

SETTING THE STAGE

CITY COUNCIL STRATEGY MEETING
JANUARY 12, 2021



ACHIEVING EQUITY IN ECONOMIC PLANNING AND INVESTMENTS

AN OVERVIEW OF ECONOMIC
DEVELOPMENT STRATEGIES

UNDERSTAND
the strengths and weaknesses of commercial and high-
employment areas

IDENTIFY
the unique viability of each area

CONSIDER
existing and future market conditions, Council priorities, and
areas of most need

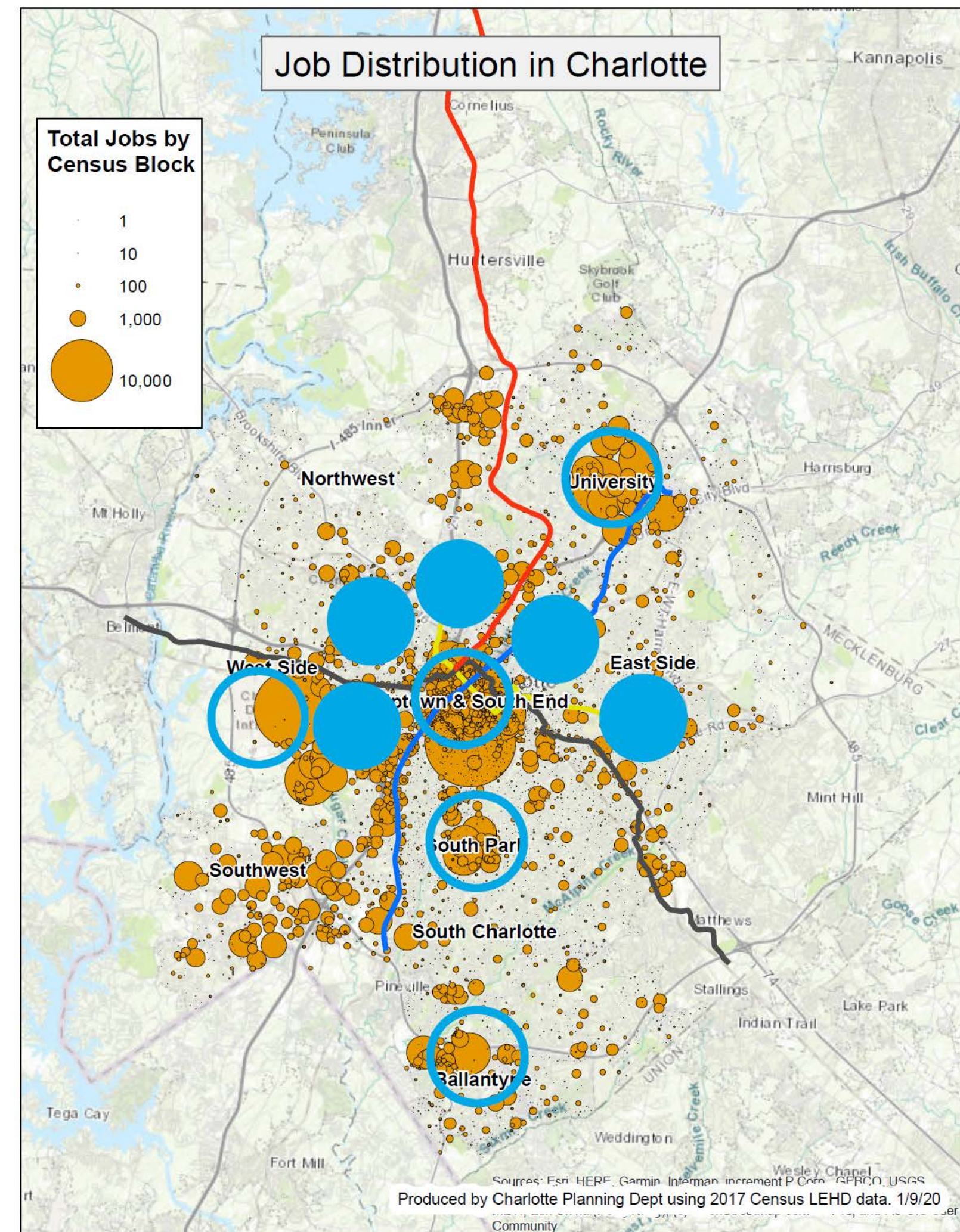
ANALYZE
the evolution of each area

IMPLEMENT

Pilot new tools to create, preserve and leverage opportunities and implement change

- Leverage our new role in job creation
- Understand and adapt to changing market realities
- Identify and encourage private partnership opportunities
- Utilize the 2040 Comprehensive Plan as a tool to guide future investments

Outcome will be a balanced and equitable community





1 Comprehensive Plan
Charlotte Future 2040

2 New Approach to
Creating Equitable
Market Opportunities

3 Preserve Today's
Strong Employment
Areas

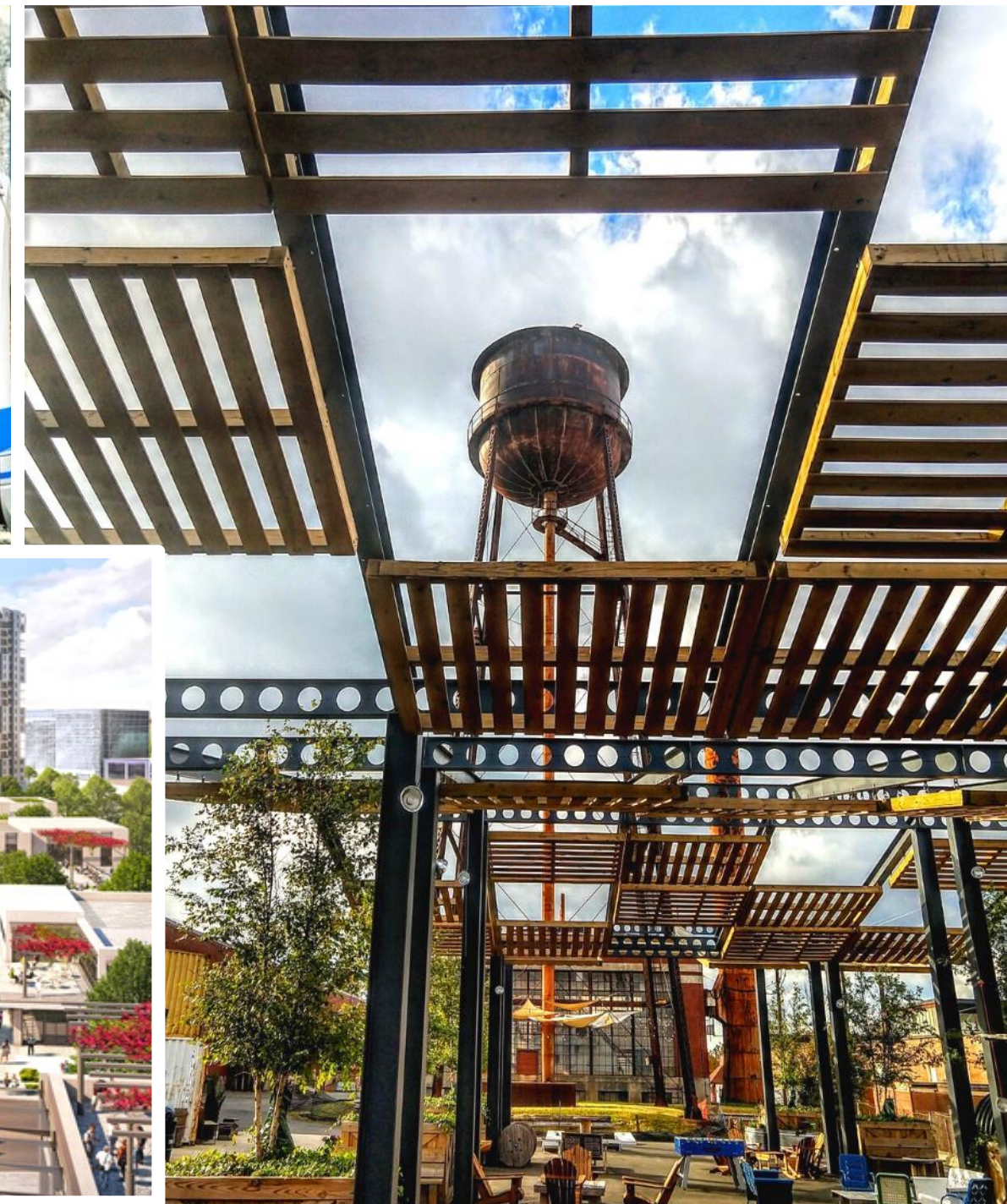
4 Strategize Emerging
Districts with Market
Momentum

1

Leverage Community Making Policy and Investments

CHARLOTTE
FUTURE

2040
COMPREHENSIVE
PLAN





2040
COMPREHENSIVE
PLAN

- Guides our growth over the next 20 years.
- A “living document” that integrates community input and best practices for growth, development and capital investments.
- Addresses equity, transportation, quality of life, economic development, jobs, upward mobility, affordable housing, health, safety, and sustainability.



GUIDING PRINCIPLES & VISION ELEMENTS



OUR CITY. OUR PLAN. OUR FUTURE.

10 FRAMEWORK POLICIES

- 01 SAFE & EQUITABLE MOBILITY
- 02 10 MINUTE NEIGHBORHOODS
- 03 2-TOD
TRANSIT & TRAIL ORIENTED
DEVELOPMENT
- 04 HOUSING ACCESS FOR ALL
- 05 NEIGHBORHOOD DIVERSITY &
INCLUSION
- 06 RETAIN OUR IDENTITY &
CHARM
- 07 HEALTHY & ACTIVE
COMMUNITIES
- 08 INTEGRATED & NATURAL
ENVIRONMENT
- 09 DIVERSE & RESILIENT ECONOMIC
OPPORTUNITY
- 10 FISCALLY RESPONSIBLE

OUR CITY. OUR PLAN. OUR FUTURE.

2

Equitable Market Opportunities



Image: Charlotte Business Journal



2

New Approach to Creating Equitable Market Opportunities



Create balanced and equitable community by identifying, growing and creating marketing opportunities:

- Beatties Ford /RozzellesFerry
- Freedom / Wilkinson
- West Boulevard
- Graham Street / North Tryon
- Sugar Creek / I85
- Central / Albemarle



Case Study Beatties Ford / LaSalle

- Created new tools for specific needs to implement community-led redevelopments
- Multi-departmental approach to implement solutions with immediate and tangible impact for residents and small businesses
- Total investment over **\$7M**
- Project examples include:
 - eFix Developments at 2023 Beatties Ford & 2020 Beatties Ford
 - UrbanMain at Beatties Ford / LaSalle
 - West End Fresh Seafood Business Matching Grant
 - New single-family housing development and townhome development
 - Intersection enhancements and new signal
 - Access Charlotte publicWiFi pilot program
 - Support for Cure Violence initiative
 - Placemaking initiative to highlight history
 - Improved sidewalk from LaSalle St. to Estelle St.
 - BeattiesFord Bike Boulevard
 - Charlotte Equity Fellowship program
 - Improved pedestrian-scale lighting



Meaningful
Community Impact



“The City’s investments gave us the opportunity to support small businesses, manage transformative projects, implement corridor beautification and provide matching grants to private investments.

The program’s comprehensive format and accessible funding helps advance the corridor and projects to come even in the midst of a pandemic.”

-Historic West End Partners



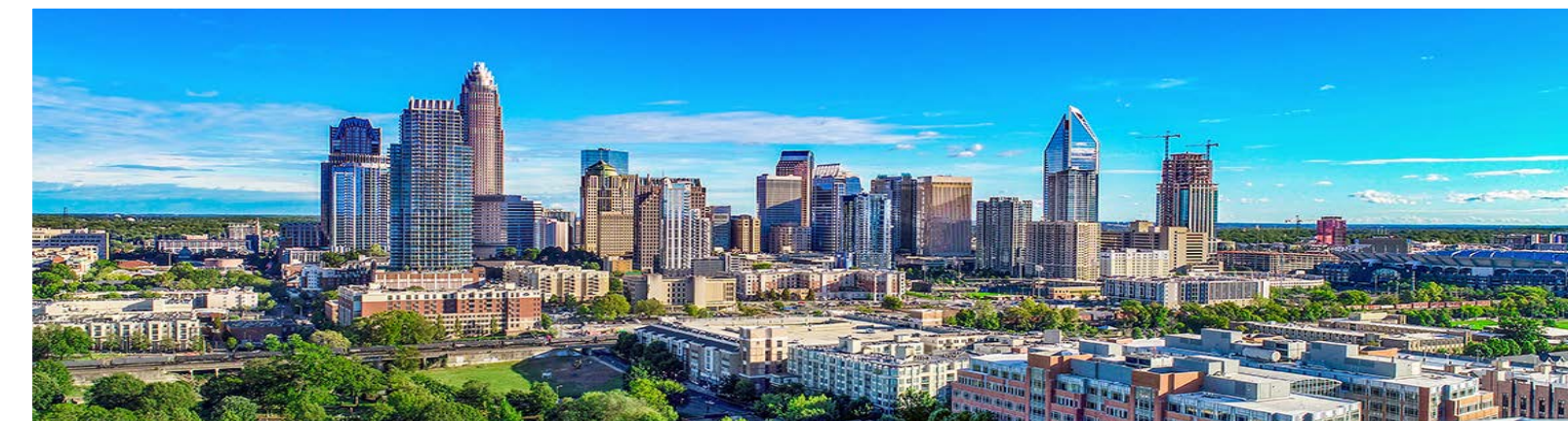
What's to Come in 2021

- West Blvd Neighborhood Coalition
- West Side Community Land Trust
- West/Remount intersection enhancements
- West/Barringer Dr intersection improvement
- I-77 underpass lighting at W. Blvd
- Improved pedestrian-scale lighting along W. Blvd
- Improved bus stop and bus shelter amenities
- Security grant pilot at Sugar Creek / I-85
- Improved street lighting along Sugar Creek
- I-85/Sugar Creek playbook
- Central / Albemarle investments
- Albemarle corridor playbook
- Public space activation through placemaking



3

Preserve Successful Employment Centers



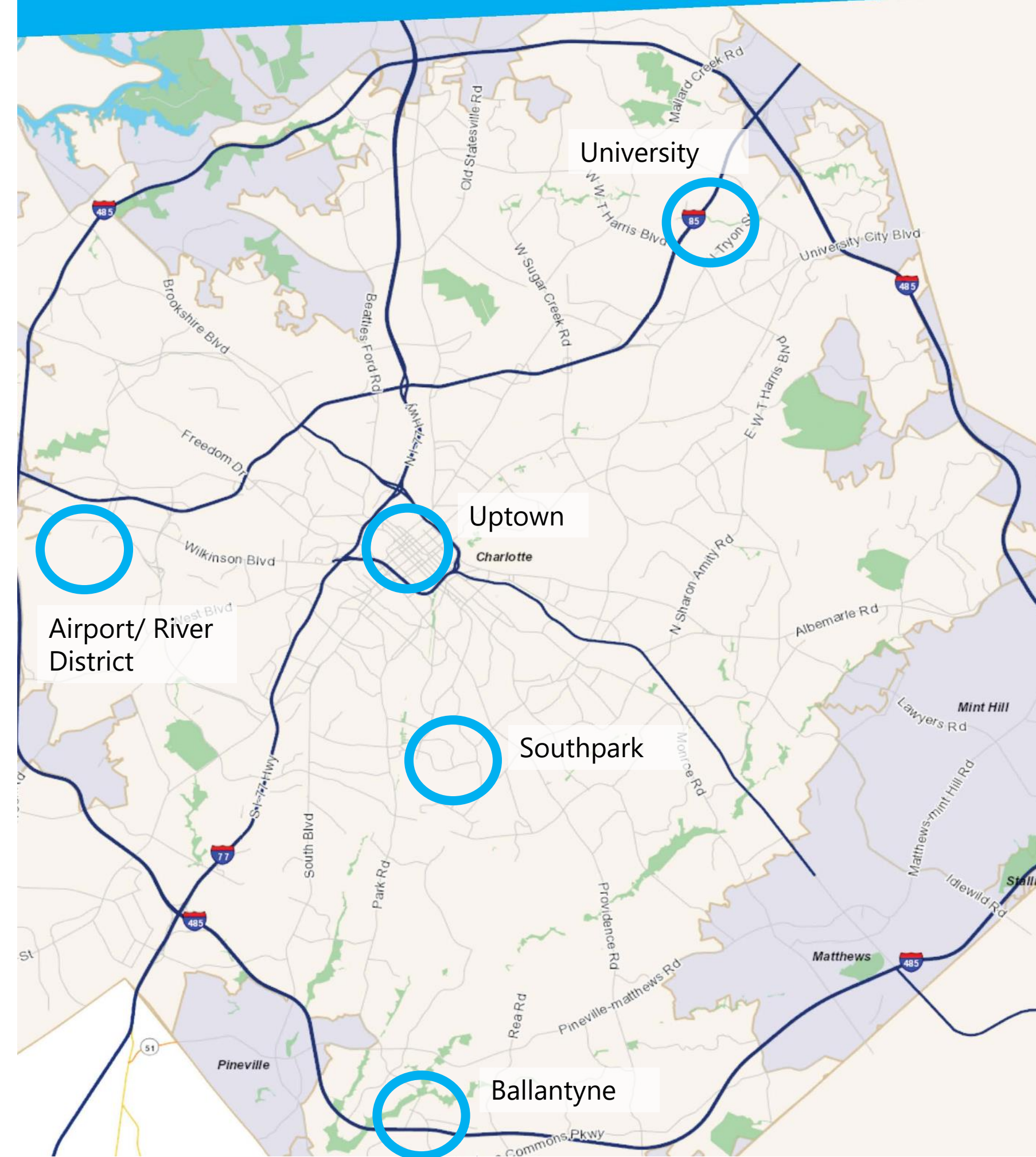
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Preserve Successful Employment Centers

Keep thriving areas viable and help them evolve to enhance the way we work, live, and play in:

- University
- Airport/ River District
- South Park
- Ballantyne
- Uptown

Preserve Successful Employment Centers



Update: Ballantyne Reimagined

- Estimated private investment - \$1.5 billion
- Tax Increment Grant and CIP Reimbursement Approved by City Council in 2020
 - TIG Terms
 - \$25M (City ~ \$8.7M)
 - CIP
 - \$17.5M for public infrastructure improvements
- Notable Public Benefits
 - Significant park and open space
 - Affordable and workforce housing
 - MWSBE utilization opportunities
 - Right of way preservation for future transit



Update: SouthPark Partnerships

- \$10M CNIP investment funding 4 key projects
- The Cultural Loop:
 - 12 foot multi-use path that will connect neighborhoods and employers to amenities, First public-private partnerships underway
 - Multiple others in negotiation to leverage CNIP investments
- Symphony Park is being imagined as a town square and community arts gathering spot.
- \$5M Symphony Park partnership match



Summer Arts Season A New Charlotte Institution

The re-imagining of Symphony Park could create other opportunities for arts in Charlotte. Through sponsorship and the fabrication of a semi-permanent stage every summer, the park could host a Summer Arts Season that includes performances by the Charlotte Symphony, Opera Carolina, the Charlotte Ballet, Blumenthal Performing Arts, and other community organizations and educational institutions. While the large lawn would be redesigned to be multiple programmable spaces, the terraced landscape still provides the space for large concert events.

Bryant Park in New York City hosts a similar event series every summer that hosts Broadway performances and the American Symphony Orchestra. The event series has corporate sponsors and covers the cost of the stage construction, blankets, etc. The stage also hosts "Picnic Performances" every day that are free to the public.



Summer Pops A Charlotte Tradition

The Summer Pops series by the Charlotte Symphony has been a Charlotte tradition since 1983. This outdoor series is held on a number of summer Sundays at Symphony Park, culminating with its Celebrate America program and fireworks. It began in Freedom Park, but moved to SouthPark Mall property in the 1990s. In the 2000s it moved to Symphony Park with a band shell dedicated to the series. The series has evolved over time with crowd management, fundraising capacity, and number of concerts per year.

In 2020, the Charlotte Symphony had to cancel the Summer Pops season, its largest fundraising opportunity. The Summer Pops series is a tradition that is extremely important to Charlotte and the SouthPark community. As it transforms in the future to be sustainable and profitable, the series will continue to be accommodated every summer with the redesign of Symphony Park.



Case Study:



- Business Recruitment
- Land Development Partnerships
- Transportation Infrastructure
- Changing Commuter Culture



CENTENE[®]
Corporation

“Charlotte’s growth falls in line with Centene's rapid expansion plans.” Neidorff, [CEO] noted several factors in Charlotte's favor: the international airport, effective leadership, transit and the education system. "You have your act together," he said. "We're looking forward to being in Charlotte.”

Business Recruitment

East Coast HQ and Technology Hub

- Largest job creation project in the history of NC
- Largest JDIG in the programs history
- Created up to 6,000 new jobs
- Added over \$1B to our tax base
- Continues to spur investment in University City



The City of Charlotte and the Charlotte Regional Business Alliance snared BF's **Bronze Award** for Centene's **Regional Headquarters**, a 1-million-square-foot campus that will bring 3,237 new jobs to the University City neighborhood.

"The dynamic and diverse growth in the Charlotte region was a major factor in BF's designation of North Carolina as our 2020 State of the Year," Rogers said.

Health insurance giant Centene to invest \$1B for HQ2 in Charlotte, bringing 6,000 jobs

Apartments sell for record as Centene HQ spurs north Charlotte real estate windfalls

Health insurance giant [Centene's planned East Coast headquarters](#) is spurring investment in the area, Caylor Mark from JLL Capital Markets, which brokered the sale, said in a press release.

Land Development

Utilizing our expedited review process, our land development teams worked seamlessly with Centene to meet their aggressive schedule.

- Roadway improvements
- Multi-use paths
- Greenways
- Tree care assistance program

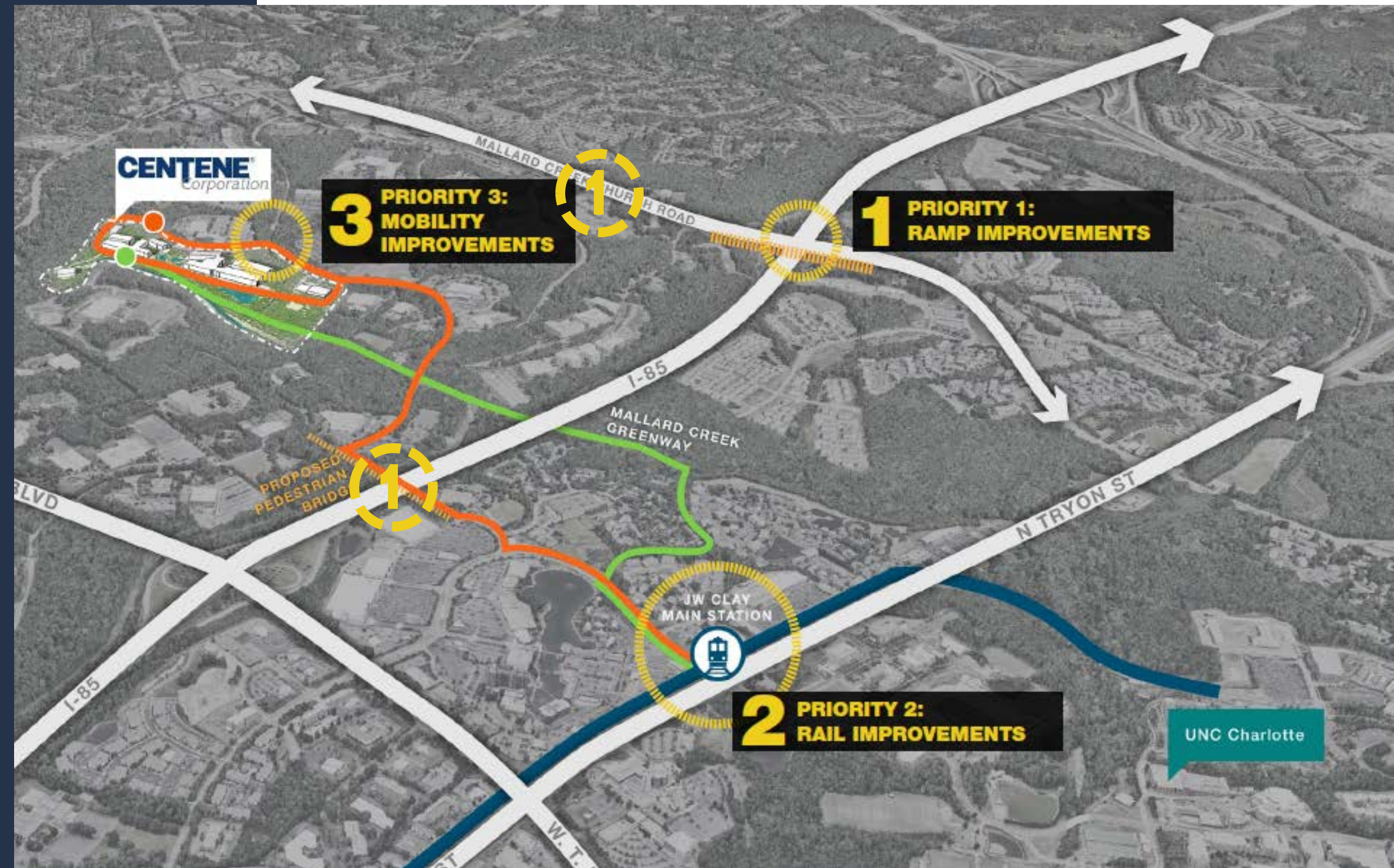
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Regional Infrastructure Public Private Partnership

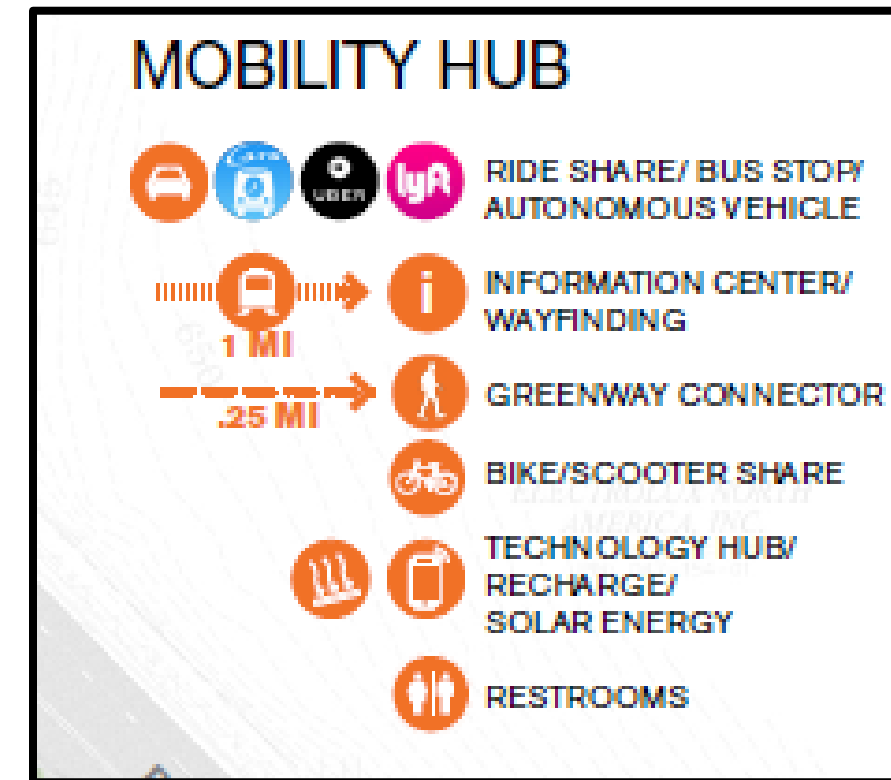
Continuing to improve the University City area through partnering to complete critically needed infrastructure improvements

- I-85/Mallard Creek Church
- Mallard Creek Church and Claude Freeman
- I-85 Bridge at JW Clay



Changing Commuter Culture: Autonomous vehicles, mobility hubs, seamless connections

- Partnering to provide alternative means of transportation
- Desire to capitalize on the light rail as a form of transportation
- Autonomous last-3-mile circulator



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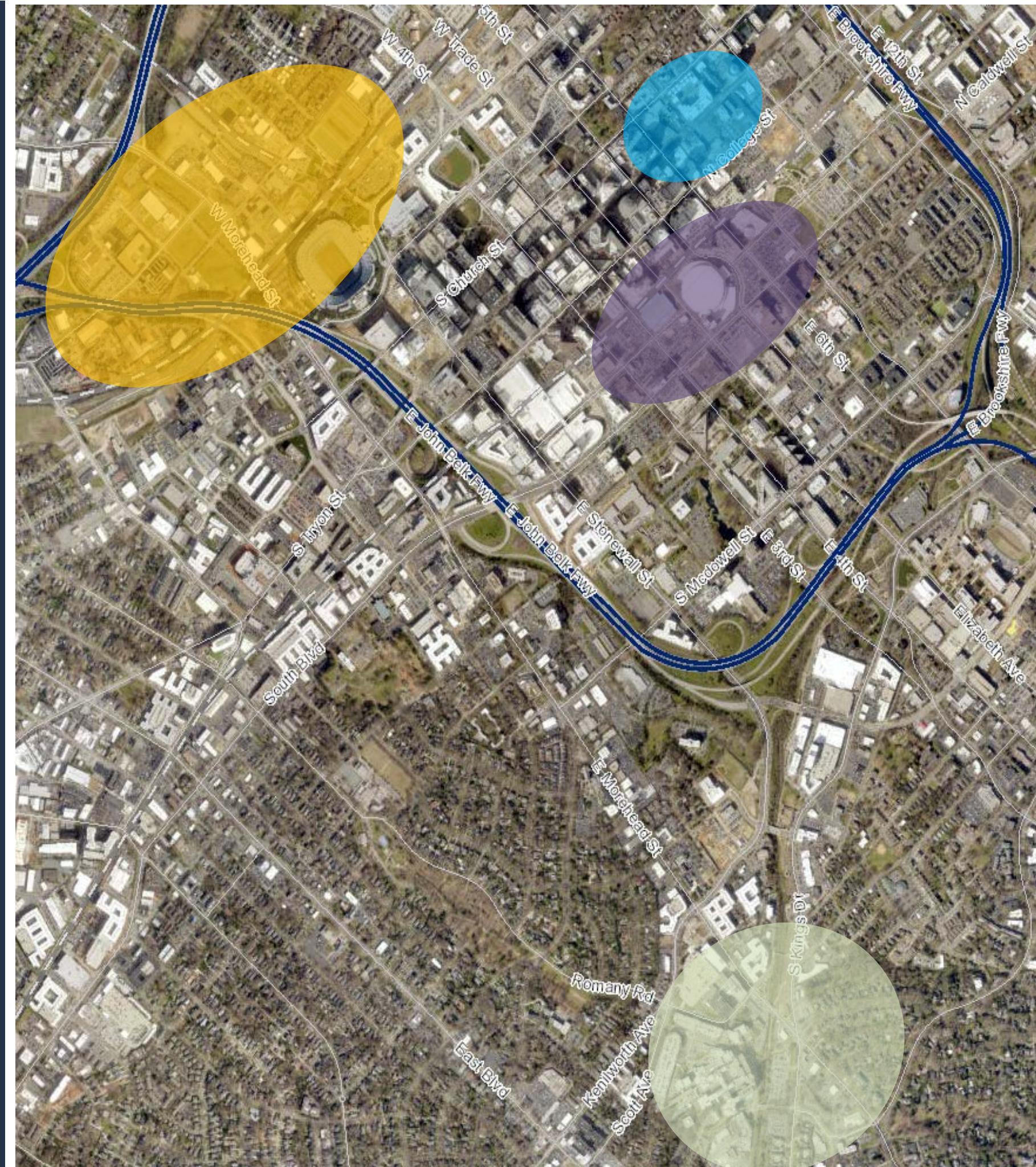
Districts with Momentum



Districts with Momentum

Strategize Emerging Districts with Market Momentum. Embrace the opportunity to be proactive with the private sector and achieve equitable opportunities and unique placemaking

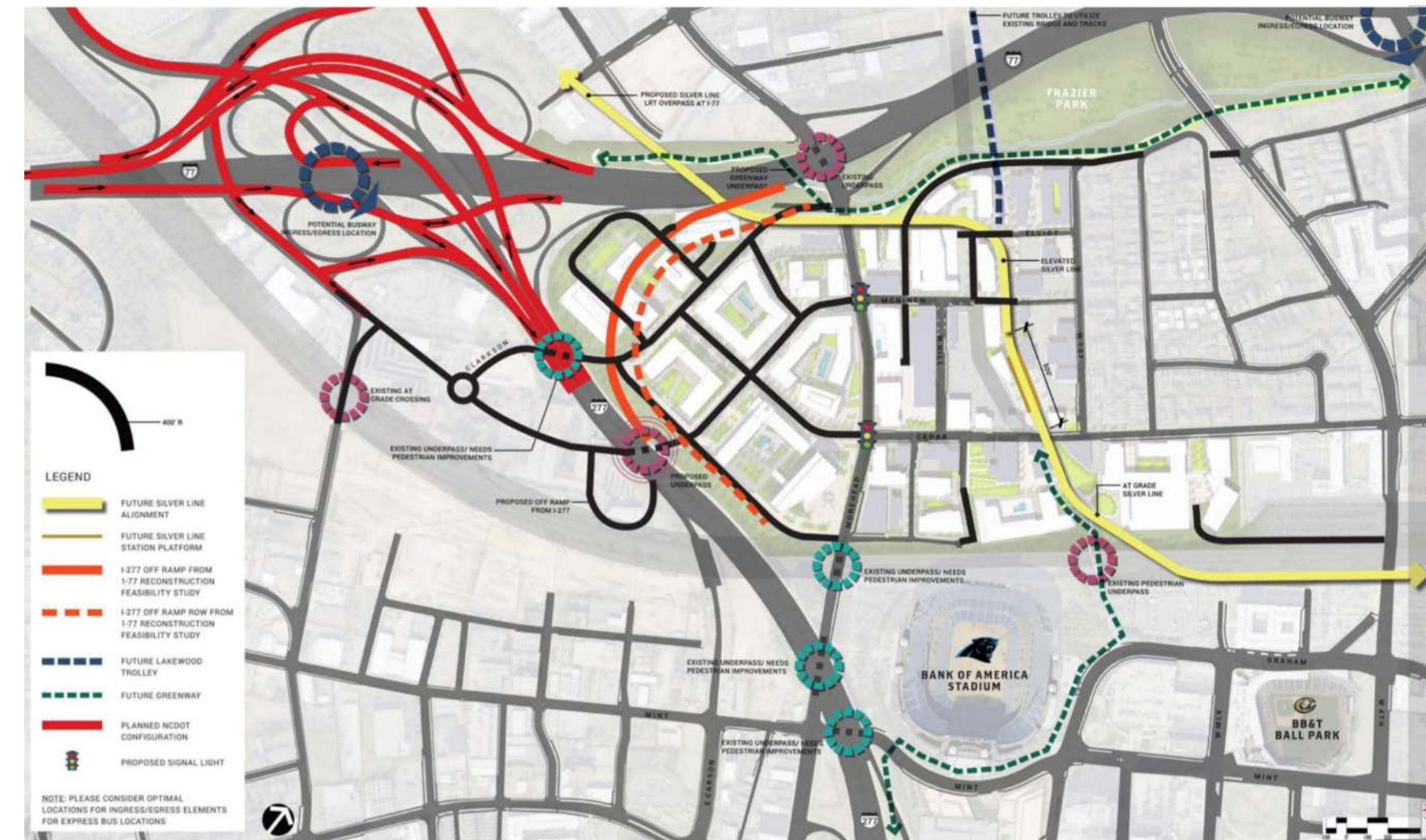
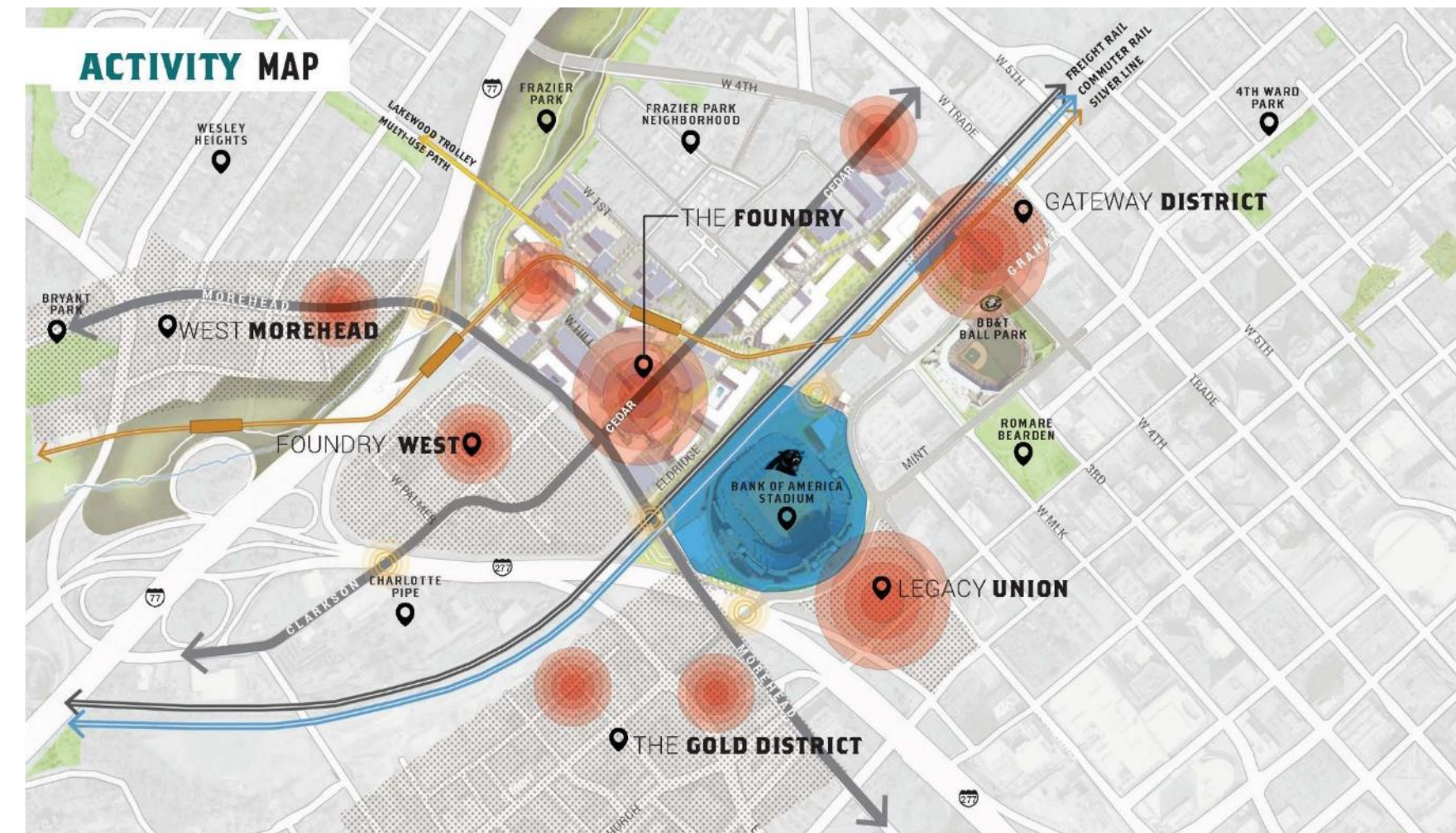
- Foundry / Gateway District
- 7th & N Tryon / Discovery Place
- Hornets / CTC
- Atrium Health Medical District



Case Study: Foundry / Gateway District

District drivers

- Gateway Station
- Charlotte Pipe & Foundry
- Bank of America Stadium
- Recognize a shift with key properties
- Identify transportation and infrastructure needs
- Transit planning alignment (Silver Line)
- Gateway Station— multi -block development w/ 3 transit stations



Case Study: Foundry / Gateway District

- Each transformational project has its own momentum and opportunity
- Adjacency offers unique opportunity
- City's partnership maximizes opportunities to leverage massive private investment to achieve equitable outcomes





Setting the Stage

Questions?



APPENDIX



Today's Toolbox

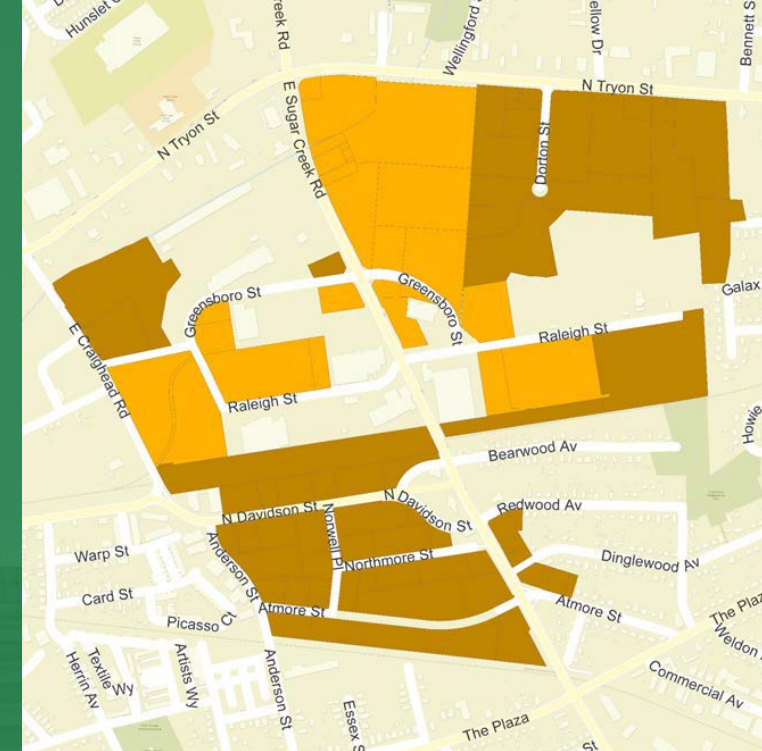
Economic Development

- Business Matching Grants
- Corridor Redevelopment
- Business Investment Grant

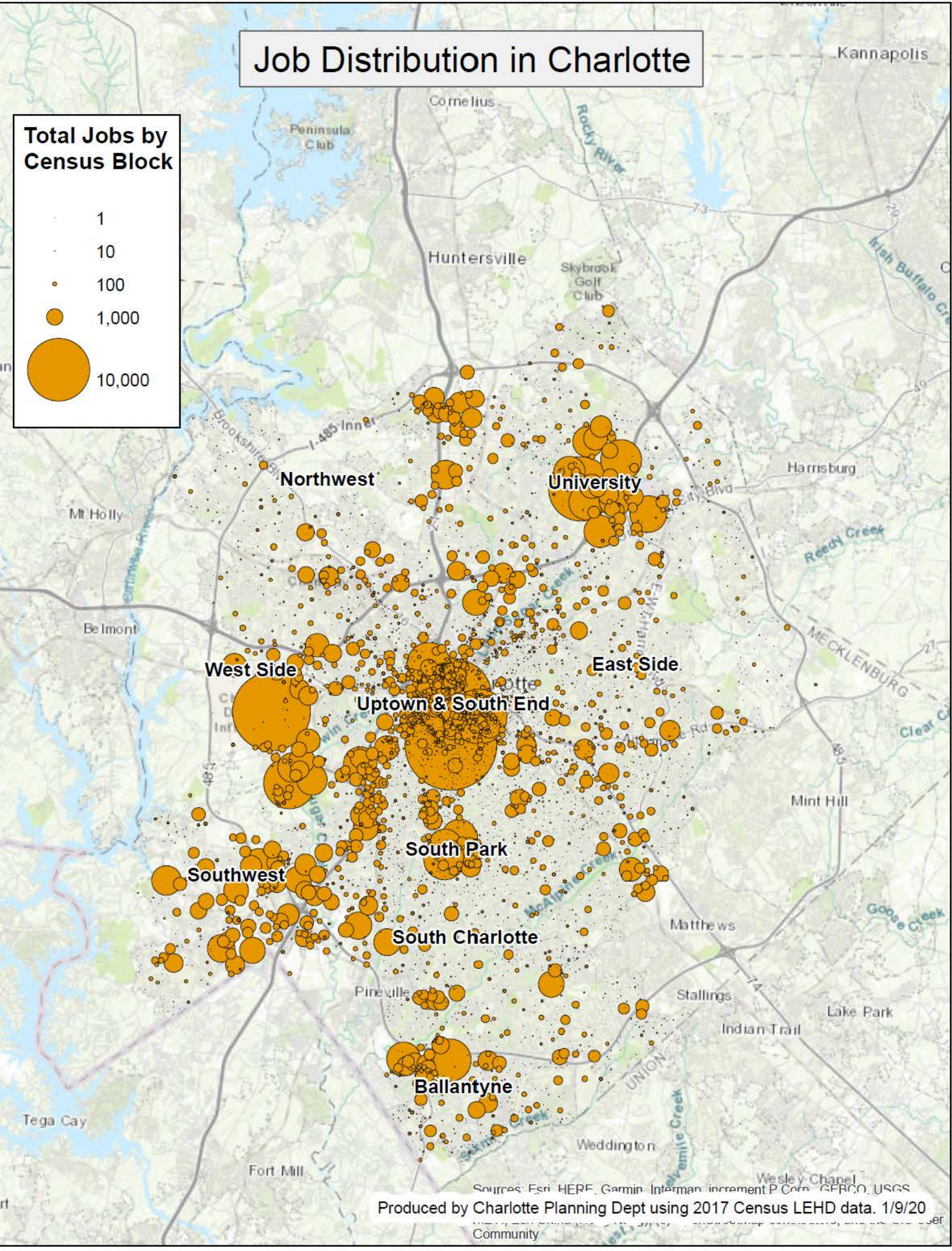
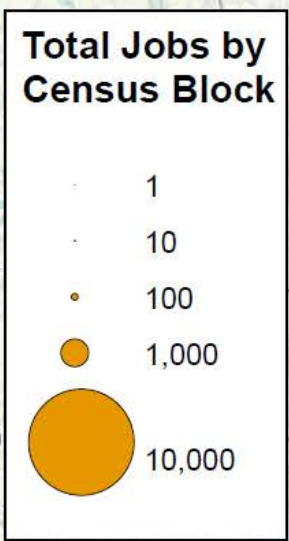
Planning

- Transit Corridors
- TOD Zoning
- PedscapePlans
- CommunityMaking

Community Investment Plan



Job Distribution in Charlotte



Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, Imagery, Mapbox, OpenStreetMap contributors, and the GIS User Community
Produced by Charlotte Planning Dept using 2017 Census LEHD data. 1/9/20

