

FISCAL YEAR 2021 PERFORMANCE REPORT



Fiscal Year 2021 Year End Performance Report

Investing in Our Community

Fiscal Year (FY) 2021 demonstrated the resiliency and strength of the City of Charlotte as staff continued to deliver key services and develop programs in new and innovative ways to serve the community. The City of Charlotte's Year End Performance Report is a glimpse at progress over the course of the past fiscal year.

While the COVID-19 pandemic necessitated a shift in operations to deal with the most immediate needs, the strategic priorities set by City Council serve as a focus on the higher-level policy framework needed to guide the City's recovery and forward progress. Each strategic priority contains policy initiatives designed to meet the needs of the community and advance the organization.

Strategic priorities from FY2021 include:

- Economic Development
- Great Neighborhoods
- Safe Communities
- Transportation, Planning, and Environment
- Well-Managed Government

This report highlights major investments made to further these priorities in FY2021 and provides year-end performance reporting.

Economic Development

Business Support

Since receiving CARES Act funding in April 2020, the City has provided resources in the business community to help stabilize the local economy from shock of reduced revenues.

- Allocated \$30.3 million in funding to create 2,500 small business grants,
- Provided \$7.7 million for 345 food and beverage grants,
- Dedicated \$5.8 million to create 100 hotel grants, and
- Designated \$4 million for arts and artists.

Great Neighborhoods

Affordable Housing

City Council's and the community's commitment to increasing the affordable housing supply led to the creation of the privately financed Charlotte Housing Opportunity Investment Fund in spring 2018, which exceeded its \$50,000,000 fundraising goal. Together with the Housing Trust Fund, this funding leverages public, private, and non-profit dollars to increase the supply and accessibility of housing in the community. The 2020 bond brought the total investment in housing bonds in Charlotte to \$130,000,000, which is an increase of \$70,000,000 above what was originally planned.

Safe Communities

SAFE Charlotte

In October 2020, after months of work with community stakeholders, City Council adopted six SAFE Charlotte Recommendations.

1. Invest in Grassroots Community Organizations
2. Examine Civilian Roles in Dispatching Responses to Low-Risk 911 Calls
3. Provide an independent analysis of Police-Civilian interactions
4. Expand crisis response, and develop a civilian responder model for mental health and homelessness calls
5. Evaluate youth programs
6. Improve Charlotte-Mecklenburg Police Department's Recruitment and evaluate training programs

Transportation, Planning, and Environment

Strategic Energy Action Plan

Charlotte continues to act on creating a healthier community and world by investing in the City's Strategic Energy Action Plan (SEAP). The SEAP

was developed in partnership with community stakeholders through greenhouse gas emission reduction scenarios and targeted engagement. This resulted in a comprehensive framework of internal and external actions, focused on transportation, buildings, energy generation, and workforce development and equity.

In FY2021, the City purchased 27 electric vehicles, expanded its electric vehicle infrastructure by purchasing 28 chargers for City-owned facilities, and invested an additional \$500,000, supported from CARES Act funding, into the newly developed Renewable Energy and Efficiency Workforce Training Program. This program provides training in the areas of HVAC, Electrical Trades, and Sustainable Technologies for Charlotte residents displaced from employment by COVID-19.

2040 Comprehensive Plan

On June 21, 2021, City Council adopted the Charlotte Future 2040 Comprehensive Plan – Plan Policy. 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. It seeks to address the inequities of the past and unite the city around a shared set of goals for the future.

Well-managed Government

Maintaining Service Levels

While many service challenges were presented throughout the fiscal year, City staff pulled together to maintain basic service levels to meet the needs of the community with innovative means such as virtual access to city services and flexible and/or teleworking scheduling for City staff where feasible.



Fiscal Year 2021 Year End Performance Report

FY2021 Strategic Priorities and Performance Measures

The City is committed to using performance measures to manage and address community needs, organized into five strategic priorities set by Charlotte City Council:

Economic Development (Economy, Jobs, and Upward Mobility)

Building and maintaining a successful business climate and workforce talent: including number of jobs with sustainable wages/benefits; economic opportunity for all residents; and encouraging business development, innovation, and entrepreneurship.

Great Neighborhoods (Affordable and Sustainable Neighborhoods)

Focusing on comprehensive initiatives designed to create and maintain affordable housing and provide opportunities that align with creating great neighborhoods.

Safe Communities (Safe, Healthy, and Inclusive Communities)

Ensuring neighborhoods are safe, healthy, and inclusive, with a focus on policing, fire protections, and community relations.

Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)

Anticipate and plan for the growth of the community and safeguard the environment. Address growth with strategic investments, building and maintaining a comprehensive transportation network, and placemaking strategies that encourage connection between neighborhoods and employment centers.

Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)

Ensuring the City demonstrates leadership in financial stewardship, reviews best practices, and ensures consistency in approach with an emphasis on effective and efficient services that are accountable, customer focused, and inclusive.

Fiscal Year 2021 City Council Members

MAYOR
Vi Lyles

MAYOR PRO TEM
Julie Eiselt

CITY COUNCIL AT-LARGE
Dimple Ajmera
Greg Phipps
Braxton Winston II

District 1
Larken Egleston

District 2
Malcolm Graham

District 3
Victoria Watlington

District 4
Reneé Johnson

District 5
Matt Newton

District 6
Tariq Scott Bokhari

District 7
Ed Driggs

Fiscal Year 2021 City Leadership

CITY MANAGER
Marcus Jones

For additional information, visit the City of Charlotte Office of Strategy & Budget [website](#).



STRATEGIC PRIORITY: Economic Development

Economic Development (Economy, Jobs, and Upwards Mobility)

Performance Measures

1) Increase business relocations and expansions

Goal: Have more than 8 company announcements per fiscal year. In FY2021, the City awarded 71 grants to local businesses, for a total of \$1,680,000, to leverage over \$7,547,000 from private companies

2021 Status: 7 announcements

2) Support minority small businesses

Goal: Have over 30 minority small businesses participate in AMP Up! CLT cohorts to prepare owners for contracting opportunities with the Airport and other anchor institutions

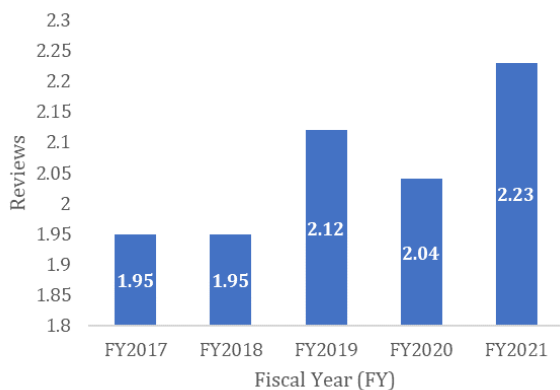
2021 Status: 17 businesses

3) Support the City's economic development goals through the Apprenticeship Program

Goal: Increase participation in the Apprenticeship Program by 20 percent (12 total apprentices)

2021 Status: 14 apprentices

LAND DEVELOPMENT PERMIT REVIEWS
(Average Reviews Per Submission)



Key Initiatives

Corridors of Opportunity

The City's six designated Corridors of Opportunity received a \$24.5 million investment in FY2021. In FY2021, the City partnered with minority-owned development companies to redevelop three key properties which leveraged more than \$7.5 million in private investment at two targeted intersections along the Beatties Ford Corridor; partnered with City West Commons on rehabbing commercial space for locally-owned restaurants; selected Historic West End Partners to become the UrbanMain District Organization (Beatties Ford/LaSalle); kicked off two Corridor Playbooks – Albemarle and Sugar Creek; and completed the Corridor Workforce Study.

Training and Career Academy

In FY2021, the City continued offering career pathway opportunities through the City of Charlotte's Training and Career Academy. The COVID-19 pandemic affected community participation; however, continued investments allowed 14 participants to gain on-the-job experience and enter the workforce through the City's Training and Career Academy.

COVID-19 Funding for Small Businesses

The City, through small business grant programs, awarded over \$46.4 million in grants to 3,044 businesses.



AMP Up! Participants at event at AvidXchange in 2021



STRATEGIC PRIORITY: Great Neighborhoods

Great Neighborhoods (Affordable and Sustainable Neighborhoods)

Performance Measures

1) Preserve and increase affordable housing

Goal: Fund at least 900 affordable housing units



Goal: Acquire and/or rehabilitate and restrict 265 units for low- to moderate-income residents

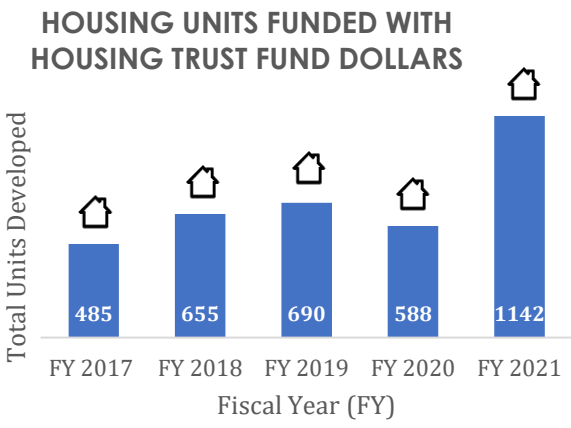
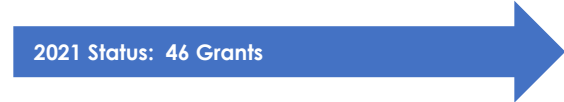


Goal: Provide down payment assistance for 325 loans



2) Foster neighborhood-driven revitalization and improvement

Goal: Provide Neighborhood Matching Grants awarded to economically disadvantaged communities



Key Initiatives

Supporting our Community

A key highlight toward community support efforts throughout FY2021 was providing opportunities for residents to receive financial assistance to lessen the impacts of the COVID-19 pandemic. Since receiving federal assistance, the City has been able to use \$13.4 million in funding to provide over 5,800 households mortgage, rental, and utility relief.

The need for digital equity was a concern prior to the pandemic and was brazenly apparent as the new normal heavily relied on digital platforms for everyday tasks. With help through the CARES Act, the City was able to take steps toward bridging the digital divide by launching Charlotte Connect, providing Wi-Fi to 1,800 households. Additionally, one million dollars in CARES Act funding was programmed toward internet services needed for tablets purchased by Charlotte-Mecklenburg Schools as a partnership to enhance at-home learning when schools closed.

Legacy Commission

The Legacy Commission engaged in a comprehensive study of street names and monuments in the City of Charlotte that reference Confederate soldiers, slaveowners, and segregationists. Over the course of five sessions and completing the study, the Legacy Commission offered several recommendations for the City of Charlotte to consider, including changing the name of nine City streets. The Commission recommended changing street names and reimagining civic spaces to be representative of the welcoming, dynamic, and diverse city that Charlotte has become.



STRATEGIC PRIORITY: Safe Communities

Safe Communities (Safe, Healthy, and Inclusive Communities)

Performance Measures

1) Reduce Crime and Loss of Life

Goal: Reduce crime rates per 100,000 population by over three percent

2021 Status: 11.5% reduction

2) Timely Response to calls for service

Goal: Answer 90 percent of 911 calls within 10 seconds (Police)

2021 Status: 90.1 percent

Goal: Answer 90 percent of 911 calls within 10 seconds (Fire)

2021 Status: 99.35 percent

Goal: First-due fire company responds within six minutes 90 percent of the time

2021 Status: 82.75 percent

3) Increase the number of illegal guns seized

Goal: Increase the seizure of illegal guns by five percent year-over-year

2021 Status: 21 percent increase

2. Recommendation Two: Examine Civilian Roles in Dispatching Responses to Low-Risk 911 Calls – Working with the RAND Corporation, the City analyzed whether civilians could be used to dispatch responses to low-risk 911 calls for service, such as parking violations, noise complaints, and road blockages. The City is working on further evaluation to determine specific policy recommendations.
3. Recommendation Three: Provide an Independent Analysis of Police-Civilian Interactions - The RAND Corporation analyzed traffic stop data, arrest data, and complaint data using criminal justice-supported statistical software. Findings are being used to further refine metrics and reporting criteria. Full results of the initial research can be found in the [SAFE Charlotte Report Summary](#).
4. Recommendation Four: Expand Crisis Response and Develop a Civilian Responder Model for Mental Health and Homelessness Calls. Foundational work for implementation of this recommendation is currently underway.
5. Recommendation Five: Evaluate Youth Programs - The City of Charlotte created a partnership with the University of North Carolina at Charlotte to organize the goals and determine next steps for CMPD’s youth programs.
6. Recommendation Six: Improve CMPD Recruitment and Evaluate Training Programs - Initially focused on recruitment, the City expanded this recommendation to include an analysis of ways to improve the training that new recruits and patrol officers receive throughout their careers.

Key Initiatives

SAFE Charlotte

On October 26, 2020, after months of work with community stakeholders, City Council adopted six SAFE (Safety and Accountability for Everyone) Charlotte Recommendations.

1. Recommendation One: Invest in Grassroots Community Organizations - The City of Charlotte granted 17 Charlotte-based nonprofits \$50,000 each to help them expand and provide support services and job training to more youths and families.





STRATEGIC PRIORITY: Transportation, Planning, and Environment

Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)

Performance Measures

1) Provide transportation choices

Goal: Maintain 85 percent of on-time bus performance

2021 Status: 87.2 percent

Goal: Have 23,500,000 in ridership (Light Rail, Bus, Streetcar, VanPool, and STS)

2021 Status: 22,921,625 rides



3) Maintain a clean city for all residents

Goal: Maintain an annual Keep Charlotte Beautiful litter index rating assessment of less than 2.0

2021 Status: 1.84



2) Advance transportation projects supporting growth, walkability, bicycle-friendliness, and the Vision Zero Action Plan

Goal: Add over 10 miles of new sidewalks

2021 Status: 17.82 miles

Goal: Add over 10 miles of bikeways

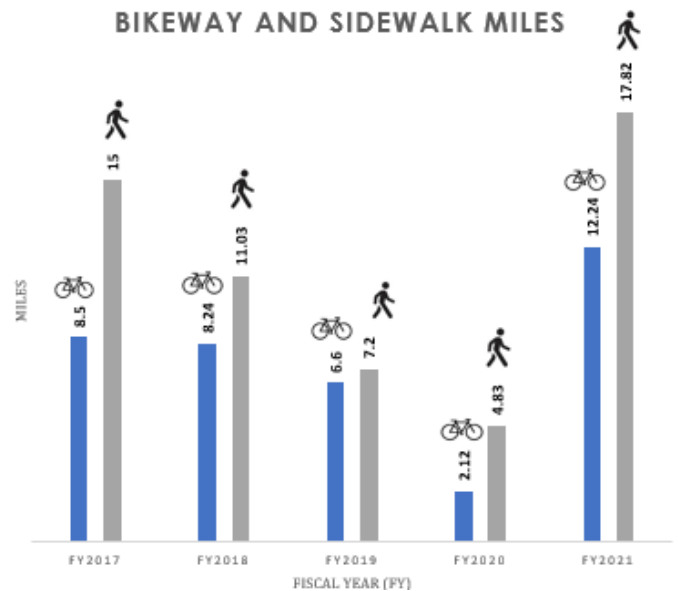
2021 Status: 12.24 miles

Goal: Add street lighting to at least three high-injury network corridors

2021 Status: 3 corridors

Goal: Develop over 15 pedestrian safety projects

2021 Status: 83 projects





STRATEGIC PRIORITY: Well-Managed Government

Well-Managed Government (Efficient, Effective, Accountable, Responsible, Inclusive, and Customer-Focused)

Performance Measures

1) Minimize the cost of incurring debt to finance capital projects

Goal: Maintain a AAA rating from external rating agencies

2021 Status: AAA rating

2) Prepare high-quality budget documents that follow best practice

Goal: Receive the GFOA Distinguished Budget Award

2021 Status: Award received

3) Deliver competitive audit services to facilitate a well-managed government

Goal: Issue at least 15 audits

2021 Status: 11 audits

Key Initiatives

Taking Care of Employees

The City's front-line employees have remained in the community, delivering essential services throughout the pandemic. The City took precautions to keep these employees safe by providing personal protective equipment, increased sanitation measures, and social distancing guidelines. To recognize their dedicated service, the City invested \$24 million, primarily in CARES Act Funding, to provide these employees with a five percent premium pay increase from March 26, 2020 to December 30, 2020.

The City also allocated over \$14 million of CARES Act funds for facility improvements in response to COVID-19. These improvements were to enhance the safety of employees and residents when buildings reopen to the public.

Promoting Employee Wellness

In FY2021, the City continued to offer a comprehensive wellness incentive program. The percent of eligible employees opting for medical insurance who are electing the wellness incentive program remained high with 87 percent of eligible employees meeting participation requirements.

FY 2021 City of Charlotte Taxes and Fees

| City of Charlotte Taxes and Fees (50th percentile home value) | Prior Fiscal Year 2020 | Fiscal Year 2021 | \$ Change | % Change |
|---|------------------------|-------------------|----------------|-------------|
| Property taxes on \$214,800 home* | \$747.72 | \$747.72 | \$0.00 | 0.0% |
| Solid Waste fee (residential) | \$58.06 | \$67.66 | \$9.60 | 16.5% |
| Water and Sewer fee (average user rate) | \$801.84 | \$816.72 | \$14.88 | 1.9% |
| Storm Water fee (average user rate) | \$70.21 | \$70.21 | \$0.00 | 0.0% |
| Monthly Total | \$139.82 | \$140.47 | \$2.04 | 1.5% |
| Annual Total | \$1,677.83 | \$1,702.31 | \$24.48 | 1.5% |

*The FY 2021 City property tax rate was 34.81 cents per \$100 valuation and continues to be among the lowest tax rate of large cities in North Carolina.



A Day in Charlotte

WE KEEP OUR RESIDENTS SAFE THROUGH...



373
FIRE CALLS FOR SERVICE

43
FIRE STATIONS

268
FIREFIGHTERS ON DUTY



393
POLICE FIELD UNITS

3,178
CALLS RECEIVED BY POLICE 911 CENTER

1,002
RESIDENT CALLS FOR SERVICE



GET THEM WHERE THEY NEED TO GO...

840
SIGNALIZED INTERSECTIONS

8,723,808
TRANSIT BOARDINGS
(INCL. BUS, RAIL SPECIAL TRANSPORT, VAN POOL)

2,552
MILES OF SIDEWALK



KEEP THEM INFORMED...



81 CHATS HANDLED AT 311 PER DAY

22,921,625
TOTAL PAGE VIEWS (CHARLOTTENC.GOV)

357 CLT + AND WEB REQUESTS PER DAY

3,593

1,425 SERVICE REQUESTS ENTERED BY 311 PER DAY

CALLS RECEIVED BY CHARMECK 311 PER DAY

ALL WHILE KEEPING OUR CITY CLEAN...

109,700,000
GALLONS OF DRINKING WATER TREATED AND DELIVERED

45,015+
CURBSIDE HOUSEHOLDS RECEIVING TRASH PICKUP

87,200,000
GALLONS OF WASTE WATER COLLECTED AND TREATED

