

# FY 2022 PERFORMANCE REPORT

FY2022-2026 CAPITAL INVESTMENT PLAN

## FISCAL YEAR 2022

## Year End Performance Report

## Investing in Our Community

In fiscal year (FY) 2022, the city celebrated progress Team Charlotte made as the community and city continued to recover with resiliency from the COVID-19 pandemic.

The rebound that Charlotte continues to experience has been guided by intentional decision-making in the delivery of core services alongside initiatives designed to advance City Council's strategic priorities. The strategic priorities set by City Council serve as a focus on the higher-level policy framework needed to guide the city's forward progress. Each strategic priority contains policy initiatives designed to meet the needs of the community and advance the organization.

Strategic priorities from FY 2022 included:

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

This report highlights major investments made to further these priorities in FY 2022 and provides year-end performance reporting.

## Economic Development

## Business Support

The FY 2022 budget included investments in key city initiatives such as public-private partnerships and corridors of opportunity, to help advance small businesses and economic development in the community.

- A total investment of \$500,000 allowed NXTCLT to provide minority business owners an opportunity to develop their business and leadership skills.
- An additional \$7 million was programmed to support economic development and jobs within the Corridors or Opportunity program.

As the city received its first allocation of ARPA funding, \$16 million was dedicated to workforce and economic development.

## Great Neighborhoods

## Affordable Housing

Since the Housing Trust Fund's inception in 2001, 11,471 new and affordable housing units have been created along with 888 shelter beds for those experiencing homelessness. To date, \$1.6 billion has been leveraged for affordable housing. From FY 2019 to present, the city has leveraged \$875 million, for a leverage ratio of 9.36. The improved ratio is due in part to the introduction of the Charlotte Housing Opportunity Investment Fund and the increase in voter approved housing bonds. Because of this leverage, rental properties built with only HTF funds are capped at \$32,000 per unit.

In addition, as the city received its first allocation of ARPA funding, \$17 million was earmarked for affordable housing and initiatives to combat homelessness.

## Safe Communities

## SAFE Charlotte

As work on SAFE Charlotte continued into FY 2022, funding was programmed to see SAFE Charlotte recommendations put into action. Re-imagined policing efforts and dedicated funding allowed for:

- \$1.2 million to launch a community response for mental health crises and homelessness
- \$1.0 million to continue the SAFE Charlotte Grant initiative
- \$739,000 to double the number of Community Policing Crisis Response Teams
- \$250,000 to partner with UNC Charlotte Urban Institute for Social Capital

## Transportation, Planning, and Environment

## Building a Sustainable Future

As the Charlotte Future 2040 Comprehensive Plan remains a benefit for the community and the sustainable health of Charlotte overtime, continuous community input and feedback remain

key to the plan's success as the policy is drafted, revised, and approved by City

Council. The framework is being implemented through the creation of Policy Maps to guide future development. In addition to the policy map process, the Strategic Mobility Plan and the Unified Development Ordinance are being designed to work together in shaping the future of the Charlotte community.

In FY 2022, as a recommendation of the plan, both the [Charlotte's Neighborhood Equity and STablization Commission](#) (NEST) and the [Charlotte Equitable Development Commission](#) (CEDC) were established. These commissions began meeting in 2022.

## 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). In FY 2022, the city supported the SEAP with \$4,000,000 for the installation of sustainable infrastructure in city-owned facilities. This included funding for building retrofits such as solar panel installations on solar-ready facilities. FY 2022 funding also provided an additional 22 electric vehicles for the city's fleet.

## Well-Managed Government

## Advancing Priorities and reimagining city services

The pandemic, in many ways, was a catalyst in changing how the city provides services and conducts business for both internal processes and external delivery of services and programs. Highlights of achievements over the past fiscal year include:

- Invested in employees by creating career pathways
- Advanced sustainability initiatives
- Began the restructuring of Arts and Culture
- Continued to deliver exceptional core services

# FISCAL YEAR 2022

## Year End Performance Report

### Strategic Priorities

The strategic priority areas defined by City Council guide decision-making and align resource allocation. In FY 2022, the following five strategic priorities were adopted by 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.

### City Council Members

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#### 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

### City Leadership

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#### CITY MANAGER

Marcus Jones

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



# Economic Development

Economy, Jobs, and Upward Mobility

## OUTCOME

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.

FISCAL YEAR 2022

STRATEGIC PRIORITY: Economic Development

Economic Development (Economy, Jobs, and Upward Mobility)

Performance Measures

1) Increase business relocations and expansions

Goal: Have equal to or more than 8 company announcements per fiscal year

2022 Status: 2 company 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

2022 Status: 34 participants

3) Leverage private investment in major redevelopment projects through public improvements

Goal: Leverage ratio of public to private investment of  $\geq 10:1$  (overall projects)

2022 Status: 60:1

Goal: Leverage ratio of public to private investment  $\geq 3:1$  (Corridors of Opportunity)

2022 Status: 5:1



Key Initiatives

Corridors of Opportunity

The City's six designated Corridors of Opportunity received a \$14 million investment in FY 2022. Of this \$14 million, \$7 million was allocated for support housing and neighborhood stabilization and another \$7 million was to support economic development and jobs, including public-private partnerships, business support and redevelopment, and investments in jobs and implementing recommendations from the strategic employment plan.

In FY 2022, the city was able to complete comprehensive engagement which informed Playbooks for the I-85/West Sugar Creek and Albemarle/Central corridors. Notable projects completed include activation of a city-owned parcel to create a pocket-park in the Historic Washington Heights neighborhood, continued support of the West Boulevard Neighborhood Coalition in the creation of a merchant organization and capacity building, upgraded lighting along the West Sugar Creek corridor, and the implementation of the Alternatives to Violence program along Beatties Ford Road.

Arts and Culture

In FY 2022, the city hired its first Arts and Culture Commissioner to start the development work of a Comprehensive Arts and Culture Plan. To demonstrate the city's commitment to arts and culture, City Council approved \$4 million in support from the General fund with an additional \$2 million to be provided through American Rescue Plan Act funding, for a total of \$6 million in city support. These funds are expected to continue through FY 2023. The private sector matched the city's three-year funding commitment with a total of \$20,000,000. These funds will be administered by Foundation for the Carolinas.



# Great Neighborhoods

Affordable and Sustainable Neighborhoods

## OUTCOME

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

# FISCAL YEAR 2022

## 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

**2022 Status:** 1217 units

**Goal:** Acquire and/or rehabilitate and restrict 225 units for low- to moderate-income residents

**2022 Status:** 150 units

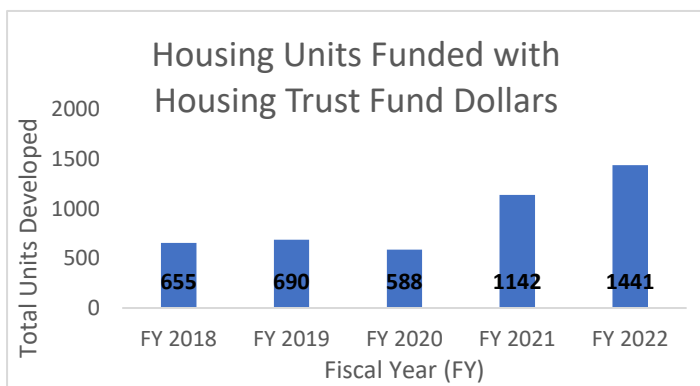
**Goal:** Provide down payment assistance for 300 loans

**2022 Status:** 90 loans

##### 2) Foster neighborhood-driven revitalization and improvement

**Goal:** Provide Neighborhood Matching Grants awarded to economically disadvantaged communities

**2022 Status:** 35 grants



#### Key Initiatives

##### Supporting our community

On August 9, 2021, City Council appropriated \$11,566,784 in HOME American Rescue Plan Act (ARPA) funding to address COVID-19 impacts in the community. In the spring of 2022, City Council approved the allocation of funding for several agencies to provide tenant-based rental assistance and/or supportive services to people experiencing or at-risk of homelessness.

##### Advancing services with Diversity, Equity, and Inclusion (DE&I)

In the fall of 2018, the city began an assessment of internal processes to ensure city practices foster DE&I. In FY 2022, Council approved the expansion of services and established initiatives, including developing a video series, *The Power of an Illusion*, that discusses the origins, beliefs, and consequences of what we call race and leveraging SenseMaker, a narrative data collection tool, to more deeply engage employees in feedback around DE&I and the structural changes needed within the City of Charlotte.

##### Corridors of Opportunity

FY 2022 focused on people-centric strategies within the Corridors. This included opportunities for employment and addressing barriers, neighborhood stabilization and anti-displacement initiatives, and technology needs to address the digital divide. Aside from continuing programs that already proved to be successful, the \$7 million allocation for housing and neighborhood stabilization included the development of a staying in place program and a new approach focusing on pilot geographies to support neighborhood stabilization. The pilot geographies program looks at strategically leveraging and layering many of the city's existing housing programs, while adding and testing new concepts where appropriate.

# Safe Communities

Safe, Healthy, and Inclusive Communities

## OUTCOME

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

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CAROLINA



FISCAL YEAR 2022

STRATEGIC PRIORITY: Safe Communities

Safe Communities (Safe, Healthy, and Inclusive Communities)

Performance Measures

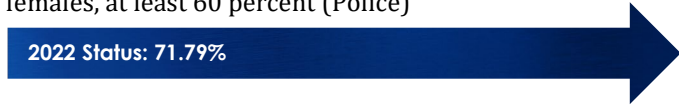
1) Reduce crime and loss of life

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



2) Maintain a diverse workforce

Goal: Percent of applicant base that are minorities and/or females, at least 60 percent (Police)



3) Timely response to calls for service

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



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



4) Provide alternatives to incarceration

Goal: Percent increase in the number of diversions (adult and juvenile)



Key Initiatives

SAFE Charlotte

As work on SAFE Charlotte continued in FY 2022, funding was programmed to see recommendations put into action. Re-imagined efforts and dedicated funding allowed for:

- \$1.2 million to launch a community response for mental health crises and homelessness
- \$1.0 million to continue the SAFE Charlotte Grant Initiative
- \$739,000 to double the number of Community Policing Crises Response Teams
- \$250,000 to partner with UNC Charlotte Institute for Social Capital

Community Policing Crisis Response Team

In anticipation of service expansions, the city included \$739,000 in the FY 2022 budget to double the number of Community Policing Response Teams, the city's current co-responder model, from six to 12 teams.

Expanding Alternatives to Violence

In FY 2022 the city launched a focused Alternatives to Violence effort along Beatties Ford Road. Alternatives to Violence works to stop violence using a public health model with three primary strategies:

- Detecting and interrupting conflicts
- Identifying and treating individuals at high risk of involvement in violence
- Changing social norms that exacerbate violence in the community

Community Assistance: Respond, Engage, Support (CARES) Team

The City established Community Assistance: Respond, Engage, and Support (CARES) Team as a non-law enforcement pilot program comprised of civilians. This team has been programmed to respond to a limited geography within the city and to specifically identified calls for service during the initial pilot.



# Transportation, Planning, and Environment

Accessibility, Mobility, and Connectivity

## OUTCOME

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.

FISCAL YEAR 2022

STRATEGIC PRIORITY: Transportation, Planning, and Environment

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

Performance Measures

1) Provide transportation choices

Goal: Maintain 89 percent of on-time bus performance

2022 Status: 86 percent

Goal: Have 15,302,493 in ridership (Light Rail, Bus, Streetcar, VanPool, and STS)

2022 Status: 10,172,873 rides

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

Goal: Add over 10 miles of new sidewalks

2022 Status: 12.23 miles

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

2022 Status: 4 corridors

Goal: Develop over 25 new pedestrian safety projects

2022 Status: 32 projects

Goal: Add over 10 miles of bikeways

2022 Status: 11.34 miles

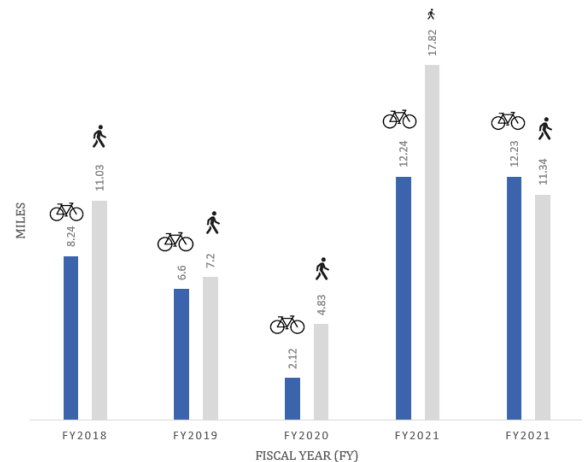


3) Reduce harmful greenhouse gas emissions

Goal: Increase the number of alternative fuel vehicles fleet by at least 35 vehicles

2022 Status: 38 vehicles

BIKEWAY AND SIDEWALK MILES



The background of the slide features a large, semi-transparent blue seal of the City of Charlotte, North Carolina. The seal includes the text 'CITY OF CHARLOTTE', 'NORTH CAROLINA', and the year '1775'. It also depicts a crown and a plow. The text 'CHA' is visible at the top of the seal, and 'NORTH' is visible in the middle. The seal is centered and occupies most of the background.

# Well-Managed Government

Efficient, Effective, Accountable, Responsive,  
Inclusive, and Customer Focused

## OUTCOME

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 2022

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



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

Goal: Receive the GFOA Distinguished Budget Award



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

Goal: Issue at least 12 audits



Key Initiatives

Advancing Equity for All

The City’s Office of Equity, Mobility, and Immigrant Integration lead recent initiatives to address systemic and community barriers that limit opportunities for Charlotte’s vulnerable communities.

Key highlights of this office’s work includes:

- Approved Language Access Policy
- Advanced the Americans with Disabilities Act (ADA) implementation Plan
- Approved internal equity statement

Promoting Employee Wellness

In FY 2022, 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 94 percent of eligible employees meeting participation requirements; an increased figure compared to previous fiscal year.

FY 2021 City of Charlotte Taxes and Fees

City of Charlotte Taxes and Fees (50th percentile home value)	Prior Fiscal Year 2021	Fiscal Year 2021	\$ Change	% Change
Property taxes on \$214,800 home*	\$753.64	\$753.64	\$0.00	0.0%
Solid Waste fee (residential)	\$67.66	\$75.02	\$7.36	10.9%
Water and Sewer fee (average user rate)	\$816.72	\$844.68	\$27.96	3.4%
Storm Water fee (average user rate)	\$103.44	\$106.92	\$3.48	3.4%
<b>Monthly Total</b>	<b>\$145.12</b>	<b>\$148.35</b>	<b>\$3.23</b>	<b>2.2%</b>
<b>Annual Total</b>	<b>\$1,741.46</b>	<b>\$1,780.26</b>	<b>\$38.80</b>	<b>2.2%</b>

\*The FY 2022 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.

# CITY SERVICES AND AMENITIES

The City of Charlotte appropriates approximately \$3.24 billion in operating and capital funds to provide the community with exceptional services and amenities. The following is data for some of the many city services and amenities provided in a typical day during fiscal year 2022.

