



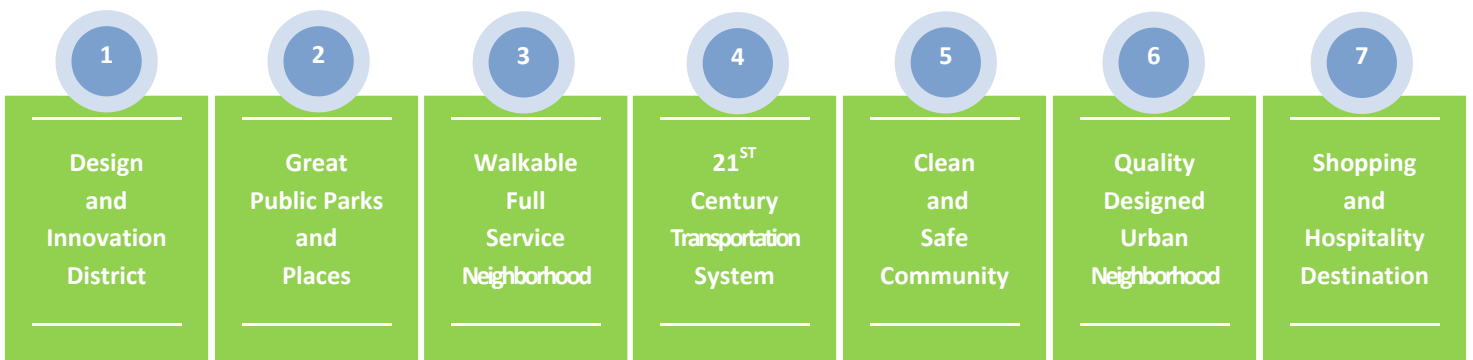
3 YEAR STRATEGIC PLAN

vision:

Charlotte's South End will be viable, livable, memorable and sustainable, authentically rich in character, creativity, and innovation.

mission:

South End will work relentlessly to achieve an innovative, creative and sustainable business district and neighborhood by achieving these strategic goals:



The Historic South End Three Year Strategic Plan is organized using these goals; and each one specifies tactical actions to be successfully completed. The South End Organization Structure document explains how Charlotte Center City Partners staff and the South End will work together to implement this Strategic Plan to fulfill the vision for South End.

Each year, the South End Board Committee approves an annual Program of Work, which is derived from this Three Year Strategic Plan. The annual Program of Work is shaped in December and January, approved by the CCCP Board of Directors and presented to the city in March, and posed for implementation in July (the start of CCCP fiscal year). The South End Board Committee also approves an accompanying budget for South End which aligns to support the Program of Work.

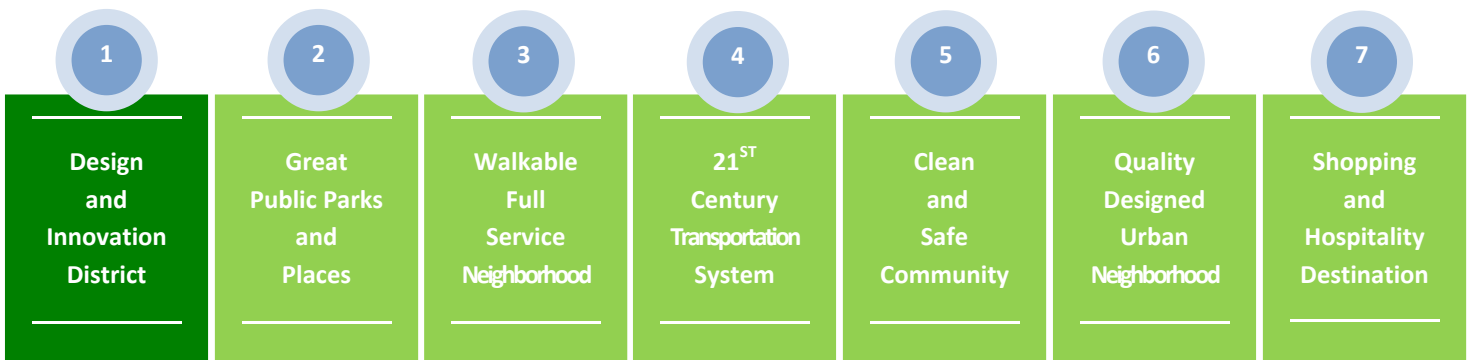
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goal1: DESIGN AND INNOVATION DISTRICT

To fulfill the vision for South End, the district will be known as a place where **Design and Innovation** businesses locate and thrive. The successful completion of the following tactics supports this goal.

Focus Area	Tactic
Business Recruitment	Work with Economic Development partners to recruit entrepreneurial, innovative and creative businesses including a creative educational anchor and a boutique hotel.
Economic Development Marketing Tools	Grow current ED brochure to more comprehensive package; include HSE ED content on development page on the website; create and implement a CCCP micro grant program to support economic development marketing efforts.
Economic Development Outreach	Partner with or host an annual tenant rep outreach events; attend tenant rep broker events both in and outside Center City; host broker/owner forums, provide events that foster networking between businesses and residents
South End Office/Sales Center	Secure and operate a CCCP HSE office to support district recruitment and communication.
Business Retention Outreach	Annual letter to businesses to promote great business environment; promote new businesses utilizing CCCP communication/pr expertise; provide assistance for launches and grand opening events
Research and Data Resource	Strengthen research and data for business recruitment and retention



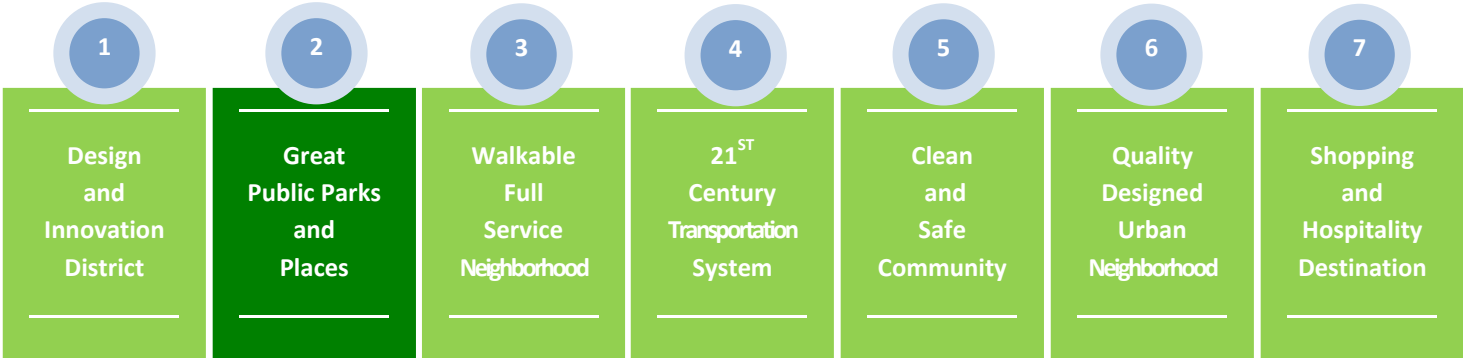
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goal2: **GREAT PUBLIC PARKS AND PLACES**

To fulfill the vision for South End, the district will have **great public parks and places**. These parks and places will create a dynamic pedestrian experience, provide a place for gathering, and reinforce a full service neighborhood with access to great amenities. The successful completion of the following tactics supports this goal.

Focus Area	Tactic
Parks and Recreation	Work with Park and Recreation to identify neighborhood park sites in HSE. Advocate for resources to purchase land and build the parks.
Open Spaces	Identify and create development plan for outdoor public spaces in HSE, including a "neighborhood square."
LYNX Rail Trail	Working with CATS and Park and Recreation, create and implement an urban design and branding plan for the LYNX rail trail in South End.



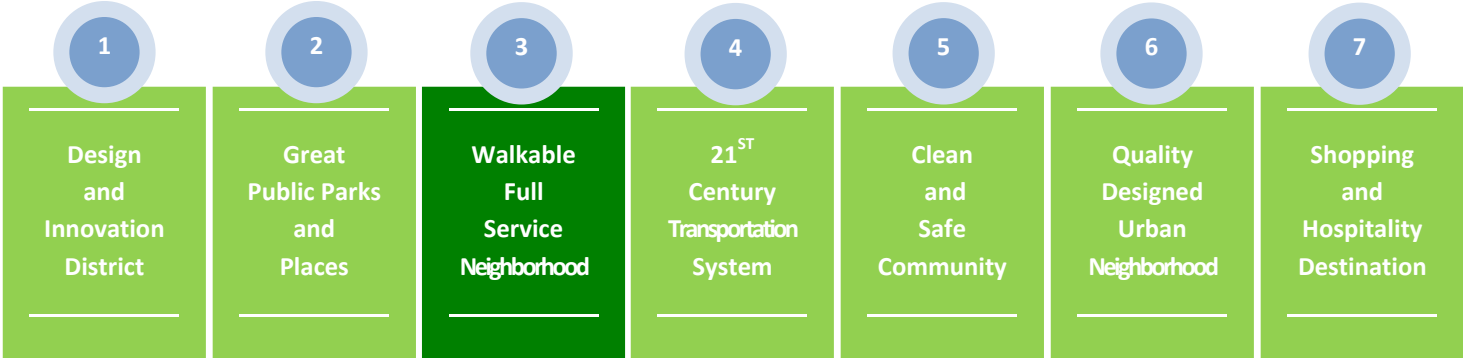
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goal3: **WALKABLE, FULL SERVICE NEIGHBORHOOD**

To fulfill the vision for South End, the district will be a **walkable, full service neighborhood**. A full service neighborhood offers places to shop, work, learn and live including health care and health service providers, automotive service, markets and grocers, banks, and retail uses such as home and hardware, clothing, pet and personal care. The successful completion of the following tactics supports this goal.

Focus Area	Tactic
Retail Strategy	Develop and implement a retail strategy to cultivate a unique destination for creative arts and targeted neighborhood retail including grocery store, cleaners and banks.
South End Neighborhood Association	Support development and strengthening of South End Neighborhood Association to be the voice of residents.



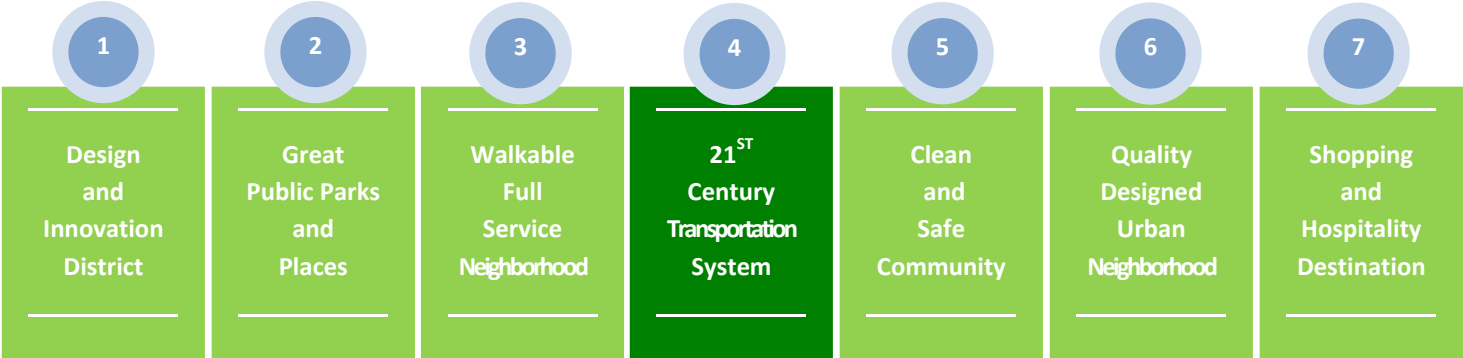
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goal4: **21st CENTURY URBAN TRANSPORTATION SYSTEM**

To fulfill the vision for South End, the district will support and advocate for infrastructure and amenities that create **21st Century Urban Transportation System**. The successful completion of the following tactics supports this goal.

Focus Area	Tactic
Enhanced accessibility for workers, residents and visitors	Good access and functionality for streets balanced with transit infrastructure and enhanced pedestrian and bicycle connectivity.
Parking Infrastructure	Parking deck for South End to provide additional parking for hospitality and commerce; public restroom facilities.



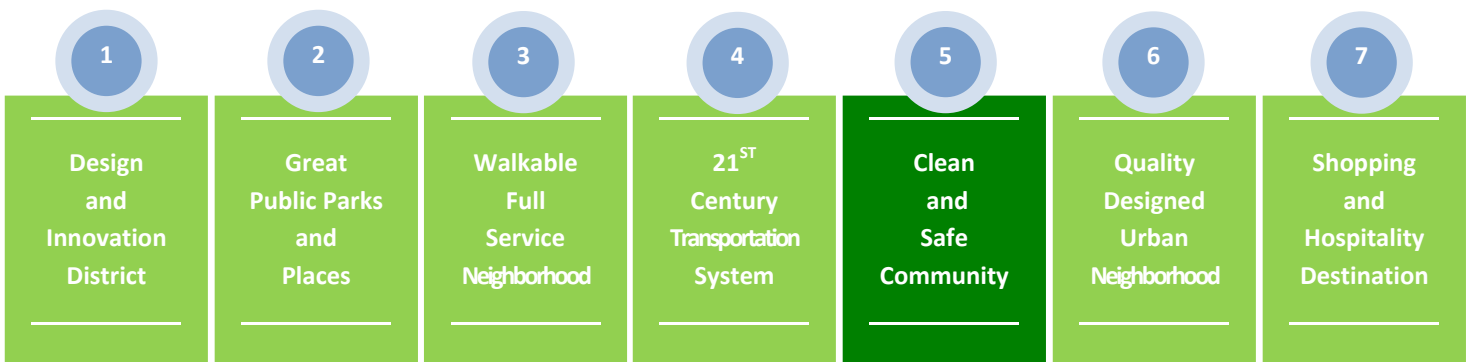
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goal5: CLEAN AND SAFE COMMUNITY

To fulfill the vision for South End, the district will be **clean and safe community**. From the residents who live in South End and keep a watchful eye on the community and their real estate investment, to the businesses and their workers who rely on a good business environment to succeed, to the police officers who walk the beat everyday to ensure public safety, it takes the efforts of many to keep South End a clean and safe community. The successful completion of the following tactics will achieve this goal.

Focus Area	Tactic
Code Enforcement	Strengthen relationships with Code Enforcement to better assist district businesses and improve aesthetics of business and neighborhood environments
Clean and Safe	Work with partners and stakeholders to address community issues specific to HSE to maintain a clean and safe environment.
CMPD Resources	Increase dedicated CMPD resources to support increasing hospitality and nightlife and maintain the safety of the neighborhood.
Neighborhood Watch	Establish neighborhood watch in partnership with SENA.



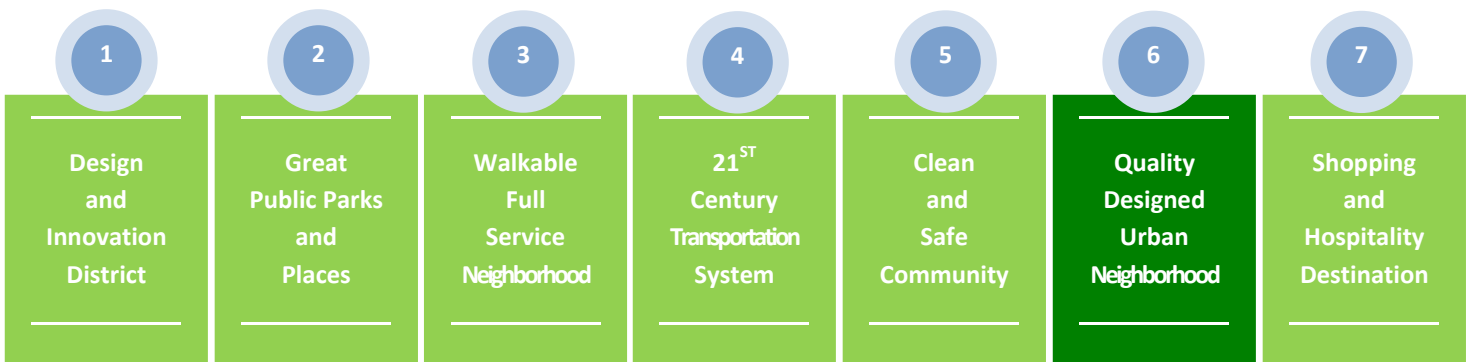
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goal6: QUALITY DESIGNED URBAN NEIGHBORHOOD

To fulfill the vision for South End, the district leaders must hold fast to its commitment to **quality designed urban neighborhood**. This goal addresses architecture and the preservation of historic buildings that authentically define the character of the neighborhood as well as articulating the best planned use of the built and to-be-built environment. It also takes into account the aesthetics of the public realm including landscaping, streetscape, tree canopy, and public art. The successful completion of the following tactics will support this goal.

Focus Area	Tactic
South End Plan	Create or amend a South End Plan to recommend improvements to South Blvd, South Tryon Street, provide greater specifications for future development, enhance retail environment, and improve pedestrian connectivity.
Tree Canopy Program	Tree canopy program that specifies focus areas and types of trees, incorporate into area plan.
Gateways and Thoroughfares	Focus pedestrian improvements at gateways through landscaping and public art. Continue to evaluate investment for branded signage throughout district.
Streetscape Improvement Plan	Improve pedestrian and bicycle connectivity through enhancing the tree canopy and right of way landscaping, installing quality street furniture, improving crosswalks, adding bike lanes and decorative lighting and widening sidewalks.



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goal7: SHOPPING AND HOSPITALITY DESTINATION

To fulfill the vision for South End, the district will be a **shopping and hospitality destination** for locals and tourists. Marketing, communications, branding, events and programming must be thoughtfully evolved, connected and implemented to develop the destination. The successful completion of the following tactics supports this goal.

Focus Area	Tactic
Marketing & Brand Strategy Implementation	Develop and execute a marketing, branding and design strategy for HSE Implement marketing plan for district; incorporate new logos into materials and infrastructure; communicate new logo guidelines
Destination Marketing	Work with CRVA's marketing department, Visit Charlotte and others to promote South End as a desirable visitor destination. Maximize information center outlets including HSE office, LYNX promo tools to share info with visitors, and CCCP managed tools to promote HSE destination and programming.
Advertising Plan	Develop annual advertising plan for district to support HSE the destination & programming.
Regular programming and events	Support and promote district efforts to incubate events and programs that offering regular programming (such as live music, furniture crawl, neighborhood building event, gallery crawl, activating streets and rail walk); Partner or produce one to three "street closure" events; create strategy to attract sponsors for events; create and implement a CCCP micro grant program to support neighborhood programming efforts.
Partner Events	Attract and partner with outside events that are a good fit for the district (Bike Charlotte, walks/runs, pub crawl, creative/academic meetings, etc).
Communications Strategy	Update CCCP communication strategy to include tactics specific for announcements, MSD education + priorities, infrastructure investments, etc.; create annual schedule of monthly meetings, including district, committee meetings, SENA meetings to share relevant information and inspire participation.
HSE website	Create and expertly maintain HSE website; use newsletter to drive traffic to website
Social Media	Use social media to support communications, marketing & events to build curiosity and interest in HSE.



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PR Strategy	Execute PR strategy including responding to media inquiries within 24 hours; create proactive and positive story lines about HSE to present to media outlets; respond quickly to counter stories that do not reflect positively on the district; identify and train spokespersons and district representatives who can speak on behalf of the district; seek opportunities for HSE businesses to present/participate in events, presentations, meetings, etc
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