

Charlotte, North Carolina

POPOLAR ANNUAL FINANCIAL REPORT

20
22

PREPARED BY

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MESSAGE FROM THE CITY MANAGER



I am pleased to share the City of **Charlotte's Popular Annual Financial Report for fiscal year (FY) 2022**, which ran from July 1, 2021, to June 30, 2022. This report evaluates how the city performed against the forward-looking FY 2022 budget and offers an easy-to-understand snapshot of the city's financial position during the fiscal year, especially for readers without a background in public finance.

While FY 2021 will be remembered as the year we navigated through the heart of the COVID-19 pandemic, FY 2022 marked a transition toward **resilience** and **recovery**. Strategic priorities set by the Charlotte City Council for the FY 2022 budget guided decision making and resource allocations, and addressed the most foundational and pressing needs of our community. Unanimously adopted by the Charlotte City Council in June 2021, the budget focused on:

- Economic development, jobs and upward mobility.
- Affordable, sustainable and great neighborhoods.
- Safe, healthy and inclusive communities.
- Accessibility, mobility and connectivity in transportation, planning and the environment.
- Well-managed government that is efficient, effective, accountable, responsive, inclusive and customer focused.

As a summary of the city's FY 2022 Annual Comprehensive Financial Report (ACFR), the Popular Annual Financial Report looks back at these priorities and other initiatives included in the FY 2022 budget, and measures how the city performed against them.

I commend city staff members for their integrity, professional competency and dedication to public service. Their commitment to the highest standards of professionalism in fiscal management is foundational to the city's financial stability and resilience. Because of the staff's work, bond rating agencies continue to award the City of Charlotte with the highest ratings for credit worthiness.

Our staff is also dedicated to creating clear and effective budgeting and financial documents.

The Government Finance Officers Association of the United States and Canada (GFOA) awarded the city with a Certificate of Achievement for Excellence in Financial Reporting for the FY 2021 ACFR. It was the city's 37th consecutive year receiving the award. GFOA also recognized the city's FY 2022 budget, awarding the City of Charlotte our eighth consecutive Distinguished Budget Presentation Award.

The FY 2022 ACFR and more information about the city's finances are available at **charlottenc.gov/finance**.

Finally, I credit Mayor Vi Lyles and the Charlotte City Council for their strong leadership and support as they set sound fiscal policy, ensure financial resources are managed prudently and provide a foundation for financial sustainability.

Marcus D. Jones (City Manager)

DISTRICTS

Charlotte is a city located in the state of North Carolina in the United States. The city is divided into several districts, or neighborhoods, each with its own distinctive characteristics. Here is some information about the main districts in Charlotte:

Uptown Charlotte: Uptown is the financial and cultural center of Charlotte. It is home to numerous skyscrapers, including the Bank of America Corporate Center and the Duke Energy Center. It is also home to major attractions such as the NASCAR Hall of Fame and the Blumenthal Performing Arts Center.

South End: South End is known for its vibrant arts and cultural scene, with many art galleries, trendy restaurants, and boutique stores. It is also famous for its development area along the LYNX Blue Line, which has led to significant growth in recent years.

NoDa (North Davidson): NoDa is an artsy neighborhood with a strong bohemian vibe. It is famous for its colorful murals, art galleries, cafes, and restaurants. It is also a center of cultural activities, with live performances and frequent art events.

Plaza Midwood: Plaza Midwood is an eclectic neighborhood known for its historic architecture, independent stores, and trendy restaurants. It is a popular place for families and people looking for a vibrant community.

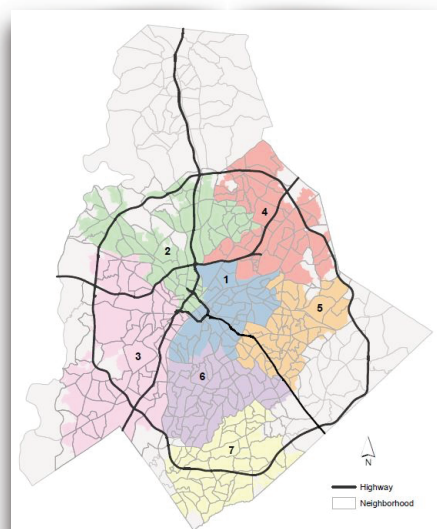
Dilworth: Dilworth is one of Charlotte's oldest neighborhoods and is characterized by tree-lined streets and historic-style homes. It is known for its residential setting and proximity to Freedom Park.

Myers Park: Myers Park is an affluent neighborhood with luxurious homes and large green spaces. Freedom Park is also located here, providing opportunities for outdoor activities and relaxation.

University City: This neighborhood is home to the University of North Carolina at Charlotte and is a center of higher education. It is home to numerous university campuses and commercial facilities.

Ballantyne: Ballantyne is a neighborhood south of Charlotte known for being a business and residential center. It is home to numerous businesses and luxury hotels.

In addition to these, there are many other neighborhoods and communities in the city of Charlotte, each with its own **unique character**. The city is constantly growing and developing, offering a variety of experiences and opportunities for its residents and visitors.



CHARLOTTE'S COMMUNITY

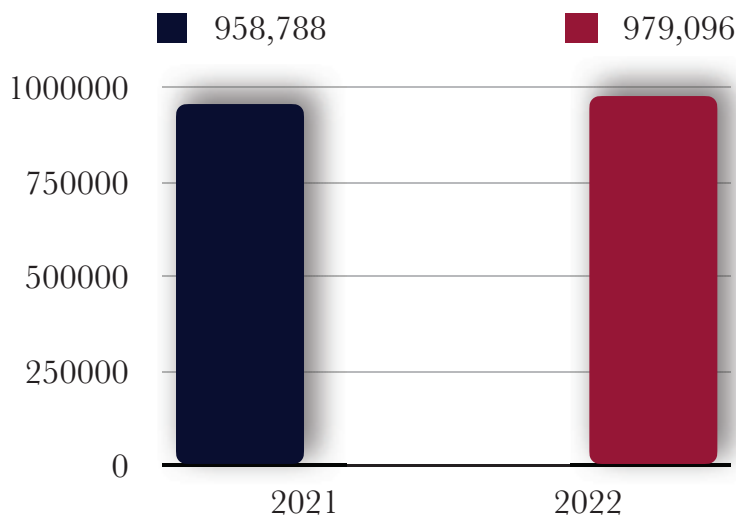


The population of Charlotte, North Carolina amounts to 979,096 in 2022. Compared to the amount of the previous year, the city has faced an **increase in its population of 2,1%**.

According to the US. Federal Reserve, the Median Age is **37,6 years**.

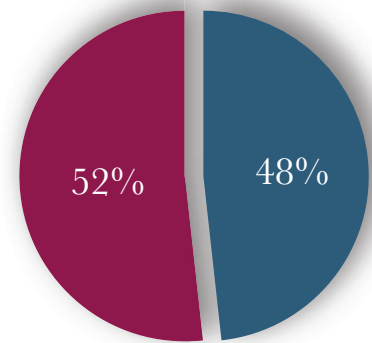
Trends and distribution of population:

POPULATION TREND: +2,1%

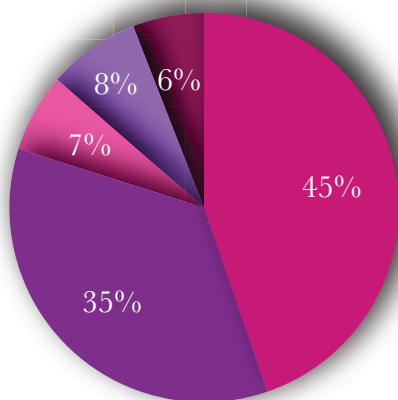


GENDER DISTRIBUTION

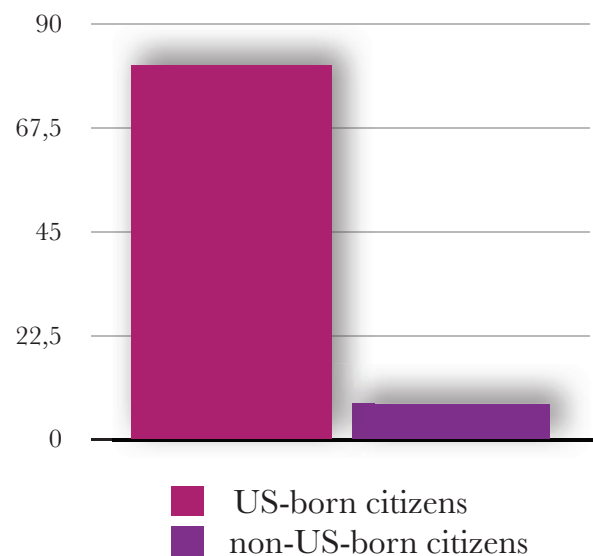
● Males ● Females



RACE AND ETHNICITY



- White
- Black or African American
- Asian
- Other Race
- Two or more races



**for the region*

Source: Charlotte Regional Business Alliance

CONTEXTUAL CHARACTERISTICS



\$150.6 billions

Assessed Property Valuation
Source: U.S. Census Bureau



\$65,359

Median Household
Income (2020)



16th Largest City
in the United States

COVID-19 pandemic, surpassing pre-pandemic employment levels in early 2022 and adding **12,500 net jobs** on average every quarter since the start of 2021. Its median household income is **\$65,395** according to the US Census Bureau and its **unemployment rate** is of **3.9%**. The water and sewer system, stormwater system, airport, and public transportation system represent the main businesses and trade sectors of the city.

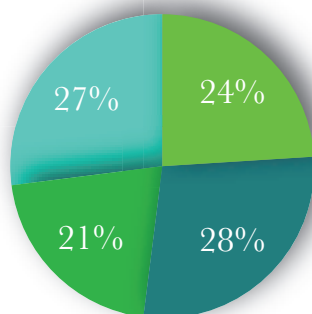


Top 10 Employers

Atrium Health
Wells Fargo
Charlotte-Mecklenburg Schools
Bank of America
Novant Health
American Airlines
Harris Teeter
Duke Energy
Lowe's Companies
City of Charlotte

Education:

According to **NCES** (National Centre for Education Statistics), in Charlotte and the surrounding suburbs, there are **12 schools** of which: eight private nonprofit colleges, two for-profit universities, and two public schools. The biggest college in Charlotte is **UNC Charlotte**, listed as the third largest university in North Carolina and with a total of **30,448 students** in fall 2021.



- high school degree
- bachelor's degree
- college certificate
- others

AWARDS AND RECOGNITIONS



Banks

Charlotte is the **second-largest banking center** in the country. Both **Bank of America**, the second-largest bank in the country with consolidated assets of \$2.44 trillion, and **Truist Financial**, the seventh-largest bank in the country with consolidated assets of \$532.1 billion, have their headquarters in Charlotte.

Airport

The **Charlotte Douglas International Airport**, ranked as the top economic engine among all North Carolina airports, is another essential component of the Charlotte region's economic success. With an average of **1,424 arrivals and departures per day**, daily aircraft operations, and service to about **183 nonstop destinations** worldwide, the airport is among the busiest in the world.



Library

The **Charlotte Mecklenburg Library** frequently receives awards and other recognition for its achievements on a local and national level. These initiatives uphold the Library's crucial **leadership** position. In 2018, it was the winner of the **Gale, A Cengage Company, Financial Development Award**.

RANKING



Charlotte has been listed as **one of the 2023–2024 Best Places to Live** in the U.S. by U.S. News & World Report, the world's leading source of rankings and consumer advice. **Eighth place went to Charlotte in the overall rankings** thanks to its economic opportunities and its being an excellent destination for families and businesses.



SOCIAL MEDIA

The city of Charlotte, North Carolina, had a presence on various **social media platforms** to keep residents and visitors informed about city news, events, and services. Here are some of the social media channels you can check for the latest updates about Charlotte:

City of Charlotte Official Website: The official website of the City of Charlotte often provides links to its social media accounts. (<https://www.charlottenc.gov/City-Government/Contact-Us>)

TWITTER



@City of Charlotte

YOUTUBE



@CharlotteGOVchanne

INSTAGRAM



@cltgov

FACEBOOK



@City of Charlotte
Government

LINKEDIN



@City of Charlotte

CITY OF CHARLOTTE ORGANIZATION



**MAYOR &
CITY COUNCIL**



CITY MANAGER
Marcus D. Jones
Council appointee



CITY ATTORNEY
Patrick Baker
Council appointee



CITY CLERK
Stephanie Kelly
Council appointee



**CITY MANAGER'S
OFFICE**



CITY DEPARTMENTS

Assistant City Manager
Reenie Askew
Innovation and Community Vitality

**AVIATION
DEPARTMENT**
Haley Gentry

**CHARLOTTE AREA
TRANSIT SYSTEM**
John Lewis, Jr.

**CHARLOTTE
COMMUNICATION
& MARKETING**
Jason Schneider

Assistant City Manager
Liz Babson
Mobility, Planning, Transit
& Transportation

**CHARLOTTE
DEPARTMENT OF
TRANSPORTATION**
Debbie Smith

**CHARLOTTE
FIRE DEPARTMENT**
Chief Reginald
Johnson

**CHARLOTTE PLANNING,
DESIGN & DEVELOPMENT**
Alyson Craig
(interim)

Assistant City Manager
Brent Cagle
Finance & Administration

**CHARLOTTE-
MECKLENBURG
POLICE DEPT.**
Chief Johnny
Jennings

**COMMUNITY
RELATIONS**
Willie
Ratchford

**CHARLOTTE
WATER**
Angela
Charles

Assistant City Manager
Tracy Dodson
Business & Economic Growth

**ECONOMIC
DEVELOPMENT**
Tracy Dodson

**GENERAL
SERVICES**
Phil Reiger

FINANCE
Teresa Smith

**HOUSING &
NEIGHBORHOOD
SERVICES**
Shawn Heath

**HUMAN
RESOURCES**
Sheila
Simpson

**INNOVATION
& TECHNOLOGY**
Reenie Askew

INTERNAL AUDIT
Tina
Adams

**SOLID WASTE
SERVICES**
Rodney
Jamison

**STRATEGY
& BUDGET**
Ryan Bergman






NON FINANCIAL OVERVIEW

City management is responsible for establishing, implementing and maintaining a framework of **internal controls** designed to ensure that the financial statements will be **free from material misstatement, complete and reliable** in all material aspects. All accounting data is compiled to allow for the preparation of financial statements in conformity with **GAAP**.

The city of Charlotte has a history of sound fiscal policy and practices and has consistently held **AAA ratings** for over 45 years, since 1977.

It regularly evaluates and sets fees at levels designed to support the full costs of services;

Fiscal year 2021 was impacted by the COVID-19 pandemic, therefore Fiscal year 2022 is characterized by the focus on resilience and recovery. Decision making for resource allocation was shaped by **STRATEGIC PRIORITIES** such as:

	<p>ECONOMIC DEVELOPMENT:</p> <ul style="list-style-type: none">• Build and maintain talented workforce and productive environment• Sustainable wages and benefits• Creation of economic opportunities• Encourage development, innovation and entrepreneurship		<p>TRANSPORTATION, PLANNING AND ENVIRONMENT:</p> <ul style="list-style-type: none">• Expansion through safeguard of the environment• Strategic investments• Comprehensive transportation network• Encourage connections between citizens and employment centers
	<p>GREAT NEIGHBORHOODS AND SAFE COMMUNITIES:</p> <ul style="list-style-type: none">• Affordable housing• Promotion of safety, health and inclusiveness• Foster community relations		<p>WELL MANAGED GOVERNMENT:</p> <ul style="list-style-type: none">• Leadership• Consistency• Efficiency & Effectiveness• Accountable, customer-focused and inclusive services

CONSOLIDATED INCOME STATEMENT

Statement of Net Position & Activities

The *Statement of Net Position* provides a **snapshot** of what the city owns (**assets**) and owes (**liabilities**).

The city invests money in assets which uses to provide services to its citizens.

The *Statement of Activities* summarizes amounts received (**revenues**) and amounts spent (**expenses**). A positive difference between revenue and expenses indicates the city had enough revenues to cover its obligations and the ability to save for the future.

<u>Governmental Activities</u>	<u>Business-Type Activities</u>
Governmental activities includes most of the city's basic services which are financed through property taxes, other taxes, grants and contributions.	Business type activities include water and sewer system, stormwater system, airport, and public transit system. The city charges fees to customers in order to provide these types of services.

GOVERNMENTAL ACTIVITIES	2022	2021
Total assets & deferred outflows	\$ 8,786,001,000	\$ 8,583,122,000
Total liabilities & deferred inflows	\$ 3,588,035,000	\$ 3,437,137,000
Total Net Position	\$ 5,197,966,000	\$ 5,145,985,000
Total revenues	\$ 1,212,468,000	\$ 1,222,598,000
Total expenses	(\$ 1,179,846,000)	(\$1,286,073,000)
Change in Net Position	\$ 32,622,000	(\$ 63,475,000)

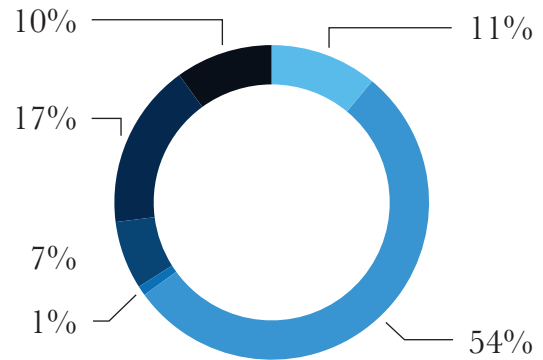
BUSINESS-TYPE ACTIVITIES	2022	2021
Total assets & deferred outflows	\$ 11,762,129,000	\$ 10,604,702,000
Total liabilities & deferred inflows	\$ 4,475,054,000	\$ 3,827,456,000
Total Net Position	\$ 7,287,075,000	\$ 6,777,246,000
Total revenues	\$ 1,621,895,000	\$ 1,285,751,000
Total expenses	(\$ 1,135,264,000)	(\$ 951,561,000)
Change in Net Position	\$ 486,631,000	\$ 334,190,000

Data provided in the tables comes from <https://www.charlottenc.gov/files/sharedassets/city/v/1/city-government/departments/documents/finance/publications/2023/cpafr/fy2022-pafr-final.pdf>

GENERAL FUND REVENUES \$764,641,000

The government obtains the funds through **bond** proceeds, capital **contributions** from the federal and state governments, **taxes, fees, fines,** and **charges** from those who directly benefited from the programs.

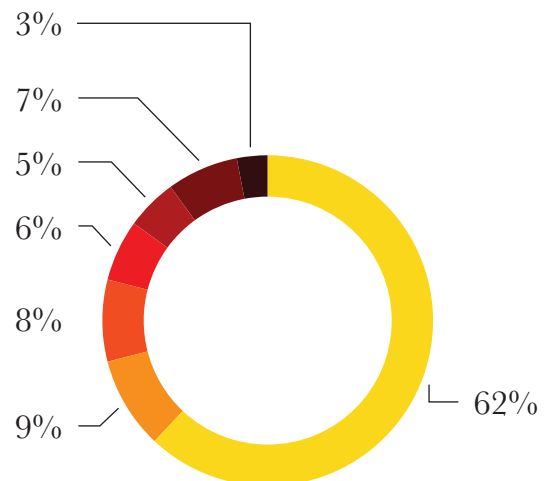
- Licenses and fees \$87,593,000
- Property taxes \$412,862,000
- Other taxes \$5,082,000
- Utilities sales taxes \$51,905,000
- Sales taxes \$130,952,000
- Intergovernmental taxes \$76,247,000



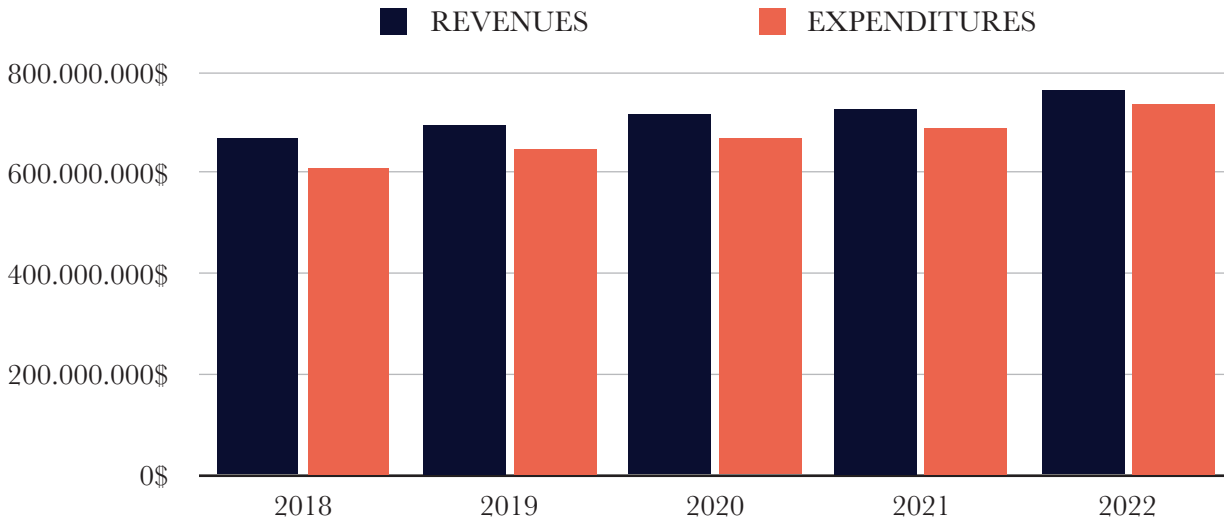
GENERAL FUND EXPENDITURES \$736,376,000

Governmental funds are used to provide most of the city's **basic services**, such as: public safety, infrastructure, general government administration, transportation and neighborhood projects.

- Public safety \$455,788,000
- Sanitation \$69,155,000
- General administration \$57,847,000
- Community development \$40,744,000
- Street/highways \$35,913,000
- Support services \$53,088,000
- Engineering \$21,646,000
- Debt services \$2,195,000



GENERAL FUND REVENUES & EXPENDITURES: five year trend



GOVERNMENTAL FUNDS

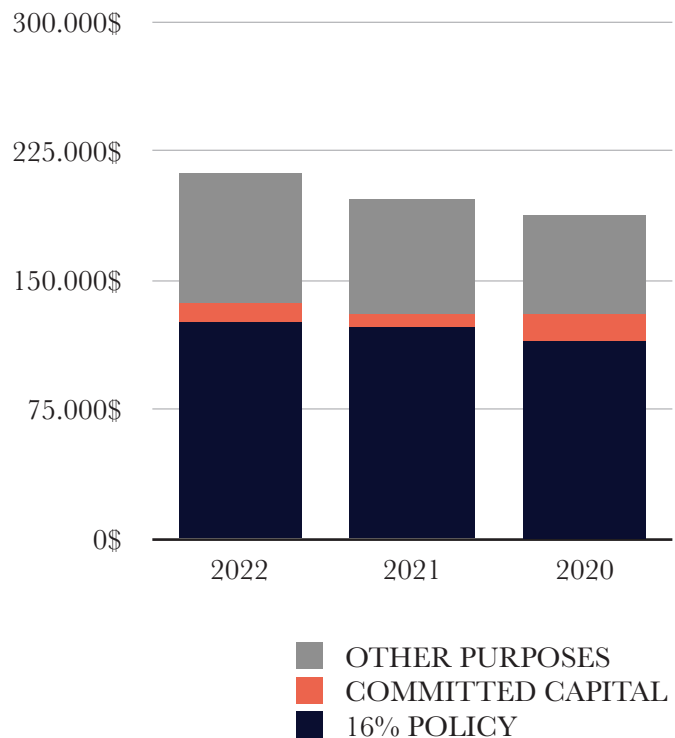
General Fund Three-Year Trend

Fund Balance

Cities accumulate **reserves** in the form of Fund Balance in order to be prepared in case of emergencies in a timely manner.

Fund balance is important in financial accounting since it is a major factor considered by bond rating agencies in evaluating the city's **creditworthiness**.

The city policy is to maintain the fund balance at a level of **16%**, what is beyond that amount is dedicated to capital expenses, unless otherwise directed by the Charlotte City Council.



Data provided in the graphs comes from <https://www.charlottenc.gov/files/sharedassets/city/v/1/city-government/departments/documents/finance/publications/2023/cpafr/fy2022-pafr-final.pdf>

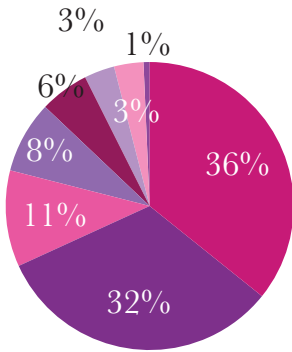
Capital Project Funds

Capital project funds are **additional resources** who support capital projects in the making. The aim of these projects are usually **to acquire, develop, improve or maintain various facilities, other infrastructure and/or equipment**. Given the large scale, these project usually require a long term approach and a sufficient amount of money available. The majority of the capital comes from bond sales, as well as from debts and taxes. The repayment of these borrowing sources is accounted for in the Debt Service Funds.

Capital Project Fund Revenues

\$332,057,000 (Fiscal Year Ended June 30, 2022)

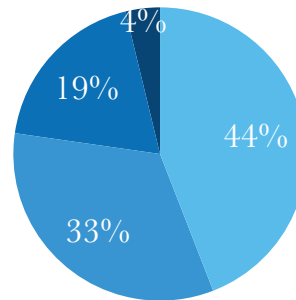
- bonds issued \$118,764,000
- installment purchases \$107,600,000
- other taxes \$35,908,000
- intergovernmental \$26,884,000
- licenses, fees & fines \$18,329,000
- net transfers \$11,326,000
- property taxes \$10,962,000
- other sources \$2,284,000



Capital Project Fund Expenditures

\$216,930,000 (Fiscal Year Ended June 30, 2022)

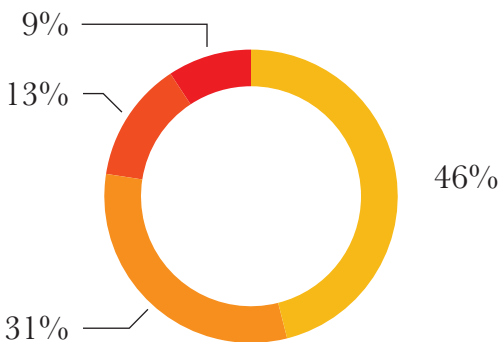
- transportation \$95,656,000
- facilities & equipment \$71,965,000
- neighborhood development \$41,092,000
- economic development \$8,217,000



Debt Service Fund Revenues

\$325,077,000 (Fiscal Year Ended June 30, 2022)

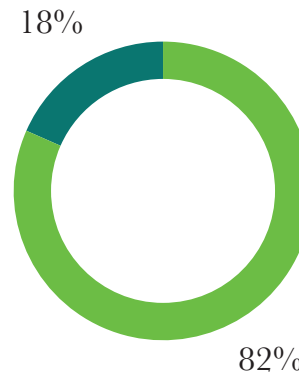
- other sources \$149,642,000
- property tax \$102,090,000
- net transfers \$43,245,000
- sales tax \$30,100,000



Debt Service Fund Expenditures

\$306,501,000 (Fiscal Year Ended June 30, 2022)

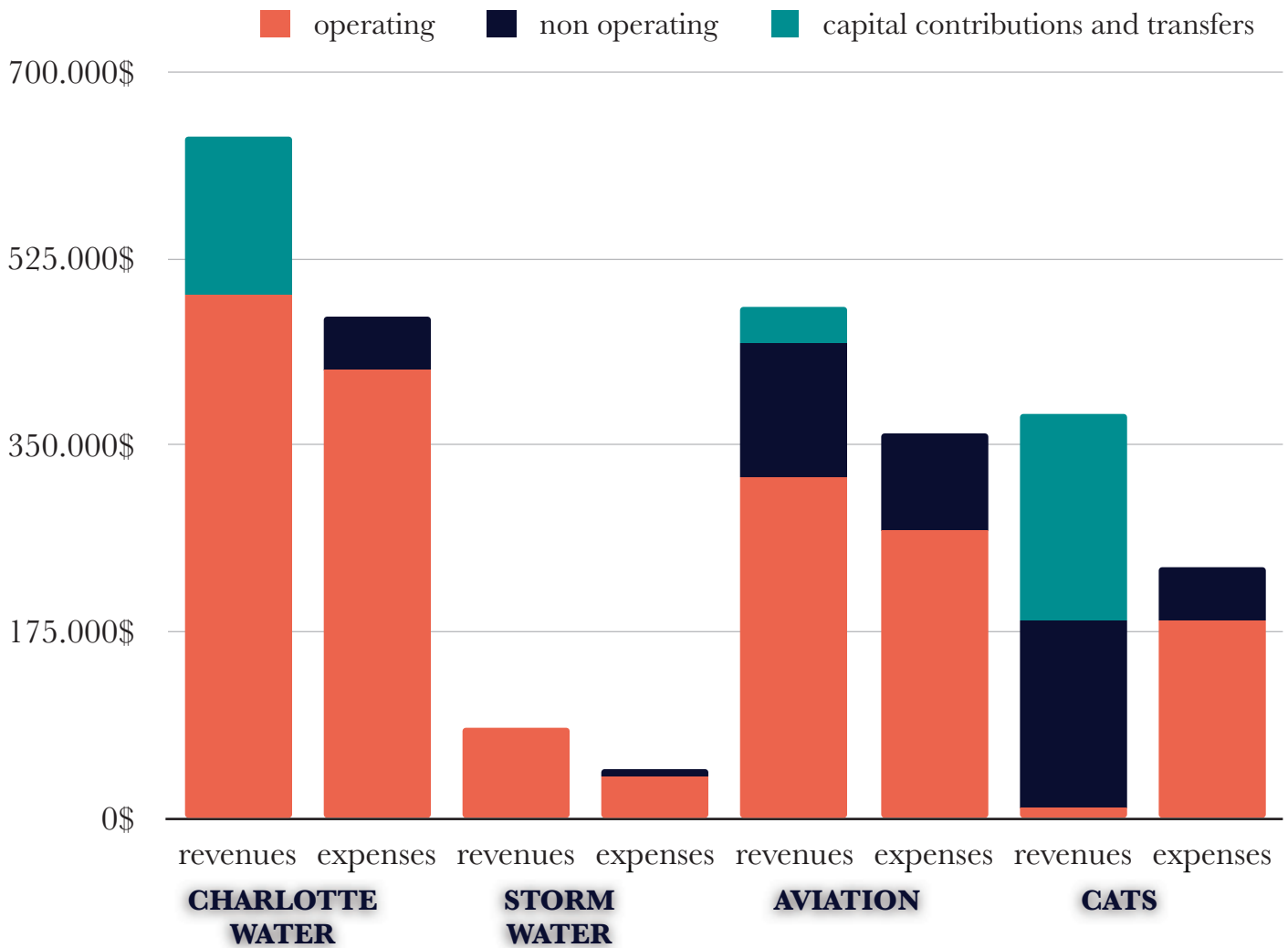
- principal \$250,111,000
- interest & other charges \$56,390,000



ENTREPRISE FUNDS

Some public services charges consumers a fee for usage. It can happen that some of them generates enough revenues to pay for their costs; in this situation public companies are able to support themselves through the so called **Enterprise funds**.

The City of Charlotte's Enterprise Fund departments include the **Aviation Department**, **Charlotte Water**, **Storm Water Services** and the **Charlotte Area Transit System (CATS)**



Data provided in the graphs comes from <https://www.charlottenc.gov/files/sharedassets/city/v/1/city-government/departments/documents/finance/publications/2023/cpafir/fy2022-pafir-final.pdf>

SUSTAINABLE DEVELOPMENT GOALS

The city of Charlotte is involved in the adoption of the United Nations Sustainable Development Goals (SDGs). The SDGs, or **Sustainable Development Goals**, are a set of **17 global goals** aimed at solving complex challenges and promoting sustainable development by 2030. These goals cover a wide range of issues, including *poverty, gender equality, health, education, environmental sustainability, peace and justice*.

Cities play a crucial role in implementing the SDGs, as many of the issues addressed by the goals are local affairs. In the city of Charlotte, this could translate into initiatives to address poverty and economic inequality, promote a sustainable urban environment, improve access to education and health services, promote civic participation, and so on.

The city of Charlotte's involvement in the SDGs includes the creation of a **local action plan** to help achieve global goals, collecting data and reporting on progress, working with local organizations, developing targeted policies and programs, and raising community awareness of the relevance of the SDGs to the city itself.

The adoption of the SDGs by a city like Charlotte is a significant step toward creating a **more sustainable, inclusive, and equitable future** for its residents and contributes to the ambitious global goal of transforming the world by 2030.



SUSTAINABLE CITIES AND COMMUNITIES

Charlotte invests in the city's **Strategic Energy Action Plan (SEAP)** in an effort to make the world and community healthier.

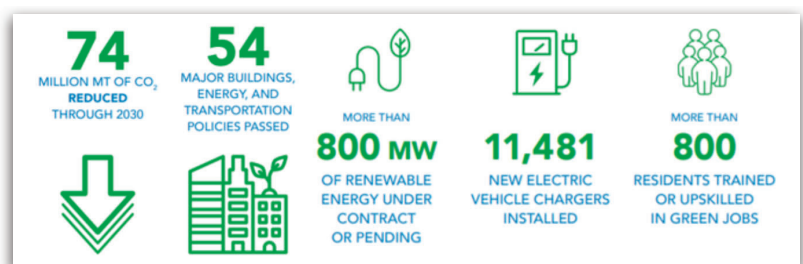


Through targeted engagement and scenario sessions aimed at **reducing greenhouse gas emissions**, the **SEAP** was developed in collaboration with community stakeholders. This led to the creation of a framework for both internal and external initiatives that addressed **workforce development, equity, buildings, transportation, and energy production.**

The revised **Sustainable Facilities Policy** was approved by Charlotte City Council in January 2021 in order to comply with the SEAP and the Sustainable and Resilient Charlotte by 2050. The modifications were made with the intention of **lowering the amount of energy used** by municipal buildings, permitting more **rooftop solar** on those buildings, increasing the amount of **electric vehicle** charging at municipal parking lots, formalizing the process of benchmarking building energy performance, and enhancing the capacity to make data-driven decisions regarding future investments.

The **2040 Comprehensive Plan's** vision of providing everyone in Charlotte with **safe and equitable mobility options** will be realized in large part thanks to the **Strategic Mobility Plan**, which Charlotte City Council approved in June 2022. Making mobility options **safe, connected, equitable, sustainable, prosperous, and innovative** are the Strategic Mobility Plan's main goals.

“Charlotte will lead as a global city by continuously improving, protecting, and preserving the environment, its community, and economy, while ensuring equity and resilience - for today’s and future generations.”



CLEAN WATER AND SANITATION



Ensure availability and sustainable management of water and sanitation for all

With over a million customers in the City of Charlotte, **Charlotte Water** is the biggest public water and wastewater utility in the Carolinas. Every day, on average, Charlotte Water pumps **109.7 million gallons of water** and maintains **8,957 miles of pipes** throughout the area. Leading the way in sustainability, Charlotte Water undertakes initiatives that yield quantifiable results towards the objectives of the city.

PEACE, JUSTICE AND STRONG INSTITUTIONS



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

The continuous **Safety and Accountability For Everyone (SAFE)** Charlotte initiative of the City of Charlotte reimagines public safety beyond law enforcement and assesses systemic, neighborhood problems like housing, transportation, unemployment, and workforce development.

In order to put SAFE Charlotte into action, the city and

Atrium Health collaborated on an **intervention program** in FY 2022. This program gives hospitalised patients who have suffered injuries from violence the assistance they need to prevent retaliation and reinjury as well as to produce safer, longer-lasting results.

Furthermore, the city and its partners at Mecklenburg County, **Cure Violence Global**, and **Youth Advocate Programs** are working in **Corridors of Opportunity** neighborhoods through its **Alternatives to Violence program**, placing trustworthy neighbors in a position to treat people who are likely to be involved in violence, to break up arguments before they start and to change.

REDUCED INEQUALITIES



Reduce inequality within and among countries

NXT/CLT is a public-private initiative that assists **business owners of color** in gaining access to funding, networking with other Charlotte business leaders, and strengthening their leadership and business acumen. The city and Atrium Health each gave **\$250,000** in FY 2022 to support the program's tailored curriculum, which places a strong emphasis on **management, market development, and capital access**.

AFFORDABLE AND CLEAN ENERGY



Ensure access to affordable, reliable, sustainable and modern energy for all

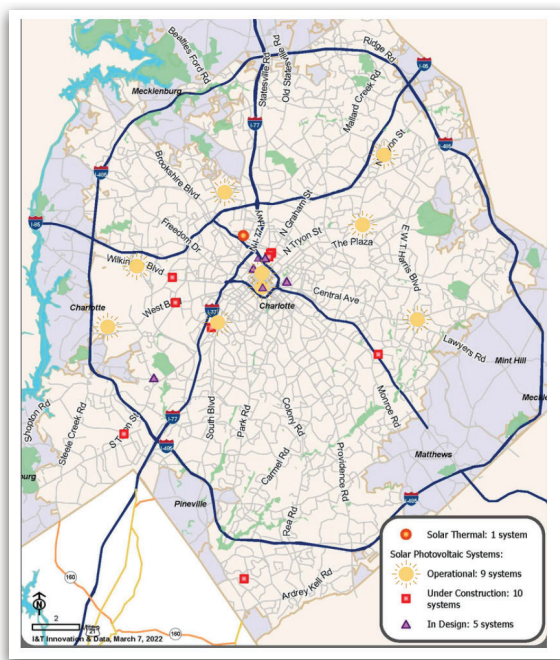
A contract for the installation of **solar panels** on city properties in the amount of **\$1,602,640** was approved by the Charlotte City Council in March. This money was set aside in the FY 2021 **budget for Sustainable Infrastructure**.

This covers the planning, designing, and installation of solar arrays, including ground- and

roof-mounted models with a combined solar capacity of about **828 kilowatts**.

After they are built, these solar panel installations should produce **more than a million kilowatt hours of carbon-free electricity a year**, which is enough energy to power more than 100 houses with clean, renewable energy.

The locations of municipal solar photovoltaic and solar thermal energy systems, both current and planned, are depicted in the image below.



STRIVE TOWARD 100% ZERO-CARBON ENERGY FOR MUNICIPAL FLEET BY 2030 AND FACILITATE THE RAPID UPTAKE OF SUSTAINABLE MODES OF TRANSPORTATION

2030 GOAL: STRIVE TO HAVE CITY FLEET AND FACILITIES BE FUELED BY 100% ZERO-CARBON SOURCES BY 2030.

2050 GOAL: CHARLOTTE WILL STRIVE TO BECOME A LOW CARBON CITY BY 2050 BY REDUCING GREENHOUSE GAS EMISSIONS TO BELOW TWO TONS OF CARBON DIOXIDE EQUIVALENT PER PERSON ANNUALLY.

SUSTAINABILITY REWARDS



EQUITY IN CLEANTECH AWARD



The goal of the **CATS** electric bus pilot program is to use **battery-electric buses** to provide cleaner air to people living in the Charlotte-Mecklenburg region. In addition to helping the city achieve its aggressive climate goals, this pilot project will **improve public health** in the surrounding area.

LEED FOR CITIES AND COMMUNITIES: GOLD



Cities that develop responsible, sustainable, and targeted plans for natural systems, energy, water, waste, transportation, and many other aspects that improve people's quality of life are recognized with a **LEED for Cities and Communities certification**. Due to its implementation of workable and quantifiable strategies and solutions aimed at raising residents' standards of living and sustainability, Charlotte was certified as a **LEED for Cities Gold city**.

CHARLOTTE RANKS NO. 19 ON EPA'S 2021 LIST OF TOP CITIES WITH ENERGY STAR-CERTIFIED BUILDINGS

Charlotte comes in at number **19** on the **U.S. Environmental Protection Agency's** (EPA) 2021 ranking of the country's metro areas with the **highest number of ENERGY STAR-certified buildings**.

Cities were ranked based on the proportion of ENERGY STAR-certified buildings in their locality in 2020. The ranking attests to the Charlotte community's **dedication to adopting best practices, receiving technical assistance and training, and emerging as a sustainable leader**.



AFFORDABLE MOBILITY PLATFORM (AMP)

The US Department of Energy awarded a **\$5 million grant** to **Forth**, a non-profit organization whose goal is to electrify transportation by uniting people to develop solutions that lower pollution and access barriers. The City of Charlotte was chosen as a partner in this endeavor. With this grant, the AMP Project will be able to **lower the obstacles that underserved communities—especially those with affordable housing—face when adopting electric vehicles**. It will provide residents of affordable housing developments with **more access to clean, affordable transportation**, showcase a replicable model for affordable housing agencies to provide **EV carsharing** to their residents by using fleet vehicles as a transportation service and showcase how community members can benefit from dedicated **carsharing chargers**, thereby enhancing the regional charging network.

2021 CITY SCORECARD: MOST IMPROVED CITY



This study assigns a grade to 100 American cities based on how well they have **implemented energy efficiency measures and transitioned to cleaner fuels and electric grids**. The cities that have improved the most this year are Honolulu, Hawaii; Madison, Wisconsin; and Charlotte, North Carolina. **Charlotte rose from 65th place out of 100 cities in 2020 to 42nd place out of 100 in 2021.**

MAJOR INITIATIVES

Economic Development



COVID-19 BUSINESS SUPPORT: federal coronavirus relief funds were used by the city of Charlotte to support directly the communities who needed it the most. More than **58%** of its Coronavirus Aid, Relief and Economic Security (CARES) Act funds and more than **77%** of its American Rescue Plan Act funds new invested in **external, community-focused efforts**, including:

- **\$16 million** to workforce development and job creation initiatives, as well as support for small and minority-owned businesses
- **\$7.3 million** to counteract COVID-19's negative economic effects
- **\$3 million** for a study on employment carried out inside the city's Opportunity Corridors

CORRIDORS OF OPPORTUNITY: **\$14 million** was given to six Corridors of Opportunity in FY 2022. Every corridor has ongoing initiatives and plans that are customized to meet the unique requirements of the area in terms of **placemaking, community involvement, business development, and transportation infrastructure**.

CAREER AND TRAINING ACADEMY: An effort to promote economic mobility, the Career and Training Academy was created to give **training opportunities** to individuals who otherwise might not have been eligible for entry-level positions. When the City Council approved the FY 2022 budget, **the city employed over 37 academy graduates**. The city offers an **apprentice program** in conjunction with the academy, which is offered by several city departments.



ADVANCING EQUITY FOR ALL: The city's Office of Equity, Mobility, and Immigrant Integration oversaw programs to **remove obstacles** that deny vulnerable communities in Charlotte access to opportunities. An **approved internal equity statement** to inform decision-making, **continual changes** to city policies and procedures for improved compliance with the Americans with Disabilities Act, and an **approved language access policy** were among the major projects.

NXT/CLT: A public-private program called NXT/CLT assists **business owners of color** in strengthening their leadership and business acumen, networking with other Charlotte business leaders, and obtaining funding. The city and Atrium Health each gave **\$250,000** in FY 2022 to support the program's tailored curriculum, which places an emphasis on **management, market development, and capital access**.

Great Neighborhoods

AFFORDABLE HOUSING: The privately funded *Charlotte Housing Opportunity*



Investment Fund was established in the spring of 2018 by the City of Charlotte in collaboration with the Local Initiatives Support Corporation. The fund's fundraising target of **\$50 million** was met and surpassed. In conjunction with bonds approved by the electorate through the Housing Trust Fund, this funding increases the **availability and supply of affordable housing** in the community by leveraging funds from the public, private, and nonprofit sectors.

Voters in Charlotte approved a **\$50 million housing bond** in 2020, increasing the total housing bond investment to **\$130 million**, \$70 million more than anticipated. Since the Housing Trust Fund's establishment in 2001, approximately **12,000 units and shelter beds have been created** and preserved as of the fiscal year 2022.

SUPPORTING THE COMMUNITY THROUGH THE PANDEMIC: The city invested into the community nearly **85%** of the **\$70.8 million** in funding from the American Rescue Plan Act, which it received in FY 2022. This included \$17 million for **housing and homelessness services** and \$27 million for needs like the **digital divide** and **arts and culture**.

LEGACY COMMISSION: Nine Charlotte **streets** honoring slave owners, Confederate leaders, and white supremacists **were renamed** between September 2021 and June 2022. Charlotte has become a dynamic and diverse city, and its **inclusive vision** is reflected in the new street names. The work was overseen by the Legacy Commission, a group of fifteen local historians, journalists, and public servants who first met in the summer of 2020. They studied street names and monuments and recommended name changes that would reimagine civic spaces and create **a new symbolic landscape** in Charlotte to the Charlotte City Council.



Safe Communities

SAFE CHARLOTTE: Through its ongoing *Safety and Accountability For Everyone* (SAFE) initiative, the City of Charlotte is reimagining **public safety beyond law**



enforcement and assessing systemic neighborhood problems like housing, transportation, unemployment, and workforce development.

In order to put SAFE Charlotte into action, the city and Atrium Health collaborated on an intervention program in FY 2022. This program gives hospitalized patients who have suffered injuries from violence the assistance they need to **prevent retaliation and reinjury** as well as to **produce safer, longer-lasting results**.

Furthermore, the city and its partners at Mecklenburg County, Cure Violence Global, and Youth Advocate Programs are working in Corridors of Opportunity neighborhoods through its **Alternatives to Violence program**, placing trustworthy neighbors in positions to intervene in conflicts as they arise, treat people who may be involved in violence, and alter social norms that foster violence.

ENHANCED COMPENSATION FOR FIRST RESPONDERS: The city finished a multiyear plan in fiscal year 2022 to **increase first responder compensation**, which accounts for over 35% of the city's workforce. The pay for a top-step police officer with a four-year degree is **20% more** in the FY 2022 budget than it was in the previous year. Officials at the Charlotte Fire Department received a **15%–20% raise** in top-step pay in FY 2022 over FY 2018.

Well-Managed Government

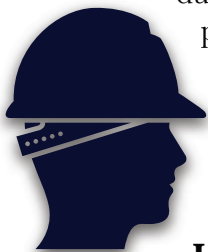
MAINTAINING SERVICE LEVELS IN THE PANDEMIC:

The City of Charlotte was forced to come up with innovative solutions to maintain regular municipal services while enhancing the safety of its workers and citizens as a result of the COVID-19 pandemic.

The more time residents spent at home, the more waste there was produced. In order to support **Solid Waste Service** personnel in maintaining social distance, the city purchased **automated side-loading trucks**. In order to guarantee that citizens could safely and conveniently **request services** like new streetlights and bulky item pickup, the city also improved the **CLT+** mobile app.



TAKING CARE OF EMPLOYEES: Frontline workers provided **necessary services** for the duration of the pandemic. Personal protective equipment, stricter social distancing policies, and increased sanitation protocols were among the **safety precautions** taken for these workers. The city also set aside more than **\$14 million in funds** under the Coronavirus Aid, Relief and Economic Security (CARES) Act to **upgrade facilities**. Examples of these improvements include the addition of bipolar ionization technology to HVAC and air conditioning systems.



Investing in Employees: The FY 2022 budget:

- Minimum full-time pay raised to more than **\$38,000**.
- **3%** merit increases for all non-public-safety employees.
- Employee health care premiums diminished by at least **5%** and deductibles in some eligible plans were reduced by **\$250**.

Transportation, Planning and Environment

STRATEGIC ENERGY ACTION PLAN: In order to increase sustainability in city-owned facilities, the City of Charlotte proposed spending **\$13.75 million** in its **Capital Investment Plan** (CIP) for the fiscal years 2022–2026. This investment is compliant with the **Sustainable Facilities Policy**, which was adopted in 2021, and the city's **Strategic Energy Action Plan**, which aims to power city facilities and its fleet entirely on zero-carbon sources by 2030 (adopted in 2018). The facilities policy seeks to:

- Lower municipal buildings' energy usage.
- Increase the number of **rooftop solar panels** installed on city buildings.
- Increase the number of **charging stations for electric vehicles** at city parking lots.
- Establish a formal benchmarking procedure for energy efficiency in buildings.

The CIP increased the city's electric fleet by 22 vehicles. and allotted \$4.75 million in FY 2022 for the initiatives above.

The **Charlotte Area Transit System** (CATS) has most of its **18 new electric buses** currently operating on city roads after the system started an electric bus pilot program in FY 2022.



CHARLOTTE FUTURE 2040 COMPREHENSIVE PLAN AND THE UNIFIED DEVELOPMENT ORDINANCE:



The **Charlotte Future 2040 Comprehensive Plan** was largely approved by the Charlotte City Council in June 2021; it is a **community-driven** document that lays out the vision for Charlotte's **growth** over the next 20 years and directs the city's investments and decision-making. The Charlotte City Council approved the **Charlotte Future 2040 Policy Map** in March 2022, a companion document that

applies the plan's place-based policies to particular regions, using the 2040 Comprehensive Plan as a guide. In August 2022, the **Unified Development Ordinance** (UDO) was finally approved by the council. In addition to implementing the goals of the Charlotte Future 2040 Comprehensive Plan and other city policies, the UDO unifies and streamlines Charlotte's development regulations.

STRATEGIC MOBILITY PLAN: An essential step toward realizing the goals of the 2040 Comprehensive Plan was the adoption of the Strategic Mobility Plan



by the City Council in June 2022. Its objective is to provide **safe and equitable mobility options** to all Charlotte residents.

Making mobility options **safe, connected, equitable, sustainable, prosperous, and innovative** is the main goal of the Strategic Mobility Plan.

METHODOLOGICAL NOTE, DISSEMINATION PLAN & REFERENCES

This work was completed as part of the Public Management course at the SAA, University of Turin, under the supervision of Prof. Valerio Brescia. The elements presented in this assignment have been developed in accordance with the guidelines defined by Professors Paolo Biancone, Silvana Secinaro, Valerio Brescia, and Davide Calandra.

This methodological note outlines key aspects of the methodology used in preparing the report on the City of Charlotte. It provides information on the guidelines adopted, the criteria for writing the content, the research approach, the documents consulted, and the committees involved in preparing the report.

The report aims to present an **objective and neutral assessment of various aspects of the city of Charlotte**, including its **history, demographics, economy, culture, and urban development**.

We have prioritized the use of accurate and up-to-date data from reliable sources, including government reports, academic publications, and authoritative news sources. To provide context, we conducted a comparative analysis with other cities of similar size and characteristics to assess Charlotte's position in numerous aspects.

Data have been collected from various sources, including census data and demographic reports industry reports, economic development reports, local government publications. The writing of the content for the report was based on the following criteria: the information included in the report had to be **relevant** to the understanding of Charlotte's **history, current status and future prospects**.

All data and information were carefully verified to maintain a high levels of accuracy. We aimed to provide a **comprehensive overview**, covering a wide range of topics from various sectors, including the economy, education, health care, infrastructure, and cultural diversity.

By following these guidelines and using a rigorous research approach, we aim to provide a reliable, comprehensive popular financial report on the city of Charlotte, offering valuable information for various stakeholders.

For anyone wishing to obtain a more detailed overview of the 2022 City of Charlotte FY, the ***Annual Comprehensive Financial Report**** is linked down below.

References & Sources:

<https://www.charlottenc.gov/Home>

* —> <https://www.charlottenc.gov/files/sharedassets/city/v/1/city-government/departments/documents/finance/publications/2023/cacfr/acfr-2022-web-final.pdf>

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