

# UNIVERSITY CITY

University City Partners manages Municipal Service District 5 in Charlotte, NC. The organization is missioned to create, develop, sponsor and support projects, programs and initiatives that **build and sustain the economic vitality of University City**.

## FY 20-21 INVESTMENT

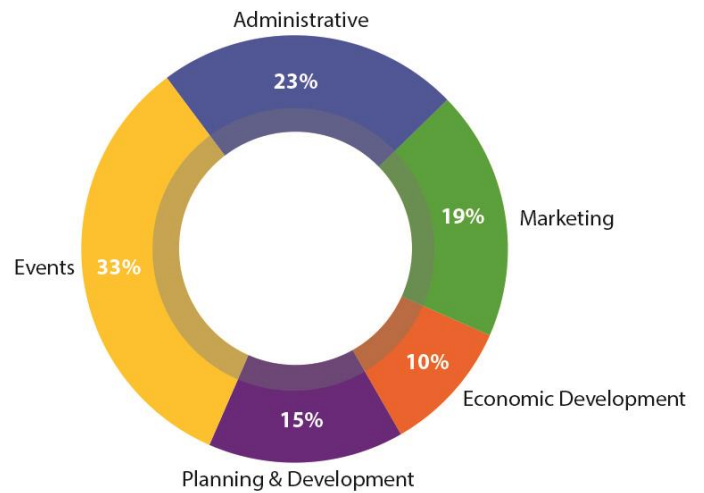
### FY20-21

MSD Revenue from the City of Charlotte for MSD 5  
for our current year

**\$1,099,045**

Total Revenue for the year including sponsorships  
and grants

**\$1,429,886**



*Personnel is 38% of revenue, and salaries are allocated to work program categories*

*Administrative includes expenses to run the business such as accounting, insurances, quarters, utilities, etc.*

*\*Exceeded City benchmark for contracted services with small business enterprises  
(Target for 2021: \$10,700; UCP spend: \$141,379)*

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## FY20-21 ACCOMPLISHMENTS

### ECONOMIC DEVELOPMENT

This year was another year of remarkable growth in University City. Propelled by investment in transit, appealing investment opportunities and organic business growth, University City is Charlotte's fastest growing corridor.

Here are some of the successes achieved this year:

- **Centene** relocating to University Research Park after 18 months of negotiations
- Conducted monthly meetings with Centene project managers for successful execution
- **Old Republic** relocating HQ to University Research Park (650 jobs); taking entire building
- Supported construction, network and opening of Charlotte's SE Regional Carpentry Center
- Opened Top Golf University City and new UNC Charlotte Marriott Hotel and Conference Center
- Partnered with ED agencies on four business recruitment prospects
- Supported/facilitated sale of URP cell tower and sale of URP air rights
- Created new website with both commercial real estate and visitor/resident portals
- Conducted ½ day education meeting and market tour with City Economic Development
- Partnered with City Economic Development Team on new Talent Assessment
- Responded to 37 inquiries for property investment and development opportunities
- Supported development inquiries, rezonings, site plans for 43 parcels active or under construction developments



## PLANNING & DEVELOPMENT

Planning and Development has demanded a significant resource investment for University City Partners this past year and is likely to be so in the upcoming year.

- Completed University City VISION (100% funded by University City Partners) to provide compass for decision making; created implementation plan with priorities and funding needs
- Executing JW Clay Master Plan (2017) with new owners of Shoppes at University Place
  - Advocated for new library location with University Place ownership, re-imagined to a standalone building
  - Facilitated TIG dialogue between City, County and University Place ownership and between City, County
- Implementing URP Area Plan through development and projects including: new spec office building, 5 new residential properties, new multi use trails, new traffic signals, new greenway connections
- Updated URP Area Plan with a 10 year scope of investments and transformation
- Advocated strongly for park investment in University City, county has two land parcels under contract for community parks (25+ acres)
- Installed first greenway placemaking investment on Barton Creek
- Completed a student housing analysis with UNC Charlotte
- Updated University City Housing Study/Inventory
- Advanced signage program for wayfinding signage system including vehicular and pedestrian wayfinding signs; pending NCDOT/CDOT approval
- Collaborated with CDOT and consultant to determine transportation projects most needed to mitigate congestion and support growth
- Created a transportation and mobility task force with business and institution stakeholders to create investment priorities and innovative solutions
- Responded to (XX) nine new development plans in MSD market area with active participation in planning and rezoning process
- Maintained a digital development “mapbook” for public use
- Executed Clean and Safe Streets program (litter clean up and aesthetics) with significant improvement results
- Convened City leadership in Columbus Ohio to explore smart transit and first mile/last mile
- Raised private funding to execute a design plan for the future Doby Creek Greenway advancing to shovel ready; partnering with Park and Rec to execute
- Monitored built environment and right of way daily to address litter, yard signs, mowing infractions, abandoned shopping carts and other right of way and community detractions
- Supported 2040 plan development as participant on Ordinance advisory committee / alternative compliance review committee



# VISION

We look forward to sharing our **newly developed Vision for University City** with City Council in the very near future (as the City and Council settle into more regular operations).

It is with this vision as our compass and a through our strategic program of work, our staff, board and committees thoughtfully and intentionally invest MSD revenue. To support this report, we are including a few key revenue to achieve our Vision for University City.



## [VISION] URBAN SPINE

1. Build **gravity in the core** of University City
2. Create **seamless connections** between UNC Charlotte, Atrium Hospital and the core



## [VISION] 21<sup>ST</sup> CENTURY MOBILITY

1. Solve first mile / last mile transit gap
2. Invest in **micro transit solutions**



## [VISION] EXPAND GREENBELT

1. Improve the **safety, access and placemaking vignettes on the greenway**
2. **Build parks** in University City in accordance with the area plan



## [VISION] BUILD CHARACTER

1. Invest in **Placemaking in TOD Areas and greenways**
2. **Programming for community** (farmers market, movie nights, recreation spaces)



## MARKETING AND COMMUNICATIONS

An investment in Marketing/Communication staff professional allowed UCP to develop an integrated communications plan and a marketing plan that will lead us to better brand and position for University City. Here are some of the successes achieved this year:

- Developed and executed marketing and communications kits for events (Charlotte Kids Fest, Street Eats, Food Truck Fridays, Night Market University City Wine Fest); executed advertising placements
- Secured and increased media (TV, radio, print, social media) coverage by 42% year over year for stories on good news, business success, diversity, events/things to do, development stories and community service in University City. Positive stories increased by 14%.
- Created a communications plan with talking points for University City's Community Safety Collaborative made up of University City institutions, businesses and organizations.
- Maintained an editorial calendar to create and share consistent and relevant communications on owned and earned channels (social media, newsletter, media outreach)
- Managed e-newsletter(s) content, distribution, and analytics with a 25.7% open rate (above the 20.3% industry open rate.)
- Produced community building events including
  - 2020 Charlotte Kids Fest (3,400 virtual views)
  - 2020 Street Eats – Food Truck Fridays (250 weekly attendance)
  - 2020 Street Eats - University City Night Market (200 attendance)
  - 2020 – 2021 University City Farmers Market (250 weekly attendance)
  - 2021 Pop Up Roller Skating events
  - 2020 University City Wine Fest – (Spring event postponed to fall, 950 attendance)
  - 2021 University City Wine Fest – (1,100 attendance, including out of town attendees)
  - Planning Multicultural Arts event for fall 2021
- Provided in-kind communications support to UCITY Family Zone during (pandemic) stay home constraints
- Developed and executing communications plan for sharing University City Vision plan
- Executed 2021 Listening Tour to engage 150+ stakeholders, owners, businesses, residents in discussing growth and community priorities
- Created key messages and a public affairs communications plan to help secure the Library at Water's Edge
- Refreshing and reorganizing all copy on University City Partners website to reflect today's



## COMMUNITY SAFETY

- Facilitated and lead community safety collaborative
- Created strategies in partnership with CMPD to address crime trends, hotspots and community safety issues
- Continue to pursue an alert safety app to allow community policing and enhance safety
- Working with Keith YMCA to enhance programming for teens especially during summer out of school time as well as during school year; including new events specifically for young teens

## COVID-19 PANDEMIC PIVOT, CONFRONTING RACISM

The new year brought new challenges, globally and then locally, as our community evolved how we live, work, play and learn to contain the COVID-19 virus.

- Executed strategic communications to inform and educate by connecting to resources and information from municipal and institutional partners
- Developed “open for business” communications and media pitches
- In partnership with the UCITY Family Zone, identified community needs, gaps, etc., and worked to find and connect resources to the needs, including serving 7,000 meals a week
- Conducted monthly community food drives to fill five area pantries
- Activated the University City Faith Leaders Coalition to fill volunteer roles and other needs
- Launched University City Farmers market as outdoor food resource
- Participated in City’s “Street Eats” program producing Farmers Market dining, Night Market, and Food Truck Friday; all three programs are now in event program budget

## ADMINISTRATION

- Exceeded City benchmark for contracted services with small business enterprises (Target for 2021: \$10,700, Actual contracts and services: \$141,379)
- Successfully managed University City Partners, University Research Park and University City Foundation program of work and budgets, pivoting work to meet the challenges of pandemic
- Facilitated sale of URP cell tower to maintain cellular consistency and superior service in market. Negotiated financial benefit to URP for future URP improvements



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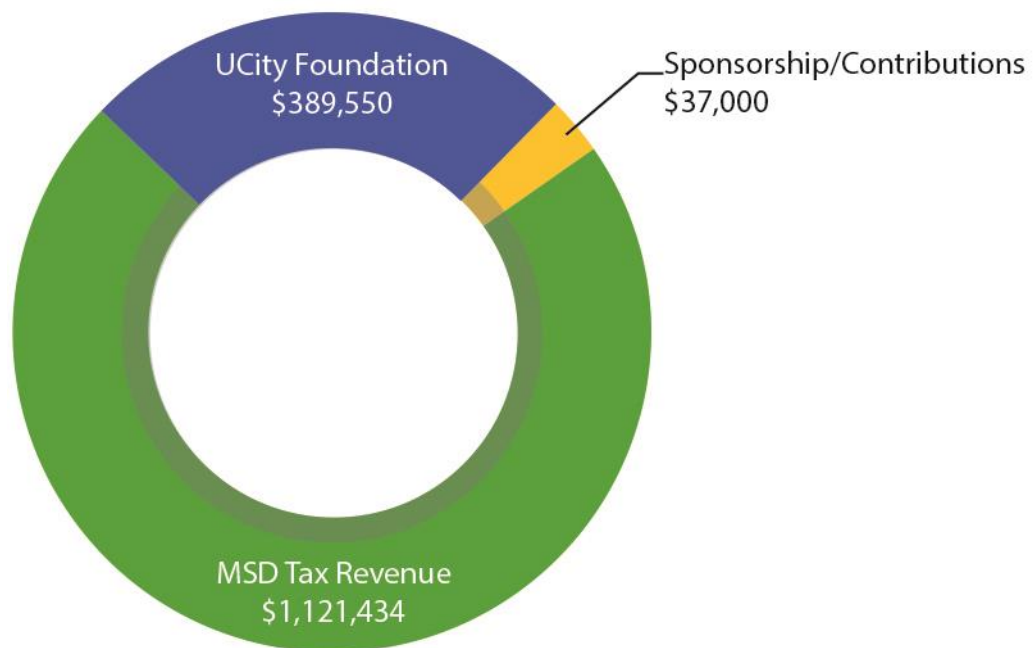
## DEVELOPING FY 22 BUDGET

University City Partners works through a multi-facet outreach approach to gather feedback and ideas to include in our annual program of work. Outreach to our University City constituencies includes:

- Board and Board Committee Input
- Engaging Our Municipal Partners
- Ongoing Focus Group Meetings
- 2021 Listening Tour
- Public Presentations & Neighborhood Engagement
- UCP Communication Tools

## FY 22 MSD FUNDING

MSD tax revenue – 72%  
501C3/Sponsorships & Grants – 35%  
Contributions– 3%



**\$1,158,434**  
Total MSD Revenue

**\$1,547,984**  
Total Revenue Combined

## 2020 RESIDENTIAL SURVEY HIGHLIGHTS

Survey to community in Spring 2020, respondents

- 68% want to learn how they can support local business
- 88% want farmer's markets
- 66% want outdoor movies/music
- 53% want more natural beautification on the greenways and streets
- 45% want more places to sit
- 31% want more public art installations

## 2021 LISTENING TOUR HIGHLIGHTS

Mid-March through end of June 2021

Meetings with 197 people to date from businesses, development community, brokers, property owners, hotels, retailers, realtors, institutions (University City Regional Library, YMCA, Atrium University City Hospital, UNC Charlotte), city and county departments

- Infrastructure is critical
- Public art with retail is what creates experience
- Urban spine is where you will see greatest change if done right
- University City needs more unique retail and artisanal vendors
- How do we define what is feel of the place?
- Micro transit is the future, connecting without cars
- Greenbelt as transportation infrastructure is on target
- University City needs more ways to connecting residents to other activity centers
- Tremendous value in creating stroll street like the rail trail
- More greenspace
- More/greater security/crime deterrents
- Focus on walkability is right, more pedestrian connectivity
- Need more/better CATS service/connections
- More ways to connect UNC Charlotte campus to places
- Intentionality on greenway utilization is key for walking and biking, more trail connectivity
- Farmers market is a much desired addition to community
- Tremendous value of UCP as partner focusing on this work
- Importance of rooftops in core will lead to better urban spine and live, work, play learn environment



## FY 21-22 PROGRAM OF WORK

### [PRIORITY] ENABLE TRANSPORTATION THAT ALIGNS WITH COMMUNITY VISION

- **Congestion Mitigation**
- Mobility investments around URP and Innovation Park
- Improve arterials visually & functionally
- Last mile connectivity – Transportation on Demand
- Expand trails, multi-use trails, bike lanes, sidewalks
- Invest in greenways and greenbelt

### [PRIORITY] CREATE STRONG CENTERS

- Build parks & libraries as anchors
- Develop mix of housing
- Invest in public realm
- Develop/Implement wayfinding sign system
- Convene community through placemaking, events, programs and civic activities

### [PRIORITY] SUSTAIN AND GROW BUSINESS

- Continue to build data resources for CRE industry
- Inform/facilitate redevelopment
- Retain, grow and recruit business to support University City vitality
- Execute Clean Streets, Clean Community program

### [PRIORITY] STRENGTHENING SAFE COMMUNITIES

- Community Safety Collaborative program
- Advocate and secure adequate resources
- Communicate intentionally to influence perception
- Use of technology

# IMPACT

#### INITIATIVES

CIP Infrastructure Investment Advocacy  
Vision Plan Adoption  
Community Safety + Initiatives  
Farmers Market  
Transportation on Demand  
University City Brand Execution



# UNIVERSITY CITY PARTNERS LEADERSHIP

## BOARD OF DIRECTORS

Stuart Parks*	The Arden Group
Tracy Dodson*	City of Charlotte
Bill Leonard*	Atrium Hospital University City
Jane Wu*	Panorama Holdings
Ryan Wetherington*	Alfred Williams
Richmond Baker*	Microsoft
Betty Doster*	UNC Charlotte
Clay Andrews	UNC Charlotte
Joyce Tompkins	Keith Family YMCA
Tom Creter	Fox Sports
Kati Hynes	Charlotte Regional Business Alliance
Lat Purser	Lat Purser and Associates
Michael Fung	Wells Fargo
Phil Nicholenko	TIAA
Shannon Dixon	Casto
Todd Dunn	Duke Energy
George Dunlap	City County Commissioner District 3
Renee Perkins-Johnson	City Council District 4 Representative
Leslie Johnson	Mecklenburg County
Taiwo Jaiyeoba	City of Charlotte, Planning Director

## STAFF

- Darlene Heater**  
Executive Director
- Tobe Holmes**  
Planning & Development Director
- Azania Herron**  
Communication and Media Director
- Janelle Goodrich**  
Program Manager
- TJ Doane**  
Planning Analyst

*\*Executive Committee*