

Charlotte, North Carolina  
**Recovery Plan**

**State and Local Fiscal Recovery  
Funds**

2024 Report

## About the Recovery Plan Performance Report

All metropolitan cities and counties with a population greater than 250,000 residents that received an award from the State and Local Fiscal Recovery Fund are required by the U.S. Department of Treasury (Treasury) to produce a Recovery Plan Performance Report (the "Recovery Plan"). This Recovery Plan provides information on Charlotte's current spending of the first tranche of this funding, proposed spending for remaining funds, and how the city plans to ensure program outcomes are achieved in an effective and equitable manner. As specific projects are implemented, future iterations of this report will include key performance indicators identified by the city and mandatory indicators identified by the Treasury. Subsequent annual Recovery Plans will be posted on the city's website on or by the date the reports are submitted to the Treasury.

This Recovery Plan covers the period from July 1, 2023, to June 30, 2024. This report will be updated annually according to the schedule below:

Annual Report	Period Covered	Due Date
1	Award Date – July 31, 2021	August 31, 2021
2	July 1, 2021 – June 30, 2022	July 31, 2022
3	July 1, 2022 – June 30, 2023	July 31, 2023
4	July 1, 2023 – June 30, 2024	July 31, 2024
5	July 1, 2024 – June 30, 2025	July 31, 2025
6	July 1, 2025 – June 30, 2026	July 31, 2026
7	July 1, 2026 – December 31, 2026	April 30, 2027

More information about the State and Local Fiscal Recovery Fund program and associated reporting requirements are located at [www.treasury.gov/SLFRP](http://www.treasury.gov/SLFRP).

**Charlotte, North Carolina**  
**2024 Recovery Plan**

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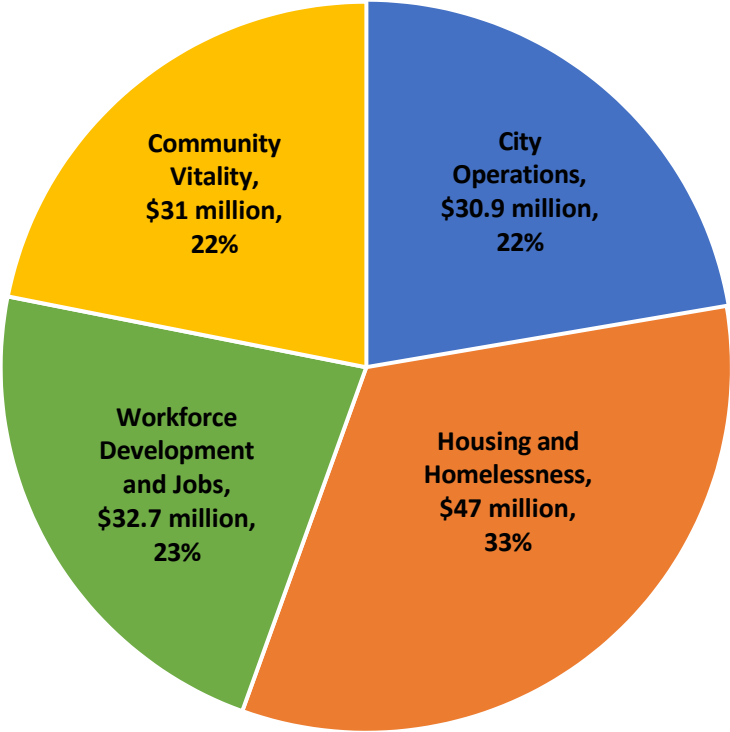
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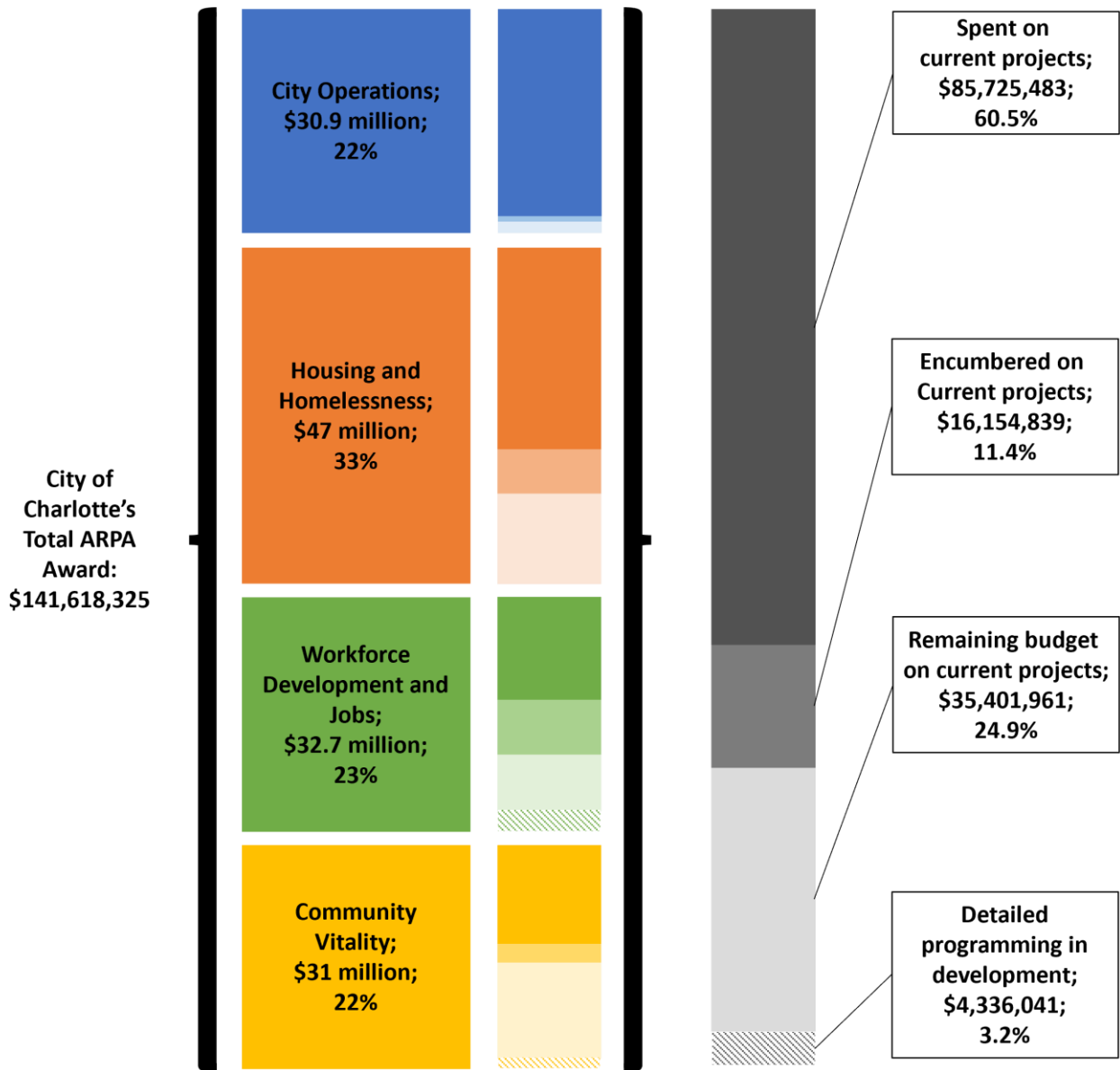
# Executive Summary

The American Rescue Plan Act allocated \$141.6 million in Local Fiscal Recovery Funds to the City of Charlotte. The city received the first tranche of this funding, \$70.8 million, in May of 2021 and second tranche of \$70.8 million in June 2022. Given the potential impact of this unprecedented federal investment, the city has been deliberate in planning for the use of these funds. This planning includes a balance between immediate needs and transformational investments in Charlotte’s future, informed by Charlotte City Council’s priorities and stakeholder input. This planning also includes a balance between internal investments in the city’s core services and externally focused community investments to support those most impacted by the COVID-19 pandemic.

Through this approach, the city identified the following categories of investment for the Local Fiscal Recovery Funds:



This spending framework may change as specific projects are designed and implemented. The graphic on the following page gives a further breakdown of current and planned spending in each category.



Of the city's total Local Fiscal Recovery Fund allocation, \$137,282,284 (96.9%) has been assigned to specific projects that are in the process of being implemented. \$101,880,323 (71.9%) of this funding has been either spent or otherwise obligated from these projects. Further detail on these projects can be found in the "Uses of Funds: Spending through June 30, 2024" section of this report. While the majority of the city's initial spending focused on COVID-19's immediate impact on city operations, the city began implementing several community-focused projects over the past several years, and is continuing to revise and monitor the goals, objectives, and performance metrics for these projects. Future iterations of this report will include updated information on these details for relevant projects.

The city is currently in the process of planning uses for the remaining \$4,336,041 in Local Fiscal Recovery Funds. The city continues to be deliberate and methodical in this planning and will work to ensure that all funding will be dedicated to a project and obligated by the end of 2024.

# Uses of Funds

## Uses of Funds: Spending through June 30, 2024

The American Rescue Plan Act defines six eligible Expenditure Categories for Local Fiscal Recovery Funding. The framework and projects described in this report are designed to address Charlotte’s most critical needs as the city continues to recover from the COVID-19 pandemic. The investment categories and projects included in this framework are based on extensive community engagement and a thorough analysis of public health and economic data, and they are targeted at the communities that have been most impacted by COVID-19. This section of the report provides a description of the projects that are currently being implemented by the city and have spent or obligated Local Fiscal Recovery Funds prior to June 30, 2024.

**Public Health** – Mecklenburg County is the lead public health agency in the Charlotte area, and the city has worked closely with the county to coordinate investments in public health. Current spending in this category has focused on addressing COVID-19’s impacts on the city’s operations and workforce.

<b>Project Title:</b> Reimbursement of COVID-19 Medical Expenses in Employee Benefits Plan		<b>Category:</b> 1.6 Medical Expenses (including Alternative Care Facilities)
<b>Budgeted:</b> \$6,000,000.00	<b>Spent:</b> \$6,000,000	<b>Encumbered:</b> \$0.00
<p><b>Description:</b> Like many employers, the City of Charlotte provides benefits to its employees and their dependents. Typically, both the city and the employee share the costs of these benefits. With the onset of the COVID-19 public health emergency, the costs incurred by the city’s self-funded/self-insured employee benefits plan were higher than what would have otherwise been expected. These costs included testing, vaccinations, and treatment. Utilizing \$6.0 million in ARPA funds to reimburse the city’s employee benefits plan will ensure that the city does not have to divert funds away from other vital public services to the city’s residents or pass along the costs of the pandemic to employees by increasing the plan’s premiums and/or reducing employee benefits.</p> <p>As part of the city’s “wide-ranging public health response,” from March 2020 to December 2021 the city altered its plan by waiving all cost sharing for any COVID-19-related claims. This not only included testing, but also included any other claims the plan’s third-party administrator (Blue Cross Blue Shield) deemed to be related to COVID-19, including costs for treatment. By altering the plan so that the plan incurred all costs, the economic disruption of the pandemic on the city’s employees, including the city’s lowest paid employees, was mitigated. This change also encouraged prevention and early treatment by removing cost as a consideration for seeking testing, diagnosis, and/or treatment. This not only had an impact on the employee, but also helped limit the spread in the community, and helped ensure employees recovered quickly and could return to their post as soon as possible.</p> <p>The city spent \$6.0 million from funds provided by the American Rescue Plan Act (ARPA) to fund costs incurred by the city’s employee benefits plan because of the spread of COVID-19 (i.e., “in response to the disease itself”) beginning on March 3, 2021. The class of</p>		

individuals impacted include employees of the City of Charlotte and their dependents (i.e., “plan members”). For all of the eligible uses included in this request, the public health need/harm is COVID-19 infection (or the prevention of such infection), the identified class (City of Charlotte employees and dependents) directly benefits since the costs being reimbursed with ARPA funds are costs that were incurred by and for the members of the class as they sought vaccination, testing, and/or treatment for COVID-19.

The city believes the costs incurred for these claims are reasonable and proportional because they primarily were the result of a course of action recommended by a qualified medical provider, the plan’s third-party administrator made a determination as to what the plan’s coverage provisions deemed to be reasonable and paid that amount (i.e., an amount that was not necessarily what the provider billed, which may have been higher), and (in the case of medical expenses) as a matter of regular practice (and best practice for self-insured health plans), the city has stop-loss coverage that limits the amount the city’s self-insured plan must pay for any plan member in any plan year. In addition to the reasons above, in seeking reimbursement for these costs, the city believes \$6.0 million is a conservative amount because the city’s employee benefits plan will continue to be directly and indirectly impacted by the spread of COVID-19 for years to come. The plan will continue to incur costs related to the COVID-19 pandemic for three primary reasons. First, because plan members will likely continue to contract the disease in the future. Second, it is likely that some plan members previously infected will have long-term health impacts from COVID-19 that will continue to require diagnosis and treatment into the future (i.e., “long COVID”) (even if no additional employees were infected by COVID-19). Third, even the health of plan members who did not contract the disease may have deteriorated because they delayed care due to social distancing measures that may have exacerbated existing health conditions or prevented the diagnosis and early treatment of new health conditions. This will also have a negative fiscal impact on the health plan in the future. Furthermore, the federal government’s recent mandate for plans to cover the cost of at-home COVID-19 tests will also result in additional costs for the employee benefits plan. None of these costs are accounted for in the \$6.0 million reimbursement amount requested.

From March 3, 2021, through May 3, 2022, the city’s plan administrator, Blue Cross Blue Shield, paid a total of \$8,165,131.83 for COVID-19-related medical expenses. Of this total, the employee benefits plan was reimbursed by its stop-loss insurance a total of \$1,365,464.02, for a net total ARPA-eligible cost of \$6,799,667.81.

<b>Project Title:</b> Employee Vaccine Incentives	<b>Category:</b> 1.1 COVID-19 Vaccination	
<b>Budgeted:</b> \$1,251,308.28	<b>Spent:</b> \$1,251,308.28	<b>Encumbered:</b> \$0.00
<b>Description:</b> As of September 1, 2021, 62% of all city employees were vaccinated against COVID-19. To achieve a higher vaccination rate among city personnel, and in turn prevent the spread of COVID-19 in the workplace, the City of Charlotte established a vaccine incentive program for city employees on September 1, 2021. To be eligible for the award, employees must have been at least partially vaccinated by September 30, 2021, fully vaccinated by November 19, 2021. Employees were required to submit proof of vaccination, and employees who met these eligibility requirements were provided \$250. As of December 2021, the vaccination rate of the city’s workforce had increased to 76.1%, and a total of 5,875 employees were vaccinated.		

<b>Project Title:</b> Enterprise Back-Up Enhancement Tier 0/1		<b>Category:</b> 1.7 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)
<b>Budgeted:</b> \$512,000.00	<b>Spent:</b> \$511,409.78	<b>Encumbered:</b> \$0.00
<b>Description:</b> The city’s enterprise backup solution is vital to enabling key data protection, business continuity, and disaster recovery strategies during telework. The new system will provide an enterprise backup solution, six to twelve months prior to the expiration of the existing system, that provides a higher level of security and enhances the city’s ability to restore virtual machines directly to our cloud provider, which is critical to the city’s use of telework as a means of mitigating and preventing the spread of COVID-19.		

***Negative Economic Impacts*** – The city’s current investments in this category include support for Charlotte’s arts community, youth programming for communities and populations disproportionately impacted by the pandemic, pre-operating and operating expenses of a local food production and distribution center that is being developed, the development of a robust workforce and jobs website, the development of the HIRE Charlotte strategic employment plan, grants to support small business, workforce development training, tourism and hospitality support, and the continuation of a CARES Act supported program to provide internet access and digital literacy training. When possible, the city has prioritized these investments for projects in Charlotte’s six “Corridors of Opportunity” (Corridors). These Corridors were identified through analyses of socioeconomic and demographic data, and each has been found to have systemically high unemployment and poverty rates ([Corridors of Opportunity Executive Summary, 2021](#)). These Corridors also have significant overlap with the Qualified Census Tracts identified by the U.S. Department of Housing and Urban Development.

<b>Project Title:</b> FFTC – Arts Fund		<b>Category:</b> 2.36 Aid to Other Impacted Industries
<b>Budgeted:</b> \$6,000,000.00	<b>Spent:</b> \$6,000,000.00	<b>Encumbered:</b> \$0.00
<p>The City of Charlotte has partnered with the Foundation for the Carolinas (FFTC) to provide economic support to arts and culture entities impacted by the COVID-19 pandemic. This public-private partnership was created to combine local and federal funding with support from private sources to support Charlotte’s arts and culture sector. This sector was identified by the Brookings Institute study “<a href="#">LOST ART: Measuring COVID-19’s devastating impact on America’s creative economy</a>” (August 2020) as having experienced a 30.5% creative occupation job loss as a result of COVID-19.</p> <p>Recognizing the significant impact on the arts and culture ecosystem in Charlotte, the city worked with the FFTC to identify \$24 million in resources for the arts over the last three years: \$6 million in Local Fiscal Recovery Funds, \$12 million from the city’s general fund, and \$18 million from private sector contributions.</p> <p>The city, the FFTC, and the city’s Arts and Cultural Advisory Board has developed a grantmaking panel and strategies to implement this program and distribute these funds alongside local city funding and private sector contributions:</p> <ul style="list-style-type: none"> <li>• First year (FY 2022) disbursements included \$9.3 million to support 38 annually funded organizations; \$867,000 in operating support to Charlotte’s local arts agency, the Arts and Science Council; \$1.2 million in support for individual artists and organizations; and \$200,000 to support development of a 10-year cultural plan to identify on-going funding for the arts and culture sector.</li> <li>• Second year (FY 2023) disbursements included \$8.8 million to support 37 annually funded organizations; \$950,000 in operating support to the Arts and Science Council;</li> </ul>		



\$2 million in support for individual artists and organizations; and \$250,000 to fund ongoing development of a 10-year cultural plan to support a sustainable arts and culture sector.

- Third year (FY 2024) disbursements included \$8.5m to support 37 annually funded organizations; \$1.2m to individual artists and organizations to advance strategies in the Council-accepted Arts and Culture Plan; and \$1.0m to the Arts and Science Council to support grantmaking and programs for individual artists and groups.

If not for the contributions from the city, the private sector, and Local Fiscal Recovery Fund support, many of the organizations would not exist, or exist in an incredibly reduced role today.

<b>Project Title:</b> YMCA: Youth and Teen Impact		<b>Category:</b> 2.37 Economic Impact Assistance: Other
<b>Budgeted:</b> \$2,000,000.00	<b>Spent:</b> \$2,000,000.00	<b>Encumbered:</b> \$0
<p><b>Description:</b> These funds are being used to support youth and teen access to programming at six local YMCAs that serve communities and populations that have been disproportionately impacted by the pandemic:</p> <ul style="list-style-type: none"> <li>• McCrorey Family YMCA on Beatties Ford Road</li> <li>• Stratford Richardson YMCA on West Boulevard</li> <li>• Johnston YMCA on North Davidson Street</li> <li>• Simmons YMCA on Democracy Drive</li> <li>• Keith Family YMCA on Mallard Creek Road</li> <li>• Steele Creek YMCA on Ayrnsley Town Boulevard</li> </ul> <p>These particular YMCAs were chosen because they are either in or adjacent to one of the city's six Corridors of Opportunity, and were identified by the city, through the <a href="#">Charlotte-Meck Quality of Life Explorer</a>, as serving communities facing a range of challenges, including:</p> <ul style="list-style-type: none"> <li>• Household income that is generally lower (and sometimes dramatically lower than the county average);</li> <li>• Residents from minority populations;</li> <li>• School age children with generally lower proficiency scores than the county average; and</li> <li>• Residents that generally experience violent crimes at a higher rate than the county average.</li> </ul> <p>The goal of this program is to enable up to 1,000 youth and teenagers to benefit from the physical, health, and mental programming at the YMCAs, including education enrichment, arts programming, early learning, Kindergarten readiness, and related activities. As of June 30<sup>th</sup>, 2023, this project had given 1,484 teens free access to YMCA programs. The investment will also include programming related to chronic disease prevention and mental health initiatives, which are particularly important given the physical and mental health disparities present in these communities that have resulted from or been exacerbated by the pandemic. The free access to this programming will be supported by this investment for a one-year period.</p>		

<b>Project Title:</b> Open for Business		<b>Category:</b> 2.37 Economic Impact Assistance: Other
<b>Budgeted:</b> \$500,000.00	<b>Spent:</b> \$249,295,15	<b>Encumbered:</b> \$32,038.61
<p><b>Description:</b> The Charlotte Open for Business project will help offset the negative economic impacts of COVID-19 by investing in a more robust workforce and jobs website that will generate interest in business recruitment and retention by helping residents and businesses connect with career opportunities and talent development initiatives, small businesses resources, real estate options, partnership opportunities, and related endeavors. The content of the website (<a href="https://charlotteopenforbusiness.com">https://charlotteopenforbusiness.com</a>) has been designed to benefit Charlotte’s most vulnerable populations in an effort to promote economic opportunities for all.</p> <p>Funding is being spent on consultants and program outreach. The Open for Business website was initially published in May 2020 and then reimaged and relaunched in March 2022, and further enhancements are expected over the next two years such as adding search engine optimization (SEO) and Google Analytics, refreshing content as needed, expanding the blogs section to all sites to enhance storytelling, and expanding the “Invest” site.</p>		

<b>Project Title:</b> Local Food Production & Distribution Facility		<b>Category:</b> 2.23 Strong Healthy Communities: Demolition and Rehabilitation of Properties
<b>Budgeted:</b> \$1,500,000.00	<b>Spent:</b> \$500,000.00	<b>Encumbered:</b> \$1,000,000.00
<p><b>Description:</b> The Carolina Farm Trust (Trust) is advancing a local foods production and distribution center (LFDPC) project in the Thomasboro-Hoskins neighborhood of Charlotte. The LFDPC will source and sell local food items including produce, meat, and dairy to residential and commercial (wholesale) customers.</p> <p>This funding will help support the initial pre-operating and operating expenses for the facility. The city released \$500,000 in funding when the Trust received the construction permit for the facility on 4/3/2023. The city will release the remaining \$1,000,000 when the Trust receives the certificate of occupancy for the facility.</p> <p>When completed, this project will serve low-to-moderate income households that are presumed to have been adversely impacted by the pandemic. The proposed site at 511 S Hoskins Road, Charlotte NC is located in one of the city’s Corridors of Opportunity and a community that has experienced significant divestment since the mid- to late- 20<sup>th</sup> century. The profile of the surrounding community is:</p> <ul style="list-style-type: none"> <li>• 75.8% Black or African American (compared to 30.7% county-wide)</li> <li>• 82% of adults in the labor force who are employed (93% county-wide)</li> <li>• 13% of adults over the age of 25 with a bachelor’s degree or higher (44% county-wide)</li> <li>• Median household income of \$29,395 (\$61,695 county-wide)</li> <li>• 43% of residents receive Medicaid or NC Health Choice (15% county-wide)</li> <li>• 15.8% of births where birth weight was less than 5lb 8oz (9.4% county-wide)</li> <li>• 45% enrolled in Food and Nutrition Services (12% county-wide)</li> <li>• 3% of housing units within a ½-mile of a full-service, chain grocery store (30% county-wide)</li> </ul> <p>The placement of the LFPDC in the Thomasboro-Hoskins geography will benefit these surrounding communities who face demonstrated racialized disparities in education, employment, access to upward mobility opportunities, healthcare, health and wellness options, and healthy food access.</p>		

<b>Project Title:</b> HIRE Charlotte Framework		<b>Category:</b> 2.10 Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employment, employment supports or incentives)
<b>Budgeted:</b> \$750,000.00	<b>Spent:</b> \$557,634.52	<b>Encumbered:</b> \$34,125.00
<p><b>Description:</b> This project will develop the HIRE Charlotte jobs strategy framework, a data-driven vision and action plan with a recognition that low-income and minority populations in Charlotte have been severely impacted by the pandemic and can benefit from a strategic jobs framework designed to enhance upward mobility and economic growth for all. This comprehensive jobs strategy framework will work to immediately increase Charlotte’s employment ecosystem’s impact on creating and filling good jobs. This will in turn drive economic prosperity for all of Charlotte’s residents and businesses.</p> <p>Funding is being spent on consultants and program outreach for target market awareness. The framework has been finalized and implementation of recommendations are underway. In FY 2024, the city hired a Special Assistant to the City Manager who is leading the next steps in executing the HIRE Charlotte Framework. Further details on the implementation of the HIRE Charlotte Framework can be found in the “HIRE Charlotte – Implementation” project in the “Revenue Replacement” section.</p>		

<b>Project Title:</b> Access Charlotte Digital Inclusion		<b>Category:</b> 2.4 Household Assistance: Internet Access Programs
<b>Budgeted:</b> \$10,000,000.00	<b>Spent:</b> \$1,813,287.57	<b>Encumbered:</b> \$643,301.15
<p><b>Description:</b> The City of Charlotte invested over \$3.25 million in CARES Act funding to provide in-home and public space broadband service, activate digital learning labs, establish citywide digital navigator service, and assist in purchasing connected devices for school-aged children. These projects are building upon the framework established with CARES Act funding to continue to improve internet access and digital literacy through the following programs that address the concentration of low adoption of high-speed internet, limited access to full featured computing devices, and the need for basic digital literacy trainings to improve residents’ quality of life and ability to access community and city programs.</p> <p><b>Access Charlotte/Free In-Home Internet:</b> In-home, secured internet will be provided to 8,600 housing units located at affordable housing sites. This will also include provisioning of internet access to 15 community spaces serving low-income households including seniors and school-age children. Charlotte recently expanded the number of addresses to 8,600 (from around 5,000) to lessen the adverse impact on low-income residents when the Affordable Connectivity Program (ACP) ended. As of August 2024, this program is to be fully deployed through a contracted service provider.</p> <p><b>Digital Navigation Services:</b> Funding will be used to expand digital navigation services, including marketing and outreach campaigns as well as dedicated and direct “Access Charlotte Digital Navigators” who will drive outreach to expand adoption of high-speed internet provided by Access Charlotte, and coordinate other services such as device access and trainings and events to drive adoption by collaborating with affordable housing locations’ property managers. This work also includes working with translators as needed in areas with predominately Spanish-speaking residents. As of August 2024, this program is to be fully deployed through a non-profit organization.</p> <p><b>Learn2Earn:</b> The Learn2Earn pilot was completed in Spring 2024, which included providing basic digital skills and a new computer to 100 residents in a specific low-digital adoption area of Charlotte. Starting in late 2024, this program will be expanded by funding a maximum of 15</p>		

community-based service providers to reach approximately 1,000 residents impacted negatively by the digital divide and build community capacity beyond the lifespan of this funding. This expansion is planned to be deployed in late 2024 through sub-grants to non-profit organizations.

**Charlotte CiviForm:** This project enables residents to apply for city programs in a single platform, which is built on open-source software and deployed on low-cost, resilient cloud infrastructure. The resident experience will require only one application be entered for any city program on the platform and will also empower program managers to quickly route and process applications. There are three programs planned to be included in the first iteration. This platform, open-source software, is planned to be deployed in fall 2024 on city-owned infrastructure.

<b>Project Title:</b> Small Business Ecosystem Partner Grant Fund	<b>Category:</b> 2.29 Loans or Grants to Mitigate Financial Headship
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<b>Budgeted:</b> \$3,367,500.00	<b>Spent:</b> \$3,366,314.00	<b>Encumbered:</b> \$0.00
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**Description:** In 2022, the ARPA-funded Small Business Ecosystem Partner Grant Program awarded grants of up to \$250,000 to eligible organizations to create projects, programs, or services that support the small business community as it recovered, stabilized, and grew from the impacts of COVID-19. Eligible recipients included government agencies, non-profit organizations/501(c)3, academic organizations, and/or Chambers of Commerce/501(c)6 that serve the small business community. Organizations were required to be located in Charlotte, have served small businesses for at least two years, and commit to reporting requirements established by the city.

Successful applicants demonstrated that grant funds would be used to create projects, programs, or services that served small businesses impacted by COVID-19. Applicants were also required to establish performance measures unique to their respective projects/programs/services and were required to submit regular performance reports to the city.

Grants were awarded in 2022-2023 to 14 organizations and all funds have been dispersed. All reports will be submitted by December 2024.

Of the total budget for this program, \$750,000 was earmarked for three ethnic minority Chambers of Commerce who applied:

- Carolinas Asian-American Chamber of Commerce: \$250,000
- Carolinas Chinese Chamber of Commerce: \$250,000
- Latin American Chamber of Commerce: \$250,000

<b>Project Title:</b> Workforce Development Partner Support Grants	<b>Category:</b> 2.10 Assistance to Unemployed or Underemployed Workers (e.g. job training, subsidized employment, employment supports or incentives)	
<b>Budgeted:</b> \$1,543,920.00	<b>Spent:</b> \$464,619.67	<b>Encumbered:</b> \$999,300.33
<p><b>Description:</b> This project will award up to \$1.54 million in grants to non-profit organizations that provide technical skill training to Charlotte residents in targeted growth industries (financial services, technology, advanced manufacturing, healthcare, transportation/logistics, and skilled trades). Grant recipients will target this training to individuals in low-to-moderate income households at or below 300% of the Federal Poverty Guidelines. Each non-profit has identified a special population it will seek to serve, including justice-involved individuals, young adults (16-24 years old), low-income individuals, communities of color, and LGBT individuals.</p>		

<b>Project Title:</b> Workforce Development RENEW Training Program	<b>Category:</b> 2.10 Assistance to Unemployed or Underemployed Workers (e.g. job training, subsidized employment, employment supports or incentives)	
<b>Budgeted:</b> \$456,080.00	<b>Spent:</b> \$173,178.92	<b>Encumbered:</b> \$14,696.09
<p><b>Description:</b> Similar to the Workforce Development Partner Support Grant program mentioned above, this project will provide skilled trades training to prepare Charlotte residents for careers in the HVAC industry. The program will be targeted toward low-to-moderate income households at or below 300% of the Federal Poverty Guidelines. \$406,340 will directly support the administration of the program through 2024, including:</p> <ul style="list-style-type: none"> <li>• Training stipends for participants</li> <li>• Paid work-based learning experiences</li> <li>• Career development programming</li> <li>• Course materials and supplies</li> <li>• Testing and certification expenses</li> </ul> <p>The remaining \$49,740 will support a corporate advisory committee of employers that will provide jobs to program graduates and a consultant to explore the expansion of the program to a new industry. The program is being administered by the Urban League of Central Carolina and Goodwill of the Southern Piedmont. These organizations have a storied history of providing job seeker assistance to the Charlotte-Mecklenburg community.</p>		

<b>Project Title:</b> CRVA Hospitality	<b>Category:</b> 2.35 Aid to Tourism, Travel, or Hospitality	
<b>Budgeted:</b> \$4,000,000.00	<b>Spent:</b> \$4,000,000.00	<b>Encumbered:</b> \$0.00
<p><b>Description:</b> COVID-19 substantially impacted Charlotte’s hospitality landscape and trajectory, and negatively affected the one in nine people in the city who work in the hospitality and leisure sector and rely on the region’s \$7.8 billion visitor economy. The project provided \$4 million to support programming being developed by the Charlotte Regional Visitors Authority (CRVA) and designed to spur tourism, stabilize the hospitality industry, and create jobs.</p> <p>Throughout the pandemic, the CRVA has remained committed to data-driven and recovery-focused marketing strategies that re-instill consumer confidence in travel to Charlotte, support local hospitality businesses, and generate short-term demand. This project will further amplify those efforts to position Charlotte as a post-pandemic destination of choice by supporting the CRVA’s strategic marketing efforts to drive hotel demand and visitor spending across leisure, meeting, and business sectors, including a focus on:</p> <ul style="list-style-type: none"> <li>• Effectively connecting with prospective visitors via relevant, timebound messaging and calls to action with an expanded 400-mile radius surrounding Charlotte</li> </ul>		

- Lifting up the voices of Charlotteans and destination assets as a means to illustrate the many reasons to visit Charlotte
- Continuing to leverage place branding momentum with the customer life journey cycle

The CRVA is monitoring the following goals and objectives associated with this project:

Goal	Associated Measure
Promote leisure travel to Charlotte that supports weekend hotel demand.	Hotel revenue; weekend leisure demand; room night bookings; digital campaign Key Performance Indicators (KPIs)
Maintain and improve Charlotte image and perception within culinary, arts & culture, outdoor recreation, and diversity & inclusion attributes in addition to overall destination awareness.	Perception studies (local and target markets); CRVA economic impact; Tourism Sentiment Index
Support hospitality businesses through effective campaigns, promotions and paid/earned/shared/owned media efforts that drive visitor experiences.	Hotel revenue/room nights; digital campaign KPIs (i.e., impressions, engagement, CTRs, goal completion)
Position the place brand effectively to reflect the brand promise and create brand advocates locally and within target markets.	Marketing KPIs (i.e., engagement, e-newsletter sign-ups, time on site, content partnership performance, digital paid media performance)

**Public Health-Negative Economic Impact: Public Sector** – The city’s investments in this category include modernization of critical technology infrastructure and supporting the city’s workforce. These projects support the capacity for the city to provide critical services.

<b>Project Title:</b> Network Equipment Refresh		<b>Category:</b> 3.4 Public Sector Capacity: Effective Service Delivery
<b>Budgeted:</b> \$7,729,000.00	<b>Spent:</b> \$5,914,925.17	<b>Encumbered:</b> \$265,312.62
<p><b>Description:</b> In spring 2020, much of the city’s workforce transitioned to telework to mitigate the spread of COVID-19. The city’s network infrastructure was critical during this transition and allowed employees to continue to work and provide core services while taking refuge from COVID-19. As a continued precaution against the pandemic, many of the city’s departments have transitioned to a hybrid work environment consisting of a mix of remote and in-office work. However, the majority of the City of Charlotte’s network infrastructure is now approaching either end-of-support or end-of-life, and the failure of any end-of-support or end-of-life device could cripple the city’s teleworking ability. This investment in the modernization of the city’s critical technology infrastructure will support pandemic operational needs through the use of telework as a means of mitigating and preventing the spread of COVID-19.</p>		



<b>Project Title:</b> Emergency Leave		<b>Category:</b> 3.1 Public Sector Workforce: Payroll and Benefits for Public Health, Public Safety, or Human Services Workers
<b>Budgeted:</b> \$986,518.96	<b>Spent:</b> \$986,518.96	<b>Encumbered:</b> \$0.00
<p><b>Description:</b> From August 28, 2021, through October 23, 2021, the city reinstated seven days of emergency paid sick leave for all employees to use in the case of a positive COVID-19 test of themselves or their immediate family and for situations that require quarantine related to COVID-19. This action helped prevent the spread of COVID-19 in the workplace by assisting employees in compliance with public health precautions. In total, 635 employees were supported by this program.</p>		

<b>Project Title:</b> CLT+ Application Development		<b>Category:</b> 3.4 Public Sector Capacity: Effective Service Delivery
<b>Budgeted:</b> \$191,000.00	<b>Spent:</b> \$187,922.55	<b>Encumbered:</b> \$0.00
<p><b>Description:</b> The city is using \$191,000 of SLFRF funds to continue development of the CLT+ mobile application. This mobile application gives citizens access to multiple city services in a digital format “at their fingertips.” CARES funding was used prior to SLFRF funding to support ongoing development of the application. The use of SLFRF funding will allow the city to maintain existing features and add a user notification feature to enable broadcasting of messages to users as well as developing support for multiple languages in the mobile app.</p>		

**Premium Pay** – The city used Coronavirus Relief Funding provided by the CARES Act to support premium pay for first responders and frontline workers throughout the height of the pandemic. The city used Local Fiscal Recovery Funds for premium pay for these employees, as COVID-19 cases continued to periodically surge in the Charlotte area.

<b>Project Title:</b> Premium Pay		<b>Category:</b> 4.1 Public Sector Employees
<b>Budgeted:</b> \$2,618,706.38	<b>Spent:</b> \$2,618,706.38	<b>Encumbered:</b> \$0.00
<p><b>Description:</b> The city offered premium pay to eligible employees from August 28, 2021, to October 23, 2021, which consisted of a 5% increase to these employees’ base rate of pay. The city evaluated eligibility for premium pay based on:</p> <ol style="list-style-type: none"> <li>1) The inability of an employee to work remotely;</li> <li>2) The inability to limit an employee’s exposure to the public and coworkers while performing regular work responsibilities in either the office or the field; and</li> <li>3) The essential nature of an employee’s work.</li> </ol> <p>All employees who received premium pay performed work that involved regular in-person interaction with either the public, coworkers, or both. Some city employees who received premium pay exceeded 150% of the area’s median household income. However, these employees were intentionally included in the program because their jobs and risk were similar to other operations employees, and the intent of the premium pay program was to respond to and compensate appropriate employees for the risk associated with their work. In total, 4,766 city employees were supported by this program.</p>		

**Water, Sewer, and Broadband Infrastructure** – The city is not currently planning to use any Local Fiscal Recovery Funding on infrastructure projects.

**Revenue Replacement** – Based on the formula included in the Final Rule provided by the U.S. Department of Treasury, the city has estimated a total calculated revenue loss of \$607,837,989.19 during its COVID-19 recover period. The city is currently using \$87,876,250.22 in revenue replacement for projects related to housing, public safety salaries, utility support, and non-profit and community support.

<b>Project Title:</b> Naturally Occurring Affordable Housing Peppertree		<b>Category:</b> 6.1 Provision of Government Services
<b>Budgeted:</b> \$8,000,000.00	<b>Spent:</b> \$8,000,000.00	<b>Encumbered:</b> \$0.00
<p><b>Description:</b> This allocation of SLFRF funds created capacity for the city to invest in the Peppertree affordable housing project. The Peppertree project is a naturally occurring affordable housing (NOAH) investment. The city has invested \$8,000,000.00 in accordance with the Guidelines for Preserving NOAH approved by City Council in March of 2019.</p> <p>Key Attributes of this project include:</p> <ol style="list-style-type: none"> <li>1) Deed restriction that will require a 20-year affordability period for the Peppertree apartment complex [292 units]</li> <li>2) Apartment units will be set aside – as they become available – for households based on the following AMI mix:             <ol style="list-style-type: none"> <li>a. 30% and below = 88 Units</li> <li>b. 31% - 60% = 146 Units</li> <li>c. 61%-80% = 58 Units</li> </ol> </li> <li>3) City Investment per unit of approximately \$27,000 with a leverage ratio of 1:6</li> </ol> <p>The public benefit associated with the project is two-fold: 1) avoid the potential displacement of the existing 292 Peppertree households that would otherwise be subject to significant market rent increases, and 2) over time, as legacy residents voluntarily exit the community, provide affordable units to low, very low, and extremely low-income residents through the 20-year deed restriction.</p>		

<b>Project Title:</b> Employee Retention Incentives		<b>Category:</b> 6.1 Provision of Government Services
<b>Budgeted:</b> \$ 11,376,250.40	<b>Spent:</b> \$ 11,376,250.40	<b>Encumbered:</b> \$0.00
<p><b>Description:</b> This project utilized SLFRF funds to pay for public safety salaries in the amount of \$11,376,250.40 in Revenue Replacement. This allocation of SLFRF funds created capacity for the city to fund retention incentives. The retention incentives were chosen by the city as a way to mitigate the effects of COVID-19 on the city’s workforce. This consisted of two payments made in July and September of 2022, each equivalent to 1% salary for all hourly employees, all Public Safety Pay Plan employees, and salaried employees in Grade 19 or below. The minimum for each employee was \$1,000 (two \$500 payments).</p>		



<b>Project Title:</b> Residential Utility Assistance and Displacement Support		<b>Category:</b> 6.1 Provision of Government Services
<b>Budgeted:</b> \$1,936,602.82	<b>Spent:</b> \$1,936,602.82	<b>Encumbered:</b> \$0.00
<p><b>Description:</b> The city replaced \$1,936,602.82 in ERA2 (Emergency Rental Assistance) funds with SLFRF funds through revenue replacement. This allowed the City of Charlotte to assist residents with pandemic-related water bill assistance. This project enables Charlotte Water to directly assist qualifying customers resolve past due water bills by freeing up budget capacity.</p>		

<b>Project Title:</b> Non-Profit Grant Support		<b>Category:</b> 6.1 Provision of Government Services
<b>Budgeted:</b> \$3,625,000.00	<b>Spent:</b> \$2,314,075.16	<b>Encumbered:</b> \$698,363.59
<p><b>Description:</b> This project provides \$3,625,000.00 in SLFRF funding for the local non-profit community in Charlotte. Specifically, the project will provide one-time, ARPA-funded grants to support the operating costs of Charlotte-based nonprofit agencies that have been financially and/or disparately impacted by COVID-19. The grants will prioritize work that fosters racial equity and economic mobility in marginalized communities.</p> <p>The City of Charlotte will rely on one community partner – the Hispanic Federation, a tax-exempt 501(c)(3) organization – to administer \$1,000,000 of the funds, while the City of Charlotte will self-administer the remaining \$2,625,000. The Hispanic Federation and the City of Charlotte will each solicit grant requests from local non-profit organizations and make funding decisions based on the quality of the applications. The Hispanic Federation grants will focus primarily on non-profits that deliver programming to the Latino community. The Hispanic Federation and the City of Charlotte will each deploy a proportionate share of funding in support of small/grassroots non-profit organizations (i.e., with annual operating budgets &lt; \$250,000).</p> <p>Program funding will focus on the following Investment Priority Areas</p> <ul style="list-style-type: none"> <li>• Housing &amp; Neighborhoods</li> <li>• Equity &amp; Inclusion</li> <li>• Sustainability &amp; Environment</li> </ul> <p>Nonprofit organizations may submit applications for up to \$250,000. Grants must be used to support general operating costs, including, but not limited to, staff, rent, supplies, general overhead and more. Grants may not be used to cover capital costs, and requests cannot exceed 30% of the organization’s total budget. To apply, organizations must 1) be a registered 501(c)(3) organization or be under the fiscal sponsorship of a 501(c)(3) tax-exempt organization, 2) have a current 990 document, and 3) be able to demonstrate that the organization works with residents or communities that face a disparate impact due to COVID-19.</p> <p>As an administrative partner, the Hispanic Federation Administrative Services will provide the city with appropriate reports and documentation demonstrating funds have been disbursed in accordance with the directives provided by the city.</p>		

<b>Project Title:</b> Corridors Study and Phase 1 Implementation		<b>Category:</b> 6.1 Provision of Government Services	
<b>Budgeted:</b> \$3,750,000.00	<b>Spent:</b> \$2,382,442.77	<b>Encumbered:</b> \$313,296.23	
<p><b>Description:</b> This project will utilize SLFRF funds to address the inequities in Charlotte’s most low-income, underemployed and minority populations in our Corridors of Opportunity geographies. This work will fund an update to the Corridors of Opportunity Jobs Study to include updated census tract data and incorporation of the Albemarle/Central Corridor geography so that the city has a comprehensive and up-to-date snapshot of needs and opportunities. In addition, these funds will fund the Phase 1 implementation strategies based on the study’s recommendations.</p> <p>The Phase 1 implementation strategies will be where the majority of the SLFRF funds will be applied. Some of these strategies include Corridors of Opportunity “Business Opportunity Funds” in each of the six corridors to act as “boots on the ground” physical space to connect small business owners, entrepreneurs and residents to financial assistance, access to capital, job opportunities, contracts and procurement assistance, technical assistance and training, marketing, operations, business development and more. Additional funding could be used to expand efforts in increasing capacity of workforce development programs aligned within the corridor geographies and identifying employer training partnerships to provide a pipeline of talent in selected Corridor geographies.</p>			

<b>Project Title:</b> HOMES Tax Reduction Assistance		<b>Category:</b> 6.1 Provision of Government Services	
<b>Budgeted:</b> \$4,200,000.00	<b>Spent:</b> \$4,200,000.00	<b>Encumbered:</b> \$0.00	
<p><b>Description:</b> The city provides property tax assistance through the “Helping Out Mecklenburg Homeowners with Economic Support (HOMES) Program” in partnership with Mecklenburg County. This program is structured to provide grants to qualifying low-to-moderate income residential homeowners to address the rising costs of retaining their residences. Grant funds will be paid to the Mecklenburg County Tax Collector, who will reduce the total amount of taxes due for qualifying recipients’ primary residence.</p>			

<b>Project Title:</b> DEI Entrepreneur Accelerator Program		<b>Category:</b> 6.1 Provision of Government Services	
<b>Budgeted:</b> \$750,000.00	<b>Spent:</b> \$114,114.31	<b>Encumbered:</b> \$597,176.01	
<p><b>Description:</b> This project includes two years of funding to pilot an accelerator program to develop 25-40 entrepreneurs each year and create connections to new sources of capital. Through a formal procurement process, the city selected “gener8tor”, a nationally recognized early-stage accelerator operator with a track record on locally focused programs.</p> <p>Together with gener8tor, the city designed a program consisting of two classes of accelerators that will provide local, early-stage scalable entrepreneurs with the tools and connections needed to build and scale their companies, increase their chances of success in the early years of business, and have access to knowledge and networks that they would need to raise necessary capital. The accelerator will consist of two cohort-based programs, gALPHA and gBETA.</p> <p>gALPHA Charlotte will launch in September 2024. A single cohort of up to 35 idea- through early-stage entrepreneurs will undergo a month-long program of mentorship, education, and network-building. The cohort will be made up of women and BIPOC entrepreneurs and will be industry agnostic.</p>			

gBETA Charlotte will launch in Q1 of 2025. Two cohorts of five later-stage companies will undergo a seven-week, intensive accelerator curriculum including lunch & learns, mentor swarms, investor introductions, and showcases. gALPHA alumni will be given preference to gBETA opportunities.

The city and gener8tor will work with ecosystem partners to ensure awareness and recruitment efforts for each cohort reach a wide number of potential applicants.

<b>Project Title:</b> Small Business Ecosystem Strategy	<b>Category:</b> 6.1 Provision of Government Services
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<b>Budgeted:</b> \$800,000.00	<b>Spent:</b> \$121,721.94	<b>Encumbered:</b> \$636,987.74
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**Description:** This project will consist of a comprehensive assessment of the city’s small business ecosystem to help identify and increase equitable opportunities and address challenges and gaps in resources. Through a formal procurement process, the city hired TPMA, an experienced and knowledgeable consultant, to conduct a comprehensive assessment of the small business ecosystem in Charlotte to help increase equitable opportunities and address challenges/gaps in resources. The findings will help the city develop targeted strategies, programs, and resources to empower and strengthen the local entrepreneurial community. This assessment includes:

Current Small Business Environment Analysis

A thorough analysis of the current small business environment in Charlotte, including but not limited to:

- Identification and categorization of existing small businesses by industry sector
- Assessment of market trends, consumer behavior, and industry competition
- Examination of regulatory frameworks, licensing requirements, and government support programs

Existing Ecosystem Assessment

Assessment of the current ecosystem that serves the small business community in Charlotte by:

- Evaluating the availability and effectiveness of existing resources supporting small businesses, such as technical assistance, tools and resources, and networking opportunities, that support small business growth and sustainability
- Identifying any gaps in services available to small businesses
- Stakeholder Engagement - Engagement with local business owners, industry associations, and relevant stakeholders through interviews, focus groups, and surveys to gather qualitative and quantitative data on their experiences, needs, and aspirations.

The assessment findings will be completed by December 2024 when the consultant will then begin working on the Implementation Plan which will be completed by June 2025.

<b>Project Title:</b> Non-Profit Financial Partner Support		<b>Category:</b> 6.1 Provision of Government Services	
<b>Budgeted:</b> \$480,000.00	<b>Spent:</b> \$340,000.00	<b>Encumbered:</b> \$140,000.00	
<p><b>Description:</b> This project supports four nonprofit organizations providing the following services in support of Charlotte City Council’s strategic priorities:</p> <ul style="list-style-type: none"> <li>• For the Struggle, Inc. (\$100,000) – Provides free services to seniors in historically and predominately black neighborhoods. The initiative provides seniors with assistance in obtaining: 1) critical home repairs, 2) future planning (e.g., wills, Powers of Attorney, etc.), and 3) property tax relief</li> <li>• Block Love CLT (\$230,000) – Operates a day services program targeted to assist individuals and families classified as homeless through educations, mental health services, and trainings</li> <li>• The Males Place (\$100,000) – Provides comprehensive and prevention-based behavior health educational programming, mentoring, and life skills training necessary for manhood development for African American boys ages 12-18</li> <li>• Carolina Metro Reds (\$50,000) – Provides a diverse family environment for underserved youth to develop athletic, academic, and life skills by way of high-level coaching, teaching, and mentorship</li> </ul>			

<b>Project Title:</b> Capital Improvements Program		<b>Category:</b> 6.1 Provision of Government Services	
<b>Budgeted:</b> \$400,000.00	<b>Spent:</b> \$183,850.26	<b>Encumbered:</b> \$186,652.39	
<p><b>Description:</b> This project provides funding for capital building maintenance such as the replacement of unsupported building automation systems and equipment commissioning. These projects directly support city council’s “well-managed government” priority area by ensuring city-owned facility equipment is repairable, well-maintained, operating efficiently, and comfortable places for employees to work. The facilities affected by these projects include Solid Waste Services, Discovery Place, CMPD Hickory Grove, and Fire Logistics.</p>			

<b>Project Title:</b> Umbrella Center		<b>Category:</b> 6.1 Provision of Government Services	
<b>Budgeted:</b> \$5,000,000.00	<b>Spent:</b> \$0.00	<b>Encumbered:</b> \$0.00	
<p><b>Description:</b> This project provides funding for The Umbrella Center (Center). The Center is a proposed Family Justice Center, a nationally recognized best practice model for the delivery of services to victims of inter-personal violence. The Center will provide a multi-agency, multi-disciplinary, and co-located service center following a national victim-centered, trauma-informed model in which agencies and organizations that assist victims of domestic violence, sexual assault, elder and dependent adult abuse, human trafficking, and child abuse, such as the Charlotte-Mecklenburg Police Department’s Special Victims Unit, are able to work in collaboration with each other, and where victims and their children can seamlessly access the services they need.</p> <p>The city’s \$5,000,000 funding allocation is provided contingent upon additional fundraising by the Center, including \$10,000,000 from Mecklenburg County, and \$20,000,000 from private-sector contributions. The Mecklenburg County Board of Commissioners approved \$10,000,000 in funding toward the establishment of the Center, including the acquisition costs for the 4822 Albemarle Road property.</p> <ul style="list-style-type: none"> <li>• The rate of intimate partner violence for women is nearly 3 times higher among those with in the lowest income quartile versus those in the highest quartile.</li> <li>• Cross-sectional studies of community-level structural factors associated with intimate partner violence showed relatively consistent findings of elevated intimate partner violence rates in urban neighborhoods characterized by poverty/low income, high</li> </ul>			

unemployment, low educational achievement, residential instability, and elevated rates of intimate partner homicide in socioeconomically disadvantaged neighborhoods (data sources: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5486977/>)

- 92% of current clients reported living safer after receiving navigation services through one of the Center’s partners, the Safe Alliance (source: [Safe Alliance](#))

<b>Project Title:</b> CLT Small Business Growth Fund		<b>Category:</b> 6.1 Provision of Government Services	
<b>Budgeted:</b> \$2,000,000.00	<b>Spent:</b> \$2,000,000.00	<b>Encumbered:</b> \$0.00	
<p><b>Description:</b> The Charlotte Small Business Growth Fund (Growth Fund) is a public supported, private-led program to provide small business loans to borrowers who cannot access traditional or conventional lending products. The Growth Fund matches potential borrowers with Community Development Financial Institutions (CDFI) lenders most likely to support their loan request. The city provided \$2m from ARPA to support the program administration including:</p> <ul style="list-style-type: none"> <li>• Research, analysis, financial reporting</li> <li>• Communications with loan providers, program investors, CDFIs</li> <li>• Identifying potential future partners</li> <li>• Records management</li> <li>• Costs associated with tax preparation and filing</li> </ul> <p>This fund fills a critical gap for access to capital for small business owners and entrepreneurs of color in the Charlotte community. Many new/small businesses may not have the financial resources required to access traditional lending products, by pairing these businesses with CDFIs who are more likely to take risks traditional banks would not, this program provides much needed capital.</p> <p>Applications are completed from prospective borrowers and a matching algorithm sends the application to the CDFI most likely to approve a loan based on a variety of factors. It is expected that over 70 percent of loans will be for minority-owned businesses. Each loan will be dependent upon several criteria including business type, loan need, business maturity, and lending criteria/thresholds.</p> <p>The program is housed with the Charlotte Regional Business Alliance Foundation, whose mission is to create accessible opportunities to grow the economy for small businesses and business leaders. Marketing has included a press conference, participation at local small business events, coordination with the City of Charlotte, and communication to elected leaders.</p> <p>This fund can support 2,000 loans and \$40m of total lending in four years. This significantly increases the lending capacity for the CDFI lending products, which are underutilized in Charlotte relative to communities of similar sizes.</p>			

<b>Project Title:</b> Affordable Housing Development Supplemental Request		<b>Category:</b> 6.1 Provision of Government Services	
<b>Budgeted:</b> \$11,305,245.00	<b>Spent:</b> \$5,820,905.03	<b>Encumbered:</b> \$1,184,339.97	
<p><b>Description:</b> This project provides funding to the city’s Housing Trust Fund to support a number of projects that support low and moderate income households in Charlotte. Due to unprecedented changes in market conditions, including construction material pricing and interest rates, there has been an extended period of cost escalations for housing development projects. Increasing costs have resulted in additional financing gaps on previously approved</p>			



city supported affordable housing development projects pending construction.

On November 28, 2022, City Council obligated ARPA funds together with Housing Trust Fund support to support the following affordable housing projects. These projects are expected to be complete prior to December 31, 2026, in conformance with ARPA guidelines.

- South Village Apartments
- Fair Haven Glen
- Ovata at Reidy Creek
- Galloway Crossing
- Bishop Madison Homes
- Grounds for Change
- Ballantyne Seniors
- Evoke Living at Morris Field

<b>Project Title:</b> Charlotte Rescue Mission		<b>Category:</b> 6.1 Provision of Government Services	
<b>Budgeted:</b> \$2,000,000.00	<b>Spent:</b> \$0.00	<b>Encumbered:</b> \$2,000,000.00	
<p><b>Description:</b> The Charlotte Rescue Mission provides no-cost faith-based residential recovery programs to people facing homelessness and addiction. The city’s support through American Rescue Plan Act funds, along with private-sector commitments, enabled the Rescue Mission to modernize its Rebound Men’s Addiction Recovery Center and expand its residential drug and alcohol recovery programming for men experiencing homelessness. The Rescue Mission often serves low-to-moderate income individuals from historically underserved populations, and anticipates that these investments will allow them to serve more than 100 additional men each year.</p>			

<b>Project Title:</b> Affordable Housing Development Fee Reimbursement Pilot Program		<b>Category:</b> 6.1 Provision of Government Services	
<b>Budgeted:</b> \$1,500,000	<b>Spent:</b> \$0.00	<b>Encumbered:</b> \$0.00	
<p><b>Description:</b> The Affordable Housing Development Fee Reimbursement Pilot Program will provide grants to developers to reimburse eligible land development and infrastructure fees for qualifying development projects that incorporate affordable housing units. The goal of the pilot is to support the production of affordable housing development throughout the city and incentivize the inclusion of affordable units in market-rate developments. City Council obligated the funds on April 24, 2023, and staff anticipate that funds will be expended by 12/31/2026 in conformance with ARPA requirements.</p>			

<b>Project Title:</b> Low-Income Energy Efficient Home Rehab Pilot Program		<b>Category:</b> 6.1 Provision of Government Services	
<b>Budgeted:</b> \$1,000,000.00	<b>Spent:</b> \$0.00	<b>Encumbered:</b> \$800,000.00	
<p><b>Description:</b> This project provides funds for the city to partner with Duke Energy to ensure that this program maximizes its reach with up to \$1,000,000 in Coronavirus State and Local Fiscal Recovery Fund support. These funds will be used to complete critical home repairs that are not a part of the energy efficiency scope of work but are required for energy efficiency work to be completed. These critical home repairs may include work such as:</p> <ul style="list-style-type: none"> <li>- Window repair/replacement</li> <li>- Roof and chimney/flue repair</li> <li>- Plumbing repair</li> <li>- Water heater repair/replacement</li> <li>- Pressure relief valve installation</li> <li>- Mechanical ventilation</li> </ul>			

- Lead based paint hazard control

The city's partnership with Duke Energy will provide several benefits including:

- Helping low-income homeowners reduce their energy burden, save money, and stay in place
- Leveraging partner investment to scale the impact of the city's home rehabilitation work
- Supporting the city's Strategic Energy Action Plan Goals to become a low carbon city by 2050

This project supports low- and moderate- income households in Charlotte. Charlotte Mecklenburg demographic information dictates a majority of this population are people of color.

<b>Project Title:</b> Brookhill Village NOAH Preservation Support	<b>Category:</b> 6.1 Provision of Government Services
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<b>Budgeted:</b> \$3,500,000.00	<b>Spent:</b> \$3,500,000.00	<b>Encumbered:</b> \$0.00
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**Description:** This project provides funding for Brookhill Village. Brookhill Village, originally developed in 1950 and located at 2506 South Tryon Street in Council District 3, consists of approximately 35 acres under an original 99-year ground lease. The ground lease expires in 2049. Most on-site buildings have been demolished, with 100 naturally occurring affordable housing units (Affordable Units) remaining on approximately nine acres. Brookhill Investments, LLC, a subsidiary of Griffin Brothers Acquisitions, LLC (Developer) acquired the ground lease in 2022, subject to an early termination option expiring on July 31, 2023. The Developer is requesting city support in the amount of \$3,500,000 to fund 1) the allocable share of the ground lease acquisition cost associated with the Affordable Units, and 2) renovation costs for the Affordable Units.

The proposed interior and exterior renovations will include:

- New heating and cooling units
- Roof repairs or replacement
- Floor refinishing or replacement
- Storm doors and windows
- New kitchen appliances and bathroom fixtures
- Interior and/or exterior painting where needed
- Other repairs as needed (e.g., insulation improvements)

This project supports low- and very-low-income households in Charlotte. Charlotte Mecklenburg demographic information indicates a majority of this population are people of color.

<b>Project Title:</b> Housing Support Grants & NonProfit Capacity Building Support	<b>Category:</b> 6.1 Provision of Government Services
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<b>Budgeted:</b> \$6,499,000.00	<b>Spent:</b> \$4,064,799.85	<b>Encumbered:</b> \$1,296,761.41
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**Description:** This project provides support through a Housing Support Grant which provides financial support to eligible medium-sized and/or emerging non-profit organizations that demonstrate the ability to reduce the severity of homelessness or housing instability in Charlotte. Organizations could apply for up to \$2.5 million for projects or programming in support of housing security and stability for low-income residents.

The selected non-profits are:

- Heal Charlotte

- Freedom Fighting Missionaries
- West Side Community Land Trust
- Charlotte Family Housing

These projects support low- and moderate-income households in Charlotte. Charlotte Mecklenburg demographic information dictates a majority of this population are people of color.

<b>Project Title:</b> A Place for All Support		<b>Category:</b> 6.1 Provision of Government Services
<b>Budgeted:</b> \$500,000.00	<b>Spent:</b> \$0.00	<b>Encumbered:</b> \$500,000.00
<p><b>Description:</b> The Property Provider Recruitment and Retention Pilot is a priority initiative of the A Home For All implementation plan. The pilot will increase access to housing for rental subsidy holders through property provider recruitment, engagement, and incentives (e.g., signing bonuses, risk mitigation for damages caused by tenants, and holding fees for inspections).</p> <p>This project supports low- and moderate-income households in Charlotte. Charlotte Mecklenburg demographic information dictates a majority of this population are people of color.</p>		

<b>Project Title:</b> Anti Displacement Programming		<b>Category:</b> 6.1 Provision of Government Services
<b>Budgeted:</b> \$5,954,152.18	<b>Spent:</b> \$0.00	<b>Encumbered:</b> \$0.00
<p><b>Description:</b> This project provides funding to create homeownership opportunities for low-to-moderate income residents through expansion of the Acquisition, Rehab, and Resale Program and the House Charlotte Plus Program. This funding will be used to establish an Accessory Dwelling Unit (ADU) program to provide affordable rental units and create income streams for low-income homeowners. Other purposes of this funding are:</p> <ul style="list-style-type: none"> <li>- Provide housing rehabilitation services and tenant supports to small landlords to create safe, affordable deed-restricted rental units in rapidly changing neighborhoods.</li> <li>- Increase access to services that promote resident stability and economic mobility through resource and referral services and community partnerships.</li> <li>- Reduce barriers to programs and information through targeted outreach and communications.</li> <li>- Establish a pilot program to increase capacity for innovative shared ownership models.</li> </ul>		

<b>Project Title:</b> Small Business Innovation Fund		<b>Category:</b> 6.1 Provision of Government Services
<b>Budgeted:</b> \$2,500,000.00	<b>Spent:</b> \$2,500,000.00	<b>Encumbered:</b> \$0.00
<p><b>Description:</b> This project provides funding for the Small Business Innovation Fund, a fund where in prior years, Charlotte Center City Partners, in partnership with Foundation for the Carolinas, and with a lead gift from Honeywell Corp., launched four rounds of the Small Business Innovation Fund to make grants to small businesses to spur innovation and adaptation to the new reality of economic life with a highly contagious virus. The 143 grant recipients invested in e-commerce and digital enhancements to better vie for customers' attention, outdoor investments to create new revenue streams, mobility plays to meet customers new norms, contactless delivery options to lessen crowding, new products and services aligning with customers' changing spending patterns, and infrastructure and equipment upgrades to better control their own operations.</p> <p>Honeywell, Foundation for the Carolinas, and Charlotte Center City Partners designed the fund because Center City is fortunate to have hundreds of restaurants, breweries, bakeries, coffee</p>		



shops, salons, retailers, food trucks and other small businesses. Together, these businesses create the vibrancy and character that residents, visitors, workers, and major employers crave, and they distinguish Center City as an essential economic engine for the region.

Because these entrepreneurs built their businesses to be fully open to the general public and are reliant on foot traffic for customers, these small businesses need to invest in supplies, training, design, technology, operations, infrastructure and/or furnishings to adapt their operations and/or business models. Many will need to pivot their business model and innovate to stay competitive and advance. Supporting storefront small business entrepreneurs as they navigate the new economic reality will make all the difference in our success and future competitiveness as an urban economy.

The Small Business Innovation Fund Rounds 5 and 6 will leverage lessons learned from the initial four rounds to administer the \$2.5 million of ARPA funds from the City of Charlotte. Rounds 5 and 6 will be able to help small businesses located throughout the City of Charlotte innovate and create a more resilient vibrancy that residents, visitors, workers and major employers crave. Charlotte has a strong history of leveraging private-public partnerships to pull off innovative and courageous moves embodied within the Small Business Innovation Fund: Rounds 5 and 6 – Going Forward.

<b>Project Title:</b> Corridors of Opportunity Programming – Commercial District Organization Support		<b>Category:</b> 6.1 Provision of Government Services	
<b>Budgeted:</b> \$1,000,000.00	<b>Spent:</b> \$0.00	<b>Encumbered:</b> \$623,333.77	
<p><b>Description:</b> This project will use SLFRF funds to support capacity building for existing and emerging commercial districts located in the Corridors of Opportunity. This project has been renamed “Start – Scale – Sustain (S3) Grant.” The project will consist of a series of capacity building, organizational development and business services development for business district organizations. A grant application process was conducted in July 2024 and grant awards are being determined now.</p> <p>This project will serve small businesses and entrepreneurs located in the six corridors. The small business community in the corridors were adversely impacted by Covid-19 pandemic but have also been impacted by the historic underinvestment that occurred in the corridors. This project aims to provide the building blocks of business district organizational development to groups of business owners and/or service providers looking to start a BDO, scale up their emerging BDO or sustain their ongoing, established BDO work.</p> <p>The expected outcome of the project is to increase the capacity, productivity and impact of business district organizations in each corridor. The BDOs will be better positioned to uplift and market individual small businesses in their corridor, advocate for the business community and provide more resilient support during any future economic or unexpected impacts.</p>			

<b>Project Title:</b> Corridors of Opportunity Programming – Mobile Symphony Project		<b>Category:</b> 6.1 Provision of Government Services	
<b>Budgeted:</b> \$200,00.00	<b>Spent:</b> \$200,000.00	<b>Encumbered:</b> \$0.00	
<p><b>Description:</b> This project used SLFRF funds to support the creation and operations of a mobile symphony stage by Charlotte Symphony Organization (CSO). CSO designed and built a mobile symphony stage that can be deployed to communities throughout Charlotte and corridors neighborhoods for live performances and events. The project also included 10 Corridors-based symphony events, four held in spring 2024 and six to be held in fall 2024.</p> <p>This project expands access and exposure to arts and culture performances and programming</p>			

into the six corridors. The CSO historically has been located in Uptown Charlotte at their home performance space, the Blumenthal Performing Arts Center. The mobile symphony has increased awareness of all their community programming to corridors communities. The mobile symphony events are hosted free of charge in open, accessible spaces in the neighborhoods. CSO is partnering with community organizations in each neighborhood to ensure each event includes additional free programming that reflects the community.

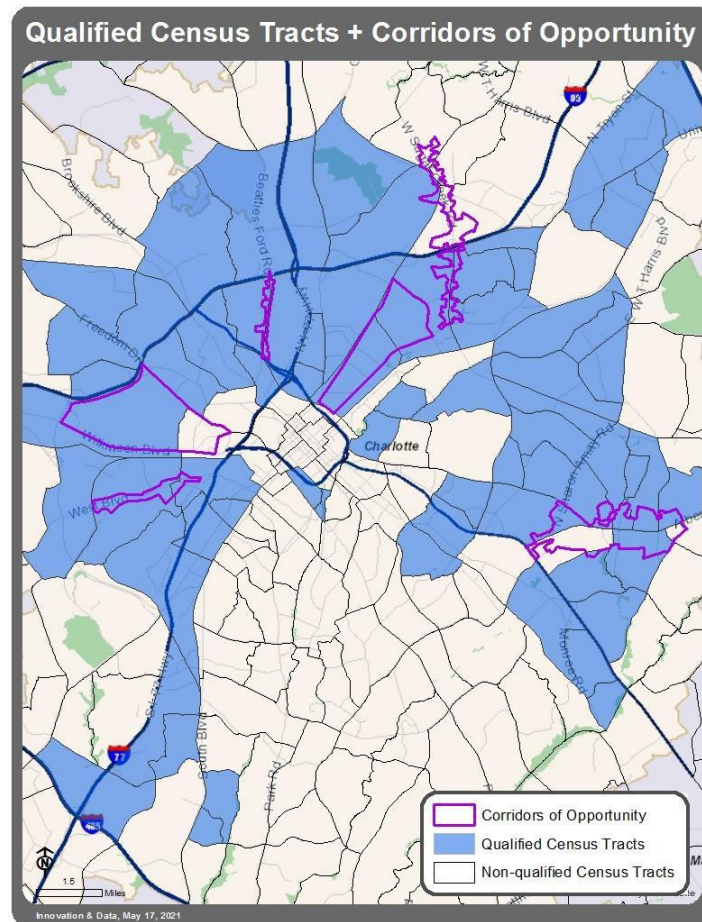
The intended outcome for the project will increase access, awareness and arts and culture programming in the corridors.

<b>Project Title:</b> Corridors of Opportunity Programming – Permanent Workspaces for Local Creatives		<b>Category:</b> 6.1 Provision of Government Services
<b>Budgeted:</b> \$500,000.00	<b>Spent:</b> \$0.00	<b>Encumbered:</b> \$0.00
<p><b>Description:</b> This project will use SLFRF funds to support the development of studio/workspace for local creatives. Funds may be used to supplement rents and upfit costs for creative entrepreneur studio space. A grant application is being developed in July 2024 with grant awards anticipated in September.</p> <p>This project will expand access to affordable creative workspace located in the corridors and available to corridor-based artists and creative professionals. The Arts and Culture Plan and its corresponding State of Culture study found a gap in affordable creative workspaces located in corridors and identified barriers to corridors-based artists accessing spaces, programs and support that currently exists in the greater Charlotte area.</p>		

<b>Project Title:</b> Hire Charlotte – Implementation		<b>Category:</b> 6.1 Provision of Government Services
<b>Budgeted:</b> \$9,100,000.00	<b>Spent:</b> \$75,600.00	<b>Encumbered:</b> \$4,189,154.12
<p><b>Description:</b> The city’s initial planning for SLFRF funds included \$750,000 to help establish the “HIRE Charlotte” jobs strategy framework, a data- driven vision and action plan with a recognition that low-income and minority populations in Charlotte have been severely impacted by the pandemic and can benefit from a strategic jobs framework designed to enhance upward mobility and economic growth for all. In FY 2024 the city allocated an additional \$9.1 million in SLFRF funds towards implementing this framework and hired a Special Assistant to the City Manager to lead this implementation. The \$9.1 million is planned for investment in the following areas:</p> <ul style="list-style-type: none"> <li>• \$4,900,000 – Workforce development programs</li> <li>• \$1,500,000 – Target industry training</li> <li>• \$1,000,000 – Talent connection</li> <li>• \$1,000,000 – Essential skills curriculum development training</li> <li>• \$500,000 – RENEW HVAC &amp; clean technology training</li> <li>• \$160,000 – BankWork\$ financial services training</li> </ul> <p>The city has already identified several partners for the workforce development portion of the HIRE Charlotte implementation plan, who will provide services necessary to implement workforce development programs including intake, assessment, and career path navigation; education guidance and enrollment; career guidance; job placement; and wraparound services to include success. The city has set the following goals and targets to measure programs’ success:</p> <ul style="list-style-type: none"> <li>• Attainment of industry-recognized credentials (85%)</li> <li>• Job placement in high-demand occupations (80%)</li> <li>• Employment retention for up to one year (85%)</li> <li>• Increased wages upon training completion and job placement (90%)</li> </ul>		

## Promoting Equitable Outcomes

The city is prioritizing investments in the communities most impacted by COVID-19, specifically along our six “Corridors of Opportunity” (Corridors). These Corridors are areas the city has prioritized for ongoing investments in housing, community safety, infrastructure, transportation, and workforce and business development. These Corridors have significant overlap with the Qualified Census Tracts identified by the U.S. Department of Housing and Urban Development, as shown in the map below. Spending across most investment categories will be targeted at communities in these Corridors.



An overview of the current equity and performance framework for several of the city’s current community-facing projects is provided below. Some details of these frameworks are still being developed and may change as the projects are advanced. Project managers will continue to consult federal guidance to develop and refine equity goals.

## ***FFTC – Arts Fund***

The city partnered with the Foundation for the Carolinas (FFTC) to secure \$36 million in resources for Charlotte’s arts community over the last three years: \$6 million in Local Fiscal Recovery Funds, \$12 million from the city’s general fund, and \$18 million in private sector contributions.

Alongside the FFTC, the city’s Arts and Cultural Advisory Board has developed a grantmaking panel and strategies to implement this program and distribute these funds equitably.

- First year disbursements included \$9.3 million to support 38 annually funded organizations; \$867,000 in operating support to Charlotte’s local arts agency, the Arts and Science Council; \$1.2 million in support for individual artists and organizations, and \$200,000 to support development of a 10-year cultural plan to identify on-going funding for the arts and culture sector.
- Second year disbursements included \$8.8 million to support 37 annually funded organizations; \$950,000 in operating support to the Arts and Science Council; \$2 million in support for individual artists and organizations, and \$250,000 to fund ongoing development of a 10-year cultural plan to support a sustainable arts and culture sector.
- Third year disbursements included \$8.5 million to support 37 annually funded organizations; \$1.2 million to individual artists and organizations to advance strategies in the Council-accepted Arts and Culture Plan; \$1.0 million to the Arts and Science Council to support grantmaking and programs for individual artists and groups.

Goals: Provide critical financial support to arts and culture organizations and artists, many of whom could not operate or operated at a significantly reduced capacity during the pandemic and experienced significant financial hardships. The city provided over \$1.3 million to organizations that serve African, Latinx, Asian, Arab, and Native American (ALAANA) organizations.

Awareness: The city has set up a website where community members and interested organizations can stay up to date on all funding opportunities. Additionally, the city and its partners have issued press releases about funding opportunities to ensure widespread distribution.

Access and Distribution: The 37 annually funded organizations received an invite-only to apply for funding. This decision was made by the arts and culture advisory board as these organizations have relied on annual operating support for over a decade. Additional application processes were opened for individual artists and smaller organizations to receive funding. Press releases were provided by the city notifying organizations of the application process.

Outcomes: The primary outcome is to increase and improve the number of arts and culture offerings Charlotte has, ranging from main-stream Broadway productions to events and exhibits in the neighborhoods. Increasing access to residents who historically have not experienced arts and culture in Charlotte is a top goal of this funding.

Preliminary Performance Indicators: Number of grants awarded (86 to date, including other private and public sources aside from the SLFRF); amount of funding distributed to the artists and community organizations (\$31 million to date, including other private and public sources aside from the SLFRF).

## ***YMCA: Youth and Teen Impact***

The city's \$2 million investment in the YMCA of Greater Charlotte created opportunities for underserved youth and teens to thrive. Funds were deployed at six local YMCAs that are located in "zip codes of need", in recognition that these communities have experienced a disproportionate COVID impact. With the funding, the YMCA expanded access and programming, with a focus on addressing physical, social, emotional, and mental well-being in safe, nurturing and engaging environments.

Goals: Provide access to the YMCA facilities and programming for approximately 1,000 teens across six YMCAs that serve historically marginalized members of the community adversely impacted by COVID.

Awareness: The YMCA of Greater Charlotte has extensive outreach capabilities, enabling members of the community most in need of access to YMCA programming to be made aware of the opportunity.

Access and Distribution: The six YMCAs that received funding were selected because they are located in and/or serve residents in distressed communities to help ensure that the funding is leveraged in support of members of the community that are most in need of subsidized access to YMCA physical, social, and emotional programming. Participating teens were required to complete an application to ensure they lived near the YMCA and/or had a connection to the local community (e.g., attends a local high school). The application was intentionally designed to avoid (or at least mitigate) barriers or disparities in the ability of an individual to complete an application (e.g., a homeless teenager could qualify for participation, despite not having a permanent address).

Outcomes: The outcomes were varied, based on the needs of the participant and the programming in which the teen participates. Broadly speaking, the YMCA of Greater Charlotte promotes the development of physical, social and mental wellness, in a safe, fun and engaging environment. For example, "Level Up" is a signature teen enrichment program administered by the YMCA of Greater Charlotte. It fosters relationship building with law enforcement and offers a safe place for teens during at-risk times of evenings and weekends in areas of Charlotte that are challenged with public safety and health issues. Participating teens learned leadership and soft skills, exercised, played basketball, read, swam, utilized workout rooms, and participated in small groups. They developed social emotional skills designed to improve mental, physical, emotional, and social well-being. Level Up runs throughout the summer and school year. On average, the percentage of teens attending that receive free or reduced lunch is between 70% and 80%.

Preliminary Performance Indicators: Number of teens with access to YMCA programming across six YMCAs located in zip codes of need (1,484 received free access to YMCA programming).

## ***Open for Business***

The Charlotte Open for Business project will help offset the negative economic impacts of COVID-19 by investing in a more robust workforce and jobs website that will generate interest in business recruitment and retention by helping residents and businesses connect with career opportunities and talent development initiatives, small businesses resources, real estate options, partnership opportunities, and related endeavors. The content of the website was designed to benefit Charlotte's most vulnerable populations in an effort to promote economic opportunities for all. Funding is being spent on consultants and program outreach. The Open for Business webpage was published in May of 2020 and reimaged and relaunched in March 2022 and further enhancements are expected over the next two years.

Goals: To create a seamless, connected experience for businesses and residents that provides a unified economic development resource in Charlotte.

Awareness: Now that the webpage has been published, the city plans to launch a program outreach campaign. These tactics will help drive awareness of the city and its comprehensive resources.

Access and Distribution: The city will promote the website on various digital platforms to increase awareness of and overall traffic to the site. The city looks forward to exploring additional ways to maximize access opportunities.

Outcomes: To help offset the negative economic impacts of COVID-19 by investing in a more robust workforce and jobs website that will generate interest in business recruitment and retention by helping residents and businesses connect with career opportunities and talent development initiatives, small businesses resources, real estate options, partnership opportunities, and related endeavors.

Preliminary Performance Indicators: Number of page views year over year.

## ***Local Food Production & Distribution Facility***

The Local Food Production and Distribution Center (LFPDC) is a multi-faceted project that will deliver a range of benefits to the local community. The LFPDC will serve both residential and commercial customers by buying and selling healthy food. Foundational to the project are principles of equity, with a focus on access and affordability, in order to connect equity-seeking communities with food that is flavorful and packed with nutrition. The undertaking of this project is critical to achieving food justice in Charlotte and the region. Advancing equitable outcomes is at the core of this project, as it will include a retail food store that provides year-round access to fresh, nutritious food to neighborhoods that are currently in a “food desert.” Based on the most recent census data, less than 3% of residents in the vicinity of the planned LFPDC are located within ½ mile of full-service grocery.

Goals: Provide access to affordable, nutritious food to local residents in the Thomasboro-Hoskins neighborhoods in the City of Charlotte. The LFPDC will be located in a high-need area with a historically underserved population. Median household income in the local community is \$32K (compared to a County-wide average of \$76K), and 46% of local residents receive Food & Nutrition Services – “food stamps” – (compared to a County-wide average of 15%).

Awareness: The LFPDC project is being administered by the Carolina Farm Trust, a local non-profit with a mission to strengthen equitable local food systems in the Carolinas. The Carolina Farm Trust hired a LFPDC General Manager with deep roots in the local community and has conducted extensive community outreach over the past year. Site improvements have started on the LFPDC project, and community engagement efforts will be ongoing during construction.

Access and Distribution: The LFPDC project is designed to advance access to and affordability of nutritious food choices. For example, the project will participate in a local program called “double bucks” which is a dollar-for-dollar match for food purchases made by certain residents enrolled in Food & Nutrition Services programming.

Outcomes: The primary outcome associated with the retail food store component of the LFPDC will be the access to affordable, nutritious food in an area that is currently a food desert.

Preliminary Performance Indicators: Number of residents served per year.

## **HIRE Charlotte**

This project will develop the HIRE Charlotte jobs strategy framework, a data-driven vision and action plan with a recognition that low-income and minority populations in Charlotte have been severely impacted by the pandemic and can benefit from a strategic jobs framework designed to enhance upward mobility and economic growth for all. This comprehensive jobs strategy framework will work to immediately increase Charlotte's employment ecosystem's impact on creating and filling good jobs. This will in turn drive economic prosperity for all of Charlotte's residents and businesses. Funding is being spent on consultants and program outreach for target market awareness. The framework has been finalized, and implementation recommendations are underway.

Goals: The overarching goal is to immediately increase Charlotte-Mecklenburg's employment ecosystem's impact on creating and filling good jobs that drive the economic prosperity for all of Charlotte's residents and businesses. Project goals include developing a vision and framework—a North Star for the entire employment ecosystem on how to create and fill good jobs today and tomorrow, as well as informing and helping to direct collective investments of the ecosystem and ARPA decision-making – how the funds should be used. HIRE Charlotte is an inclusive effort which seeks to engage all the diverse communities of Charlotte-Mecklenburg. A working group has been created to identify strategies to outreach and engage diverse populations including but not limited to: immigrants, veterans, career changes, single parents, and justice-involved individuals.

Awareness: The city has set up a website where community members and interested organizations can stay up to date on the latest information related to this initiative. The city continues to engage with employment ecosystem stakeholders to share progress on this initiative.

Access and Distribution: Two of the core values of HIRE Charlotte are inclusivity & equity. The workforce ecosystem works for everyone, especially underserved residents. The city is working closely with its partners in the employment ecosystem to ensure any related programs will be available for all. The initiative also integrates with Corridors of Opportunity to ensure efforts are aligned and benefit the residents that need access to jobs and resources most.

Outcomes: To immediately increase Charlotte's employment ecosystem's impact on creating and filling good jobs, and in turn drive economic prosperity for all of Charlotte's residents and businesses.

Preliminary Performance Indicators: KPIs for implementation recommendations include:

- One Stop Portal - ecosystem members participate, employers engaged, barriers removed, job seekers served, jobs filled
- Soft Skills - certifications distributed, job seeker satisfaction, employer satisfaction
- Hard Skills - demand met, job seekers employed, employers engaged, employer satisfaction, competition gap (longer-term)
- Scalable Re/Upskilling Upward Mobility Programs - employer participation, enrollment, placement, mobility measurability, post-program success
- Target Industry Recruitment Talent Development Action Plans - lead generation, jobs generated, employee-type, location
- Ecosystem Network Coordination and Growth Plan - training & development partners, employer partners, ecosystem performance rating scores (compared to survey results)



## ***Small Business Ecosystem Partner Grant Fund***

The Small Business Ecosystem Partner Grant provided grants to small business ecosystem partners focusing on COVID-19 impact relief. These funds could be used to provide programs, projects, or services to the local small business community. The maximum grant was \$250,000 per organization.

To be eligible for the program the applicant must be a government, non-profit, academic, or Chamber/501(c)6 organization that's main purpose is to serve the local small business community.

Organizations were asked to provide/describe the following:

- Must be located in the City of Charlotte (Headquarters or Local Office)
- Documentation that the organization has served the Charlotte business community for at least two years (i.e. annual reports or similar supporting documents)
- List of current Board of Directors/Advisory Board: Name, Title, Year Appointed to Board
- Annual Audit (with two-year comparative financials), if applicable
- Federal Tax Returns for the previous two years

Goals: Ecosystem Partners programs/projects/services serve small business, with many programs serving ethnic minority and women-owned small businesses in Charlotte. Organizations were asked to submit the following information to help the city better understand their proposed project/program/service:

- A detailed scope of work describing how the project, program, or service alleviates the impact of COVID-19 for the local small business community
- An itemized budget and specific timeline for the proposed project, program, or service
- Detailed performance measures and outcomes (i.e., number of businesses served)

Awareness: The purpose of this grant is to help small business owners recover from the negative effects of COVID-19 through a variety of programs/projects/services. The small business Ecosystem Partners that received this grant funding serve ethnic minorities, black-owned, woman-owned, and LGBTQ+-owned small businesses. Their programs serve hundreds of small businesses across the city.

Access and Distribution: An online application was created and marketed via email, website, and social media. Initial eligibility was determined based on the organization's responses/information provided to the criteria in the "Eligibility Requirements" listed above. Based on the reviewers' scores, organizations received awards until the funds allocated for the grant program were exhausted.

Outcomes: The primary outcome is the availability of programs that will serve Charlotte's small businesses that may not exist without this grant funding. This includes, but is not limited to, programs offering technical assistance, education, coaching, mentoring, access to equipment/technology, industry experts, etc. Quarterly reports are submitted to gauge the progress towards the performance measures/goals of each program.

Preliminary Performance Indicators: Vary between awardees.

## Community Engagement

The city's current framework for the first tranche of Local Fiscal Recovery Funding builds on many of the programs the city established with Coronavirus Relief Funds provided by the CARES Act. These programs were developed in close consultation with the community through Charlotte's COVID 2020 Community Recovery Task Force (Task Force). The Task Force held a series of listening sessions with community leaders and stakeholders and focused on COVID-19's impact on small businesses and housing throughout Charlotte.

Additionally, many of the proposed programs in the current framework were designed around recommendations from existing strategies, studies, and community engagement efforts developed by the city in the past year. This includes:

- The city's Corridors of Opportunity Workforce Study and HIRE Charlotte strategic employment plan, which involved stakeholder interviews and surveys. When finalized, these studies will inform many of the proposed economic and workforce development programs.
- The Charlotte-Mecklenburg 2025 Housing and Homelessness Strategy Comprehensive Plan, which is being developed by a team of more than thirty community leaders and stakeholders. Recommendations from this plan would be the basis of the housing and homelessness investments proposed in the framework.
- The city's FY 2023, FY 2024, and FY 2025 budget development process, which included public listening sessions and an online survey. Recommendations from this engagement were used to develop the arts and culture investments proposed in this framework.
- The SAFE Charlotte Community Input Group, which provided the recommendations that form the basis of the city's SAFE Charlotte plan, and other community engagement led by City Council's Safe Communities Committee related to violence prevention, violence interruption, and a community violence dashboard. The recommendations that arose from this engagement would be the basis for the public safety investments proposed in this framework.

## Labor Practices

The city is not currently planning to use any Local Fiscal Recovery Funding on infrastructure projects. City staff will follow federal guidance and ensure fair and equitable labor practices are employed on any infrastructure projects planned for future Local Fiscal Recovery Funding.

## Use of Evidence

To-date, the city has not spent any Local Fiscal Recovery Funds on evidence-based interventions, as defined by the reporting guidance for these funds. The majority of the city's initial spending focused on COVID-19's immediate impact on city operations, while many projects implemented over the past year have expanded or continued initiatives funded through the CARES Act, or targeted priorities in the community identified through ongoing community engagement and careful research by city staff. As further details for these projects are developed, the city will continue to consider how evidence-based strategies or program evaluations can be incorporated into appropriate projects.

Although no current spending has gone towards evidence-based interventions as defined by reporting guidelines, the jobs strategy framework produced by the "HIRE Charlotte" project will continue to serve as the basis for future investments in workforce and businesses development. This data-driven vision and action plan will work to immediately increase Charlotte's employment ecosystem's impact on creating and filling good jobs, and in turn drive economic prosperity for all of Charlotte's residents and businesses. Similarly, the evidence and recommendations included in the 2025 Charlotte-Mecklenburg Housing and Homelessness Strategic Framework will continue to inform future investments in housing and homelessness prevention.

Finally, many projects currently being implemented, as well as those in the planning and design phase, build on previous programs the city implemented with Coronavirus Relief Funds provided by the CARES Act. When possible, the city will attempt to use data collected from former and existing programs to inform the implementation of projects supported by the Local Fiscal Recovery Fund.

## Project Inventory

Project 1941AR1406: COVID ARP Reimbursement of COVID-19 Healthcare Costs in Employee Benefits Plan
Project Expenditure Subcategory: 1.6 – Medical Expenses (including Alternative Care Facilities)
Project Budget: \$6,000,000.00
Spending to Date: \$ 6,000,000.00
Obligations/Encumbrances to Date: \$0.00
Status to Completion: Completed
<p>Overview: Like many employers, the City of Charlotte provides benefits to its employees and their dependents. Typically, both the city and the employee share the costs of these benefits. With the onset of the COVID-19 public health emergency, the costs incurred by the city’s self-funded/self-insured employee benefits plan were higher than what would have otherwise been expected. These costs included testing, vaccinations, and treatment. Utilizing \$6.0 million in ARPA funds to reimburse the city’s employee benefits plan will ensure that the city does not have to divert funds away from other vital public services to the city’s residents or pass along the costs of the pandemic to employees by increasing the plan’s premiums and/or reducing employee benefits.</p> <p>As part of the city’s “wide-ranging public health response,” from March 2020 to December 2021 the city altered its plan by waiving all cost sharing for any COVID-19-related claims. This not only included testing, but also included any other claims the plan’s third-party administrator (Blue Cross Blue Shield) deemed to be related to COVID-19, including costs for treatment. By altering the plan so that the plan incurred all costs, the economic disruption of the pandemic on the city’s employees, including the city’s lowest paid employees, was mitigated. This change also encouraged prevention and early treatment by removing cost as a consideration for seeking testing, diagnosis, and/or treatment. This not only had an impact on the employee, but also helped limit the spread in the community, and helped ensure employees recovered quickly and could return to their post as soon as possible.</p> <p>The city spent \$6.0 million from funds provided by the American Rescue Plan Act (ARPA) to fund costs incurred by the city’s employee benefits plan because of the spread of COVID-19 (i.e., “in response to the disease itself”) beginning on March 3, 2021. The class of individuals impacted include employees of the City of Charlotte and their dependents (i.e., “plan members”). For all of the eligible uses included in this request, the public health need/harm is COVID-19 infection (or the prevention of such infection), the identified class (City of Charlotte employees and dependents) directly benefits since the costs being reimbursed with ARPA funds are costs that were incurred by and for the members of the class as they sought vaccination, testing, and/or treatment for COVID-19.</p> <p>The city believes the costs incurred for these claims are reasonable and proportional because they primarily were the result of a course of action recommended by a qualified medical provider, the plan’s third-party administrator made a determination as to what the plan’s coverage provisions deemed to be reasonable and paid that amount (i.e., an amount that was not necessarily what the provider billed, which may have been higher), and (in the case of medical expenses) as a matter of regular practice (and best practice for self-insured health plans), the city has stop-loss coverage that limits the amount the city’s self-insured plan must pay for any plan member in any plan year. In addition to the</p>

<p>reasons above, in seeking reimbursement for these costs, the city believes \$6.0 million is a conservative amount because the city’s employee benefits plan will continue to be directly and indirectly impacted by the spread of COVID-19 for years to come. The plan will continue to incur costs related to the COVID-19 pandemic because plan members will likely continue to contract the disease in the future, it is likely that some plan members previously infected will have long-term health impacts from COVID-19 that will continue to require diagnosis and treatment into the future (i.e., “long COVID”) (even if no additional employees were infected by COVID-19), and lastly even the health of plan members who did not contract the disease may have deteriorated because they delayed care due to social distancing measures that may have exacerbated existing health conditions or prevented the diagnosis and early treatment of new health conditions. This will also have a negative fiscal impact on the health plan in the future. Furthermore, the federal government’s recent mandate for plans to cover the cost of at-home COVID-19 tests will also result in additional costs for the employee benefits plan. None of these costs are accounted for in the \$6.0 million reimbursement amount requested.</p> <p>From March 3, 2021, through May 3, 2022, the city’s plan administrator, Blue Cross Blue Shield, paid a total of \$8,165,131.83 for COVID-19-related medical expenses. Of this total, the employee benefits plan was reimbursed by its stop-loss insurance a total of \$1,365,464.02, for a net total ARPA-eligible cost of \$6,799,667.81.</p> <p>Use of Evidence: \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.</p> <p>Performance Indicators: Not applicable, as this is an internal investment to partially fund the cost of COVID-19-related healthcare claims by city employees and dependents.</p>
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Project 1941AR1405: COVID ARP Vaccination Incentive
Project Expenditure Subcategory: 1.1 – COVID-19 Vaccination
Project Budget: \$1,251,308.28
Spending to Date: \$1,251,308.28
Obligations/Encumbrances to Date: \$0.00
Status to Completion: Completed
<p>Overview: Description: As of September 1, 2021, 62% of all city employees were vaccinated against COVID-19. To achieve a higher vaccination rate among city personnel, and in turn prevent the spread of COVID-19 in the workplace, the City of Charlotte established a vaccine incentive program for city employees on September 1, 2021. To be eligible for the award, employees must have been at least partially vaccinated by September 30, 2021, fully vaccinated by November 19, 2021. Employees were required to submit proof of vaccination, and employees who met these eligibility requirements were provided \$250. As of December 2021, the vaccination rate of the city’s workforce had increased to 76.1%, and a total of 5,875 employees were vaccinated.</p> <p>Use of Evidence: \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.</p> <p>Performance Indicators: Number/percentage of employees vaccinated. The vaccination rate increased from 62% to 76.1% from September to December 2021.</p>

Project 1941AR1802: COVID ARP Enterprise Backup Enhancement Tier 0/1
Project Expenditure Subcategory: 1.7 – Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)
Project Budget: \$512,000.00
Spending to Date: \$511,409.78
Obligations/Encumbrances to Date: \$0.00
Status to Completion: Completed
Overview: The city’s enterprise backup solution is key to enabling key data protection, business continuity, and disaster recovery strategies during telework. The new system will provide an enterprise backup solution, six to twelve months prior to the expiration of the existing system, that provides a higher level of security and enhances the city’s ability to restore virtual machines directly to our cloud provider, which is critical to the city’s use of telework as a means of mitigating and preventing the spread of COVID-19.
Use of Evidence: \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.
Preliminary Performance Indicators: Not applicable, as this is an internal investment in the city’s network infrastructure to support the city’s pandemic operations.

Project 1941AR1401: COVID ARP FFTC – Arts Fund
Project Expenditure Subcategory: 2.36 – Aid to Other Impacted Industries
Project Budget: \$6,000,000.00
Spending to Date: \$6,000,000.00
Obligations/Encumbrances to Date: \$0.00
Status to Completion: Completed 50% or more
Overview: The City of Charlotte has partnered with the Foundation for the Carolinas (FFTC) to provide economic support to arts and culture entities impacted by the COVID-19 pandemic. This public-private partnership was created to combine local and federal funding with support from private sources to support Charlotte’s arts and culture sector. This sector was identified by the Brookings Institute study <a href="#">“LOST ART: Measuring COVID-19’s devastating impact on America’s creative economy”</a> (August 2020) as having experienced a 30.5% creative occupation job loss as a result of COVID-19.
Recognizing the significant impact on the arts and culture ecosystem in Charlotte, the city worked with the FFTC to identify \$24 million in resources for the arts over the last two years: \$4 million in Local Fiscal Recovery Funds, \$8 million from the city’s general fund, and \$12 million from private sector contributions. Another \$12 million investment is planned for the city’s Fiscal Year 2024, made up of \$2 million in Local Fiscal Recovery Funds, \$4 million from the city’s general fund, and \$6 million in private sector contributions.
The city, the FFTC, and the city’s Arts and Cultural Advisory Board has developed a grantmaking panel and strategies to implement this program and distribute these funds alongside local city funding and private sector contributions: <ul style="list-style-type: none"> <li>• First year (FY 2022) disbursements included \$9.3 million to support 38 annually funded organizations; \$867,000 in operating support to Charlotte’s local arts agency, the Arts and Science Council; \$1.2 million in support for individual artists and organizations, and \$200,000 to support development of a 10-year cultural plan to identify on-going funding for the arts and culture sector.</li> <li>• Second year (FY 2023) disbursements included \$8.8 million to support 37 annually</li> </ul>

<p>funded organizations; \$950,000 in operating support to the Arts and Science Council; \$2 million in support for individual artists and organizations, and \$250,000 to fund ongoing development of a 10-year cultural plan to support a sustainable arts and culture sector.</p> <ul style="list-style-type: none"> <li>• Third year (FY 2024) disbursements included \$8.5m to support 37 annually funded organizations; \$1.2m to individual artists and organizations to advance strategies in the Council-accepted Arts and Culture Plan; \$1.0m to the Arts and Science Council to support grantmaking and programs for individual artists and groups.</li> </ul> <p>If not for the contributions from the city, the private sector, and Local Fiscal Recovery Fund support, many of the organizations would not exist, or exist in an incredibly reduced role, today.</p>
<p>Use of Evidence: \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.</p>
<p>Performance Indicators: Number of grants awarded (86 Grants); amount of funding distributed within the community (\$31M, including other funding sources)</p>

<p>Project 1941AR1402: COVID ARP YMCA: Youth &amp; Teen Impact</p>
<p>Project Expenditure Subcategory: 2.37 – Economic Impact Assistance: Other</p>
<p>Project Budget: \$2,000,000.00</p>
<p>Spending to Date: \$2,000,000.00</p>
<p>Obligations/Encumbrances to Date: \$0.00</p>
<p>Status to Completion: Completed</p>
<p>Overview: These funds will support youth and teen access to programming at six local YMCAs that serve communities and populations that have been disproportionately impacted by the pandemic:</p> <ul style="list-style-type: none"> <li>• McCrorey Family YMCA on Beatties Ford Road</li> <li>• Stratford Richardson YMCA on West Boulevard</li> <li>• Johnston YMCA on North Davidson Street</li> <li>• Simmons YMCA on Democracy Drive</li> <li>• Keith Family YMCA on Mallard Creek Road</li> <li>• Steele Creek YMCA on Ayrley Town Boulevard</li> </ul> <p>These particular YMCAs were chosen because they are either in or adjacent to one of the city's six Corridors of Opportunity, and were identified by the city, through the <a href="#">Charlotte- Meck Quality of Life Explorer</a>, as serving communities facing a range of challenges, including:</p> <ul style="list-style-type: none"> <li>• Household income that is generally lower (and sometimes dramatically lower) than the county average;</li> <li>• Residents from minority populations;</li> <li>• School age children with generally lower proficiency scores than the county average; and</li> <li>• Residents that generally experience violent crimes at a higher rate than the county average.</li> </ul> <p>The goal of this program is to enable up to 1,000 youth and teenagers to benefit from the physical, health, and mental programming at the YMCAs, including education enrichment, arts programming, early learning, Kindergarten readiness, and related activities. As of June 30<sup>th</sup>, 2023, this project had given 1,484 teens free access to YMCA programs. The investment will also include programming related to chronic disease prevention and</p>

mental health initiatives, which are particularly important given the physical and mental health disparities present in these communities that have resulted from or been exacerbated by the pandemic. The free access to this programming will be supported by this investment for a one-year period.
Use of Evidence: \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.
Performance Indicators: Number of teens with access to YMCA programming across six YMCAs located in zip codes of need <ul style="list-style-type: none"> <li>1,484 teens have received free access to YMCA programming</li> </ul>

Project 1941AR2001: COVID ARP Open for Business
Project Expenditure Subcategory: 2.37 – Economic Impact Assistance: Other
Project Budget: \$500,000.00
Spending to Date: \$249,295.15
Obligations/Encumbrances to Date: \$32,038.61
Status to Completion: Completed 50% or more
Overview: The Charlotte The Charlotte Open for Business project will help offset the negative economic impacts of COVID-19 by investing in a more robust workforce and jobs website that will generate interest in business recruitment and retention by helping residents and businesses connect with career opportunities and talent development initiatives, small businesses resources, real estate options, partnership opportunities, and related endeavors. The content of the website ( <a href="https://charlotteopenforbusiness.com">https://charlotteopenforbusiness.com</a> ) has been designed to benefit Charlotte’s most vulnerable populations in an effort to promote economic opportunities for all.
Funding is being spent on consultants and program outreach. The Open for Business website was initially published in May 2020 and then reimagined and relaunched in March 2022, and further enhancements are expected over the next two years such as adding search engine optimization (SEO) and Google Analytics, refreshing content as needed, expanding the blogs section to all sites to enhance storytelling and expanding the Invest site.
Use of Evidence: \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.
Preliminary Performance Indicators: Number of page views year over year



Project 1941AR6101: COVID ARP Local Food P&D Facility
Project Expenditure Subcategory: 2.23 – Strong Health Communities: Demolition and Rehabilitation of Properties
Project Budget: \$1,500,000.00
Spending to Date: \$500,000.00
Obligations/Encumbrances to Date: \$1,000,000.00
Status to Completion: Completed less than 50%
<p>Overview: The Carolina Farm Trust (Trust) is advancing a local foods production and distribution center (LFDPC) project in the Thomasboro-Hoskins neighborhood of Charlotte. The LFDPC will source and sell local food items including produce, livestock, and dairy to residential and commercial (wholesale) customers.</p> <p>This funding will help support the initial pre-operating and operating expenses for the facility. The city released \$500,000 in funding when the Trust received the construction permit for the facility on 4/3/2023. The city will release the remaining \$1,000,000 when the Trust receives the certificate of occupancy for the facility.</p> <p>This project will serve low-to-moderate incomes households that are presumed to have been adversely impacted by the pandemic. The proposed site at 511 S Hoskins Road, Charlotte NC is located in one of the city’s Corridors of Opportunity and a community that has experienced significant divestment since the mid- to late- 20<sup>th</sup> century. The profile of the surrounding community is:</p> <ul style="list-style-type: none"> <li>• 75.8% Black or African American (compared to 30.7% county-wide)</li> <li>• 82% of adults in the labor force who are employed (93% county-wide)</li> <li>• 13% of adults over the age of 25 with a bachelor’s degree or higher (44% county-wide)</li> <li>• Median household income of \$29,395 (\$61,695 county-wide)</li> <li>• 43% of residents receive Medicaid or NC Health Choice (15% county-wide)</li> <li>• 15.8% of births where birth weight was less than 5lb 8oz (9.4% county-wide)</li> <li>• 45% enrolled in Food and Nutrition Services (12% county-wide)</li> <li>• 3% of housing units within a ½-mile of a full-service, chain grocery store (30% county-wide)</li> </ul> <p>The placement of the LFPDC in the Thomasboro-Hoskins geography will benefit these surrounding communities who face demonstrated racialized disparities in education, employment, access to upward mobility opportunities, healthcare, health and wellness options, and healthy food access.</p>
Use of Evidence: \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.
<p>Preliminary Performance Indicators: Number of residents served per year</p> <ul style="list-style-type: none"> <li>• This facility is still under construction, so no performance measures are available at this time</li> </ul>

Project 1941AR6202: COVID ARP HIRE Charlotte Framework
Project Expenditure Subcategory: 2.10 – Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employment, employment supports, or incentives)
Project Budget: \$750,000.00
Spending to Date: \$557,634.52
Obligations/Encumbrances to Date: \$34,125.00

Status to Completion: Completed 50% or more
<p>Overview: This project will develop the HIRE Charlotte jobs strategy framework, a data-driven vision and action plan with a recognition that low-income and minority populations in Charlotte have been severely impacted by the pandemic and can benefit from a strategic jobs framework designed to enhance upward mobility and economic growth for all. This comprehensive jobs strategy framework will work to immediately increase Charlotte's employment ecosystem's impact on creating and filling good jobs. This will in turn drive economic prosperity for all of Charlotte's residents and businesses.</p> <p>Funding is being spent on consultants and program outreach for target market awareness. The framework has been finalized and implementation of recommendations are underway. In August 2023, the city will onboard a Special Assistant to the City Manager who will lead next steps in executing the HIRE Charlotte initiative.</p>
Use of Evidence: \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.
<p>Preliminary Performance Indicators: KPIs for implementation recommendations include:</p> <ul style="list-style-type: none"> <li>• One Stop Portal - ecosystem members participate, employers engaged, barriers removed, job seekers served, jobs filled</li> <li>• Soft Skills - certifications distributed, job seeker satisfaction, employer satisfaction</li> <li>• Hard Skills - demand met, job seekers employed, employers engaged, employer satisfaction, competition gap (longer-term)</li> <li>• Scalable Re/Upskilling Upward Mobility Programs - employer participation, enrollment, placement, mobility measurability, post-program success</li> <li>• Target Industry Recruitment Talent Development Action Plans - lead generation, jobs generated, employee-type, location</li> </ul> <p>U.S. Treasury reporting guidelines require that performance indicators for this expenditure category also include the number of workers enrolled in sectoral job training programs, the number of workers completing sectoral job training programs, and the number of people participating in summer youth employment programs. Although the scope of this project does not specifically include any sectoral job training or youth employment programs, the strategic jobs framework resulting from this project will inform other city programs directly targeted at this area (such as the RENEW Training Program and Workforce Development Partner Support Grants).</p>

Project 1941AR1803 COVID ARP Access Charlotte Digital Inclusion
Project Expenditure Subcategory: 2.4 Household Assistance: Internet Access Programs
Project Budget: \$ 10,000,000.00
Spending to Date: \$ 1,813,287.57
Obligations/Encumbrances to Date: \$ 643,301.15
Status to Completion: Completed less than 50%
<p>Overview: The City of Charlotte invested over \$3.25 million in CARES Act funding to provide in-home and public space broadband service, activate digital learning labs, establish citywide digital navigator service, and assist in purchasing connected devices for school-aged children. These projects are building upon the framework established with CARES Act funding to continue to improve internet access and digital literacy through the following programs that address the concentration of low adoption of high-speed internet, limited access to fully-features computing devices, and the need for basic digital literacy trainings to improve residents' quality of life and ability to access community and city programs.</p>

**Access Charlotte/Free In-Home Internet:** In-home, secured internet will be provided to 8,600 housing units located at affordable housing sites. This will also include provisioning of internet access to 15 community spaces serving low-income households including seniors and school-age children. Charlotte recently expanded the number of addresses to 8,600 (from around 5,000) to lessen the adverse impact on low-income residents when the Affordable Connectivity Program (ACP) ended.

As of August 2024, this program is fully deployed through a contracted service provider.

**Digital Navigation Services:** Funding will be used to expand digital navigation services, including marketing and outreach campaigns as well as dedicated and direct “Access Charlotte Digital Navigators” who will drive outreach to expand adoption of high-speed internet provided by Access Charlotte and coordinate other services such as device access and trainings and events to drive adoption by collaborating with affordable housing locations’ property managers. This work also includes working with translators as needed in areas with predominately Spanish-speaking residents.

As of August 2024, this program is fully deployed through a non-profit organization.

**Learn2Earn:** The Learn2Earn pilot was completed in Spring 2024, which included providing basic digital skills and a new computer to 100 residents in a specific low-digital adoption area of Charlotte. Starting in late 2024, this program will be expanded by funding a maximum of 15 community-based service providers to reach approximately 1000 residents impacted negatively by the digital divide and build community capacity beyond the lifespan of this funding. This expansion is planned to be deployed in late 2024 through sub-grants to non-profit organizations.

**Charlotte CiviForm:** This project enables residents to apply for city programs in a single platform, which is built on open-source software and deployed on low-cost, resilient cloud infrastructure. The resident experience will require only one application be entered for any city program on the platform and will also empower program managers to quickly route and process applications. There are three programs planned to be included in the first iteration.

This platform, open-source software, is planned to be deployed in fall 2024 on city-owned infrastructure.

**Use of Evidence:** \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.

**Preliminary Performance Indicators:**

- Access Charlotte service distribution: 8,600 households, in areas with high digital divide in all parts of Charlotte (mostly to west and east parts of the city)
- Access Charlotte adoption rate: prior to increase of service, achieved 84% service adoption
- Learn2Earn computer distribution: 100 individuals (during pilot phase)
- Learn2Earn graduation rate: 20% phase 1 of pilot, 87% of phase 2 of pilot
- Reduced time spent completing process for housing support: TBD once CiviForm Launched
- Number of users of CiviForm tool: TBD once CiviForm Launched

Project Expenditure Subcategory: 2.29 Loans or Grants to Mitigate Financial Headship
Project Budget: \$3,367,500.00
Spending to Date: \$3,366,314.00
Obligations/Encumbrances to Date: \$0.00
Status to Completion: Completed
<p>Overview: The Small Business Ecosystem Partner Grant Program is awarding grants of up to \$250,000 to eligible organizations to create projects, programs, or services that support the small business community as it recovers, stabilizes, and grows from the impacts of COVID-19. Eligible recipients must be a government agency, non-profit organization/501(c)3, academic organization, or Chamber of Commerce/501(c)6 that serves the small business community. Organizations must be located in Charlotte, have served small businesses for at least two years, and commit to reporting requirements established by the city.</p> <p>Successful applicants must demonstrate that grant funds will be used to create projects, programs, or services that serve small businesses impacted by COVID-19. Applicants are also required to establish performance measures and, if awarded funding, submit regular performance reports to the city.</p> <p>Of the total \$3.1 million budgeted for this program, \$750,000 has been earmarked for three ethnic minority Chambers of Commerce who applied:</p> <ul style="list-style-type: none"> <li>• Carolinas Asian-American Chamber of Commerce: \$250,000</li> <li>• Carolinas Chinese Chamber of Commerce: \$250,000</li> <li>• Latin American Chamber of Commerce: \$250,000</li> </ul>
Use of Evidence: \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.
<p>Preliminary Performance Indicators:</p> <ul style="list-style-type: none"> <li>• Partners are required to submit quarterly reports detailing their progress towards the approved performance measures detailed in their contracts.</li> </ul>

Project 1941AR6205 COVID ARP Workforce Development Partner Support Grants
Project Expenditure Subcategory: 2.10 Assistance to Unemployed or Underemployed Workers (e.g. job training, subsidized employment, employment supports or incentives)
Project Budget: \$1,543,920.00
Spending to Date: \$464,619.67
Obligations/Encumbrances to Date: \$999,300.33
Status to Completion: Completed less than 50%
<p>Overview: This project will award up to \$1.5 million in grants to non-profit organizations that provide technical skill training to Charlotte residents in targeted growth industries (financial services, technology, advanced manufacturing, healthcare, transportation/logistics, and skilled trades). Grant recipients will target this training to individuals in low-to-moderate income households at or below 300% of the Federal Poverty Guidelines. Each non-profit has identified a special population it will seek to serve, including justice-involved individuals, young adults (16-24 years old), low-income individuals, communities of color, and LGBT individuals. The city anticipates making awards to these nonprofits in the upcoming year.</p>

Use of Evidence: \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.
Preliminary Performance Indicators: <ul style="list-style-type: none"> <li>• Number of workers enrolled in sectoral job training programs</li> <li>• Number of workers completing sectoral job training programs</li> <li>• Number of individuals offered full-time employment following training</li> <li>• Number of people participating in summer youth employment programs</li> </ul>

Project 1941AR6206 COVID ARP Workforce Development RENEW Training Program
Project Expenditure Subcategory: 2.10 Assistance to Unemployed or Underemployed Workers (e.g. job training, subsidized employment, employment supports or incentives)
Project Budget: \$456,080.00
Spending to Date: \$173,178.92
Obligations/Encumbrances to Date: \$14,696.09
Status to Completion: Completed less than 50%
Overview: Similar to the Workforce Development Partner Support Grant program mentioned above, this project will provide skilled trades training to prepare Charlotte residents for careers in the HVAC industry. The program will be targeted toward low-to-moderate income households at or below 300% of the Federal Poverty Guidelines. \$406,340 will directly support the administration of the program through 2024, including: <ul style="list-style-type: none"> <li>• Training stipends for participants</li> <li>• Paid work-based learning experiences</li> <li>• Career development programming</li> <li>• Course materials and supplies</li> <li>• Testing and certification expenses</li> </ul> <p>The remaining \$49,740 will support a corporate advisory committee of employers that will provide jobs to program graduates, and a consultant to explore the expansion of the program to a new industry. The program is being administered by the Urban League of Central Carolina and Goodwill of the Southern Piedmont. These organizations have a storied history of providing job seeker assistance to the Charlotte-Mecklenburg community.</p>
Use of Evidence: \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.
Preliminary Performance Indicators: <ul style="list-style-type: none"> <li>• Number of workers enrolled in sectoral job training programs</li> <li>• Number of workers completing sectoral job training programs</li> <li>• Number of people participating in summer youth employment programs</li> <li>• Pre-enrollment wages vs. post-graduation wages</li> <li>• Post-graduation employment (including retention at 30 days, 60 days, 90 days, 6 months, and 12 months)</li> <li>• Certification test results</li> </ul>

Project 1941AR6207 COVID ARP CRVA Hospitality
Project Expenditure Subcategory: 2.35 Aid to Tourism, Travel, or Hospitality
Project Budget: \$4,000,000.00
Spending to Date: \$4,000,000

Obligations/Encumbrances to Date: \$0.00

Status to Completion: Completed

Overview: COVID-19 substantially impacted Charlotte’s hospitality landscape and trajectory, and negatively affected the one in nine people in the city who work in the hospitality and leisure sector and rely on the region’s \$7.8 billion visitor economy. The project will provide \$4 million to support programming being developed by the Charlotte Regional Visitors Authority (CRVA) designed to spur tourism, stabilize the hospitality industry, and create jobs.

Throughout the pandemic, the CRVA has remained committed to data-driven and recovery-focused marketing strategies that re-instill consumer confidence in travel to Charlotte, support local hospitality businesses, and generate short-term demand. This project will further amplify those efforts to position Charlotte as a post-pandemic destination of choice. The CRVA’s strategic marketing efforts will drive significant hotel demand and visitor spending across leisure, meeting, and business sectors, including a focus on:

- Effectively connecting with prospective visitors via relevant, timebound messaging and calls to action with an expanded 400-mile radius surrounding Charlotte
- Lifting up the voices of Charlotteans and destination assets as a means to illustrate the many reasons to visit Charlotte
- Continuing to leverage place branding momentum with the customer life journey cycle

Use of Evidence: \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.

Preliminary Performance Indicators:

Goal	Associated Measure
Promote leisure travel to Charlotte that supports weekend hotel demand.	Hotel revenue; weekend leisure demand; room night bookings; digital campaign Key Performance Indicators (KPIs)
Maintain and improve Charlotte image and perception within culinary, arts & culture, outdoor recreation and diversity & inclusion attributes in addition to overall destination awareness.	Perception studies (local and target markets); CRVA economic impact; Tourism Sentiment Index
Support hospitality businesses through effective campaigns, promotions and paid/earned/shared/owned media efforts that drive visitor experiences.	Hotel revenue/room nights; digital campaign KPIs (i.e., impressions, engagement, CTRs, goal completion)
Position the place brand effectively to reflect the brand promise and create brand advocates locally and within target markets.	Marketing KPIs (i.e., engagement, e-newsletter sign-ups, time on site, content partnership performance, digital paid media performance)

Project 1941AR1801: COVID ARP Network Equipment Refresh

Project Expenditure Subcategory: 3.4 Public Sector Capacity: Effective Service Delivery

Project Budget: \$7,729,000.00

Spending to Date: \$ 5,914,925.17

Obligations/Encumbrances to Date: \$ 265,312.62

Status to Completion: Completed 50% or more

<p>Overview: In spring 2020, much of the city’s workforce transitioned to telework to mitigate the spread of COVID-19. The city’s network infrastructure was critical during this transition and allowed employees to continue to work and provide core services while taking refuge from COVID-19. As a continued precaution against the pandemic, many of the city’s departments have transitioned to a hybrid work environment consisting of a mix of remote and in-office work. However, the majority of the City of Charlotte’s network infrastructure is now approaching either end-of-support or end-of-life, and the failure of any end-of-support or end-of-life device could cripple the city’s teleworking ability. This investment in the modernization of the city’s critical technology infrastructure will support pandemic operational needs through the use of telework as a means of mitigating and preventing the spread of COVID-19.</p>
<p>Use of Evidence: \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.</p>
<p>Preliminary Performance Indicators: Not applicable, as this is an internal investment in the city’s network infrastructure to support the city’s pandemic operations.</p>

<p>Project 1941AR1404: COVID ARP Emergency Leave</p>
<p>Project Expenditure Subcategory: 3.1 – Public Sector Workforce: Payroll and Benefits for Public Health, Public Safety, or Human Services Workers</p>
<p>Project Budget: \$986,518.96</p>
<p>Spending to Date: \$986,518.96</p>
<p>Obligations/Encumbrances to Date: \$0.00</p>
<p>Status to Completion: Completed</p>
<p>Overview: From August 28, 2021, through October 23, 2021, the city reinstated seven days of emergency paid sick leave for all employees to use in the case of a positive COVID-19 test of themselves or their immediate family, and for situations that require quarantine related to COVID-19. This action helped prevent the spread of COVID-19 in the workplace by assisting employees in compliance with public health precautions.</p>
<p>Use of Evidence: \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.</p>
<p>Preliminary Performance Indicators: Number of government FTEs supported under this authority = 635</p>

<p>Project 1941AR1804: COVID ARP CLT+ Application Development</p>
<p>Project Expenditure Subcategory: 3.4 Public Sector Capacity: Effective Service Delivery</p>
<p>Project Budget: \$ 191,000.00</p>
<p>Spending to Date: \$187,922.55</p>
<p>Obligations/Encumbrances to Date: \$0.00</p>
<p>Status to Completion: Completed 50% or more</p>
<p>Overview: The city is using \$191,000 of SLFRF funds to continue development of the CLT+ mobile application. This mobile application gives citizens access to multiple city services in a digital format “at their fingertips.” CARES funding was used prior to SLFRF funding to support ongoing development of the application. The use of SLFRF funding will allow the city to maintain existing features and add a user notification feature to enable broadcasting of messages to users as well as developing support for multiple languages in the mobile app.</p>
<p>Use of Evidence: \$0 of current spending has going towards evidence-based interventions, as defined by Treasury guidelines.</p>



<p>Preliminary Performance Indicators:</p> <ul style="list-style-type: none"> <li>• Number of requests that have been submitted by users who are using CLT+ in Spanish.</li> <li>• Show year over year comparisons of service requests submitted via the mobile app.</li> </ul>
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Project 1941AR1403: COVID ARP Premium Pay
Project Expenditure Subcategory: 4.1 – Premium Pay: Public Sector Employees
Project Budget: \$2,618,706.38
Spending to Date: \$2,618,706.38
Obligations/Encumbrances to Date: \$0.00
Status to Completion: Completed
<p>Overview: The city offered premium pay to eligible employees from August 28, 2021, to October 23, 2021, which consisted of a 5% increase to these employees' base rate of pay. The city evaluated eligibility for premium pay based on:</p> <ol style="list-style-type: none"> <li>1) The inability of an employee to work remotely;</li> <li>2) The inability to limit an employee's exposure to the public and coworkers while performing regular work responsibilities in either the office or the field; and</li> <li>3) The essential nature of an employee's work.</li> </ol> <p>All employees who received premium pay performed work that involved regular in-person interaction with either the public, coworkers, or both. Some city employees who received premium pay exceeded 150% of the area's median household income. However, these employees were intentionally included in the program because their jobs and risk were similar to other operations employees, and the intent of the premium pay program was to respond to and compensate appropriate employees for the risk associated with their work. In total, 4,766 city employees were supported by this program.</p>
Use of Evidence: \$0 of current spending is going towards evidence-based interventions, as defined by Treasury guidelines.
Preliminary Performance Indicators: Number of government FTEs supported under this authority = 4,766

Project 1941ARRR01: COVID ARP Revenue Replacement
Project Expenditure Subcategory: 6.1 Provision of Government Services
Project Budget: \$87,876,250.22
Spending to Date: \$49,130,362.54
Obligations/Encumbrances to Date: \$13,166,065.23
Status to Completion: Completed less than 50%
<p>Overview: The city is utilizing revenue replacement dollars to pay for public safety salaries, support for housing and homelessness, economic development programs, property tax relief, and support of non-profits as a provision of government services.</p>
Use of Evidence: \$0 of current spending is going towards evidence-based interventions, as defined by Treasury guidelines.
Performance Indicators: Not applicable, as this is an internal investment in city operations.