



Charlotte Equitable Development Commission

Charged with advising in the assessment of infrastructure throughout the city and recommending strategies that balance equitable investments in areas most in need, including areas with absent and insufficient facilities, areas growing fastest, and areas targeted for growth.

Thursday, July 14, 2022

3:00 – 4:30 p.m.

Charlotte Mecklenburg Government Center

CH-14

AGENDA

- I. Agenda Overview and Opening Remarks from Chair**
- II. Work Plan Area: Corridors of Opportunity**
 - Overview of Economic Development tools
 - Review updated progress, plans, and next steps
 - Questions, information, and feedback
- III. Work Plan Progress Review**
 - Review Work Plan Focuses
 - Identify additional information needed for Commission's review and recommendations
 - Outline next steps

Staff Resource: Liz Babson, Assistant City Manager



Economic Development Investments

CHARLOTTE EQUITABLE DEVELOPMENT COMMISSION

JULY 14, 2022

Agenda

Economic Development Investments

- Public Private Partnerships
 - *Tools: Tax Increment Grant and Capital Improvement Program*
- Business Recruitment and Attraction
 - *Tool: Business Investment Grant*
- Corridors of Opportunity
 - *Tools: Business Corridor Matching Grants, P3s, Capital Improvement Program, Mayor's Racial Equity Initiative, Staying in Place, Housing Trust Fund, Place Making Grants, etc.*

Public Private Partnerships

Tax Increment Grants - Purpose

Used to encourage public private partnerships

Opportunity for City to influence development program and achieve greater public need or priority

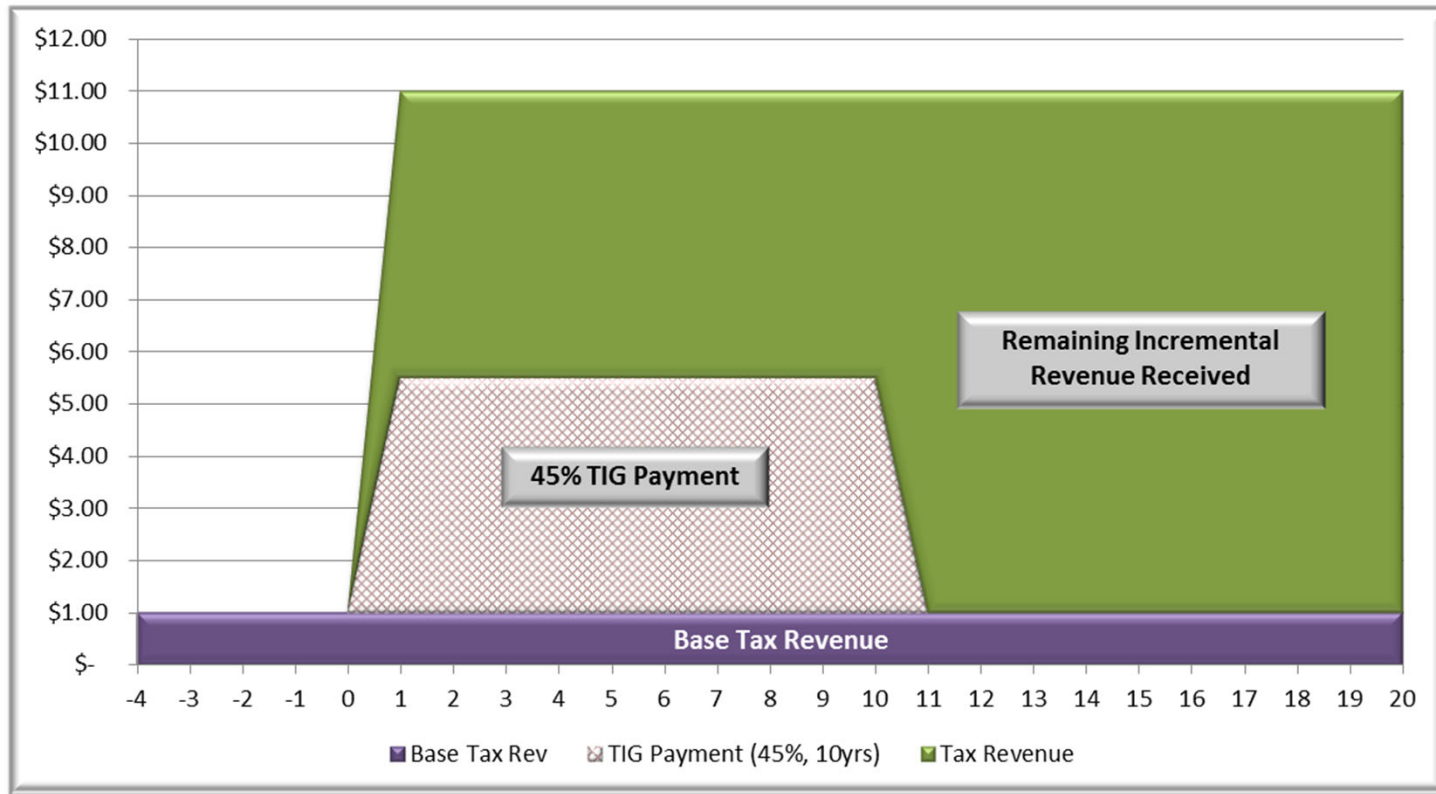
Maximize private investment opportunities AND broad public benefits

Typical public improvements reimbursed by this tool include:

- Public infrastructure
- Public parking
- Public assets/buildings
- Affordable/workforce housing



Tax Increment Grants – How It Works



Tax Increment Grant Policy

Grants are made on a reimbursement basis only based on new incremental taxes within a defined increment area

Justification of use – “Public Purpose”

- Infrastructure investment
- Gap financing

Traditional grant terms

- 45% or 90% of incremental taxes up to 10-25 years depending on project need and priority

Capacity

- Aggregate of all projects is limited to 3.0% of the annual property taxes of any given year



Tax Increment Grants – How It Works

TIG Capacity of a 10-year TIG at 45% of incremental taxes

Incremental Taxable Value	45%			10 Years		
	City	County	Total	City	County	Total
\$1,000,000	\$1,566	\$2,776	\$4,343	\$15,665	\$27,761	\$43,425
\$10,000,000	\$15,665	\$27,761	\$43,425	\$156,645	\$277,605	\$434,250
\$20,000,000	\$31,329	\$55,521	\$86,850	\$313,290	\$555,210	\$868,500
\$50,000,000	\$78,323	\$138,803	\$217,125	\$783,225	\$1,388,025	\$2,171,250
\$100,000,000	\$156,645	\$277,605	\$434,250	\$1,566,450	\$2,776,050	\$4,342,500
\$150,000,000	\$234,968	\$416,408	\$651,375	\$2,349,675	\$4,164,075	\$6,513,750

Tax Increment Grants – Ballantyne Reimagined

Master Developer – Northwood

TIG Terms

- Private investment - \$1.5 billion
- 15 years / 45% of increment
- \$25 million

CIP Investment

- \$17.5 million
 - *Roadway and intersection improvements*

Notable Public Benefits

- Significant infrastructure improvements to leverage private investment and support community goals
- Expands supply of affordable/workforce housing for a range of household incomes
- MWSBE utilization – SBE: 12%; MBE: 8%
- Leverage ratio – 57:1



Tax Increment Grants – North Greenville

Master Developer – The Drakeford Company

TIG Terms

- Private investment - \$26.3 million
- 15 years / 45% of increment
- \$2.2 million (City ~ \$799,000)
- Leverage ratio – 45:1

Notable Public Benefits

- Infrastructure improvements to leverage private investment and support community goals (e.g. increase connectivity)
- Inclusion of affordable/workforce housing
- Improved access for surrounding communities to neighborhood serving commercial amenities
- MWSBE utilization – SBE: 15%; MBE: 6%



Tax Increment Grants – Summary of Activity

Majority are large multi-use developments

- Metropolitan, Ballantyne, River District, Eastland, Pearl Innovation District, etc.

Single use developments include – Amazon, Ikea Blvd, Charlotte Premium Outlets

Non-residential development generates higher tax revenue

- More applicable to tax increment performance-based tools

Significant private investment leveraged through P3s

- Goal – 10:1
- Since 2004 – 65:1
- Since 2015 – 56:1

By the numbers...

	Since 2004	Since 2015
Total TIGs	20	8
Reimburse infrastructure	18	8
Support public parking	5	3
Include residential	14	7
Workforce housing terms	13	7
County participation	14	7

CIP Investments

CIP generally allocated between three categories

1. Traditional
 1. *Identify projects based on need, level of service, and safety*
2. Economic Development
 1. *New approach to leverage private investment over four bond cycles*
 2. *Used to encourage public private partnerships and facilitate catalytic development opportunities*
 3. *Example projects include Pearl Innovation District, Eastland, Centene*
3. Corridors of Opportunity
 1. *\$14.5 million – FY21*
 2. *\$10 million – FY23*



(Re)Development Tools

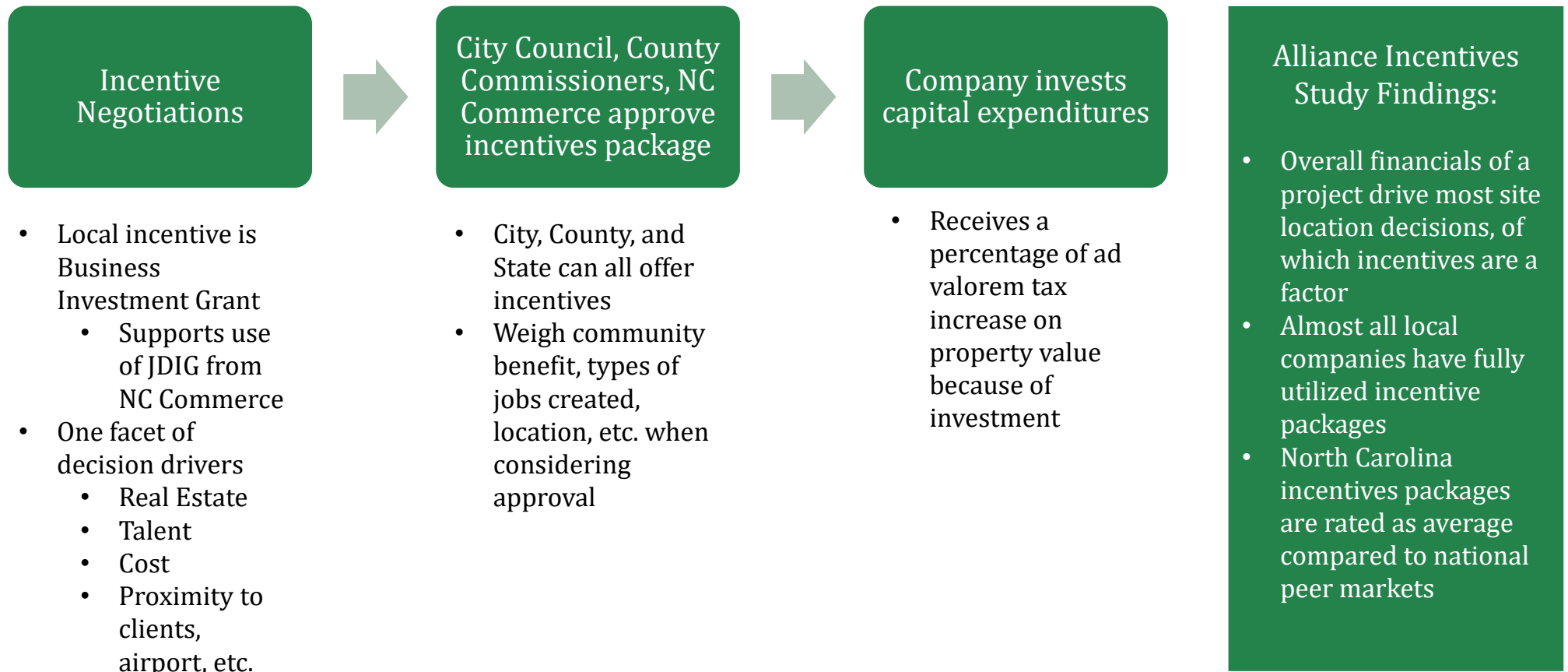
Tool	Use	General Project Size	Council Priorities	Project Examples
Business Matching Grants (Façade, Security, Brownfield, Interior Upfit)	<ul style="list-style-type: none"> • Matching grants to support private investment in properties and buildings in defined areas around the city • Grants primarily used by small business owners and small scale developers 	< \$5,000,000+	<ul style="list-style-type: none"> • Eliminate blight • Create strong local economies • Increase safety • Increased private investment in under invested communities 	<ul style="list-style-type: none"> • American Deli, Toucan Louie's, Keith Clinic, CupLux Coffee, Thrift Rd (multiple properties)
Corridors of Opportunity (Community Development Grant, Rehab Loan)	<ul style="list-style-type: none"> • Supports public private partnerships in high priority areas (e.g. Beatties Ford / LaSalle) • Complement Business Matching Grants • Supports rehabilitation, restoration, and preservation of buildings and properties in historic neighborhoods and/or aging properties 	\$1,000,000 - \$15,000,000	<ul style="list-style-type: none"> • Same as Business Matching Grants 	<ul style="list-style-type: none"> • Beatties Ford / LaSalle (E-Fix Dev) and 5 Points (Sankofa)
Public Private Partnerships (Tax Increment, CIP, etc.)	<ul style="list-style-type: none"> • Infrastructure investment - roads, streetscapes, parking decks, etc. • Public asset purchase - new public buildings that become specific asset to the City • Gap funding 	> \$50,000,000	<ul style="list-style-type: none"> • Connectivity • Tax base expansion • Affordable/workforce housing • MWSBE utilization 	<ul style="list-style-type: none"> • Camp North End (CIP), Ballantyne Reimagined (CIP/TIG); First Ward (TIG), Tanger Outlets (TIG)

Business Recruitment & Attraction

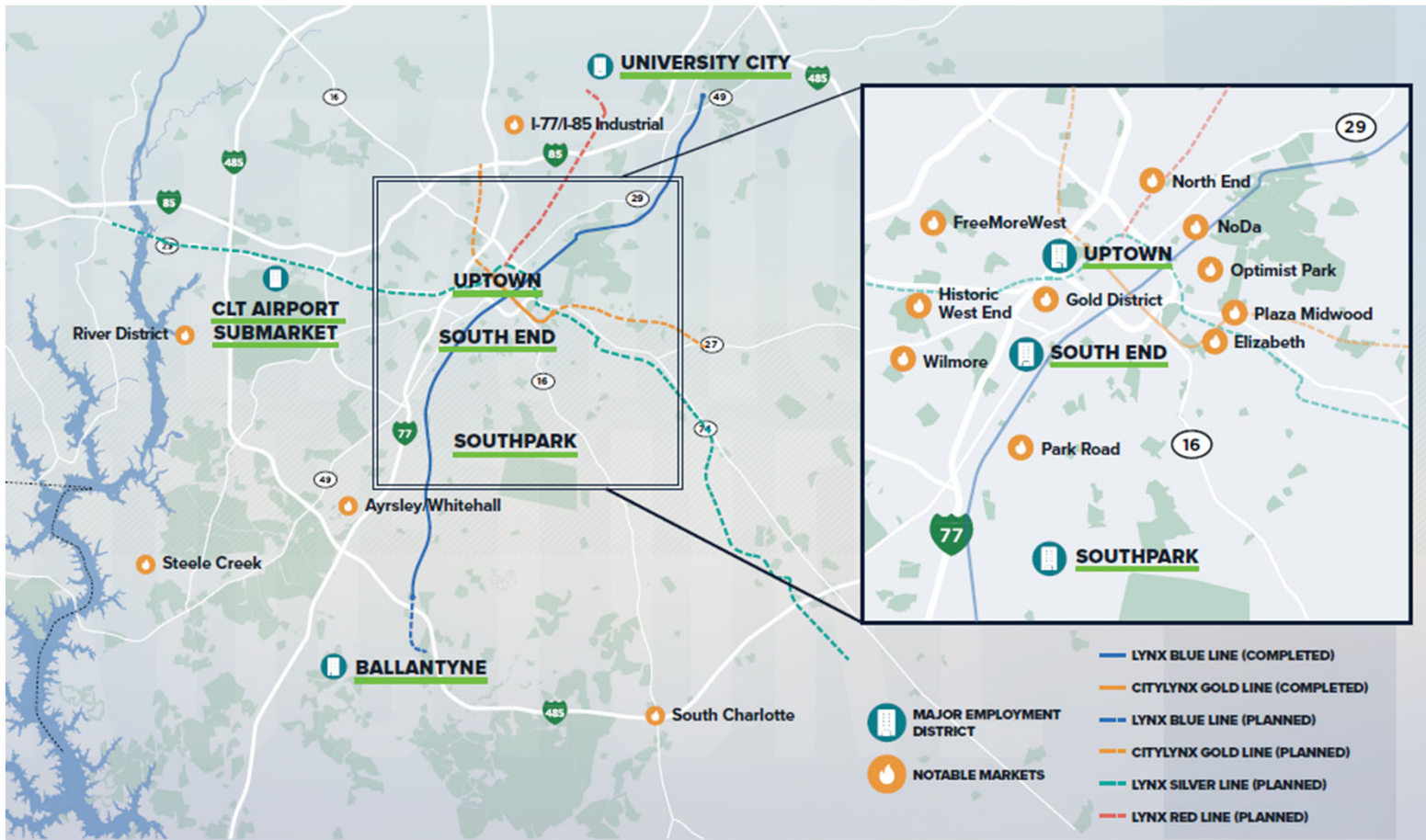
Business Investment Program – Process



Business Investment Program – How It Works



Traditional Employment Centers

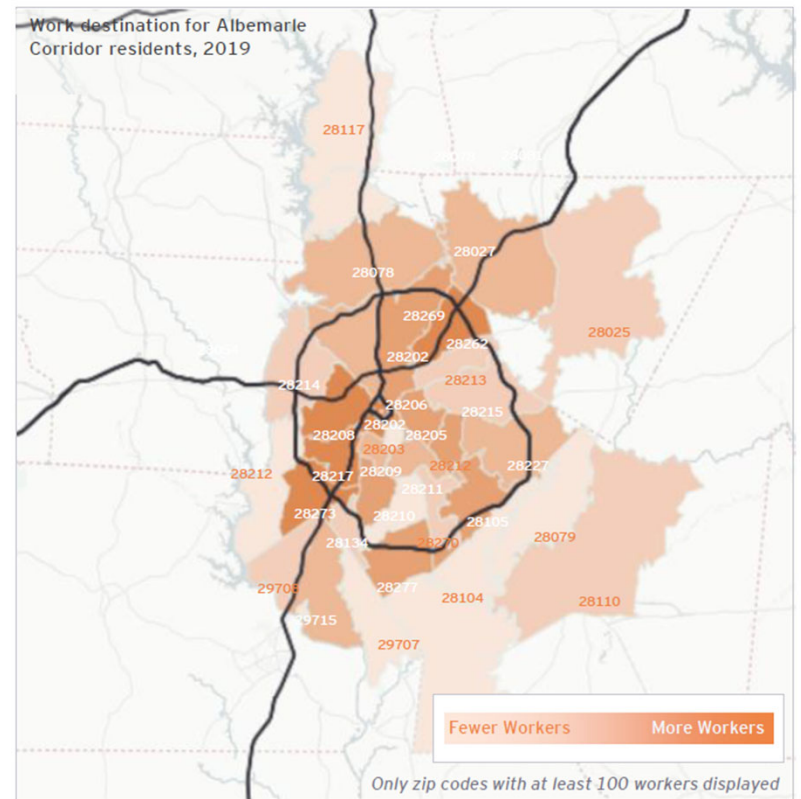


Workforce & Target Industry Study Overview

A commissioned labor market study of each Corridor by EY provides in-depth analysis of the Corridors' population demographics, workforce, commuting patterns, and primary industry presence.

The data from this study is shared across departments for better insights into the Corridor populations and workforce and is helping guide custom business development and recruitment strategies for each Corridor

[Access Workforce Analysis and Target Industry Analysis studies here](#)



Ex: Albemarle Corridor labor flows show residents largely work outside of Corridor; many travel to west Charlotte for work

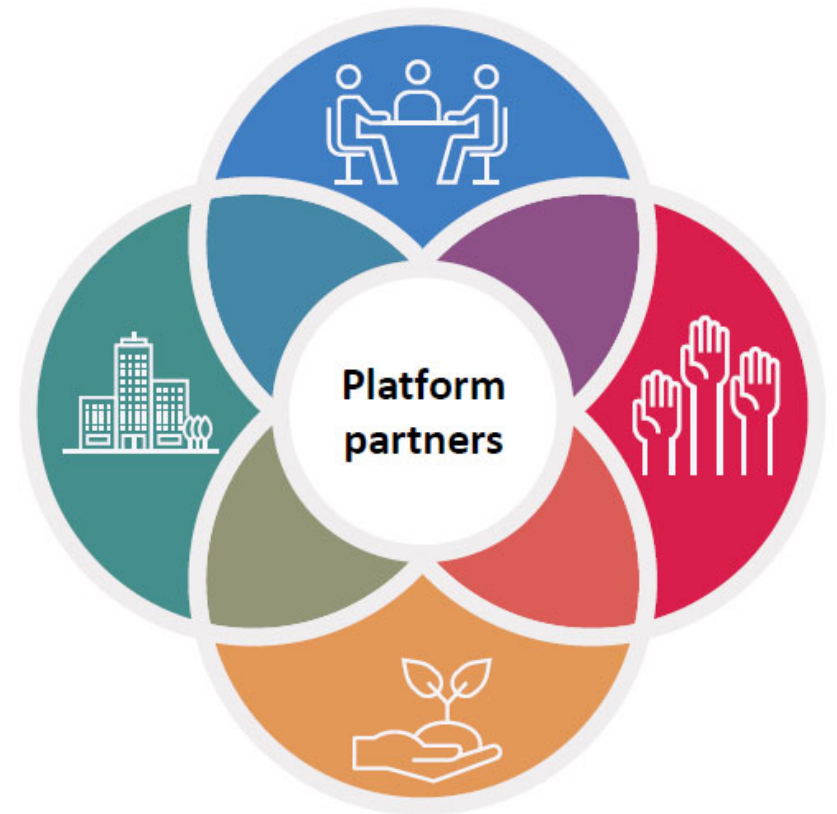
Workforce & Target Industry Study Recommendations

Goals

- Target Opportunity Employers to locate and expand in Corridors
- Spark commercial real estate development within Corridors
- Assist Corridor residents with overcoming barriers to employment and accessing career and economic opportunities

Taking Action

- Collaboration from multiple public, private and nonprofit organizations
- Spark commercial investment



Industrial Land Use & Jobs Study Recommendations

Site Selection and Infrastructure Needs

- Understand strategic advantages and critical weaknesses which will guide strategies to attract and retain companies

Positioning for Growth

- In light of a rapidly evolving industry, identify where programs and policies can be updated to better address company needs in a substantial way
 - *i.e., incentives policies, workforce training, etc.*
- Prepare the labor force for evolving requirements of modern manufacturing
- Promote ease of doing business

Support Existing User Needs

- Work to redevelop underutilized sites and activate new sites in geographies (like Corridors of Opportunity) that offer real value to industrial users

CORRIDORS OF OPPORTUNITY



Cultivate
PROSPERITY

Strengthen
COMMUNITY

Build
LEGACY



Corridors *of* Opportunity

Beatties Ford Road/
Rozzelles Ferry

Sugar Creek/
I-85

Graham Street
North Tryon

Central/
Albermarle

West Boulevard

Freedom Drive/
Wilkinson



CORRIDORS OF OPPORTUNITY **is a demonstration of the city's commitment to:**

- Support equitable investment and opportunity
- Holistic neighborhood revitalization
- Facilitate the ability for long-time residents to stay-in-place

within the six identified corridors.

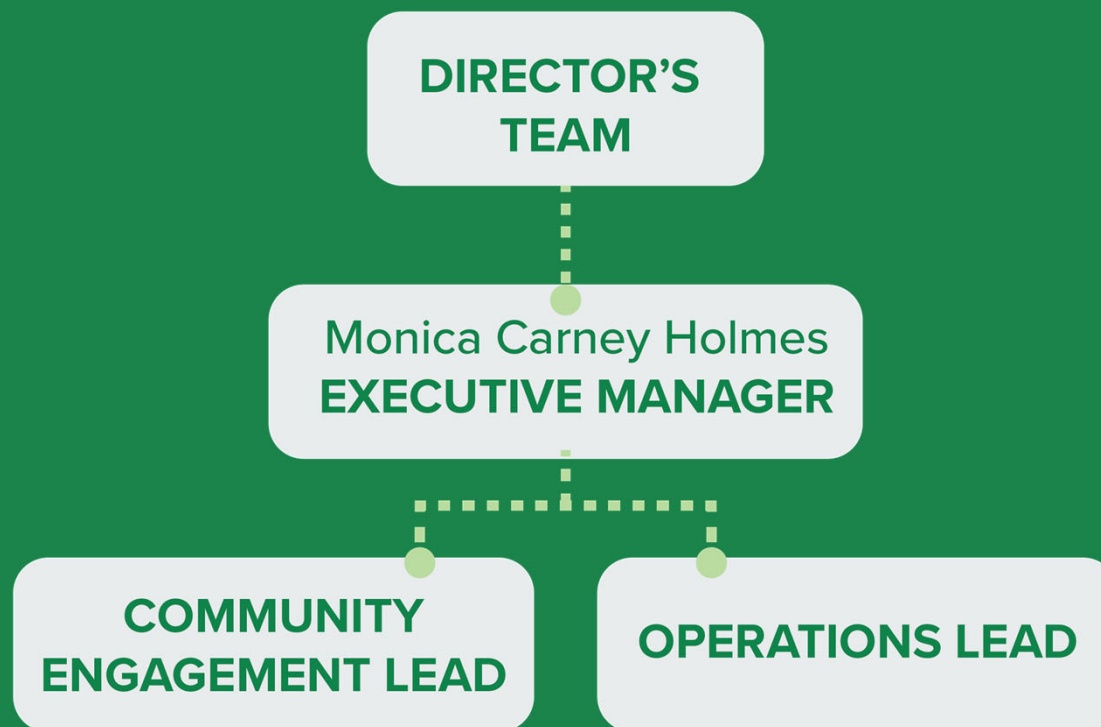
CROSS-COLLABORATIVE EFFORT

within the organization and across the community

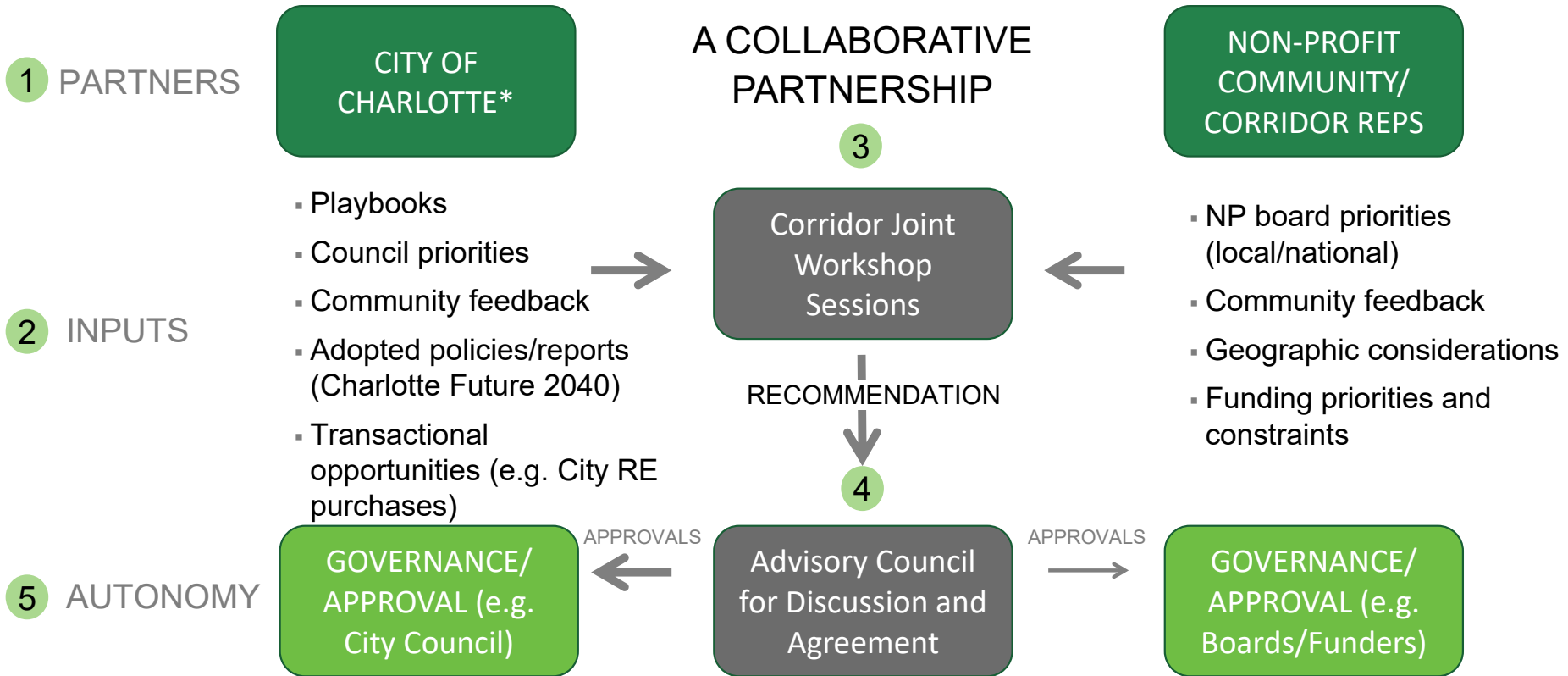
- **Support** intentional investment in program areas to demonstrate equitable and meaningful development
- **Leverage** the expertise of all stakeholders to achieve greater impact
- **Measure** success by analyzing data



HOW DOES THIS WORK?



ADVISORY COUNCIL – HOW WILL IT WORK?



*AND COUNTY, AS APPROPRIATE

Corridors of Opportunity = Place-Based Impact



HOUSING
ACCESS FOR
ALL



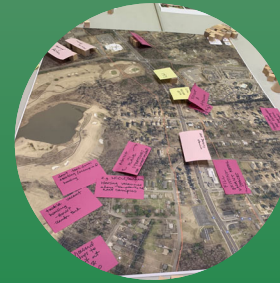
DIVERSE AND
RESILIENT
ECONOMIC
OPPORTUNITY



INTEGRATED
NATURAL AND
BUILT
ENVIRONMENT



HEALTHY,
SAFE, AND
ACTIVE
COMMUNITIES



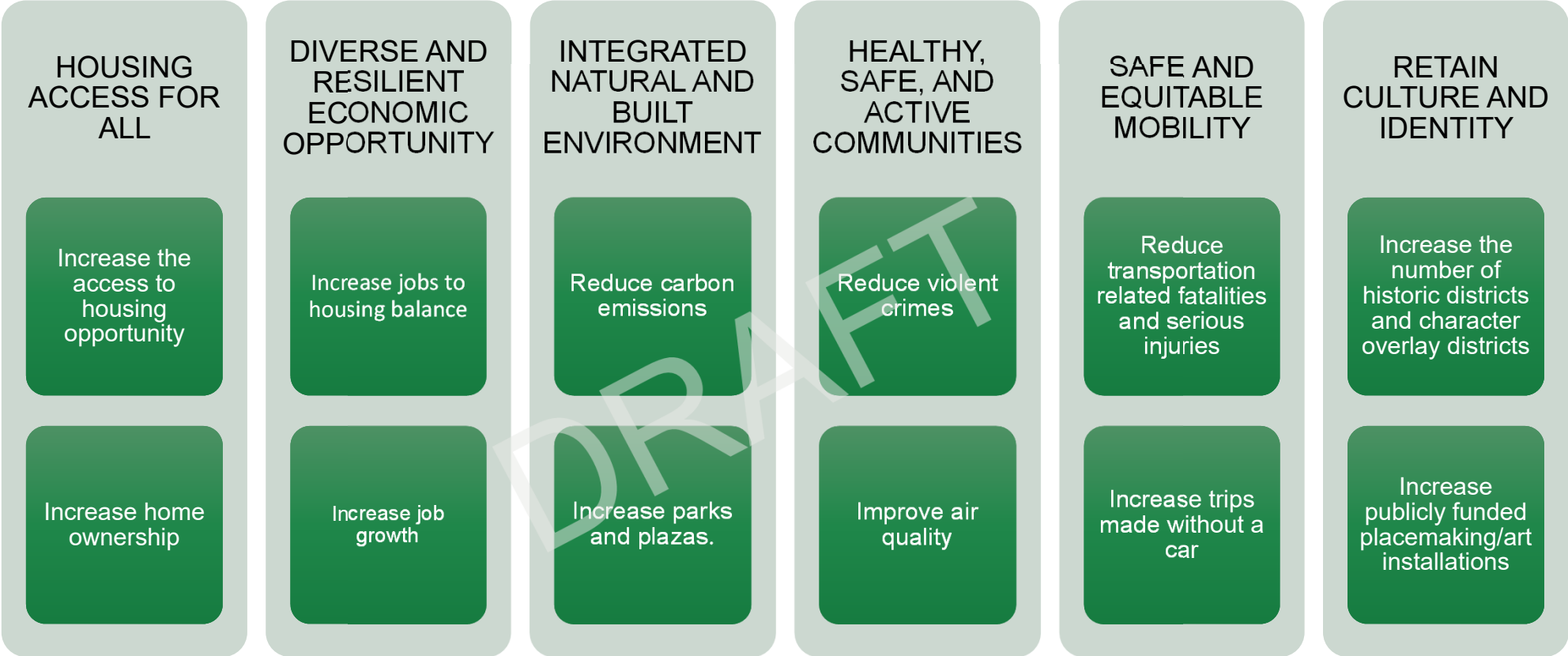
SAFE AND
EQUITABLE
MOBILITY



RETAIN
CULTURE AND
IDENTITY



How are we measuring Corridors of Opportunity?



City of Charlotte Dollars

\$67 Million to All Corridors

INFRASTRUCTURE:

Sidewalks, Safety
Improvements

\$24.5 Million

(+ \$10 Million FY24)

HOUSING:

\$9 Million

ECONOMIC DEVELOPMENT:

Small Businesses, Public-
Private Partnerships, Land
Acquisition

\$17 Million

PUBLIC WI-FI:

\$1.5 Million

COMMUNITY SAFETY:

\$2.25 Million

PLACEMAKING + ARTS/CULTURE:

\$2 Million

Implementation in Corridors

IMPLEMENTATION IN ACTION:

Example: West Blvd @ Remount Rd



NEW BUS SHELTER



SIGNAL BOX ART



CAFE & OUTDOOR DINING



UPDATED & EXPANDED PLAZA



NEW BUS SHELTER

BUSINESS
MATCHING GRANT:
CITY WEST COMMONS

Small Business Support: Grants + Partnerships

Corridor Investment Matching Grants

- Provide grant funding for small business and property owners who are making transformative physical improvements to an eligible commercial property
 - Example: Toucan Louie's, Rozzelle's Ferry Road

Matching Grant Loan Fund

- Provides short-term loans for qualified borrowers that meet the requirements for the matching grant program
 - Example: Juvi Spa and Salon, North Graham Street

Strategic Land Acquisition

- Provides an opportunity to improve corridor perceptions, while also leveraging space for desired tenants
 - Example: 1527-1537 West Boulevard

Public-Private Partnerships

Partner with private developer to invest in new development, creating new jobs and small businesses in corridors

Example: Sankofa Partners, Beatties Ford Road



Community Safety



SafeBiz CLT

- A camera pilot in the Sugar Creek/I-85 interchange to improve safety by tying businesses into the Real Crime Center

Alternatives to Violence

- A partnership between Mecklenburg County and the City of Charlotte to stop shootings in the Beatties Ford Corridor using a public health model

An infographic titled 'SAFE BIZ CLT' with a 'SAFE BIZ CLT' logo in the top right corner. It is divided into two main sections: 'THE PROGRAM' and 'THE PROCESS'.
THE PROGRAM
The City of Charlotte understands that beautiful, safe and prosperous communities are places where families can grow strong and build legacies for the future. We also understand businesses are vital to the success of a community.
During the I-85/Sugar Creek playbook process, addressing crime and improving community safety was the top priority for corridor residents and stakeholders.
Residents and businesses are negatively affected by public safety issues. Public safety issues may cause businesses to:
• Change hours of operation (clock icon)
• Relocate outside of the community (location pin icon)
• Raise prices due to losses (dollar sign icon)
• Close entirely (closed sign icon)
Safe Biz CLT aims to help mitigate those issues.
The city seeks to partner with business owners along the corridor to furnish participating businesses with an initial or extra layer of quality video security while providing real-time access to public safety agencies in the event of a public safety incident (i.e., robbery, assault, fire, etc.) in progress.
THE PROCESS
The City of Charlotte will work with Duke Energy One to install, configure, and maintain cameras in participating businesses along the I-85/Sugar Creek corridor. Once the cameras are installed, City of Charlotte public safety agencies (Charlotte-Mecklenburg Police and Charlotte Fire departments) can access the video through the CMPD Real Time Crime Center.
The program is a three-year pilot.
THE PURPOSE
The Safe Biz CLT Program will:
• Create an overall safer community by deterring criminal activity (checkmark icon)
• Increase the probability of cases being solved (checkmark icon)
• Provide immediate 24/7 access to the video for business owners and public safety agencies (megaphone icon)
• Decrease response time of public safety agencies (hourglass icon)
• Provide an opportunity for public-private partnership (handshake icon)
For more information, please visit: clt.gov.me/safebizclt

Safe Mobility

Intersection Improvements

- Improving the crossings and signals in the corridor to improve safety
 - Example: Beatties Ford Road and LaSalle Street

Bike and Pedestrian Safety

- Connecting to and improving sidewalks and bike routes in corridors
 - Example: Urban Arboretum Trail, Beatties Ford Sidewalk

Access to Transit

- Build a mobility hub that connects residents to jobs and opportunity
 - Example: West Boulevard and Remount Road



Culture and Identity

Placemaking Program

- Providing public space and improvements in corridors to connect community and provide spaces that reflect culture and identity
 - Example: Ritz at Washington Heights

Historic Districts

- Preserving neighborhood character in corridor adjacent neighborhoods
 - Example: Oaklawn Park

Arts and Culture

- A dedicated funding stream to support arts and culture in the Corridors of Opportunity

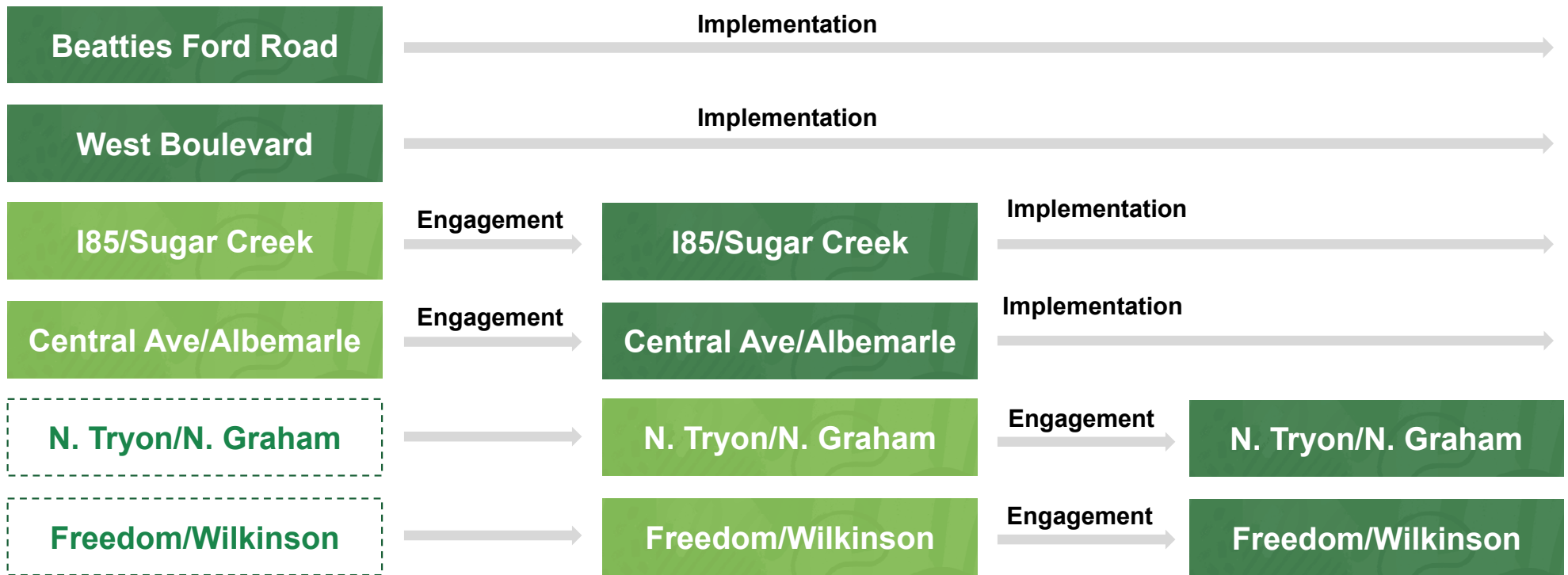


FOCUSED ON ADVANCING ALL SIX CORRIDORS

YEAR 1

YEAR 2

YEAR 3



Plan/Program: Corridors of Opportunity

Topic: Business Recruitment

1. What process is used to recruit businesses?
2. What are the hard and soft tools at the city's disposal to recruit and retain new/old businesses?
 - a. What does the city need from the state, county, or Federal Government to improve the rate of success?
3. How does the city or partners determine what type of business is good for a specific corridor?
 - a. How will the city leverage PPPs to meet their land use and recruitment needs? i.e. GSO Megasite/Chatham County Megasite.
 - b.
4. What methodology is used to track promises held by a business that has moved to the area?
 - a. Clawbacks
5. How are Tax Incentivized Grants calculated for each project?
 - a. Does the calculation vary from project to project?
 - b. How is the Economic Impact of a project measured?
 - c. Is there a calculation for the Social Impact of Economic Development projects?
 - d. How does the Economic Development Dept measure the impact on Upward Mobility of each project?

Topic: Performance updates

1. Are there regular reports/updates given on initiatives launched?
 - a. Does the city have a pull down mechanism for initiatives that are not performing to save taxpayer money and increase overall program integrity?
2. What information is included in the email that goes out to subscribers of a corridor?
3. Are there specific equity parameters that the CIP and other programs are following?
4. Are there specific goals set for the corridors? (How much money is dispersed in a given time, # of businesses attracted, etc)

Plan/Program: Strategic Mobility Plan

Topic: Performance updates on initiatives launched

1. Are there regular reports/updates given on initiatives launched?
2. What information is included in the email that goes out to subscribers of a corridor?

3. Are there specific goals set for the corridors? (How much money is dispersed in a given time, # of businesses attracted, etc)

Plan/Program: CIP

Topic: Equity Parameters

1. Are there equity parameters set in place with funding disbursements, policy implementation etc?

Plan/Program: 2040 Comprehensive Plan

Topic: 5-minute communities

- 1.

Plan/Program: Engagement

Topic: Formalizing engagement processes

1. Is there a standardized process for engaging the public when major policies are being considered?
 - a. How many community engagement events are sufficient for a plan that takes us to 2040 and beyond?
2. Is there a target number of community members that must be communicated with before the budget process begins; or before the 2040 Plan and other major policy decisions are made?
3. How is information disseminated after the passage of policy or feedback?
4. General newsletter broken down by city departments (Raleigh).



Charlotte Equitable Development Commission

June 9, 2022 Meeting Summary

Commission Members: Caleb Theodros (Chair), Jordan Brooks-Adams, Williams Hughes, Mattie Marshall, Carolyn Millen, Marjorie Molina, and Richard Saltrick were present. Angela Carlson and Ismaail Qaiyim were absent.

Commission Purpose Statement: The Commission is charged with advising in the assessment of infrastructure throughout the City and recommending strategies that balance equitable investments in areas most in need, including areas with absent and insufficient facilities, areas growing fastest, and areas targeted for growth.

City Support Staff: Hannah Bromberger (Transportation), Marie Harris (Strategy and Budget), and Cherie Smith (Strategy and Budget)

Agenda Overview

Chair Caleb Theodros provided an overview of the agenda.

Work Plan Area: Strategic Mobility Plan

The Commission received a presentation on the city's draft Strategic Mobility Plan (SMP) by Hannah Bromberger with the Charlotte Department of Transportation.

The SMP is a transportation plan that establishes the vision for Charlotte's Streets. The first draft of the SMP was released May 20, 2022, and can be found at charlottenc.gov/smp.

The draft SMP was driven by the Safe and Equitable Mobility goal outlines in the Charlotte Future 2040 Comprehensive Plan, which states that Charlotte will provide safe and equitable mobility options for all travelers regardless of age, income, ability, race, gender, where they live, or how they choose to travel.

The city has solicited public feedback on the draft SMP through 15 listening sessions with over 100 participants, two surveys focused on mobility choices that collectively received over 4,000 responses, and an online map which has received over 1,000 location-specific transportation comments. Mrs. Bromberger highlighted various public comments received.

Mrs. Bromberger explained that the SMP is going to be the city's guiding transportation policy document, and as an aspirational document, its goal is to shift the transportation network to be safer and to rely less on single-occupancy cars. Mrs. Bromberger outlined six policy objectives stated within the SMP.

1. Safe – Eliminate transportation-related fatalities and serious injuries to make streets safe for everyone
2. Equitable – Increase investment and access to support equitable and affordable mobility options in communities that have historically lacked investment
3. Sustainable – Increase access to sustainable and zero carbon transportation modes and mobility options to support the city's strategic energy and sustainability goals
4. Connected – Increase the share of trips made without a car and broaden multimodal connectivity to expand the capacity of the city's transportation infrastructure
5. Prosperous – Prioritize transportation investments that promote economic vibrancy by managing congestion, connecting the workforce with opportunities, and advancing community priorities
6. Innovative – Integrate emerging mobility solutions and new technologies to move people and goods through the City in cleaner, safer, more affordable, and efficient ways

Taking these policy goals into consideration, the mobility strategy addresses the framework of transit, bicycle, pedestrian, and street and roadway transportation modes and looks to build out the city's best mobility strategy.

The SMP is coordinated with many efforts and programs throughout the city, including the Charlotte Future 2040 Comprehensive Plan, the Unified Development Ordinance, the Corridors of Opportunity, Envision My Ride, Charlotte Walks, Vision Zero, and Charlotte Bikes.

The SMP outlines the priority networks for each transportation mode but doesn't identify specific projects or provide funding information as it is a long-range policy document only. Mrs. Bromberger explained that the Commission could take part in helping advise which projects should be prioritized and what data or criterion should be considered when prioritizing projects.

Lastly, Mrs. Bromberger outlined the next steps of the SMP, including a public hearing to be held on June 13 and a request for action by City Council on June 27, and asked for questions. Commissioners provided various comments.

Mr. Hughes asked how the city could get to a place where conversations were occurring at the Community level. He highlighted the importance of meeting community members where they lived and that creating an equitable plan requires granular level dialogue.

Ms. Molina encouraged the city to ensure its SMP goals are genuine and communicated appropriately. While the plan is aspirational, the language used throughout the plan should be specific and goals should be achievable.

Ms. Marshall asked how residents can better understand which roads are state- versus city-maintained.

Ms. Millen stated that East Charlotte needed equitable infrastructure and asked how the city can ensure equity continues when establishing priorities and as the city continues to grow.

Mr. Saltrick asked if there would be equity metrics used when assigning funding to transportation projects.

Mr. Hughes stated that it would be helpful to have one central location where the public can access information related to transportation items (e.g., speed hump requests).

Ms. Marshall suggested that all information be provided on the CLT+ app.

Mrs. Bromberger mentioned that the Commissioners' comments will be taken back to other city staff and will be considered as the SMP evolves.

Work Plan

The Commission Chair reminded the Commissioners to review the current version of the Commission's work plan provided via the Google Docs link and within in the meeting packet and to provide any desired feedback. Staff will work towards providing any requested background information for the Commission to consider when formulating recommendations.

Work Plan Area: Community Engagement

Rebecca Hefner, Deputy Director of Housing and Neighborhood Services (HNS) provided a brief overview on the Community Engagement Division led by Nicole Storey within HNS. Ms. Hefner explained that the City Council's Environment, Engagement and Equity (EEE) Committee is currently looking at the city's engagement framework. The Community Engagement Manager, Ms. Storey is planning to the EEE Committee to get feedback from council members on guiding principles. After receiving feedback from Council, Ms. Storey will provide a presentation to the Commission for feedback. Ms. Hefner asked the Commission if they had any questions or particular areas of interest regarding community engagement. Questions included:

- Tell me more about the EEE? (Ms. Marshall)
- Can the city work on getting more directed engagement and providing feedback/following-up with participants? (Ms. Marshall)
- Is the city looking at broader engagement policies across departments? I think there should be a certain standard for outcomes. (Mr. Theodros)
- Can the city ensure it's engaging at the neighborhood level? (Ms. Millen)
- What is the capacity for the City to engage with neighborhood leaders? Council members can't do it alone. (Ms. Molina)

Ms. Hefner gave appreciation to the Commission for their ideas and priorities.

The Commission adjourned the meeting at 4:23 p.m.