



# University City Community Investment Plan

Community Engagement Report for University City  
Partners Millage Rate Increase and Northern Map  
Expansion Proposal

Presented to: Charlotte City Council | April 13, 2026

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## Overview

University City Partners (UCP) undertook a comprehensive, six-week community engagement initiative to inform, educate, and gather feedback on its proposed Municipal Service District (MSD) millage rate increase and northern boundary expansion – our **Community Investment Plan**. The proposal follows the City of Charlotte's formal engagement and budget process, and the engagement ensures residents, property owners, businesses, and stakeholders:



Understand the plan and the need for enhanced services in a rapidly growing district.



Share their needs related to services in the district.



Provide input about how the Community Investment Plan would impact them.

Growth has brought opportunity to the University City community, but there are also challenges related to cleanliness, safety, infrastructure strain, and the need for more coordinated planning. The proposed rate increase and boundary update expansion are broadly viewed as necessary tools to protect prior investments, extend services to underserved areas, and position University City for long-term success.

### 1. University City At-A-Glance

University City is one of Charlotte's fastest-growing districts, anchored by major employment centers, UNC Charlotte, University Research Park, light rail, and new housing. Over the past decade, the area has experienced significant residential and commercial development, resulting in increased demand for services traditionally supported through the MSD. Despite this growth, existing service levels and district boundaries no longer align with current needs. Several high-traffic corridors and emerging activity centers fall outside the MSD, limiting UCP's ability to address cleanliness, safety, and placemaking consistently. Stakeholders express concern that without expanded coverage and sustainable funding, service gaps will continue to widen as growth accelerates.



Moreover:



MSD #5 (University City) has never increased its millage rate since its creation.



We remain one of the lowest millage rates among Charlotte's MSDs.



The majority of property owners will see a modest annual impact.



## 2. Engagement Goals

UCP designed the engagement process around three core goals:



- 1. Education:** Ensure stakeholders understand what the MSD does, how funds are used, and why changes are being proposed.



- 2. Feedback:** Create multiple, accessible opportunities for stakeholders to share perspectives, concerns, and priorities.



- 3. Transparency:** Communicate openly about tradeoffs, timelines, and how input would be used in decision-making.

Additionally, the process **extends beyond the formal six-week engagement window throughout 2026 and beyond**, reinforcing UCP's commitment to ongoing dialogue. Engagement is guided by principles of inclusivity, clarity, responsiveness, and data-informed decision-making.

## 3. Who We Engage

The engagement process reaches a broad cross-section of the community, including:



Residents



Property Owners



Business Owners



Neighborhood Associations



Community Organizations



Elected Officials



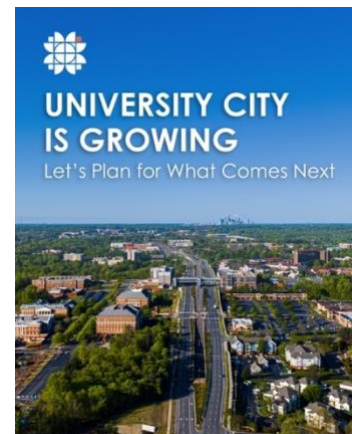
## 4. Engagement Activities

UCP is using a mix of outreach methods to ensure diverse participation and maximize accessibility, including:



Also, UCP partnered with students from the **University of North Carolina - Charlotte** to expand their reach to residents and visitors to UCP, spark engagement, and build trust.

In addition, we leveraged our organization's strong social media presence by sharing information via our social channels to educate and engage community members about the plan. Information was shared via our Instagram, Facebook, and LinkedIn pages to promote public input events and provide details about the proposed plan. University City Partners has approximately 11,596 followers across all three platforms (Instagram: 7,696 | Facebook: 2,900 | LinkedIn: 1,000).



Please see the [Appendix](#) for a detailed list of engagement activities, timing, and participation.

## Reporting & Evaluation (as of April 3, 2026)

### Summary of Engagement

As of April 3, 2026, there have been:

**4** in-person events with **130 total attendees**

**13** stakeholder listening sessions

**2,094** postcards sent

**240** outreach survey completions

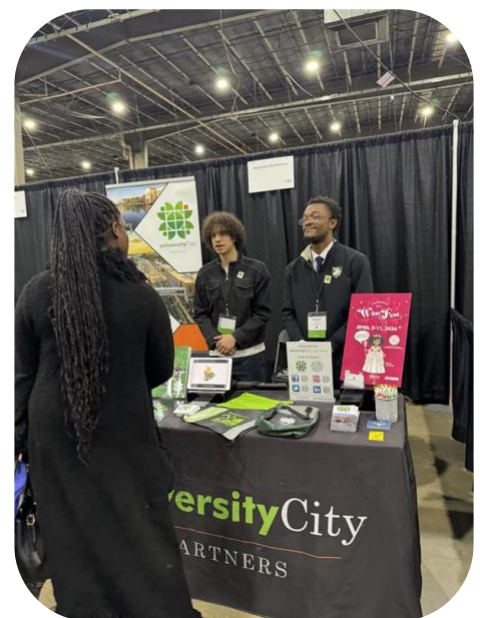
**19,453+** emails distributed

**286** in-person outreach interactions with rate payers (SWOT outreach)

**809** webpage visits

## What We are Hearing

**Listening Sessions.** UCP partnered with CMRignite, a full-service strategic communications agency, to conduct in-depth interviews with 10 stakeholders (UCP Board Members and large business and property owners) February 11 through March 5, 2026, to gather input and perspectives on the proposed millage rate adjustment and boundary expansion, including perceived benefits, concerns, conditions for support, and questions, about the Community Investment Plan. Also, UCP conducted three listening sessions with Council members.



Five key themes from the listening sessions include:

**1**

**UCP is perceived as the “glue,” a single voice for University City.**



Stakeholder verbatim: “It [UCP] gives it [University City] a quantifiable voice. Instead of just a bunch of individual businesses or property owners kind of out there on their own, it gives the district something organized – something structured – that can actually advocate, communicate, and move things forward.”

**2**

**Anchor the millage rate with a simple pocketbook translation, comparable data, and measurable outcomes so that stakeholders can easily understand the impact.**



Stakeholder verbatim: “Explain the pocketbook... about \$59 a year...That’s four coffees at the airport.”

**3**

**Coupling millage and boundary expansion may raise logical questions.**



Stakeholder verbatim: “It is to better align the district boundary with properties that directly benefit...and correct boundary gaps.”

**4**

**Safety and cleanliness are high priority for stakeholders.**



Stakeholder verbatim: “Safety and cleanliness are things you don’t notice when they’re there, but you absolutely notice when they’re not. And when they’re not there, that’s what people talk about.”

**5**

**Position University City for identity and growth but confront the constraints.**



Stakeholder verbatim: “If we want to continue to attract and retain businesses, we need a level of service that’s comparable to our peers.”





**Digital Outreach Survey.** UCP is currently conducting a digital survey of rate payers in University City and in the boundary expansion area to gather input on the Community Investment Plan. UCP distributed the survey on March 9, 2026, by sharing the survey link via email and QR codes on postcards. As of this report, 240 stakeholders completed the survey. Of the 240 respondents, 167 respondents are current rate payers in University City or the boundary expansion area. We share three key findings below from the 167 rate payers who completed the survey. UCP will keep the survey open through May 2026 to ensure stakeholders have time to provide input as they learn more about the Community Investment Plan.

**Familiarity with University City Partners**

- A majority of stakeholders are familiar with UCP's role.**

**65% of respondents are either familiar or very familiar with UCP's role in the district.**

**Important Services in University City**

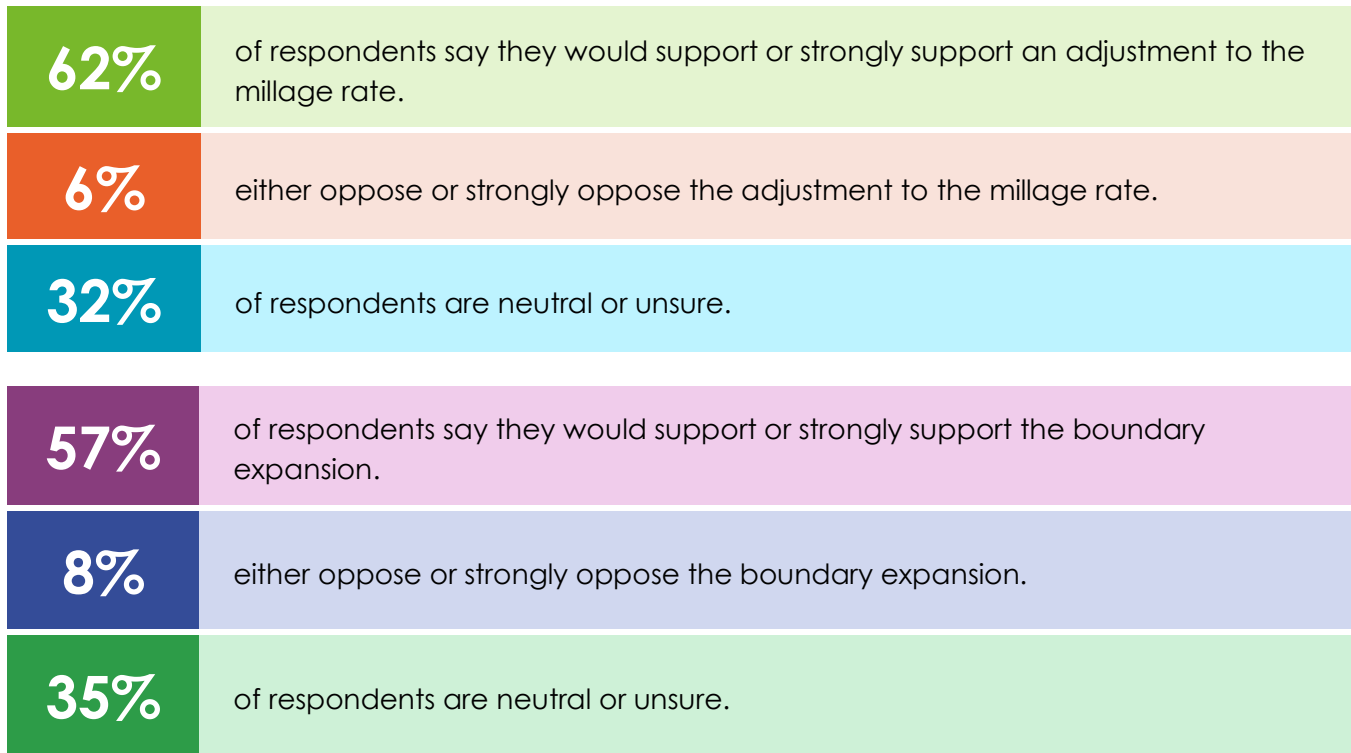
- A large majority of stakeholders say additional services will be needed in University City in the next few years, and cleanliness, safety, business recruitment/retention, streetscape improvements, and community programming are important to the highest percentages of respondents.**

<b>83%</b>	of respondents say more services will be needed in University City in the next 5 years.
<b>90%</b>	of respondents say clean and well-maintained public spaces and public safety presence and visibility are important or extremely important.
<b>86%</b>	say business recruitment and retention are important or extremely important in the district.
<b>86%</b>	of respondents say streetscape improvements and beautification are important or extremely important.
<b>78%</b>	of respondents say events and community programming are important or extremely important.

- Respondents identify improvements that would most positively impact their experience in University City, and the highest percentages mention safety and security.
- Other suggestions include: updated infrastructure and transportation including improved walkability and public transit options, adding more dining and retail options, improving cleanliness and beautification of the district, and adding community programming and events.

**Support for the Community Investment Plan**

**1. A majority of stakeholders support or strongly support the millage rate adjustment and boundary expansion. Their concerns will be addressed by sharing information about how the funds are being used and distributed. UCP is currently providing details about these areas, which align with the community’s information needs.**





- Concerns related to the proposed millage rate adjustment were broadly distributed across key areas.
- The highest percentages of respondents had concerns about financial impact, use of funds, transparency and accountability, and distribution of services.
- These findings suggest that respondents are not focused on a single issue, but rather are evaluating the proposal holistically considering cost, how funds will be used, and whether resources will be distributed fairly.
- Notably, about 20% of respondents indicated they have no concerns, suggesting openness to the Community Investment Plan.

**Council District 4 Resident Coalition Meeting and Public Information Sessions.**

UCP has interacted with rate payers and stakeholders at four in person events to date, and discussions have been very constructive. Similar to the stakeholder listening sessions and outreach survey results, participants agree that University City is growing, and there is a need for stronger advocacy for the district.



UCP has answered questions related to how the boundary expansion area was determined, where participants can learn more about the Community Investment Plan, and how people can express their support publicly (e.g., letters of support).

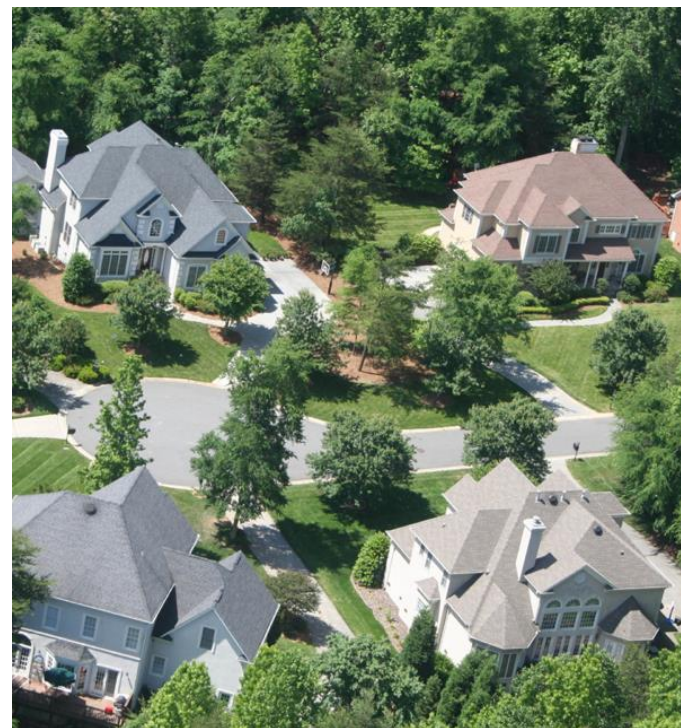
Some participants express concerns related to **traffic and mobility** such as traffic congestion around JW Clay, WT Harris, and I-85, emergency vehicle access due to traffic conditions, traffic circle concepts and signal timing, and sidewalks and pedestrian infrastructure in key corridors.

UCP has shared that as a convener and advocate (not a governing authority), it is committed to sharing feedback with Charlotte Department of Transportation and Council Member Reneé Johnson.

## Community Investment Plan Alignment

The findings from stakeholder listening sessions and digital outreach survey strongly reinforce and validate the proposed focus areas of the Community Investment Plan, **demonstrating clear alignment between community priorities and the plan.**

**Cleaner, Safer Corridors** emerged as the most strongly supported focus area. Stakeholders consistently emphasize that safety and cleanliness are foundational to the district's success, with interviewees describing these areas as highly visible when lacking. This aligns with survey results, as 92% of respondents identify public safety presence and visibility as important and 94% prioritized clean, well-maintained public spaces. Community suggestions further reinforce this, with safety and security cited as the most common improvement, alongside cleanliness and beautification. **Together, these findings confirm that investments in safety and maintenance are not only expected, but essential to maintaining confidence in the district.**



**Stronger Local Businesses** are also directly supported by both qualitative and quantitative insights. Stakeholders express a desire for greater economic development activity, including business recruitment and job growth to strengthen the local economy. Survey results to date support this, with 86% of respondents identifying business recruitment and retention as important. Additionally, community feedback highlighted interest in more diverse dining and retail options, signaling demand for a more robust and competitive business environment. **These findings position business support as a key driver of both economic vitality and community satisfaction.**

**A More Vibrant Community reflects its desire for increased activity, connection, and placemaking.** Survey results indicate that 78% of respondents value events and community programming, while open-end responses frequently cite the need for more local businesses, stronger community engagement, and opportunities that bring people together. Also, stakeholders reinforce the importance of creating a cohesive district identity, with UCP viewed as the “glue” that can unify and activate the community. **This focus area aligns with both the emotional and experiential expectations residents and businesses have for University City.**



**Smarter Planning for Growth** addresses both the opportunities and concerns that are expressed through engagement. Stakeholders highlight the importance of positioning University City for long-term growth while being mindful of existing constraints. At the same time, the proposed coupling of a millage increase with boundary expansion raises questions that underscore the need for clear, strategic planning. Survey responses further support this, with 83% of respondents indicating that additional services will be needed in the next five years. **Concerns around financial impact, use of funds, transparency, and equitable distribution of services also align with UCP's current focus on sharing detailed, growth strategies that demonstrate accountability.**



Overall, the engagement findings show that the proposed UCP focus areas on the Community Investment Plan are well-aligned with community priorities. They also highlight the importance of community engagement throughout the process to gather ongoing input, address concerns, and ensure that implementation reflects the needs and priorities of those who live, work, and invest in the district.

## Continued Outreach

UCP treats community support and outreach as an ongoing effort and will continue to incorporate engagement and education throughout 2026 and beyond. UCP is currently implementing a multi-faceted outreach strategy to reach residents, business owners, and property owners, and stakeholders where they are.

Through the current engagement process, UCP has identified the community's level of support, key information needs, and the improvements residents want to see in University City if the plan is approved helping ensure that new funds address the community's most pressing priorities.

Upcoming engagement activities include:

- Ongoing neighborhood canvassing with the SBI Outreach team (see [appendix](#) for dates and locations)
- Virtual engagement meetings in April to ensure accessibility and inclusion
- Additional group and one-on-one discussions to gather continuous feedback

This sustained commitment ensures that UCP keeps the community actively involved throughout the entire process. Below is an overview of additional confirmed outreach activities scheduled for April 2026 including SWOT outreach and the upcoming Public Safety Forum on April 2.

APRIL 2026				
MON	TUE	WED	THUR	FRI
		1  Engagement Summary Submitted to City	2  Public Safety Forum 9–11 AM  Weekly SWOT Engagement Governor's Village	3
6	7	8  Weekly SWOT Engagement Governor's Village	9  Weekly SWOT Engagement Innovation Park	10
13  City Council Business Meeting	14	15  Weekly SWOT Engagement Innovation Park	16  Weekly SWOT Engagement University Executive Park	17
20	21	22  Weekly SWOT Engagement University Executive Park	23  Weekly SWOT Engagement Remaining Businesses	24
27  City Council Business Meeting	28	29	30	

**LEGEND**

-  SWOT Small Business Engagement
-  Public Information Session
-  Report
-  Public Meeting / Forum

**Weekend Events:**

- Saturday, April 11 - WineFest

## Appendix

### Engagement Activities, Timeline, and Participation

Engagement Activity	Location	Date	Time	# of Attendees/ Community Reach
<b>Postcards</b>	Postal mail to rate payers in University City and the Boundary Expansion area	March		2,094
<b>Email/E-newsletter outreach</b>	Digital outreach	March and ongoing		19,453+
<b>Stakeholder and Council Member Listening Sessions</b>	In person and virtual	March		13
<b>Outreach Survey</b>	Digital outreach	March 9 and ongoing		240
<b>Council District 4 Resident Coalition Meeting</b>	8801 J M Keynes Dr #410	March 4	6:00 - 7:00PM	15 participants; 4 interactions

### SWOT Small Business Engagement

Weekly SWOT Engagement	Expansion Territory	March 11, 18		61 interactions
Weekly SWOT Engagement	University Research Park	March 19, 25		74 interactions
Weekly SWOT Engagement	University Station	March 26, April 1		11 interactions
Weekly SWOT Engagement	Belgate & Chancellor Commons	March		59 interactions
Weekly SWOT Engagement	University Place	March		29 interactions
Weekly SWOT Engagement	University Executive Park	March, April 16, 22		53 interactions
Weekly SWOT Engagement	Governor's Village	April 2, 8		
Weekly SWOT Engagement	Innovation Park	April 9, 15		
Weekly SWOT Engagement	Boundary Expansion Area/Businesses Not Visited	April 23		

### Public Information Sessions

Session 1	University City Regional Library	March 12	5:00 - 7:00PM	1 participant; 1 interaction
Session 2	University City Regional Library	March 24	2:00 - 4:30PM	8 participants; 20 interactions
Session 3	University City Regional Library	March 31	9:00 - 11:00AM	
<b>Public Safety Meeting &amp; MSD Discussion</b>	The Mecklen Hotel 8520 University Executive Park Drive	April 2	9:00 - 11:00AM	106 attendees
<b>University City Wine Fest</b>	Shoppes at University Place	April 11	2:00 – 6:00PM	
<b>Virtual Sessions with Keith</b>	Virtual	April 21, 24	TBD	

## Letter of Support

Dear Charlotte City Council:

I am a employee of a business in the University City community.

I am writing to express my support for the proposed millage rate update and boundary expansion for University City Partners (UCP).

### **Why This Matters to Me**

University City is where I work, and its continued growth and stability are critical to long-term economic success.

### **What I Value About University City Partners**

University City Partners has already delivered meaningful improvements to the community, and this investment will build on that momentum. I value the support and services that UCP currently provides such as public safety, cleanliness, community programming, entertainment, economic development, marketing/promoting the district, and advocating on behalf of businesses and employees.

### **Why I Support This Proposal**

I support this proposal because University City has grown significantly, and it is important that the resources supporting the district keep pace.

This investment can help improve safety, cleanliness, public spaces, and community programming as well as supporting businesses' needs and providing more amenities for employees.

This investment can help strengthen the business environment, support infrastructure, and ensure the district remains competitive for attracting jobs and investment.

### **Importance of Investment**

Updating the millage rate and aligning district boundaries will help ensure University City continues to be a place where people want to live, work, and spend time.

Thank you for your time and for considering this important investment in the future of University City.

Sincerely,

Curtis Bodison

TIAA | 8500 Andrew Carnegie Blvd. Charlotte, NC 28262

Curtis.Bodison@tiaa.org



Dear Charlotte City Council:

I am a property owner in the University City community.

I am writing to express my support for the proposed millage rate update and boundary expansion for University City Partners (UCP).

**Why This Matters to Me**

University City is where I invest, and its continued growth and stability are critical to long-term economic success.

**What I Value About University City Partners**

University City Partners has already delivered meaningful improvements to the community, and this investment will build on that momentum. I value the support and services that UCP currently provides such as public safety, cleanliness, community programming, entertainment, economic development, marketing/promoting the district, and advocating on behalf of businesses and employees.

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Thank you for your time and for considering this important investment in the future of University City.

Sincerely,

Alex Romero  
Innovation Park  
aromero@accessopartners.com



Dear Charlotte City Council:

I am a business owner in the University City community.

I am writing to express my support for the proposed millage rate update and boundary expansion for University City Partners (UCP).

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University City is where I operate my business, and its continued growth and stability are critical to long-term economic success.

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Sincerely,

Daniel Freeman Ed.D  
FSG Ventures LLC  
freeman.daniele@gmail.com



Dear Charlotte City Council:

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Thank you for your time and for considering this important investment in the future of University City.

Sincerely,

Sean Allen  
Trammell Crow Residential  
sallen@crowholdings.com

**CROW  
HOLDINGS**



Dear Charlotte City Council:

I am a business owner in the University City community.

I am writing to express my support for the proposed millage rate update and boundary expansion for University City Partners (UCP).

**Why This Matters to Me**

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Thank you for your time and for considering this important investment in the future of University City.

Sincerely,

Leon Chisolm

Chisolm Communities - 10130 Mallard Creek Rd #300, Charlotte, NC 28262

leon@chisolmcommunities.com

*Chisolm Communities*



## UCP Community Investment Plan Engagement Assets



**University City  
Community Investment Plan**

The University City Community Investment Plan is designed to protect and strengthen what makes University City one of Charlotte's strongest communities. A small millage rate adjustment and map expansion will allow University City Partners (UCP) to invest in the fundamentals – safer streets, cleaner public spaces, better coordination and long-term sustainability to position our community for a better today and a brighter tomorrow.



Cleaner, Safer  
Corridors



Stronger Local  
Businesses



A More Vibrant  
Community



Smarter Planning  
for Growth

**Small Adjustments**  
UCP is asking for two updates to Municipal Service District 5 (MSD 5):

1. A **millage rate adjustment** from \$0.0262 to \$0.0380 per \$100 of property value.
2. A **northern boundary expansion** so all properties that benefit from district services are included fairly.

**Bigger Impact**  
This is an adjustment to an existing district investment. The rate has not changed since 2003, but University City has grown a lot.

For a home valued at \$365,000, the MSD portion would increase by about \$43 per year. That's approximately \$3.50 per month.

The added funding stays right here in University City. It helps keep corridors clean, adds a visible safety presence, supports local small businesses, and helps plan for future growth.

**We Want To Hear From You**  
Scan to take a survey.




**Fair Boundaries**  
Over time, University City has grown and development patterns have shifted. Today, some properties benefit from district services but are not currently inside the official boundary.

The **proposed northern boundary** expansion corrects that imbalance. It would:

- Align district boundaries with the areas actually receiving services
- Ensure properties benefiting from services contribute their fair share
- Create fairness and consistency across the district
- Ensure consistent participation from properties already receiving services


This is about equity. Everyone who benefits from cleaner corridors, safety presence, business support, and district improvements should participate equally in supporting them.




**Frequently Asked Questions**  
Get clear, simple information and stay informed about this community investment.

1. **What is a millage rate?**  
A millage rate is the formula used to calculate the property tax portion allocated to a specific district.
2. **How much will this cost me?**  
For a home valued at \$365,000, the increase would be about \$43 per year. That's less than \$3.50 per month – about the cost of one cup of coffee.
3. **Where does the money go?**  
All funds stay within University City and support: Cleanliness, safety presence, small business programs, beautification and placemaking, and growth coordination.
4. **Why now?**  
University City has grown significantly: Thousands of new housing units, expanded employment centers, and increased activity and foot traffic. Services must keep pace with that growth.






Scan for more details and ways to share feedback.





**University City**  
PARTNERS

UniversityCityPartners.org

Website



**Final Postcards**



**Better today.  
Brighter tomorrow.**

Proposed Boundary Expansion  
of MSD #5

Learn more about our plan and how it may impact your property.

 **University City  
Community Investment Plan**

**The property at this address may become subject to the district tax.**

University City has grown and changed over time. Today, some properties benefit from district services but aren't within the current boundary.

If approved by City Council, properties within the expanded boundary would be subject to the MSD #5 tax rate, including the proposed rate adjustment currently under consideration.

Municipal Service District #5 is requesting a rate increase from \$0.0262 to \$0.0380 per \$100 of assessed value.

This increase would support:

- Cleaner streets and public spaces
- Visible safety presence and faster response
- Direct support for small businesses
- Smarter planning for future growth

We want to hear from you! Share your feedback with us by contacting:

**Keith Stanley**  
704-549-4141 | [info@universitycitypartners.org](mailto:info@universitycitypartners.org)

The full proposal can be reviewed at [www.universitycitypartners.org/investmentplan](http://www.universitycitypartners.org/investmentplan).

UCP will offer informational sessions separate from the public hearing. Visit the website for details.



8801 J M Keynes Dr #410  
Charlotte, NC 28262

**PUBLIC HEARING INFORMATION**

**May 11, 2026**  
**Charlotte Mecklenburg Government Center**  
600 East 4th Street, Charlotte, NC 28202  
**Time: See website for updates**



Scan here to provide your feedback.



# Small adjustment. Bigger impact.

A shared investment in safety, cleanliness, and long-term growth.

Learn more about our plan and how it may impact your property.



## University City Community Investment Plan

**The University City Community Investment Plan proposes a modest rate adjustment to sustain and strengthen district services.**

The University City Community Investment Plan is designed to protect and strengthen what makes University City one of Charlotte's strongest communities.

UCP is proposing two updates to Municipal Service District 5 (MSD 5):

1. A small millage rate adjustment from \$0.0262 to \$0.0380 per \$100 of assessed value. For example, for a property valued at \$365,000, the MSD portion would increase by about \$43 per year. That is about the cost of one cup of coffee per month (\$3.50).
2. A northern boundary expansion.

This plan will allow University City Partners (UCP) to invest in the fundamentals:

- Cleaner corridors and public spaces
- Visible safety presence and faster response
- Direct support for small businesses
- Smarter planning for future growth

We want to hear from you! Share your feedback with us by contacting:

**Keith Stanley**  
704-549-4141 | [info@universitycitypartners.org](mailto:info@universitycitypartners.org)

The bill proposal can be reviewed at [www.universitycitypartners.org/investmentplan](http://www.universitycitypartners.org/investmentplan).

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6801 J.M. Keynes Dr #410  
Charlotte, NC 28262

**PUBLIC HEARING INFORMATION**

**May 11, 2026**  
**Charlotte Mecklenburg Government Center**  
900 East 4th Street, Charlotte, NC 28202  
**Time: See website for updates**



Scan here to provide your feedback.

## YouTube



## Media

