte partnered with [Envision Charlotte](#) and [Keep Charlotte Beautiful](#) to host a week-long event called Clean the Queen. The initiative aimed to reduce litter by having residents sign up to collect litter during the week of Earth Day. Participants were provided safety vests, litter pickers and collection bags.

The North Carolina Department of Transportation holds a statewide [Litter Sweep](#) campaign every spring and fall. State maintenance crews participate in addition to volunteers devoting these two weeks to litter cleanup and to picking up the orange bags of litter collected by volunteers.

Addressing Litter in Public Rights-Of-Way

Exhibit A

Committee:	Environment, Engagement, and Equity Follow-Up; February, 2022
Item:	Provide information on how Charlotte is addressing litter and note Covid impacts.
Background:	<p>Charlotte’s approach to addressing litter is multi-pronged. The City of Charlotte:</p> <ul style="list-style-type: none"> • Provides city services that directly address litter in public spaces (e.g. city streets, city owned spaces) and high litter areas which includes <ul style="list-style-type: none"> ○ data driven approaches ○ pilots and partnerships • Builds capacity in communities for community members to keep their neighborhoods and environment free of litter • Conducts education around litter prevention • Makes referrals to partners who maintain areas within our jurisdiction; specifically the NCDOT
Relevant Data and Findings:	<p><u>Direct City Services to Address Litter</u></p> <p>Solid Waste Services (SWS) provides:</p> <ul style="list-style-type: none"> • <i>City-wide litter picking</i> <ul style="list-style-type: none"> ○ 11 – two person crews ○ Service to City’s 2,536 street miles (5,073 curb miles) ○ Routes/frequency determined by trash patterns, service request calls and staff field observations <ul style="list-style-type: none"> ▪ Two times per day: <ul style="list-style-type: none"> • Central Business District (CBD) • 5 Points • CATS Blue and Gold Lines ○ Service provided along City Rights-of Way • <i>City-wide street sweeping</i> <ul style="list-style-type: none"> ○ 12 - one person crews ○ 5-year average of 56,000 linear miles swept/year ○ Routes/Frequency <ul style="list-style-type: none"> ▪ CBD – Daily ▪ Non-CBD – Quarterly ▪ As-needed – service request calls and staff field observations ○ Service provided on City streets • <i>Neighborhood Garbage Collection Program (SWS and CDOT)</i> <ul style="list-style-type: none"> ○ SWS and CDOT have partnered to create a pilot program which accommodates requests from neighborhood and merchant organizations to install additional collection bins ○ Containers are provided by the neighborhood organization. Container type and locations are subject to approval ○ Program requires an annual fee of \$250 for weekly SWS collection ○ Pilot program is ongoing in NoDa and Plaza-Midwood

Addressing Litter in Public Rights-Of-Way

Exhibit A

Committee:

Environment, Engagement, and Equity Follow-Up; February , 2022

Relevant Data and Findings:

- *Partnership with the Center for Employment Opportunities (CEO)*
 - CEO is a re-entry employment provider that connects formerly incarcerated individuals with job-readiness training and transitional employment (SWS)
 - Provides a daily crew dedicated to every other week litter collection for 10 areas of the more heavily littered streets
- In addition, Solid waste services uses **a data driven process to address overflowing carts**, which lead to litter.
- Solid waste preparation guidelines brochures are attached to all new rollout cart deliveries
 - SWS crews leave door hangers at addresses where collection issues are identified on the route, including instances of unbagged garbage and overflowing containers
 - Addresses with repeat violations receive a follow up letter/ mailing
 - Areas identified with multiple issues/violations are addressed by connecting with HOA, if applicable, and via geo-targeted social media content
- General Services also provides litter removal as part of landscape maintenance activities through a contracted service:
- Coverage/Frequency
 - Three times per week:
 - Settlers Cemetery
 - Two times per week:
 - CATS Blue Line Extension – in median areas only along N Tryon St north of Old Concord Rd.
 - Once per week:
 - Central Business District – median only
 - City building properties (serviced by Landscape Management) and Cemeteries
 - CATS Blue Line along S Blvd – in medians only
 - CATS Blue Line along Old Pineville Rd – track side road shoulders only (May be less often depending on the terrain)
 - Oaklawn Cemetery
 - Elmwood Cemetery
 - Evergreen Cemetery
 - Every two weeks:
 - Medians outside Central Business District, city and state roads
 - South Corridor signature intersections – medians and road shoulders
 - City installed – landscaped areas along connectivity paths between neighborhood streets, landscaped dead ends, landscaped rights-of-way
 - As part of the Tree Canopy Preservation Program the city uses a contractor to remove litter every other week from our large conservation areas and urban arboretum trail sites. They also will remove any illegal dumping material as needed from these locations.



Addressing Litter in Public Rights-Of-Way

Exhibit A

Committee: Environment, Engagement, and Equity Follow-Up; February, 2022

Relevant Data and Findings:

Capacity Building in Communities to Address Litter

Housing and Neighborhood Services runs Keep Charlotte Beautiful (KCB)

- KCB supplements direct services to address litter is through volunteer efforts
- KCB was founded in 1974 and is one of the nation's first [Keep America Beautiful](#) affiliates.
- KCB works closely with neighborhood organizations and homeowner groups, as well as with area businesses, schools, and local governments, to create a healthier environment by providing opportunities to maintain and improve the cleanliness and beauty of our city.
- The KCB committee is a 20-person Council and Mayoral appointed committee created to:
 - Make recommendations to City Council, and the private sector, with respect to the containerization of man-made trash; and
 - Implement the “Action Research Model Project” a pilot project for community- wide removal of litter year-round, which became the current Adopt-a-City Street Program (AACS)
 - AACS requires adoption of at least 1-mile of city-maintained street, for at least two years, with a minimum of three (3) clean-up events conducted per fiscal year. AACS **currently supports over 480 active organizations** who have **adopted over 600 miles of City-maintained streets, a 54 percent increase in the number of volunteer organizations** over pre-pandemic levels.
- KCB volunteers **contributed 8,010 hours to collect 3,612 bags of litter in 2021**, setting records for both hours volunteered, and litter collected.
- KCB administers the annual litter index.
 - **FY21 results indicate a slight increase (1.34 percent) in visible litter** for surveyed locations over FY20

Education in Communities to Address Litter (Charlotte-Mecklenburg Storm Water Services)

- Charlotte-Mecklenburg Storm Water Services (CMSWS) uses an educational outreach approach to reduce the amount of litter entering the storm drainage system and streams. For example, working with volunteers through the city’s Adopt-A-Stream and Storm Drain Marking programs. These efforts complement Housing and Neighborhood Services’ Adopt-A-Street program and Solid Waste Services’ street sweeping and educational outreach.
- In FY 2021, 1,800 volunteers **representing 152 Adopt-A-Stream groups collected 22 tons of litter. An additional 190 volunteers marked approximately 1,300 storm drains.**
- CMSWS currently funds the operation and maintenance of one Litter Gitter device on Little Sugar Creek at Freedom Park, which collects roughly 200 pounds of garbage and recyclables every three months. This pilot program is seeking funding partners for additional devices.

Addressing Litter in Public Rights-Of-Way

Exhibit A contd. & B

Committee: Environment, Engagement, and Equity Follow-Up; February, 2022

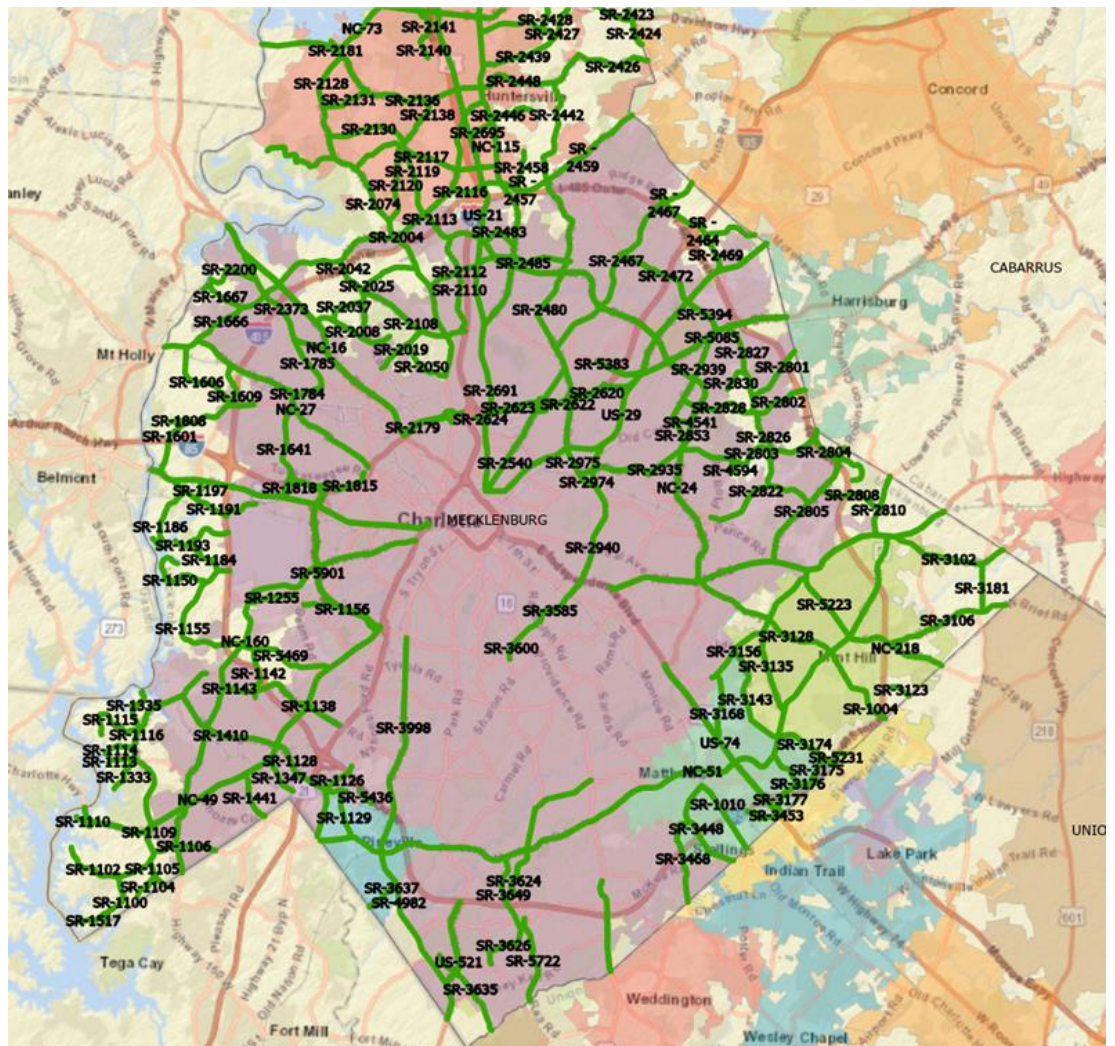
Relevant Data and Findings:

Referrals to Address Litter on State Maintained Roads

- One critical role that the City of Charlotte plays is in referring residents to NCDOT.
- When a resident calls in to report a litter issue on a state-maintained road, the City staff will make a direct referral to NCDOT.
 - First, a SWS supervisor conducts a site visit to assess the affected area and identifies city-maintained surrounding the NCDOT street(s)
 - Then SWS will provide litter control services on surrounding city-maintained streets
 - They will assist with a courtesy service on state-maintained roads on a case-by-case basis, if possible (staffing and equipment restraints)
 - Then, they provide follow-up and resolution information
- Finally, SWS staff will make a direct referral to NCDOT
- **The city maintains 5,479 lane miles and NCDOT is responsible for about 1,685 lane miles in Charlotte.**

Exhibit B

Highlighted routes are serviced by NCDOT monthly



Addressing Litter in Public Rights-Of-Way Exhibit C & D

Appendix C

Adopt-A-City-Street Mileage			
Year	Adopted Miles (% difference from previous year)	Volunteer Hours (% difference from previous year)	Bags Collected (% difference from previous year)
2018	357	2805	1293
2019	460 (+28%)	6487 (+131%)	3046 (+135%)
2020	386 (-16%)	4953 (-23%)	2563 (-15%)
2021	402 (+4%)	4722 (-4%)	2419 (-10%)
2022	613 (+52%)	9825 (+108%)	3947 (+63%)

Appendix D

NCDOT Adopt-A-Highway Mileage ¹		
Year	Adopted Miles (% difference from previous year)	Miles Cleaned (% difference from previous year)
2018	131	581
2019	147 (+12%)	310 (-46%)
2020	71 (-52%)	232 (-25%)
2021	73 (+3%)	374 (+61%)
2022	141 (+25%)	575 (+54%)

¹ Numbers reflect NCDOT Littersweep Program, but doesn't include NCDOT contractor numbers.

Addressing Litter in Public Rights-Of-Way Exhibit E

Litter is costly and has a negative impact on the environment and the community.



Last year, United States taxpayers spent nearly **\$11 billion** cleaning up litter across the U.S. That is **ten times** more than the cost of trash disposal.



Litter **reduces** property values.



Law enforcement may fine a litterer up to **\$1,000** or a first offense and up to **\$2,000** for a second offense. If found guilty of littering, a driver may receive a **one-point** penalty on their driver's license.



Heavily littered neighborhoods experience **more vandalism** and other **crimes**.



Litter and debris in the road can cause **severe crashes**.



Scan the QR code and take the Green Pledge today.

W.T. Harris Boulevard No Littering Initiative

Charlotte prides itself on being one of the cleanest cities in the country.

To prevent litter and keep the community as clean as possible, two “No Littering” signs have been installed along W.T. Harris Boulevard: westbound at the David Cox Road intersection and eastbound at the Davis Lake Parkway intersection.

Creating a cleaner, safer and more sustainable community is a group effort. Partner with the City of Charlotte to maintain the cleanliness of city-owned roads and neighborhoods by preventing and picking up litter.



Renee Johnson
Charlotte City Council
District 4



Malcolm Graham
Charlotte City Council
District 2

charlottenc.gov/SWS

