

Fiscal Year 2023

PERFORMANCE REPORT

FY 2023 - FY 2027 *Capital Investment*

Year End Performance Report

Investing in Our Community

People and priorities highlighted FY 2023 as Team Charlotte's advancement and commitment to being responsible stewards of community resources helped Charlotte recover with resiliency from COVID-19. The City of Charlotte's Year End Performance Report highlights the progress over the course of the past fiscal year.

Charlotte's progress was guided by intentional decision making in the delivery of core services alongside initiatives designed to advance City Council's Strategic Priorities.

Strategic priorities from FY2023 include:

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

This report highlights investments made to further these priorities in FY 2023 and provides year-end performance reporting.

Well-Managed Government

Advancing through Well-Managed Government

Throughout the pandemic and recovery period, employees never stopped working to advance progress toward Council's strategic priorities. Highlights of achievements in FY 2023 included:

- Began community discussion on HIRE Charlotte
- Deployed Housing Trust Funds
- Approved the Charlotte Future 2040 Plan
- Assessed the Transformational Mobility Network
- Launched SAFE Charlotte Initiatives
- Opened the Gold Line Streetcar
- Continued to deliver exceptional core services

Great Neighborhoods

Affordable Housing

FY 2023 added another \$50 million from the Affordable Housing Bond to support the Housing Trust Fund. An important driver of our success will be collaborating across sectors and leveraging partnerships. The FY 2023 Affordable housing Bond is complemented by a combined \$55.5 million in ARPA funding and prior year appropriations in Corridors Housing, making a total of \$105.5 million available to support Affordable Housing moving forward.

Leveraging Funds, Investing in Corridors

In addition, FY 2023 started a comprehensive engagement within the remaining two corridors, North Tryon/Graham and Freedom/Wilkinson.

Safe Communities

Operationalizing Safe Charlotte

The city established the Community Assistance; Respond, Engage, Support (CARES) Team. This civilian response team will stand out from typical public safety agencies within the city with different branding, different uniforms, and dedicated highly visible, fully electric vans for response teams.

Additionally, in FY 2023 the city continued expanding Alternatives to Violence initiatives. With \$1 million in Federal funding, the city reviewed data to determine the appropriate locations for two new sites.

The city also dedicated \$1 million to continue the grant program to address violence within the community through collaboration from the Charlotte community.

Transportation, Planning, and Environment

Making Sustainable Investments

The FY 2023 Budget provided funding to construct new fire facilities and replace existing fire facilities that no longer function properly for Charlotte Fire; including an all-electric fire house, complete with an electric fire truck and charging technology.

Funding was also programmed for the Bike Program at \$8 million, which was twice the funding that was allocated in the previous bond.

\$12.6 million enhanced transportation safety by supporting Charlotte's Vision Zero Action Plan.

2023 programmed four road intersection projects for the Advanced Planning Program, plus an additional project funded through the NCDOT Bonus Allocation Funds.

Road Projects

- Bryant Farms to Ardrey Kell Road
- Robinson Church Road
- Rea Road Widening

Intersection Projects

- Eastway Drive/Shamrock Drive
- Ashley Road/Tuckaseegee
- Road/Freedom Drive

Workforce and Business Development

Providing Pathways for Upward Mobility

In FY 2023 the city supported Charlotte Business INclusion capacity building initiatives to establish programs and expand current services for the city's certified MWSBEs. The budget included funding to build MWSBE capacity in the following ways.

- \$800,000 programmed for Capital Access Program, and
- CBI Bonding Program

Year End Performance Report

FY 2023 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:

Well-Managed Government



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.

Great Neighborhoods



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

Safe Communities



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

Transportation, Planning, and Environment



Anticipating and planning for the growth of the community. Addressing growth with strategic investments, building, and maintaining a comprehensive transportation network, and placemaking strategies that encourage connection between neighborhoods and employment centers.

Workforce and Business Development



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

Fiscal Year 2023 City Council Members

MAYOR
Vi Lyles

MAYOR PRO TEM
Braxton Winston II

CITY COUNCIL AT-LARGE
Dimple Ajmera
LaWana Mayfield
James Mitchell

District 1
Dante' Anderson

District 2
Malcolm Graham

District 3
Victoria Watlington

District 4
Reneé Johnson

District 5
Marjorie Molina

District 6
Tariq Scott Bokhari

District 7
Ed Driggs

Fiscal Year 2023 City Leadership

CITY MANAGER
Marcus Jones

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

Well-Managed Government

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.

STRATEGIC PRIORITY: Well-Managed Government

Well-Managed Government

Key Initiatives

Supporting Charlotte's Diverse Workforce

The 2023 Budget utilized ARPA funds for two lump-sum retention payments in July and September, combined to equal to two percent of qualifying employees' salaries. The minimum for each employee was a total of \$1,000. All permanent hourly employees, public safety pay plan employees, and salaried employees who were in a position grade 19 or below were eligible for this payment. Additionally,

- City employees in the hourly pay plan working 40-hours a week began to earn minimum hourly pay of \$20 an hour in January 2023.
- As a way to stay competitive and keep employees with Team Charlotte, job classifications that required a CDL received a 2.5 percent incentive beginning in July 2022.
- Access to higher education was reimagined in 2023. The city created the Tuition Assistance Program, providing for a free Associate's Degree through Central Piedmont Community College at no out-of-pocket cost to employees.

Enhancing Housing Opportunities for Team Charlotte

The 2023 Budget included \$2 million for the creation of a targeted component within the House Charlotte program specifically geared to provide home ownership assistance for city employees purchasing their first home within Mecklenburg County. Assistance options included down payment, closing costs, interest rate buydown, and homeownership education.

FY 2023 City of Charlotte Taxes and Fees

City of Charlotte Taxes and Fees (50th percentile home value)	Prior Fiscal Year 2022	Fiscal Year 2023	\$ Change	% Change
Property taxes on median home	\$745.28	\$745.28	\$0.00	0.0%
Solid Waste fee (residential)	\$75.02	\$86.06	\$11.04	14.7%
Water and Sewer fee (average user rate)	\$844.68	\$874.56	\$29.88	3.5%
Storm Water fee (average user rate)	\$106.92	\$111.00	\$4.08	3.8%

Performance Measures

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

Measure: Credit rating from external rating agencies

2023 Status: Maintained AAA credit rating

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

Measure: Receive the GFOA Distinguished Budget Award

2023 Status: Award received

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

Measure: Number of performance audits issued

2023 Status: 10 (Target ≥12)



Great Neighborhoods

OUTCOME

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

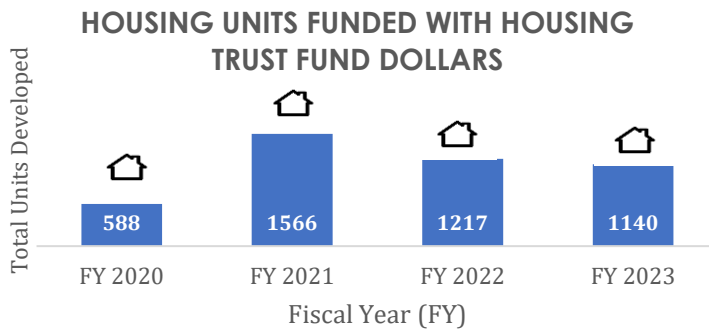
STRATEGIC PRIORITY: Great Neighborhoods

Great Neighborhoods

Key Initiatives

Affordable Housing: Keeping the Momentum

Over 12,000 units and shelter beds were created and preserved since the Housing Trust Fund began. The 2023 Budget added another \$50 million from the Affordable Housing Bond to support the Housing Trust Fund. An important driver of the city's success was collaboration across sectors and leveraging partnerships. The FY 2023 Affordable housing Bond was complemented by a combined \$55.5 million in ARPA funding and prior year appropriations in Corridors Housing, making a total of \$105.5 million programmed for Affordable Housing.



Housing Trust Fund units include opportunities such as NOAHs, the acquisition, rehab and resell program, shelter beds, and SRO (single room occupancy) units.



Performance Measures

1) Preserve and increase affordable housing

Measure: Number of new affordable housing units funded

2023 Status: 209 (Target ≥200)

Measure: Number of units acquired and/or rehabilitated and restricted for low-to moderate-income residents

Measure: Number of down payment assistance loans provided

2023 Status: 114 (Target ≥250)

2) Foster neighborhood-driven revitalization and improvement

Measure: Number of Neighborhood Matching Grants awarded to economically disadvantaged communities for neighborhood improvement projects such as art and beautification, festivals, special events, and public safety

2023 Status: 1140 (Target ≥900)

3) Preserve and create attractive and environmentally sustainable neighborhoods

Measure: Percent of nuisance cases resolved within 30 days

2023 Status: 68 (Target ≥60)



Safe Communities

OUTCOME

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

STRATEGIC PRIORITY: Safe Communities

Safe Communities

Key Initiatives

Operationalizing Safe Charlotte

City staff meticulously worked through SAFE Charlotte Recommendations and programmed ways to introduce reimagined policing concepts that complemented the city's current work. For FY 2023, the city further operationalized key initiatives.

Community Assistance - Response, Engage, Support (CARES) Team: The Community Assistance: Respond, Engage, Support (CARES) Team, was programmed to begin as a pilot in a limited geography to allow for review and learning opportunities as the program was implemented. The CARES Team stands out from typical public safety agencies within the city with different branding, different uniforms, and dedicated highly visible fully electric vans for response teams. The CARES Team was awarded a \$330,000 STAR grant from the State of North Carolina to help further the success of the program by providing funding to establish the necessary administrative and program evaluation support required to effectively manage and track the performance of a CARES program.

Expanding Alternatives to Violence Initiatives: Alternatives to Violence (ATV) 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.

In 2023 the city continued this initiative and added two new ATV sites with \$1 million in Federal Funds.

SAFE Charlotte Grant Program: In FY 2023 the city dedicated \$1 million to continue the grant program to address violence within the community, this time led by four collaboratives from the Charlotte community. Grants were targeted toward addressing:

- Conflict Resolution and Mediation
- Crime Fighting and Prevention
- Opportunities for Youth and/or Parents

Performance Measures

1) Reduce victimization

Measure: Percent change in violent crime rate in calendar year 2023
2023 Status: 5 % decrease (Target ≥3% decrease)

2) Timely response to calls for service

Measure: Average Police response time to priority 1 emergency calls for service
2023 Status: 7.3 minutes (Target of <7 minutes)

Measure: Percent of calls for Fire response responded to within six minutes
2023 Status: 78.8% (Target ≥90%)

Measure: Percent of 911 calls answered within 10 seconds (Fire)
2023 Status: 91.6% (Target ≥90%)

Measure: Percent of 911 calls answered within 10 seconds (Police)
2023 Status: 69.3% (Target ≥90%)

3) Provide alternative response options for police calls

Measure: Year-over-year change in number of Police response events responded to by the Community Policing Crisis Response Team
2023 Status: 11.8% (Target >15%)





Transportation, Planning, and Environment

OUTCOME

Anticipating and planning for the growth of the community. Addressing growth with strategic investments, building, and maintaining a comprehensive transportation network, and placemaking strategies that encourage connection between neighborhoods and employment centers.

STRATEGIC PRIORITY: Transportation, Planning, and Environment

Transportation, Planning, and Environment

Performance Measures

1) Provide transportation choices

Measure: On-time performance (bus)

2023 Status: 81% (Target >85%)

Measure: Ridership (Light Rail, Bus, Streetcar, Vanpool, and STS)

2023 Status: 14,027,141 (Target ≥11,393,862)



Measure: Number of new pedestrian safety projects

2023 Status: 27 (Target ≥25)



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

Measure: Miles of new sidewalks

2023 Status: 9.87 (Target ≥10)

Measure: Miles of new bikeways

2023 Status: 2.2 (Target ≥10)

Measure: Number of high injury network corridors that receive new or upgraded street lighting

2023 Status: 5 (Target ≥3 corridors)

3) Maintain a clean city for all residents

Measure: Annual Keep Charlotte Beautiful Litter Index Rating assessment

2023 Status: 1.47 (Target ≤2)



Workforce and Business Development

OUTCOME

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

STRATEGIC PRIORITY: Workforce and Business Development

Workforce and Business Development

Key Initiatives

CBI Capital Access Program and Bonding Programs

The City of Charlotte launched a Capital Access Program addressing the most frequent barriers experienced in seeking contracting opportunities and capacity building for certified MWSBEs. The City of Charlotte Capital Access Program created loans for MWSBEs turned down by traditional banks due to a lack of cash reserves or established relationship with a bank. Funding was programmed to develop a revolving loan pool through a banking partner to improve capital access as local enterprises seek to grow their businesses.

\$800,000 programmed for Capital Access Program and CBI Bonding Program

The City of Charlotte also established a MWSBE bonding program to elevate Charlotte Business INclusion's reach within the local business community. By creating a Surety Bonding Program, this resource became a valuable tool to help remove barriers that impede MWSBEs' ability to grow and bid as prime contractors or take on larger subcontracts.



Performance Measures

1) Increase business relocations and expansions

Measure: Dollar amount of private investment in the city

2023 Status: \$296,300,000 (Target ≥ \$300,000,000)

2) Support minority small businesses

Measure: The number of minority small businesses participating in AMP UP CLT cohorts in prepare owners for contracting opportunities with the Airport and other anchor institutions

2023 Status: 52 (Target ≥30)



3) Provide access to job training and employment opportunities for youth and adults

Measure: Number of apprentices in Aviation's Apprenticeship Program

2023 Status: 5 (Target ≥5)

Measure: Number of students in summer and/or year-long internship opportunities

2023 Status: 14 (Target ≥6)

A Day in Charlotte

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 2023.

