



## **City Council Budget Workshop**

**Wednesday, March 3, 2021**

### **City of Charlotte**

*Charlotte-Mecklenburg Government Center  
600 East 4th Street  
Charlotte, NC 28202*

### **Electronic Regular Meeting Hosted from Room 267**

***Mayor Vi Lyles  
Mayor Pro Tem Julie Eiselt  
Council Member Dimple Ajmera  
Council Member Tariq Bokhari  
Council Member Ed Driggs  
Council Member Larken Egleston  
Council Member Malcolm Graham  
Council Member Reneé Johnson  
Council Member Greg Phipps  
Council Member Matt Newton  
Council Member Victoria Watlington  
Council Member Braxton Winston II***

**1:30 P.M. CITY COUNCIL BUDGET WORKSHOP,  
CHARLOTTE-MECKLENBURG GOVERNMENT CENTER,  
ELECTRONIC REGULAR MEETING HOSTED FROM ROOM  
267**

**1. Workshop Overview**

**Staff Resource(s):**

Marcus Jones, City Manager

**2. Update on Key Revenues**

**Staff Resource(s):**

Ryan Bergman, Strategy and Budget

Kelly Flannery, Finance

**3. Future of Solid Waste Services**

**Staff Resource(s):**

Rodney Jamison, Solid Waste Services

**4. Americans with Disabilities Act Facility Plan**

**Staff Resource(s):**

Victoria Johnson, City Manager's Office

**5. Capital Investment Plan Priorities Discussion**

**Staff Resource(s):**

Ryan Bergman, Strategy and Budget

**6. Arts and Culture Funding**

**Staff Resource(s):**

Tracy Dodson, City Manager's Office

**7. Storm Water and Water Budget Outlook**

**Staff Resource(s):**

Angela Charles, Charlotte Water

Mike Davis, Storm Water Services

**ADJOURNMENT**

# Update on Key Revenues



# Key Revenues Update

**MARCH 3, 2021 BUDGET WORKSHOP**

## The Property Tax Collection Rate Is Stable

**LAST YEAR**  
Collection Rate through 2/29/20  
**97.78%**

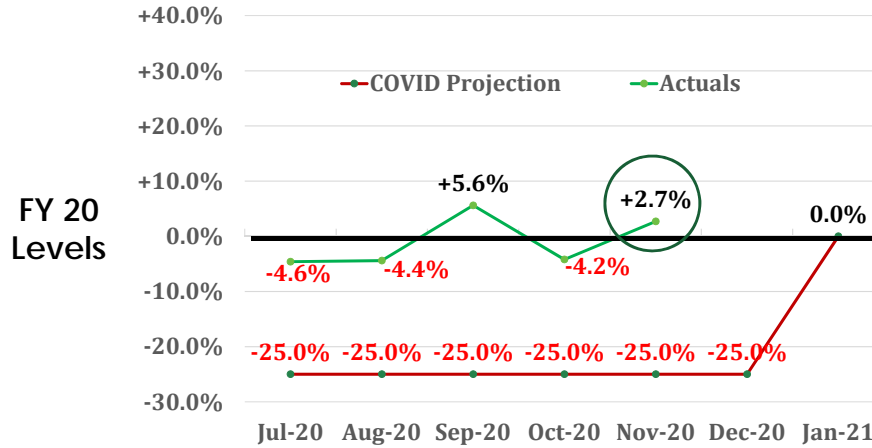
**LAST YEAR**  
Final Collection Rate  
**98.9%**

**THIS YEAR**  
Collection Rate through 2/28/21  
**97.98%**

**THIS YEAR**  
Final Collection Rate  
**TBD**

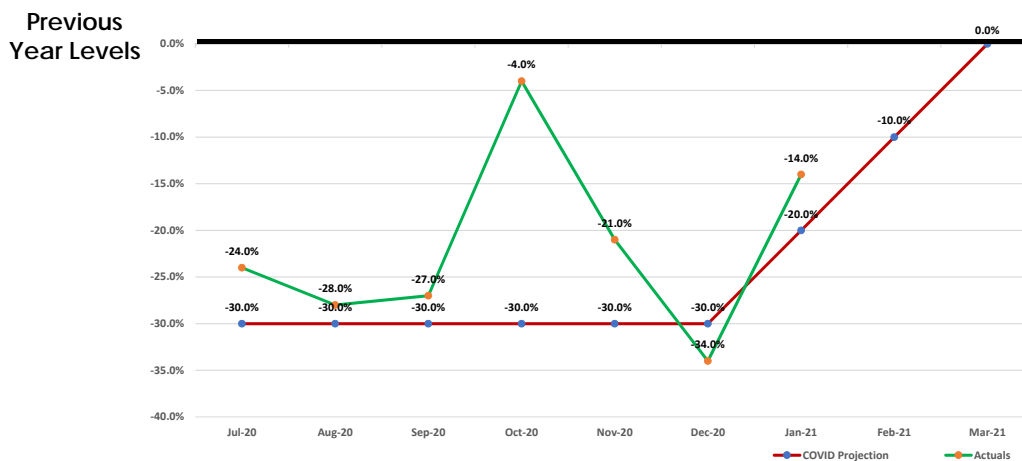
*Courtesy: Mecklenburg County Tax Collector February 2021 Update*

## Updated General Fund Sales Tax Performance



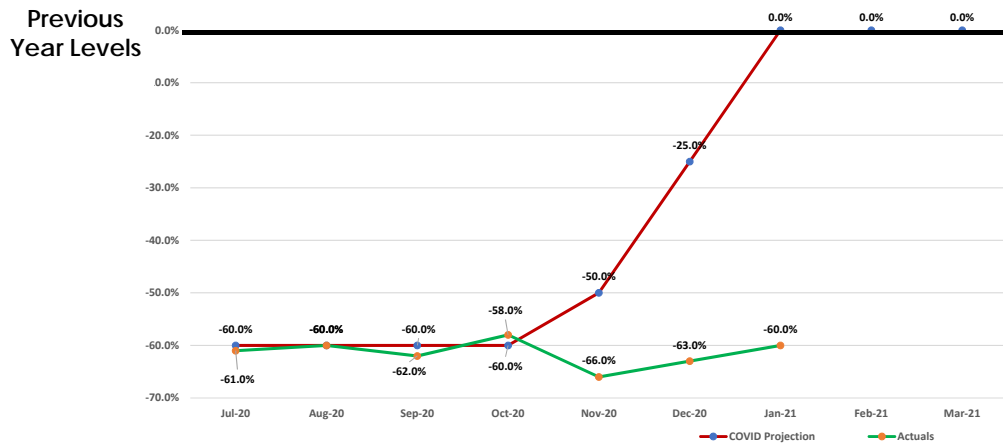
General Fund sales tax revenue through November is 32% above projection

## Prepared Food & Beverage Tax Revenues



- 1% Prepared Food & Beverage Tax revenues through January are 11% above the year-to-date budget projections

# Occupancy Tax Revenues



- FY 2021 Occupancy Tax revenues through January are 34% below the year-to-date budget projections for the Convention Center, Tourism, and NASCAR HOF Funds

Questions?

# Future of Solid Waste Services



# The Future of Solid Waste Services

MARCH 3, 2021 BUDGET WORKSHOP

## Career Pathways

- Outside agency partnerships
- In-house CDL training
- HiSET (GED) program
- Soft skills coaching
- Resume writing sessions
- Financial literacy workshop



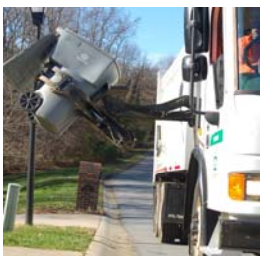


## Continuing Service Through COVID-19



- Personal protective equipment
- Daily truck sanitizing
- Clear physical barriers in trucks
- Reduction in crew size
- Contract crew assistance
- Automated driver cross-training

## Current Services



**Garbage  
Collections  
Weekly**



**Yard Waste  
Collections  
Weekly**



**Recycling  
Collections  
Bi-weekly  
(contracted provider)**



**Bulky  
Collections  
By appointment  
(unlimited)**

**Other Services:** Litter pickup (right-of-way cleaning), street sweeping, public receptacles, maintain central business district, dead animal collections, business garbage collections, special events and maintain CATS transit lines

## Solid Waste Services has been transitioning services to side-loader trucks



Rear-loader



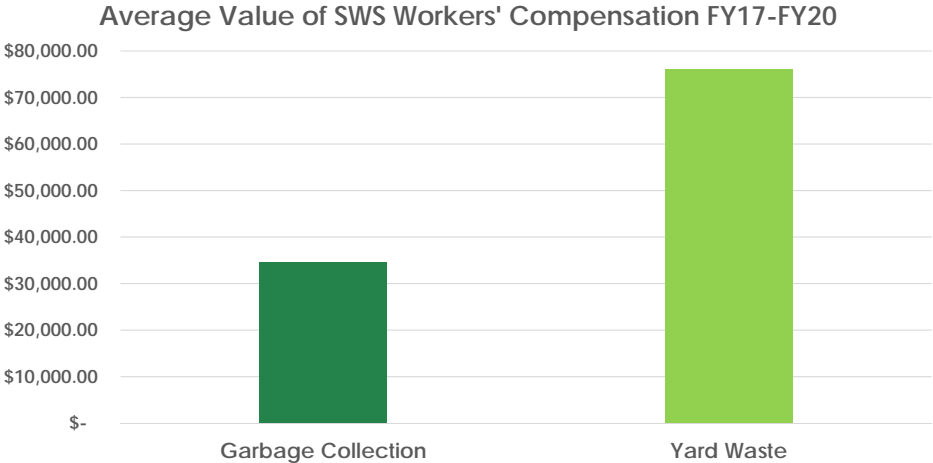
Automated Side-loader

## Continued Automation is Recommended by OSHA

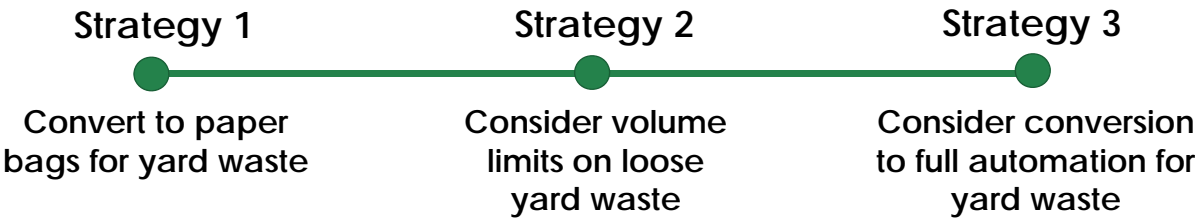
Following an investigation in July of 2020, OSHA recommended Solid Waste Services do the following:

“Conduct a side-loader automation study in order to convert all collection operations to an automation process. Some of the general advantages of automated collection often touted by its proponents include the following: improved collection efficiency, reduce employee injuries and fatalities, lower turnover rate and increased productivity due to less time missed by injured employees and reduced worker’s compensation claims and insurance premiums.”

# Yard Waste Remains Serviced by Rear-Loaders and Drives Worker Injuries



# Strategies to Improve Worker Safety



## Utilization of Compostable Paper Bags

- Plastic bags are not accepted at the Mecklenburg County Compost Facility
- Eliminates need for workers to stand by truck and open plastic bags with a knife
- Paper bags are biodegradable
- Work in conjunction with yard waste bins

## Implementation of Limits

- Loose, non-containerized yard waste
- Total volume 128 cubic feet or size of a refrigerator on its back
  - Separate in small piles
  - Limbs < 4 feet in length and 18 inches in diameter
  - Logs < 50 pounds



## Conversion to Bin Program for Yard Waste

### Advantages

- Long-term operational efficiency
- Worker safety
- No loose material awaiting pickup
- Equitable level of service

### Disadvantages

- Significant initial capital investment
- Space limitations for residents
- Transition process

## Comparison of Yard Waste Programs in North Carolina

	Bans Plastic Bags?	City-issued Cart?	Cart Cost	Quantity/Size Limits?	Limit
Charlotte	✗	✗	NA	✗	None
Cary	✓	✗	NA	✓	240 cubic feet
Concord	✗	✗	NA	✗	None
Durham	✓	✓	\$90/year	✓	5 bags (paper)
Fayetteville	✗	✓	\$64/cart	✓	540 cubic feet
Greensboro	✗	✗	NA	✓	10 bags
Greenville	✗	✗	NA	✗	None
High Point	✗	✓	\$57/cart	✗	None
Raleigh	✗	✗	NA	✓	20 bags
Wilmington	✗	✗	NA	✓	189 cubic feet
Winston-Salem	✓	✓	\$65/cart + \$65/year	✓	3 carts

## What Expenses Does the Fee Recover?

The Solid Waste ordinance defines the fee as supporting “residential solid waste services”, which includes garbage, yard waste, bulky item, and recycling collection and disposal

### FY21 Cost Estimates by Service Type

Garbage	Yard Waste	Bulky	Recycling	Total
\$35.7M	\$12.1M	\$5.7M	\$12.2M	<b>\$65.6M</b>

Fee Revenue: \$24.1M

#### Equal to:

- 37% of all costs; OR
- 68% of garbage collections; OR
- 80% of all services beyond garbage collection

## Comparison of Charlotte Rates to Next 10 Biggest North Carolina Cities/Towns



Thank You!

Questions?

# Americans with Disabilities Act Facility Plan





# Americans with Disabilities Act Facility Plan

MARCH 3, 2021 BUDGET WORKSHOP

## Importance of the ADA Program



As a Civil Rights Law, the Americans with Disabilities Act provides for freedom of harassment or denial of services based solely on disability.

Social justice, equity, and inclusion within the City of Charlotte

Connect to good paying jobs

Public safety

Residents can work, play, learn, and retire comfortably

## Outline

**Americans with Disabilities Act (ADA) Transition Plan**

**Information Gathering Process**

**Budget Planning**

## Background

**Federal civil rights law enacted on July 26, 1990, that broadly prohibits discrimination on the basis of disability**

- Ensures equal opportunity for all people on the basis of disability in the areas of employment, state and local government services, public accommodations, and telecommunications

**Department of Justice requires government agencies to conduct self-evaluation of the accessibility of:**

- Facilities
- Programs, services, and activities
- Policies and procedures

## ADA Transition Plan

Based on the self-evaluation, the city is required to create a Transition Plan to address identified barriers

Transition Plan should identify physical barriers, recommend remedies, and propose cost analysis with timeframes

Serves as the city's guiding document on ADA for the next 15+ years

City contracted with Altura Solutions to create the Transition Plan

## Assessment

Altura Solutions began process in January 2019

**175 facilities were inspected**

- Facilities that are accessible to the public
- Aviation completed an independent assessment

**Improvements may include:**

- Adjusting heights of counters, door handles, drinking fountains
- Installing new ramps or adjusting slopes of existing surfaces
- Eliminating obstructions in pathways

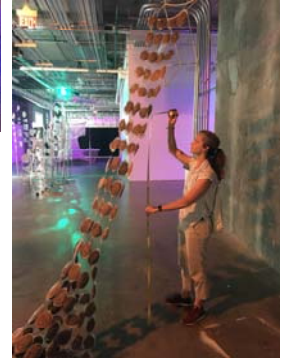
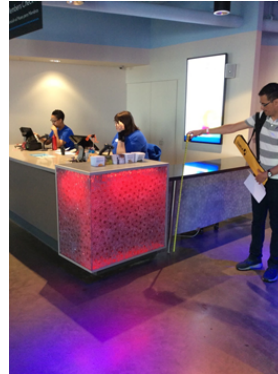


## Facility Improvements

Proposed improvements identified in 124 city facilities

Altura Solutions produced preliminary concept costs

- These are not engineering estimates and are only intended to be used to understand the scope of a possible program



## ADA in Public Rights of Way

Consultant Cole & Associates completed assessment

Evaluation included curb ramps, sidewalks, bus stops, pedestrian push buttons, on-street accessible parking

Recommended to be addressed programmatically over 30 years

Approach includes private development

More information will be provided in the ADA Transition Plan

## Facility Improvement Costs



Recommended to be addressed programmatically over 15 years

General Fund program estimate of \$4 million per year  
(accounts for anticipated inflation costs)

## Impact on the Capital Program

### Five Year Capital Investment Plan Capacity

Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
G.O. Bonds	\$0	\$198M	\$0	\$198M	\$0
Other Debt (COPs)	\$14M	\$14M	\$14M	\$14M	\$14M
<b>Total</b>	<b>\$226M</b>		<b>\$226M</b>		<b>\$14M</b>

\$4 million of the annual \$14 million COPs debt capacity would be dedicated to funding ADA facility improvements

## Next Steps

85 percent draft report released in March or April

Public input on draft will occur in April and May

Final ADA Transition Plan released in summer 2021 for Council consideration

# Questions?

# Americans with Disabilities Act

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## Topic Overview:

The Americans with Disabilities Act (ADA) is a civil rights law enacted on July 26, 1990, that broadly prohibits discrimination on the basis of disability. The law ensures equal opportunity for all people in the areas of employment, state and local government services, public accommodations, and telecommunications. To ensure the prohibition of discrimination by public entities, the Department of Justice (DOJ) developed regulations requiring government agencies (with 50 or more employees) to conduct a self-assessment of facilities; programs, services, and activities; and policies and procedures.

Following the DOJ-required self-evaluation, government agencies must then create an ADA Transition Plan to address the barriers to ADA compliance identified in the self-assessment. Transition Plans should identify physical barriers, recommend remedies, propose cost analysis with timeframes, and identify the entities responsible for implementing the plan. The City of Charlotte contracted with Altura Solutions, LLC (Altura) to complete the self-assessment and draft the city's ADA Transition Plan.

Altura began the assessment process in January 2019 by interviewing every city department, analyzing over 1,500 city programs, providing training to staff, and inspecting 175 city-owned or city-leased facilities that are accessible to the public. Additionally, more than 40,000 pedestrian facilities in public rights-of-way (including sidewalks, curb ramps, and bus stops) were assessed by a second consultant, Cole & Associates, Inc.

During the assessments of facilities and rights-of-way, the consultants visited each site, logged any barriers to compliance, photographed the barrier, and recommended remediation action; this data has been logged using a GIS database and will serve as a tool to help manage this work overtime. In facilities, ADA improvements may include adjusting heights of counters, door handles, or drinking fountains; installing new ramps or adjusting slopes of existing surfaces; or eliminating obstructions in pathways. Similarly, ADA improvements in rights-of-way may include lowering pedestrian push buttons at intersections, installing new curb ramps, or repairing uneven sidewalks.

Public input has been conducted throughout the assessment and prioritization processes. Altura conducted two open house events for public input and offered an online survey (available in English and Spanish from May through August 2019). Cole & Associates, LLC conducted virtual public input in January 2021 specifically for the public rights-of-way components. Additionally, Disability Rights & Resources, a Charlotte non-profit focused on creating fully inclusive communities for people with and without disabilities, provided support in the self-evaluation of programs, services, and activities; historical context of the city's ADA efforts; and support at the public input open houses. Another public input opportunity is available in April following the release of the 85 percent draft of the ADA Transition Plan.

# Americans with Disabilities Act

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## Funding Information:

ADA Transition Plan requirements outline the need for the inclusion of cost analysis to alter noncompliant architectural barriers to compliance. The proposed costs should be used for planning purposes only and not as construction estimates. The costs are generic in nature and are only intended to provide a scale of magnitude to bring barriers into compliance.

Altura developed the proposed facility costs but consulted with General Services to ensure necessary line items had been included such as mobilization fees, permitting fees, and contingency.

- Facilities (*improvements to be completed within 15 years*)
  - o Funding from the Capital Investment Plan (CIP), specifically Certificates of Participation (COPs), will address identified barriers.
  - o The FY 2021 adopted budget included \$1 million in COPs to begin implementing the ADA Transition Plan in city-owned facilities. Additionally, some funding remains available from an FY 2015 appropriation for ADA improvements in facilities.
  - o A new, multi-year program dedicated to the removal of barriers to ADA compliance will be proposed in the FY 2022 Capital Investment Plan budget.

Cole & Associates, LLC helped develop planning-level costs for public rights-of-way. It is important to note that city development policies often require private developers to install/repair public infrastructure associated with the development. As such, prioritization of these barriers will shift as development occurs across the city.

- Public Rights-of-Way (*improvements to be completed within 30 years*)
  - o Funding from the CIP, specifically Transportation Bonds, will address identified barriers.
  - o The 2020 bond included \$1 million of seed funding to begin implementing the ADA Transition Plan in public rights-of-way. Barriers in rights-of-way are also often removed through the work completed in the Sidewalk and Pedestrian Safety Program and from the Charlotte Department of Transportation's Street Maintenance Operating Budget.
  - o Following the Council-adoption of the ADA Transition Plan, additional funding for ADA improvements in rights-of-way may be proposed in the 2022 bond in FY 2023.

Operating Budget items may also be proposed including website improvements and ADA staff training.

## Next Steps:

Altura has collected internal staff input on the 75 percent ADA Transition Plan draft and made revisions accordingly. Next steps for the ADA Transition Plan include:

- Release of the 85 percent Transition Plan draft – March 2021
- Public input on the 85 percent draft – April and May 2021
- Final ADA Transition Plan draft proposed for City Council adoption – Summer 2021



# Arts and Culture Funding

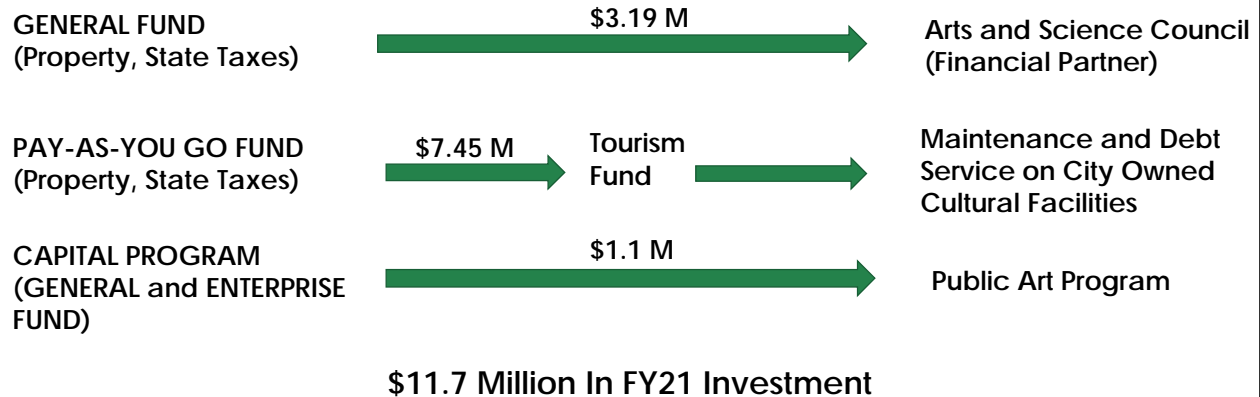
# DISCUSSION ON SUPPORT FOR ARTS AND CULTURE

MARCH 3, 2021 BUDGET WORKSHOP

## Purpose

1. Brief background on current City support for Arts and Culture organizations.
2. Council discussion on support for Arts and Culture in FY 2022.

## FY 21 Budget included \$11.7 Million in Support for Arts and Culture



## New Approach

- ◀ January 2021 Mayor Lyles appointed Arts and Culture Ad hoc Committee
- ◀ Committee charged with developing a policy for arts and culture that serves as:
  - An economic development strategy for Charlotte; and
  - A strategy for addressing social justice, education, workforce development and equitable access to opportunity.
- ◀ On February 24, Committee approved short-term and long-term policy recommendations

## Short-Term Recommendations

- ◀ FY22 increase in funding for the arts and cultural sector to \$4mm (contingent upon private sector match)
  - Continue to fund city-owned facilities and public art
- ◀ Funds will be placed in third-party administrative account
- ◀ Funds from this account will be allocated to the recipients of last year's ASC grant recipients at levels equal to 2020
- ◀ Develop plan to allocate remaining funds that is transparent, inclusive and innovative by design

## Long-Term Recommendations

- ◀ City Manager will establish an Arts & Cultural Commissioner
- ◀ Commissioner oversees a Board of Advisors appointed by public and private sector funders
- ◀ Essential Board of Advisors is reflective of community
  - Artists, patrons, corporate and individual donors, educators, artistic directors, industry executives and neighborhood leaders.

## Long-Term Recommendations

### ◀ Arts & Cultural Commissioner, the Advisory board will develop a Comprehensive Arts & Culture Plan to:

- Develop a grant-making process that aligns with the Council's broader policy goals
- Assess how City assets can be used more equitably and inclusively to encourage collaboration across the sector
- Develop an innovative approach to determine how public and private resources can best achieve sustainable growth and innovation across the entire sector
- Build a 10-year Arts & Culture Plan incentivizing organizations or sectors to develop new approaches to delivering relevant, equitable and inclusive arts and culture to the community.

## City Council Direction

### ◀ March 1 Strategy Session

- Arts and Culture Ad hoc Committee presented initial recommendations to Mayor and City Council
- City Council began discussion of Arts and Culture Ad hoc Committee recommendations
- Ad hoc Committee will continue to meet to refine recommendations

# Questions/ Discussion

# Storm Water and Water Budget Outlook

# #onewaterstrong



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# FY 2022 BUDGET OUTLOOK

CITY COUNCIL BUDGET COMMITTEE





# PRODUCTIVITY – FY2020

## QUICK STATS



## FINANCIAL EFFICIENCY

**\$86M**

invested in capital improvement projects

**AAA**

by Moody's Investors Service and Standard & Poor's Financial Services



**88 CENTS**  
per dollar collected invested in capital improvement projects

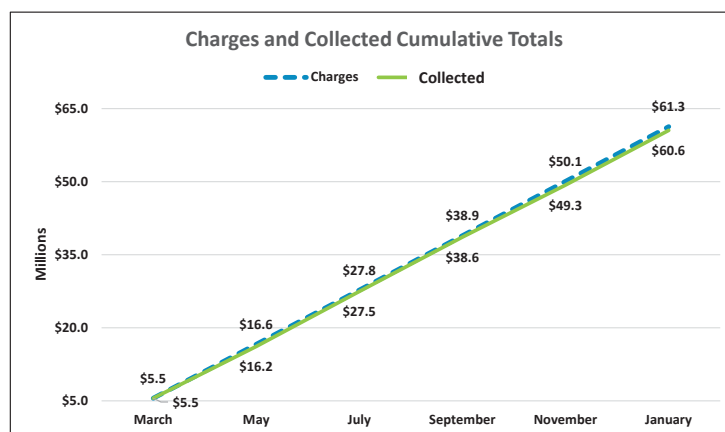
# EFFECTS OF COVID

## Financial Impact

- ~\$700k impact between stormwater charges and revenue collected
- ~1.2% of total charges

## Productivity Impact

- ~2/3 of workforce able to transition to work from home
- ~1/3 field staff continuing to work in field using extra precautions
- Periodic suspension of some volunteer events

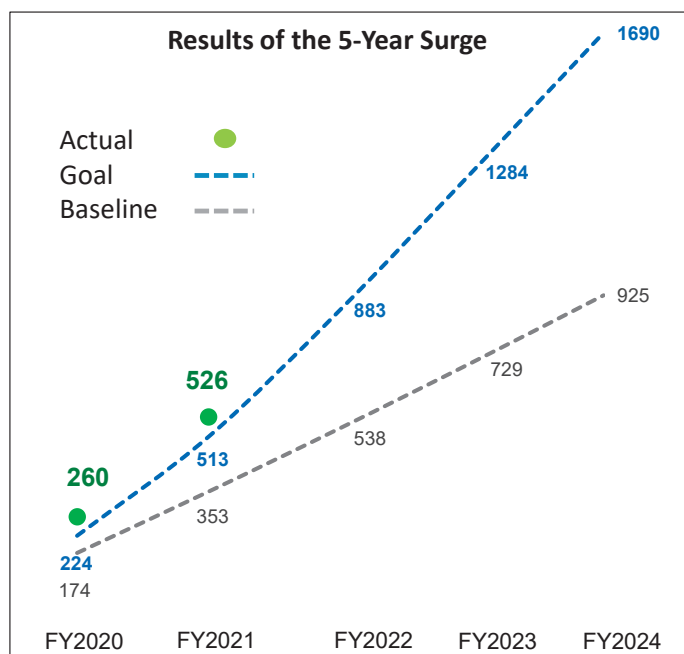


## Workforce Impact

- Staying connected as a workforce
- Challenges in training employees
- Professional development

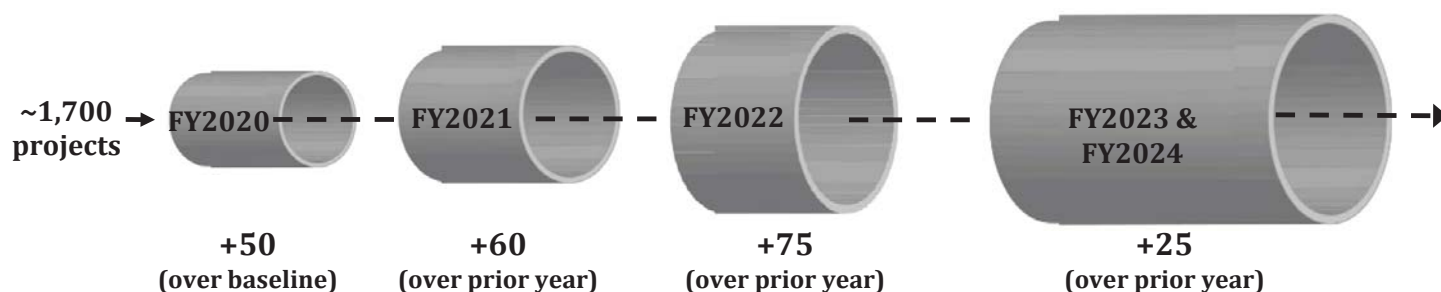
# RESOLVING OUTSTANDING REPAIR REQUESTS

- Overhauling qualification and prioritization of work
- Complete ~1,700 projects in 5 years
- 83% increase in output over the 5 years
- Rate of output increases each of the first four years



# OPENING THE PROJECT PIPELINE

- Increased production resources (staff, consultants, support services)
- Increase in volume of construction contracts
- Improvements in project delivery
- Increase in spending (CIP: \$69M in FY2019 to over \$100M in FY2021)



# FINANCIAL PLANNING

- Revenue primarily from Storm Water Services fee on utilities bill
- Fee is based on amount of impervious area
- Properties pay the same rate per square foot of impervious area
- Storm Water Services maintains a 10-year financial plan to support strategic priorities
- Modeling effort is collaborative with the Finance Department and Department of Strategy & Budget and reviewed by a financial consultant

Fiscal Year	FY2020 Model Projected	Actuals
2020	0%	0%
2021	3.6%	0%
2022	3.6%	TBD*
2023	3.6%	
2024	3.6%	
2025	3.6%	
2026	3.6%	

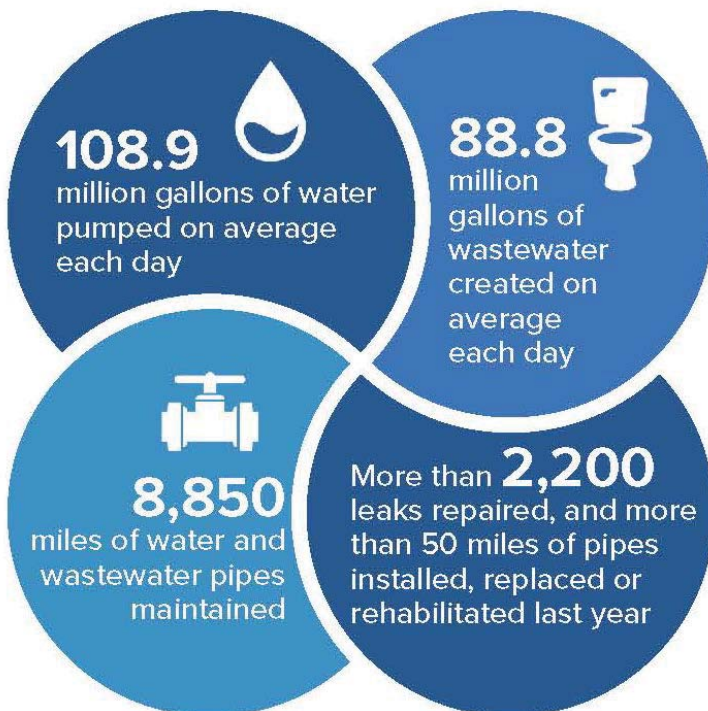
\* FY 2022 fee recommendation will be finalized as part of continuing budget process and included in City Manager's recommended budget

## THANK YOU FOR YOUR TIME

# FY 2022 Budget

CITY COUNCIL BUDGET COMMITTEE

## QUICK STATS FY2020



## FINANCIAL EFFICIENCY

**\$280.7M**  
invested in capital improvement projects

**AAA**

by Moody's Investors Service, Fitch and Standard & Poor's Financial Services

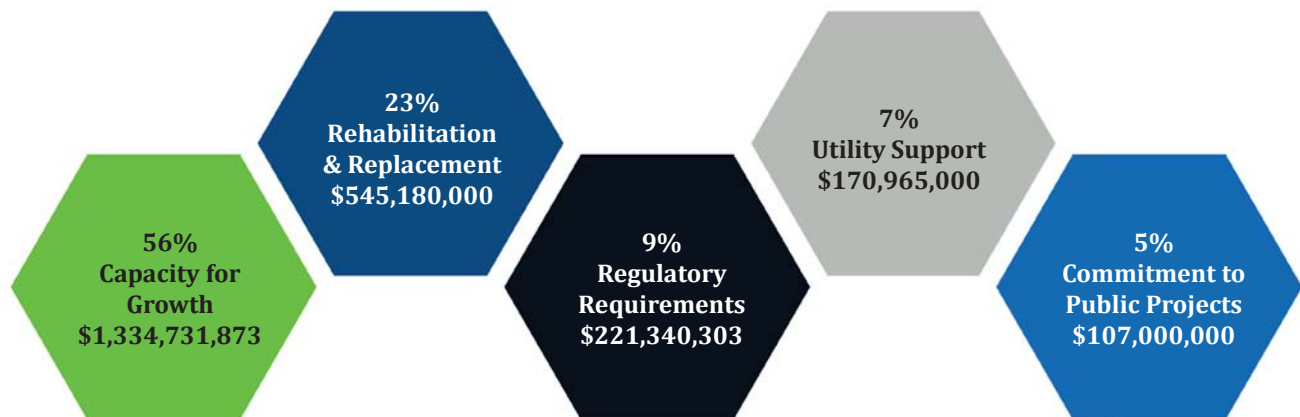


**3 CENTS**

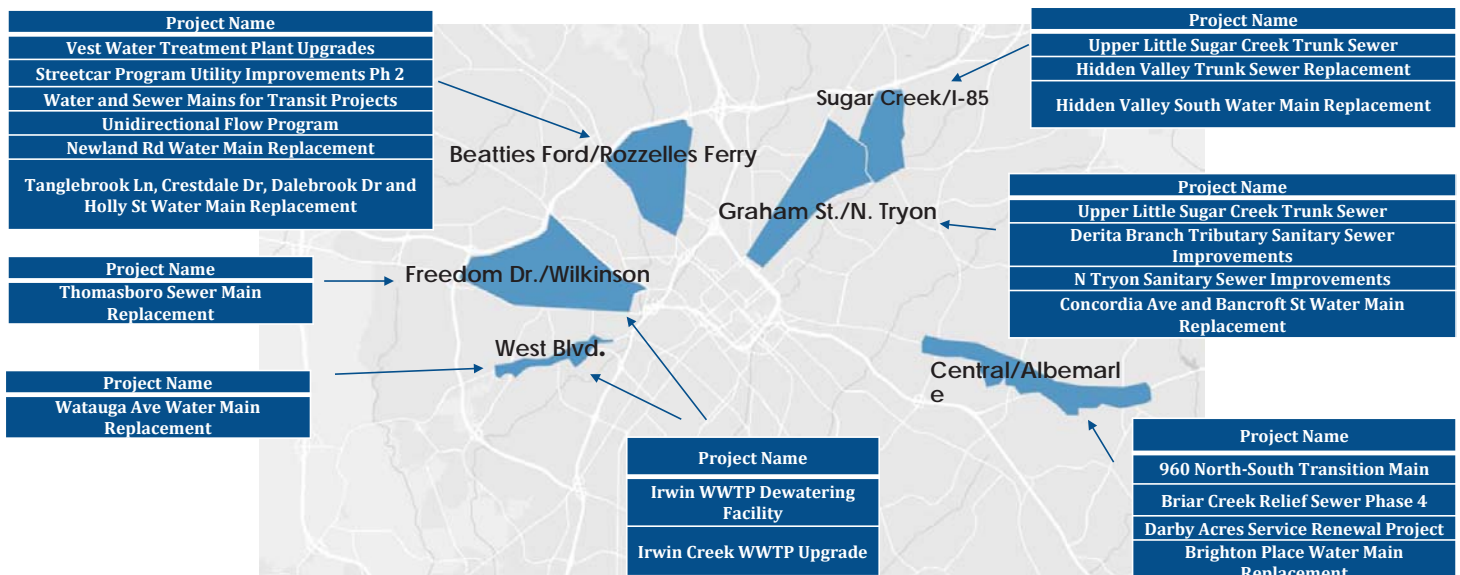
is all it takes to purchase a gallon of Charlotte Water

# FY 2022 – FY 2026 Capital Investment Program

- Five-year CIP = \$2.38 billion



## Investments in Corridors of Opportunity





# Account Impacts during COVID

- In a normal pre-COVID month, we would expect approximately 3,000 disconnects per month
- In this economic environment, we are currently carrying in excess of 16,000 accounts eligible monthly for disconnection
- With the criticality of supporting public health efforts, we have chosen to continue our disconnection moratorium
- Our community's health depends on us



# Rate Increases by Fiscal Year

- Align FY 2022 Rate recommendation with long-term Financial Plan
- Supports \$501 million FY 2022 Budget
- Supports five-year \$2.38 billion CIP

Fiscal Year	FY2020 Model Projected	FY2022 Model Actual
2020	3.42%	3.42%
2021	3.38%	1.86%
2022	3.43%	TBD
2023	3.57%	
2024	3.61%	
2025	3.48%	
2026	3.52%	

# Thank You & Questions



#OneWaterStrong



# Appendix

Additional Slides Presented at Budget &  
Effectiveness Committee Meeting on 02/16/2021



## PURPOSE & OUTLINE

### ■ Purpose

- Review the Storm Water Services Program for the FY 2022 budget

### ■ Outline

- Overview of Storm Water Services
- Progress of Prior-Year Initiatives
- Look ahead to FY 2022



# OVERVIEW OF STORM WATER SERVICES

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## WHAT WE DO

### Mission:

To serve the City by improving surface waters and conveying rainwater safely through well-maintained storm drainage systems

#### ■ Water Quantity

- Ensure runoff from rain drains safely to streams
- Protect the traveling public by reducing the risk of flooding and improving storm drainage systems throughout the city

#### ■ Surface Water Quality

- Ensure runoff is as clean as possible
- Improve and protect surface waters through compliance with Federal Clean Water Act



# STORM WATER SERVICES OVERVIEW



**JOINT UTILITY**  
City of Charlotte &  
Mecklenburg County



**CLEAN WATER ACT**  
compliance to protect waterways



**ENGAGEMENT**  
outreach, education  
& volunteers



**RESIDENT RESPONSE**  
drainage & pollution  
investigations



**ENGINEERING**  
design & collaborative  
City projects



**CONSTRUCTION**  
contractor management  
& project inspections



**LAND DEVELOPMENT**  
mitigate stormwater impacts of  
new development



**ASSET MANAGEMENT**  
stormwater asset  
inspection & inventory



# PROGRESS OF PRIOR-YEAR INITIATIVES

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## ASSET MANAGEMENT

- Continue development of program to ensure system is maintained in most cost-effective manner
  - Allows for better-informed capital investments
  - Early interventions with preventative maintenance can lower overall repair costs
- 82% of City's drainage system has been inventoried, up from 55% by end of FY 2019
- Storm Water Services will need to grow its capacity to conduct inspections, analysis, cleaning, and repair





# FY 2022 BUDGET LOOK AHEAD

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## Charlotte Water

### Mission

- Charlotte Water provides reliable, high-quality services to our community through valued employees, financial stability, and environmental stewardship

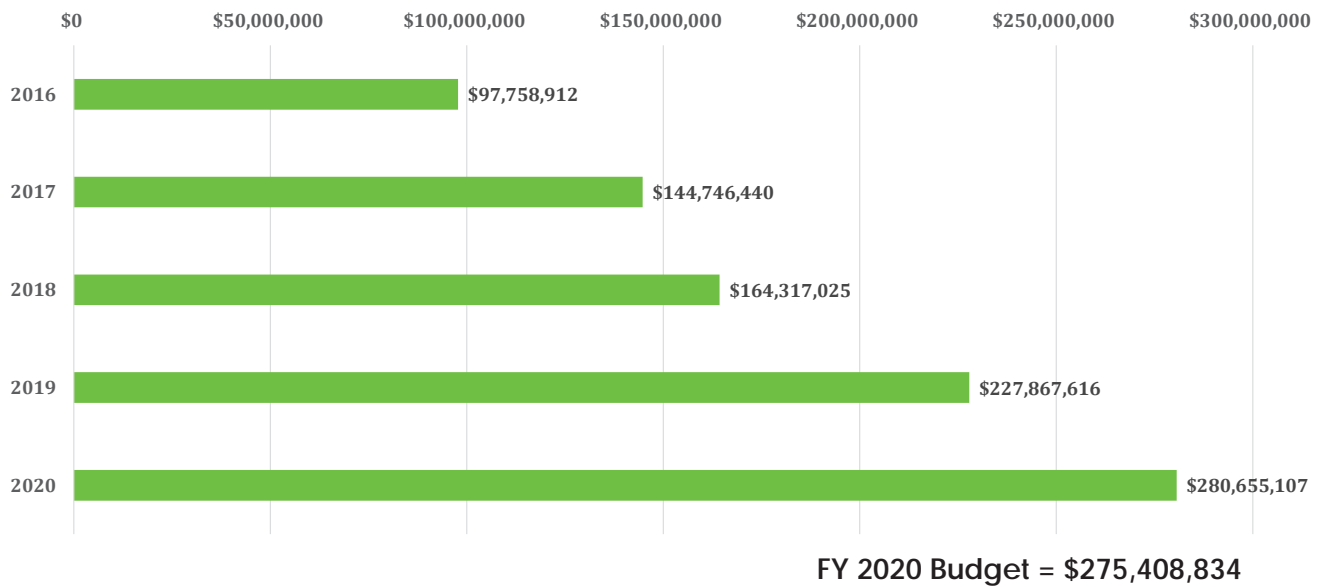
### Vision

- To be a leading water utility, recognized for excellence and dedicated to our people, community, region, and environment

*Throughout 2020, Charlotte Water suffered no loss of service despite a global pandemic changing our way of business and threatening the health of our front-line employees.*



# Capital Spending by Fiscal Year



## Supporting our Community

### Apprenticeship Program

- Created to develop a workforce skilled in much-needed water and wastewater expertise

	Number of participants hired	Number acquiring full time employment	Percent employed
FY19 Apprenticeship	5	3	60%
FY19 Pipeline Academy	10	8	80%
FY20 Pipeline Academy	15	14	93%
FY21 Apprenticeship	9		



# Pandemic Response

- **Focusing on employee safety and maintaining operations**
  - Implemented Incident Command structure to manage resources and equipment.
  - Mobilized 1,000 person workforce to maintain constant, full-service operations.
- **Monthly**
  - Identifying potential operating savings
  - Assessing trends in delinquent accounts
  - Assessing trends in economic indicators (growth, consumption, permits)
- **Anticipate \$7 - \$10 million revenue impact at year-end FY 2021**



# Customer Assistance Programs

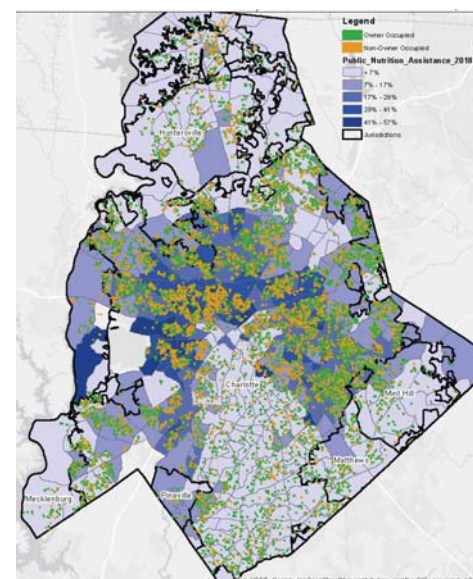
## Customer Care Team

- Helps customers avoid disconnection for non-payment and connect them with non-profit financial assistance
- Approximately 200 Ambassadors
- More than 9,000 customers contacted
- Goal is to contact ~17,000 customers

## Multi-departmental effort partnering with local agencies

- Charlotte-Mecklenburg Housing Partnership
- Crisis Assistance Ministry
- Common Wealth Charlotte
- Ada Jenkins Center
- And 12 other community organizations

## Charlotte Water Foundation in development



# **Questions and Answers from February 3 Budget Workshop and Council one-on-ones**

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***Questions and Answers from  
February 3 Budget Workshop  
and Council one-on-ones***

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**Published on February 28, 2021**



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***Section 1:***  
***General Fund Revenue Update***  
***Questions and Answers***

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**How does the city take delinquent property tax payments into account when estimating the property tax collection rate and property tax revenue for the budget?**

*Property tax payments are due and payable September 1<sup>st</sup> of every year and continue to be payable without interest typically through the first week of the following year. Delinquent notices are sent/mailed in February and later advertised in the Charlotte Observer in March or April. By June 30, the County Tax Collector provides a report of settlement to the city showing the net levy, total amount collected, total amount uncollected, and the percent collected.*

*During the budget process, Strategy and Budget reviews the previous year's collection rate and the current year year-to-date collection rate compared to the same period last year. The current economic environment into the near-term is also taken into consideration to determine the collection rate for the next fiscal year. Delinquent payments from previous years are always factored into the estimation of property tax revenue every year based on trends and the economic conditions expected during the next fiscal year.*

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***Section 2:***  
***Introduction to Five-Year CIP***  
***Questions and Answers***

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How would debt capacity and the steady state change if the next bond was increased beyond \$198 million to meet growing needs?

**Scenario A: \$20 million more in each of the next 2 bond cycles**

**Scenario B: \$40 million more in each of the next 2 bond cycles**

*The following tables demonstrate two alternate scenarios of the effect on later bond cycles when capacity is pulled forward into the next two bond cycles. These scenarios assume the current inputs and assumptions in the city's financial models remain the same over this period.*

**Steady State:**

	G.O. Bonds	COPs	Total
<b>2022</b>	\$ 198.0	\$ 28.0	\$ 226.0
<b>2024</b>	\$ 198.0	\$ 28.0	\$ 226.0
<b>2026</b>	\$ 198.0	\$ 28.0	\$ 226.0
<b>2028</b>	\$ 198.0	\$ 28.0	\$ 226.0

**Scenario A:**

	G.O. Bonds	COPs	Total
<b>2022</b>	\$ 218.0	\$ 28.0	\$ 246.0
<b>2024</b>	\$ 218.0	\$ 28.0	\$ 246.0
<b>2026</b>	\$ 175.0	\$ 28.0	\$ 203.0
<b>2028</b>	\$ 175.0	\$ 28.0	\$ 203.0

**Scenario B:**

	G.O. Bonds	COPs	Total
<b>2022</b>	\$ 238.0	\$ 28.0	\$ 266.0
<b>2024</b>	\$ 238.0	\$ 28.0	\$ 266.0
<b>2026</b>	\$ 152.0	\$ 28.0	\$ 180.0
<b>2028</b>	\$ 152.0	\$ 28.0	\$ 180.0

**Please provide a status update on projects from the Big Ideas program, including any cost concerns.**

*Please see **Attachment 1** at the end of this packet.*

**How does the potential of not having a mobility referendum change the five-year capital investment plan?**

*A voter referendum to fund the Transformational Mobility Network would accelerate the number of projects the city could construct compared to the Capital Investment Plan's biennial bond referenda that are bound by the city's available debt capacity. However, the traditional biennial bond referenda and the Transformational Mobility Network are distinct and not pursuing one would not affect the other. Without the proposed Transformational Mobility Network funding, the city will continue to fund projects and programs as bond capacity permits.*

**Please provide a list of all projects in the Northeast Corridor Infrastructure Program.**

*The Northeast Corridor Infrastructure Program (NECI) is a collection of 14 projects targeted at improving pedestrian, bicycle, and vehicular access to the CATS Blue Line Extension. The program has received \$99.6 million total between the 2014, 2016, 2018, and 2020 bonds. The 2020 bond included less funding for the program than was originally planned based on projected cash flow, which allowed for other programs, such as the Corridors of Opportunity, to be funded. The 14 NECI projects are listed below; additional information on active projects can be found on the [city's website](#).*

<b>Northeast Corridor Infrastructure Projects</b>	
<i>25<sup>th</sup> Street Connection</i>	<i>Parkwood Avenue Streetscape</i>
<i>Orr Road Extension (project complete)</i>	<i>Tom Hunter Road Streetscape</i>
<i>Rocky River Road West Streetscape</i>	<i>Dave McKinney Avenue Extension</i>
<i>Sugar Creek Streetscape</i>	<i>Tryon Street/Northchase Drive Intersection</i>
<i>McCullough Drive Streetscape</i>	<i>North Davidson/Jordan Place Intersection</i>
<i>North Tryon Street/36<sup>th</sup> Street Streetscape</i>	<i>North Davidson/Belmont Avenue Intersection (project cancelled)</i>
<i>J.W. Clay Boulevard Streetscape and Harris Boulevard/J.W. Clay Boulevard Intersection</i>	<i>Philemon Avenue Extension</i>

**When does the Ballantyne Reimagined Tax Increment Grant begin?**

*Following the completion of the agreed-upon public improvements, the developer has five years to request the initial reimbursement payment of the tax increment grant (TIG). For example, if the improvements were completed in 2021, the developer has until 2026 to request the initial reimbursement payment. TIG reimbursement payments may be requested based on property tax growth for up to 15 years from the initial request.*

**Why was funding for street resurfacing moved into the General Capital Investment Plan?**

*In FY 2021, a \$4,261,000 Powell Bill supplement for street resurfacing was transitioned from the General Fund to the General Capital Investment Plan. The funding was moved in an effort to preserve the General Fund as sales tax revenue had declined due to COVID-19 and to better align funding sources with expenditures.*

**Are there other initiatives that are cash-funded that could be funded by bonds?**

*In FY 2021, the city moved the cash-funded Powell Bill supplement for street resurfacing from the General Fund to Bond Funding in the General Capital Investment Plan. Utilizing cash rather than bonds is preferable wherever practical in order to save dollars on interest.*

*Pay-As-You-Go cash-funds certain programs that could be funded by transportation, neighborhood, or housing bonds if necessary, although this would utilize finite bond capacity. These include a remaining supplement for street resurfacing of \$1.2 million and a portion of the \$3.2 million Innovative Housing program. Additionally, some work that CDOT does on roads and sidewalks out of the operating budget could be funded by transportation bonds if necessary. It is important to note that FY 2022 is not a fiscal year with a bond referendum, there would not be an opportunity to transition any additional programs to bond funding without causing a one-year gap in service.*

**Please share City Council-adopted prioritizations/plans related to sidewalks.**

*The Sidewalk and Pedestrian Safety Program aims to make Charlotte a more walkable city by creating a pedestrian experience that is safe, useful, and inviting. Charlotte has hundreds of miles of streets without sidewalks. Because the problem is too big and expensive to handle all at once, City Council adopted the City of Charlotte Sidewalk Installation Policy to guide limited resources for sidewalk construction to places where sidewalks are most critical to safety and walkability. The criteria below are Council-adopted and used by staff to score all thoroughfare sidewalk candidate locations.*

**Safety** - *Create a sidewalk network that provides safe and comfortable pedestrian access along and across Charlotte's streets, especially high-volume, high-speed thoroughfares.*

- *No existing sidewalk on thoroughfares*
- *Part of High Injury Network*
- *Roadway related safety need*

**Congestion** - *Provide an alternative source of transportation to reduce traffic.*

- *Average annual weekday traffic*

**Connectivity** - *Create a sidewalk network that provides useful connections to pedestrian destinations.*

- *Proximity to transit*
- *Proximity to a school (1/8, 1/4, 1/2-mile increments) and school type (elementary, middle, high)*
- *Proximity to neighborhood-serving land uses (WalkScore)*
- *Proximity to a park (1/8, 1/4, 1/2-mile increments)*
- *Connectivity to other sidewalks*
- *Percent Households without access to a vehicle*
- *Evidence of pedestrian activity*
- *Proximity to land uses serving elderly or people with disabilities*
- *On Greenway Overland Connector route*

**Leverage** - Projects to leverage are sidewalks that have small gaps, crossings that already have sidewalks and ramps, and projects that have high pedestrian activity.

- Length of proposed sidewalk
- Existence of curb/gutter/drainage

**What projects would be addressed by future Congestion Mitigation funding?**

*This program is intended to fund targeted, quick-win projects to mitigate traffic congestion and improve traffic flow. Improvements are typically small-scale capacity increases and intersection control such as lane additions and/or extensions at signalized or unsignalized intersections and new traffic signals. Improvements that can be completed within the existing right-of-way, or with that require minimal right-of-way acquisition, compete most favorably for funding.*

*Staff identifies potential projects through the city's High Congestion List, which is a list of the city's most congested signalized intersections and is updated annually. Staff also uses routine signal analysis and knowledge of transportation network operations to identify those opportunities resulting in the greatest benefit.*

**What projects would be addressed by future Public-Private Partnership/ED funding?**

*This type of funding is typically used for specific transportation improvements to help allow for a private development that attracts a significant number of jobs to the region. Recent examples of public-private partnerships that resulted in the utilization of bond dollars in the city's CIP include \$10 million in the 2016 bond and \$10 million in the 2018 bond for Eastland and a total of \$17.5 million for Ballantyne Reimagined in 2022 and 2024. The purpose of maintaining capacity for these types of partnerships while planning future bond referendums is to ensure that City Council has an additional funding mechanism to work with companies who are offering to bring significant quantities of jobs and infrastructure to the city.*

**Please provide a list of PAYGO projects with descriptions so City Council can see what has been funded and what is committed. What is the PAYGO capacity?**

*A list of all projects and programs funding using Pay-As-You-Go (PAYGO) in the current fiscal year is provided in a table in the **Attachment 2** section. A short description of each project or program has been provided, as well as the FY 2021 adopted budget and the planned FY 2022 budget. Additional detail about each project or program can be found in the [FY 2021 Budget Book](#) on pages 261 through 276.*

**Please provide an inventory of the city's housing programs, including funds provided in the FY 2021 budget.**

The city funds multiple programs aimed at ensuring low- and moderate-income residents have access to and can enjoy safe, affordable housing. This not only includes the Housing Trust Fund and Corridors of Opportunity programs, but grants from Lowe's Home Improvement for Safe Home Rehabilitation in the Beattie's Ford Corridor, funding from HUD to provide lead paint mitigation, and funding from the Federal Home Loan Bank of Atlanta for the Community Heroes Down Payment Assistance Program (with a match of \$1.5 million from the city). The city also occasionally donates land to help subsidize affordable housing developments and provided \$6.4 million in FY 2020 for NOAH preservation. The following is a description and FY 2021 funding amounts for other, recurring programs the city operates.

These programs range from new construction to rehabilitation and preservation to direct assistance to homeowners to financially help them buy a home or to prevent homelessness.

## **PRESERVATION**

### **Urgent Repair Program**

FY 2021 Budget: \$62,959 (PAYGO)

Description: Addresses immediate threats to the health and safety of residents of single-family housing which resulted from a system failure (e.g., HVAC).

### **Comprehensive Rehabilitation Programs**

FY 2021 Budget: \$3,551,151 (\$914,436 HOME Grant; \$2,636,715 CDBG Grant)

Description: Provides funds for the Safe Home Rehabilitation program and TLC by CLT. Both programs help low-income families stay in their homes and enjoy safe, quality housing.

- Safe Home Rehabilitation: Provides grants to low-income homeowners to address needed home repairs. The program seeks to correct code and incipient violations (items in a house that will need to be repaired or replaced in two to three years) and make general property improvements.
- TLC by CLT: The city's rehabilitation program that systematically targets communities around the city for rehabilitation. TLC by CLT first completed in Camp Greene & Lincoln Heights; the program is now focused on Washington Heights and Revolution Park.
- Habitat for Humanity: Provides funds to Habitat for Humanity for its Critical Repair program.

## **DIRECT ASSISTANCE TO RESIDENTS**

### *Encouraging Homeownership*

#### **Pre-/Post-Homeownership Counseling**

FY 2021 Budget: \$450,000 (PAYGO)

Description: Provides counseling to improve knowledge of budgeting, credit repair, mortgage loan approval, assisting in locating a home and assisting in negotiating mortgage loan terms, the purchase price, and mortgage loan closing process.

#### *HouseCharlotte* Down Payment Assistance

FY 2021 Budget: \$2,417,904 (\$496,000 in PAYGO for 80-110% AMI; \$1,921,904 in HOME Grant for <80% AMI)

Description: Provides 5-year, 10-year, or 15-year deferred, forgivable loans to qualified applicants. Funds can be used for down payment, closing costs, or interest rate buy down.

### *Ensuring Stable Housing*

#### **Emergency Rental & Energy Assistance**

FY 2021 Budget: \$425,000 (PAYGO)

Description: Provides funds to Crisis Assistance Ministry for emergency rental and utility assistance.

#### Voluntary Relocation

FY 2021 Budget: \$150,000 (CDBG Grant)

Description: Provides funds to move individuals out of unsafe housing and places them into safe environments, including providing funds for hotel stays and initial deposit and rent for a new residence.

#### Tenant-Based Rental Assistance

FY 2021 Budget: \$430,000 (HOME Grant)

Description: Provides assistance to homeless services providers who in turn provide rental assistance to eligible households to help them obtain affordable housing.

#### **OTHER**

##### Charlotte-Mecklenburg Housing Partnership

FY 2021 Budget: \$390,000 (PAYGO); \$1,470,000 (CDBG Grant)

Description: Provides funds to CMHP to continue its work providing affordable housing to families below 80% AMI.

##### Emergency Solutions Grant

FY 2021 Budget: \$512,016 (ESG Grant)

Description: Projects funded by the ESG grant vary year-to-year, but focus on supporting emergency shelters, preventing homelessness, and helping people to quickly regain stability in permanent housing after experiencing a housing crisis and/or homelessness.

##### Housing Opportunities for Persons With AIDS

FY 2021 Budget: \$2,860,489 (HOPWA Grant)

Description: Funds short-term and permanent housing, together with supportive services, for individuals living with HIV/AIDS and their families. It is the only federal program solely dedicated to providing housing assistance to persons living with HIV/AIDS and their families. The city contracts with Carolinas Care Partnership which distributes funds to sub-recipients who can increase the supply of housing for this sub population, provide funds to individuals for rental assistance, and provide supportive services, among other eligible activities.

##### HOME Grant Local Match

FY 2021 Budget: \$810,302 (PAYGO)

Description: Federally-required match using local funds; supports all HOME-funded programs

##### Community Housing Development Organization/Non-Profit Sponsored Housing

FY 2021 Budget: \$607,727 (HOME Grant)

Description: Federally-require 15% set-aside of annual HOME Grant for acquisition, rehabilitation, and/or new construction of housing for sale or rent to low-income families owned, developed, or sponsored by a nonprofit that qualifies as a community housing development organization as defined by HUD.

**How do significant transportation projects, like those in the Advanced Planning Program, create opportunities for other city initiatives such as housing, economic development, and planning?**

The Capital Investment Plan tries to address city initiatives from different angles through programs and stand-alone projects. Each program/project tries to accomplish something unique and together, they are intended to holistically advance Council initiatives.

The goal of many programs, such as the Corridors of Opportunity, is to bring city departments together to tailor a unique approach appropriate for a defined geography. In programs like this, transportation projects, economic development initiatives, planning projects, and affordable housing efforts are all happening in coordination to boost a specific area.

The goal of major road and intersection projects is to advance transportation and mobility policies so that Charlotte becomes a safer and more connected place to live, work, and play. Ultimately, a safer and less congested transportation network has positive impacts on all types of development including affordable housing and economic development projects. Prioritization of transportation projects is rooted in four main categories: safety, congestion, connectivity, and leverage opportunities. Based on how a project scores in those four categories, it moves up or down the city's prioritized list relative to other potential major transportation projects.

Even though major road and intersection projects are primarily focused on advancing transportation initiatives, there is still plenty of opportunity for departmental collaboration. During a project's design phase, city departments engage in a process to identify potential opportunities to further other city initiatives such as housing, economic development, and planning initiatives. For example, if the realignment of a road or intersection creates new usable land, the Charlotte Department of Transportation would consult with Planning, Design, and Development to determine the appropriate zoning of the land. Internal workgroups, such as the Joint Use Task Force, then serve as a conduit to promote the new available land for internal uses including affordable housing, public safety facilities, or placemaking opportunities; if the highest and best use of the land is not appropriate for internal use, the land would be made available to the private market for purchase. When NCDOT realigned the on-ramps to I-277 in the early 2000s, the city gained access to acres of land in Uptown along Stonewall Street that have since been sold to facilitate economic development.

While the approach to integrated planning across departments varies based on the type of project or program, all city projects have a facilitated process to ensure cross-collaboration of initiatives. The road and intersection projects in the Advanced Planning Program will undergo similar collaboration opportunities as they advance through the design phase.



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***Section 3:***  
***Advanced Planning Program***  
***Questions and Answers***

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**How does the city prioritize projects? How does this prioritization consider the risks of each project?**

*Transportation and mobility policies for creating complete streets are the foundation of prioritization. Some of these policies include the Transportation Action Plan, Charlotte WALKS, Charlotte BIKES, Vision Zero, and CATS Envision My Ride. The city prioritizes individual projects based on four main categories:*

- *Safety – crashes per mile including the High Injury Network (severe crashes/fatalities)*
- *Congestion – traffic delay during peak travel times*
- *Connectivity – access to employment, transit, sidewalks, and bike facilities*
- *Leverage – public/private partnerships including federal or state participation*

*City staff initially evaluate projects based on safety and congestion and then determine if the investment would create a greater connection in the transportation network or if the project could leverage other funding. Once projects are initially selected to move forward, the city conducts feasibility evaluations to determine which projects are practical to move forward into advanced planning. These evaluations consider the benefits to safety, congestion, and connectivity, as well as evaluating adjacent property impacts and environmental issues.*

**How does the city integrate economic development considerations into transportation investments?**

*Public/private partnerships are an important tool in the capital program and the city prioritizes public investment when private funding can be leveraged to accelerate project schedules for transportation enhancements that improve safety, reduce congestion, and increase connectivity in areas of high growth.*

**If these projects are approved, what impact will there be to existing projects underway on these corridors?**

*Approving any of the road or intersection projects from the Advanced Planning and Design Program would not directly impact any existing transportation projects. These projects would complement work underway or already completed, and enhance the transportation network. However, funding any of the road or intersection projects from the Advanced Planning and Design Program would utilize a portion of the bond capacity, which would limit the capacity for other projects or programs.*

**How can the city use planning and zoning/rezoning processes to get even further ahead in planning for future transportation investments based on projecting future needs and growth?**

*The city's future transportation capital investment is identified, planned, and prioritized based on safety, congestion, connectivity, and leverage. Connectivity is connecting people to places, and land use is a component of that criteria. Potential roadway and intersection projects are evaluated annually, so all approved rezonings are considered when identifying needs and leveraging opportunities for project prioritization. The highest ranked projects are nominated for inclusion in the Advance Planning Program as funding capacity allows. The adoption of the 2040 Vision Plan (Place Types) and the Unified Development Ordinance will provide additional direction on areas of future growth and development that will allow on-going and coordinated future transportation investment that is aligned with a growth strategy.*

**How many projects did the city submit to the state for the Bonus Allocation program and how many of those projects were approved?**

*Through the Advanced Planning and Design Program, the city evaluated three potential projects for the Bonus Allocation (BA) program: Rea Road, South Boulevard/I-485, and Ardrey Kell Extension. Ultimately, the city decided to submit one project: Rea Road. Additionally, the North Carolina Department of Transportation (NCDOT) submitted two projects: US 521 widening and McKee Road/Weddington Road intersection, both of which are within Charlotte city limits. The rules around funding allocation and match requirements meant that a maximum of four projects would be selected through the BA program. To maximize the funding of projects within Charlotte city limits, regardless of whether awarded to the city or NCDOT, the city only submitted the Rea Road project and it was approved for funding. The two projects submitted by NCDOT were also approved for funding. The city's highest priorities were funded through the BA program.*

**What was the original plan proposed to residents for the Cross Charlotte Trail compared to the alternative proposed for Segment 11? Which neighborhoods were part of the original plan compared to the alternative for Segment 11? What community engagement and commitments were made to city residents when Cross Charlotte Trail was proposed?**

*The original alignment for Segment 11 connected 610 dwellings to the Cross Charlotte Trail including the Pavilion Apartments (150), Houston Hills Neighborhood (385), and Hunting Creek II Neighborhood (75).*

## SEGMENT 11: PAVILION BLVD. TO CABARRUS COUNTY

### Original Alignment

- Limits:  
End of Segment 10 to County Line
- Dwellings Connected:  
610



The recommended alternative alignment of Segment 11 runs along the original alignment but stops at Kempsford Drive and adds intersection improvements at Harris Houston Road and Kempsford Drive. The recommended alternative balances safety, costs, community priorities, long-term maintenance, and proximity of amenities and connects 605 dwellings including Pavilion Apartments (150), Houston Hills Neighborhood (385), and Hunting Ridge Neighborhood (70).

## SEGMENT 11: PAVILION BLVD. TO CABARRUS COUNTY

### Recommended Alternative

- ▶ Limits: End of Segment 10 to Kempsford Drive
- ▶ Intersection Improvements at Harris Houston Road and Kempsford Drive Intersection
- ▶ Dwellings Connected: 605



### Community Engagement Overview

Initial citywide engagement for the Cross Charlotte Trail began after the XCLT Master Plan was completed in 2016. Engagement efforts identified any maps or renderings as conceptual.

After beginning advanced planning in FY 2020, the first public engagement which focused on Segment 11 was held on May 21, 2020. The recorded presentation was advertised through traditional mailers to properties in the project area. The city also leveraged social media platforms including Facebook, Nextdoor, and Twitter to invite the greater Charlotte community to view the presentation and complete an online survey. The presentation illustrated two potential alternatives and informed residents that the project was funded for planning and design only. As with other similar projects, the city did not make commitments to the public regarding final trail location.

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***Section 4:***  
***Summary of Bond Programs***  
***Questions and Answers***

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**Of the \$24.5 million committed to the Corridors of Opportunity in the FY 2021 budget, how much has been spent or obligated so far?**

- a. What additional project requests are in the pipeline for the Beattie's Ford and West Boulevard corridors?**
- b. Based on the work the city has already done in the Beattie's Ford and West Boulevard corridors, what types of project requests does the city anticipate receiving and/or be funded in the city's other four corridors?**

*The city has identified projects for approximately \$18.96 million of the \$24.5 million committed to the Corridors of Opportunity. Please note that this number will change according to expenses for forthcoming projects:*

- *2021 Staying in Place program*
- *Lighting project for the I-85/Sugar Creek corridor (awaiting cost estimates from Duke Energy)*
- *CGE Venture Group mixed-use development on Beattie's Ford Road*
- *Additional projects coming from I-85/Sugar Creek and Albemarle/Central playbooks*

*The following projects, some of which can be funded with non-Corridor funds (e.g., sidewalks), are being considered for the Beattie's Ford Road and West Boulevard corridors:*

- *Beattie's Ford Road:*
  - *Economic Development:*
    - *Three commercial developments*
    - *Urban Mainstreet Program support*
    - *Business Matching Grants addressing façade, security, and interior upfit needs*
  - *Housing and Neighborhood Services:*
    - *Support for West Side Community Land trust to develop three affordable housing units*
    - *Code enforcement healthy community sweeps*
    - *Asset Based Community Development for neighborhood organizations*
    - *Charlotte Equity Fellowship program*
  - *Transportation:*
    - *Two intersection improvement projects*
    - *A new traffic signal*
    - *Sidewalk project*
    - *Improvements to bike infrastructure*
    - *Upgraded street lighting*
  - *Planning:*
    - *Street Eats program*
    - *Public space master planning with implementation of identified project ideas*

- **West Boulevard:**
  - **Economic Development:**
    - Support for West Blvd Neighborhood Coalition
    - Support for a grocery co-op phase 1
    - Business Matching Grants addressing façade, security, and interior upfit needs
  - **Transportation:**
    - Lighting at 1-77 underpass
    - Two intersection improvement projects
    - Upgraded street lighting
  - **Planning:**
    - Bus shelter pilot program
    - Public space master planning with implementation of identified project ideas
    - Street Eats program

*The I-85/Sugar Creek and Albemarle/Central corridors are in the planning phase. Staff anticipate similar road, intersection, and sidewalk improvements in both corridors, especially around the Independence-Albemarle interchange, as well as an upgraded streetlight project and security camera pilot program in the I-85/Sugar Creek corridor. The city has not completed public engagement in either corridor yet; both will go through a “playbook” process in the coming months. The city will support “quick win” projects that come out of this process that support the city’s long-term strategy for revitalization. The Jumpstart Microgrant program has also been restructured to prioritize grants to organizations within the corridors.*

**What is the current backlog of sidewalk repair projects?**

*The city currently has 304 sidewalk repair jobs in the queue. This number includes actively requested repairs, trip hazards, and broken or missing sidewalk panels. Resident requests make up about 55 percent of the requests and utility repairs account for the remaining 45 percent. Annually, the city receives about 1,600 sidewalk repair requests and is able to complete approximately 1,200 repairs.*

## **Attachment 1 – February 2021 General Capital Investment Plan Project Update**

This document serves as a summary of the February 2021 General Capital Investment Plan Project Update. The update reports on project phase, estimated construction completion date, and budget status.

### **Key Updates:**

- Continued improvement of project delivery with 98.26% of projects on target compared to 95.51% in January 2020 and 93.33% in January 2019.
- Increased the percent of projects in the bid, construction, and complete phases annually since the initial update with 47.67% in 2021 which is up from 33.71% in 2020 and 16.36% in 2019,
- 35 projects were completed this year.
- Three projects fall short of the “on target” budget status and require additional attention:
  - Gold Line Phase II
  - Circular Economy Innovation Barn
  - Northwest Police Station.

### **Gold Line Phase II**

**Summary:** The Gold Line Phase II project extends the LYNX Gold Line system 2.0 miles from the Charlotte Transportation Center to Johnson C. Smith University and 0.5 miles from Novant Presbyterian Medical Center to Sunnyside Avenue. This project was identified as having some budget risk in previous updates and remains in the budget risk category for the 2021 update.

**Budget Risk:** Primarily due to expected costs associated with the extended schedule, expanded work hours, and the potential costs pertaining to claims with the contractor.

**Remediation:** We continue to monitor the budget closely as we work through project closeout, including the claims process.

### **Circular Economy Innovation Barn**

**Summary:** The Innovation Barn project represents a partnership with Envision Charlotte to develop Charlotte’s circular economy. This, first of its kind, project leverages a 100-year-old city facility.

**Budget Risk:** The city’s investment will exceed the original \$3.6M budgeted to renovate the facility. Vacant for several years, the facility originally housed livestock and public works operations and was later converted to a fleet maintenance shop. Complications associated with renovating an old building contributed to the city’s increased investment. The city also incorporated additional items into the project to supplement donations. The city will spend an additional \$1.4M to complete the renovation.

**Remediation:** No additional funding is being requested to complete the renovations. The city is leveraging existing funds to finalize the project. Even with the increased investment, the cost to renovate the barn is less than \$300 per square foot which is aligned with industry standards for a project of this scope.

### **CMPD Northwest Station**

**Summary:** The project would create a new station between the North Division and the Freedom Division. The project has been placed on hold and is shown in yellow in the attached project update. The city relies on master plans to identify and prioritize facility capital investments. Meant to be living documents, we regularly evaluate master plans and test the assumptions upon which they were developed.

**Budget Risk:** NCDOT required significant roadway improvements associated with developing the property that were not included into the original estimated cost of the project.

**Remediation:** Place the project on hold while we re-evaluate priorities.

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
<b>Neighborhood Investments</b>				
<b>Comprehensive Neighborhood Improvement Program (CNIP)</b>				
<b>CNIP - Central / Albemarle / Shamrock</b>				
1	CNIP - Central/Albemarle/Shamrock - Shamrock Drive Complete Street Improvements (The Plaza to Eastway Drive)	Design	Q1 2026	On Target
2	CNIP - Central/Albemarle/Shamrock - Eastway/Shamrock Intersection (CNIP Contribution) Planning Study Only	Completed		
3	CNIP - Central/Albemarle/Shamrock - Kilborne Drive Streetscape	Real Estate	Q3 2023	On Target
4	CNIP - Central/Albemarle/Shamrock - Central/Kilborne/Norland Ped/Bike Improvements	Real Estate	Q4 2024	On Target
<b>CNIP - Prosperity Village</b>				
5	CNIP - Prosperity Village - Craven Thomas Road/Robert Helms Road Streetscape	Bid	Q4 2022	On Target
6	CNIP - Prosperity Village - DeArmon Road Complete Street Improvements	Real Estate	Q4 2024	On Target
7	CNIP - Prosperity Village - Prosperity Church Road Pedestrian Crossings	Completed		
8	CNIP - Prosperity Village - Prosperity Church Road (Old Ridge to Benfield) Improvements	Design	Q3 2024	On Target
<b>CNIP - Sunset / Beatties Ford</b>				
9	CNIP - Sunset/Beatties Ford - Lakeview/Reames Roundabout with Sidewalk to Beatties Ford	On Hold per NCDOT		
10	CNIP - Sunset/Beatties Ford - Beatties Ford/Sunset Ped Improvements (former Hornets Nest Park Access)	Real Estate	Q1 2024	On Target
11	CNIP - Sunset/Beatties Ford - Peachtree Road Sidewalks	Construction	Q4 2021	On Target
12	CNIP - Sunset/Beatties Ford - Oakdale/Miranda/Sunset Intersection	Developer Partnerships	NCDOT Build According to their Schedule	On Target
<b>CNIP - West Trade / Rozzelles Ferry</b>				
13	CNIP - West Trade/Rozzelles Ferry - Frazier Avenue Realignment	Construction	Q2 2021	On Target
14	CNIP - West Trade/Rozzelles Ferry - I-77/West Trade Underpass Enhancements	Construction	Q4 2021	On Target
15	CNIP - West Trade/Rozzelles Ferry - Five Points Public Plaza	Construction	Q4 2021	On Target
16	CNIP - West Trade/Rozzelles Ferry - Rozzelles Ferry Pedscape Project	Completed		
17	CNIP - West Trade/Rozzelles Ferry - State Street Pedestrian Improvements, Turner to Five Points	Completed		

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
CNIP - West Trade / Rozzelles Ferry (cont'd)				
18	CNIP - West Trade/Rozzelles Ferry - State Street/Stewarts Creek Trail Crossing Improvements	On Hold		
19	CNIP - West Trade/Rozzelles Ferry - Street Connectivity - Yellowstone Drive to Zebulon Avenue (MLK Park)	Completed		
CNIP - Whitehall / Ayrley				
20	CNIP - Whitehall/Ayrley - Brown - Grier Road Upgrades	Real Estate	Q3 2025	On Target
21	CNIP - Whitehall/Ayrley - Sandy Porter/South Tryon Intersection Improvement (former Sandy Porter Road Upgrades)	Design	Q3 2023	On Target
22	CNIP - Whitehall/Ayrley - Multi-Use Path along Westinghouse Boulevard	Bid	Q3 2023	On Target
SouthPark CNIP				
23	SouthPark CNIP - Enhanced CrossWalks - Phase I (Sharon Road/Fairview Road and Sharon Road/Morrison Boulevard Intersection)	Completed		
24	SouthPark CNIP - Barclay Downs Sidewalk (Scofield Road to Runnymede Lane)	Bid	Q3 2021	On Target
25	SouthPark CNIP - Backlot Trail Phase I (Park South Extension to Park Road Park-XCLT)	Real Estate	Q4 2022	On Target
26	SouthPark CNIP - Briar Creek Greenway Wayfinding	On Hold		
27	SouthPark CNIP - Cultural Loop Implementation and Partnership Opportunities	Developer Partnerships	Developer Build According to their Schedule	On Target
Neighborhood Reinvestment Program (NRP)				
28	NRP - Ardrey Kell Sidewalk	Bid	Q3 2022	On Target
29	NRP - North Community House Road at Ballantyne Commons Parkway Turn Lanes	Completed		
30	NRP - Ballantyne Commons Parkway at Rea Road Turn Lanes	Completed		
31	NRP - NC-51 at Providence Road Turn Lanes	Construction	Q4 2021	On Target
Neighborhood Improvement Program (NIP)				
32	NIP - Howie Acres Phase II	Construction	Q2 2022	On Target
33	NIP - Newell South Phase I	Construction	Q2 2021	On Target
34	NIP - Newell South Phase II	Planning	Establish Upon Completion of Planning	On Target

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
<b>Placemaking Program</b>				
35	Placemaking - North Rail Trail	Planning	Establish Upon Completion of Planning	On Target
36	Placemaking - West Boulevard Bus Stop	Planning	Establish Upon Completion of Planning	On Target
37	Placemaking - Urban Arboretum Trail Phase I	Design	Q3 2021	On Target
<b>Transportation Investments</b>				
<b>Preserving and Optimizing the Transportation Network</b>				
38	Beatties Ford Road Widening (Capps Hill Mine to Sunset)	Construction	Q2 2021	On Target
39	Idlewild Road/Monroe Road Intersection	Real Estate	after RE On Hold per NCDOT	On Target
40	Lakeview Road Farm to Market	On Hold per NCDOT		
41	McKee Road/Providence Road Intersection	Construction	Q3 2021	On Target
42	Oakdale Road Farm-to-Market	Construction	Q4 2021	On Target
43	Tuckaseegee / Berryhill / Thrift Roundabout	Bid	Q4 2022	On Target
<b>Repair and Replace Bridges</b>				
44	Morris Field Bridge Replacement	On Hold per NCDOT		
45	Sardis Lane Bridge Replacement	Bid	Q3 2022	On Target
<b>New Street Connections</b>				
46	35th Street Extension	Developer Partnerships	Waiting on Partnership	Waiting on Partnership
47	Bryant Farms Road Extension (Elm Lane to Rea Road)	Design Build	Q3 2024	On Target
48	Eastern Circumferential	Developer Partnerships	NCDOT Build According to their Schedule	Waiting on Partnership
49	John Kirk Drive Extension	Developer Partnerships	Q2 2022	On Target
50	Park South Drive Extension	On Hold		
51	Research Drive - J.W. Clay Connector over I-85 (North Bridge)	Real Estate and Construction	Q4 2025	On Target

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
<b>Mobility Options</b>				
52	Belk Greenway Connector	On Hold per NCDOT		
53	Billy Graham Parkway Street Lighting	Construction	Q2 2021	On Target
54	<b>Gold Line Phase II</b>	<b>Construction</b>	<b>Q2 2021</b>	<b>Some Budget Risk</b>
55	South End Pedestrian/Bicycle Connector	On Hold		
56	South End Rail Trail I-277 Pedestrian Bridge	Design	Q2 2024	On Target
57	<b>Congestion Mitigation Program</b>	<b>Planning</b>	<b>Establish Upon Completion of Planning</b>	<b>On Target</b>
<b>Sidewalk and Pedestrian Safety Program</b>				
58	University Research Park Sidewalk	Design	Q3 2024	On Target
59	Rail Trail Gaps <sup>3</sup>	Project Cancelled		
60	Kennon Street Sidewalk (Hawthorne Lane to Thomas Avenue)	Real Estate	Q3 2022	On Target
61	Oneida Road Sidewalk	Construction	Q3 2021	On Target
62	Queen City Sidewalk	Completed		
63	Sunnyside Avenue Sidewalk	Completed		
64	Alleghany Street Pedestrian and Bike Improvements	Construction	Q4 2021	On Target
65	Ashley Road (Greenland Avenue to Alleghany Street) Sidewalk	Completed		
66	Bryant Farms Road Sidewalk	Completed		
67	Davidson Street (36th Street to Sugar Creek Road) Sidewalk	Developer Partnerships	NCDOT Build According to their Schedule	On Target
68	Gibbon Road Sidewalk	Bid	Q4 2021	On Target
69	Margaret Wallace Road (Campbell Creek to Old Gate Drive) Sidewalk	Construction	Q4 2021	On Target
70	Mallard Creek Church Road Shared Use Path	On Hold per NCDOT		



## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
<b>Sidewalk and Pedestrian Safety Program (cont'd)</b>				
71	Marvin Road Sidewalk	Bid	Q4 2021	On Target
72	NC-51 (Echo Forest Drive to Alexander Road) Sidewalk	Real Estate	Q2 2023	On Target
73	NC-51 (McAlpine Greenway to Ridgeloach Place) Sidewalk	Construction	Q2 2021	On Target
74	Old Providence Road (Sharon View Road to English Meadows Lane) Sidewalk	Construction	Q3 2021	On Target
75	Pleasant Grove Road (Hipp Road to Oakdale Elementary School) Sidewalk	Design	Q4 2022	On Target
76	Providence Road (Greentree Drive to Knob Oak Lane) Sidewalk	Real Estate	Q4 2022	On Target
77	Sharon Amity Road (Tangle Drive to Craig Avenue) Sidewalk	Bid	Q2 2022	On Target
78	Sharon Road (Bramwyck Drive to Chandworth Road) Sidewalk	Design	Q4 2022	On Target
79	Tuckaseegee Road (Little Rock Road to Westerwood Drive) Sidewalk	Planning	Establish Upon Completion of Planning	On Target
80	Sardis Road North (Sardis Road to Rittenhouse Circle ) Sidewalk	Design	Q3 2024	On Target
<b>East / Southeast Corridor Sidewalk and Bikeway Improvements (ESBI)</b>				
81	ESBI - North Pedestrian/Bike Boulevard	On Hold		
82	ESBI - South Pedestrian/Bike Boulevard	On Hold		
83	ESBI - Briar Creek Road Connector	Construction	Q4 2021	On Target
<b>Northeast Corridor Infrastructure Improvements (NECI)</b>				
84	NECI - 25th Street Connection	Construction	Q4 2021	On Target
85	NECI - Orr Road Extension	Complete		
86	NECI - Rocky River Road West Streetscape	Construction	Q2 2024	On Target
87	NECI - Sugar Creek Streetscape	Construction	Q2 2023	On Target
88	NECI - McCullough Drive Streetscape	Real Estate	Q2 2024	On Target

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
Northeast Corridor Infrastructure Improvements (NECI) (cont'd)				
89	NECI - North Tryon Street/36th Street Streetscape	Real Estate	Q2 2024	On Target
90	NECI - J.W. Clay Boulevard Streetscape and Harris Boulevard / J.W. Clay Intersection	Design	Q1 2025	On Target
91	NECI - Parkwood Avenue Streetscape	Real Estate	Q2 2024	On Target
92	NECI - Tom Hunter Road Streetscape	Bid	Q2 2022	On Target
93	NECI - Dave McKinney Avenue Extension	Developer Partnerships	Developer Build According to their Schedule	On Target
94	NECI - Tryon Street/Northchase Drive Intersection	Real Estate	Q2 2022	On Target
95	NECI - North Davidson/Jordan Place Intersection	Design	Q4 2023	On Target
96	NECI - North Davidson/Belmont Intersection <sup>4</sup>	Project Cancelled		
97	NECI - Philemon Avenue Extension	Developer Partnerships	Developers Build According to their Schedule	On Target
Neighborhood Transportation Programs (NTP)				
98	NTP - Albemarle Road Left Turn Lane at Harrisburg Road	Completed		
99	NTP - Grier / Rocky River Left Turn Lane	Bid	Q4 2021	On Target
100	NTP - Wilkinson Left Turn Lane at Old Steel Creek Road	Completed		
Cross-Charlotte Trail (XCLT)				
101	XCLT Segment 2 - Brandywine to Tyvola	Construction	Q2 2022	On Target
102	XCLT Segment 3 - 7th Street to 10th Street	Construction	Q4 2021	On Target
103	XCLT Segment 5 - Davidson to Matheson	Real Estate	Q3 2022	On Target
104	XCLT Segment 6 - Matheson to Craighead	Design	Q4 2024	On Target
105	XCLT Segment 7 - Craighead to Tryon	Design	Q4 2024	On Target
106	XCLT Segment 8 - Tryon to Orr (Hidden Valley)	Design	Q1 2024	On Target
107	XCLT Segment 9 - Orr to Rocky River	Design	Q4 2024	On Target

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
Cross-Charlotte Trail (XCLT) (cont'd)				
108	XCLT Bike Boulevard	Completed		
109	Cross Charlotte Trail - South Charlotte Connector	Completed		
Bicycle Travel (Bike)				
110	Bike - South Tryon Street Parallel Route	Design	Q4 2021	On Target
111	Bike - 6th Street Cycle Track	Bid	Q4 2021	On Target
112	Bike - The Plaza Road Conversion	Completed		
113	Bike - First Ward to 6th Street Bike Boulevard	Completed		
114	Bike - Elizabeth Bike Boulevard Connections	Planning	Establish Upon Completion of Planning	On Target
115	Bike - Brevard Street Bike Boulevard	Completed		
116	Bike - 4th Street Bike Lane Improvements Uptown	Completed		
117	Bike - 3rd Street Bike Lane Improvements Uptown	Design	Q2 2021	On Target
Transportation Safety (Vision Zero)				
118	Vision Zero - Neighborhood Traffic Calming (Speed humps at approximately 55 locations citywide)	Varies	Q1 2021	On Target
119	Vision Zero - New Thoroughfare Street Lighting (LED lighting upgrades or new installation at more than 40 locations citywide)	Varies	Q2 2021	On Target
120	Vision Zero - Traffic Safety Infrastructure - Pedestrian Hybrid Beacon at The Plaza/Duncan	Design	Q4 2021	On Target
121	Vision Zero - Traffic Safety Signs (Driver Feedback signs at 10-15 locations citywide)	Construction	Q2 2021	On Target
Corridor Program (Corridor)				
122	Corridor - Parkwood Road Improvements	Construction	Q3 2021	On Target
123	Corridor - South Tryon Corridor	Construction	Q4 2021	On Target
124	Corridor - South Boulevard Corridor	Completed		
125	Corridor - West Boulevard Corridor	Construction	Q4 2021	On Target

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
Supporting Economic Development				
126	Monroe Road Streetscape	Design	Q4 2024	On Target
127	North Tryon Redevelopment	Completed		
128	Public/Private Redevelopment of Eastland Corridor	Developer Partnership	Developer to Build According to their Schedule	On Target
Dixie Berryhill Area Roads				
129	Dixie Berryhill Area Roads - West Boulevard Extension	Developer Partnerships	Developer to Build According to their Schedule	On Target
Southeast Land Acquisition and Street Connections (SELA)				
130	SELA - City View / Buick Drive Connector	Completed		
131	SELA - Oakhurst -Amity Garden Street Connector	Construction	Q2 2022	On Target
132	SELA - Shade Valley Road Realignment and Roundabout	Real Estate	Q2 2023	On Target
133	SELA - Albemarle / Pierson Crossing <sup>5</sup>	Project Cancelled		
Applied Innovation Corridor				
134	AIC - Matheson Avenue Bridge	Design	Q2 2024	On Target
135	AIC - 16th Street	Construction	Q1 2022	On Target
136	AIC - ATCO (Graham Street Streetscape)	Developer Partnerships	Developer to Build According to their Schedule	On Target
137	AIC - North Tryon Gateway	On Hold		
Area Plan Program (Area Plan)				
138	Area Plan - Montford Drive to Abbey Place Street Connection	Real Estate	Q2 2023	On Target
139	Area Plan - Montford Drive and East Woodlawn Signal	Completed		
140	Area Plan - Cherry Traffic Calming	On Hold		
Corridor of Opportunity (CofO) Beatties Ford Road Area (BFR)				
141	CofO BFR - Oaklawn Avenue Intersection Improvement	Planning	Establish Upon Completion of Planning	On Target
142	CofO BFR - LaSalle Street Intersection Improvement	Planning	Establish Upon Completion of Planning	On Target

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
Corridor of Opportunity (CofO) Beatties Ford Road Area (BFR) (cont'd)				
143	CofO BFR - Catherine Simmons Avenue Traffic Signal	Planning	Establish Upon Completion of Planning	On Target
144	CofO BFR - Bike Boulevard	Planning	Establish Upon Completion of Planning	On Target
145	CofO BFR - Sidewalks Phase 1	Planning	Establish Upon Completion of Planning	On Target
Corridor of Opportunity (CofO) West Boulevard Area (West)				
146	CofO West - I-77 & West Boulevard Intersection Improvement	Planning	Establish Upon Completion of Planning	On Target
147	CofO West -Remount Road Intersection Improvement	Planning	Establish Upon Completion of Planning	On Target
148	CofOWest - I-77 Underpass Lighting	Planning	Establish Upon Completion of Planning	On Target
149	CofO West - Upgrade Pedestrian Lighting	Planning	Establish Upon Completion of Planning	On Target
Public Safety Facilities				
150	Animal Care and Control - Upgrades to Current Facility Phase 1	Completed		
151	Animal Care and Control - Upgrades to Current Facility Phase 2	Design	Q3 2021	On Target
152	CMPD Central Division Station	Completed		
153	Infill Fire Station I-77 and Clanton Road Additional Funding	Completed		
154	Joint Communication Center	On Hold		
Six Police Division Station				
155	Six Police Division Stations - CMPD Hickory Grove Station	Completed		
156	Six Police Division Stations - CMPD Independence Station	Completed		
157	Six Police Division Stations - CMPD Northwest Station	On Hold		
158	Six Police Division Stations - CMPD South Station	Completed		
159	Six Police Division Stations - CMPD University City Station	Construction	Q1 2021	On Target
Non-Public Safety Facilities				
160	Cemeteries - Roads and Storm Water Renovations and Master Plan	Construction	Q4 2021	On Target

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
Non-Public Safety Facilities (cont'd)				
161	Charlotte Vehicle Operations Center (CVOC)	Completed		
162	Circular Economy Innovation Barn	Construction	Q2 2021	Some Budget Risk
163	CMGC Generator	Design	Q3 2021	On Target
164	CMGC HVAC Replacement	Planning	Establish Upon Completion of Planning	On Target
165	Convention Center Renovation	Construction	Q4 2021	On Target
166	5516 Central Avenue (formerly Innovation and Technology Relocation)	On Hold		
167	Louise Ave Parking Lot Repairs	Completed		
168	Northeast Equipment Maintenance Facility	Construction	Q4 2021	On Target
169	Sweden Road Complex Repaving	Design	Q3 2022	On Target
170	Sweden Road Modular	Construction	Q1 2021	On Target
CMGC Floor Renovations				
171	Lobby - Charlotte Development Center	Completed		
Bojangles / Ovens Area Redevelopment				
172	Bojangles/Ovens Area Redevelopment - Connector Facility	Completed		

Legend:

Yellow highlights represent projects with Some Budget Risk based on preliminary analysis.

Dark blue highlights represent major umbrella projects with sub-projects listed below in light blue highlights.

Projects not highlighted are stand alone projects.

Notes:

1. All projects have the risk of escalating construction market, poor soils, rock, etc.
2. New facilities listed above are all designed to meet LEED v4 standards. Facilities listed above DO NOT have funding to support the Strategic Energy Action Plan.
3. The Rail Trail Sidewalk project was cancelled due to a very large estimate for construction and legal concerns over sending storm water into private detention. Developers would be required to build these sections of rail trail so it was decided that cancelling the project was in the best interest of the City.
4. The NECI - North Davidson / Belmont Intersection project was cancelled because development active in the area and improvements to intersection were required as part of development.
5. The SELA - Albemarle / Pierson Crossing project was cancelled because NCDOT would not allow the crossing due to safety concerns.

## Attachment 2

Pay-As-You-Go (PAYGO) Project Summary			
Project/Program Name	Description	Adopted in FY 2021	Planned in FY 2022
Expedite the Unified Development Ordinance (UDO)	Funds consulting and external legal services to advance the UDO	\$250,000	-
Advance Comprehensive Plan	Funds community engagement and implementation of the Comprehensive Plan	\$250,000	-
Complete Traffic Studies	Funds studies that help inform city rezoning requirements and future city project prioritization	\$250,000	\$400,000
Purchase Transportation Equipment	Funds the purchase of parking meters, automated license plate readers, and other transportation equipment	\$200,000	\$200,000
Resurface Streets	Provides a supplement to state Powell Bill funding to repave city streets	\$1,261,000	\$1,261,000
Support Environmental Services Program	Funds maintenance of former landfills, underground storage tanks, and environmental remediation	\$1,000,000	\$1,000,000
Replace Trees	Funds the planting of trees along public streets and in public areas	\$900,000	\$900,000
Contribute to TreesCharlotte	Funds a financial partner contribution to support education and community engagement about the tree canopy	\$100,000	-
Support Business in Corridors of Opportunity	Funds various economic development strategies, including business grants, in the Corridors of Opportunity	\$5,000,000	-
Support Placemaking in Corridors of Opportunity	Funds projects to transform underutilized public spaces into vibrant places for resident in the Corridors of Opportunity	\$500,000	-
Increase Street Lighting Projects	Funds new streetlighting and pedestrian lighting projects on thoroughfares and residential streets	\$250,000	-
Trim and Remove Trees	Funds proactive pruning of public trees before they become a hazard and removes downed trees and limbs in rights-of-way	\$1,625,000	\$1,625,000
Renovate Median Landscapes	Funds maintenance of medians in rights-of-way including replacing shrubs, trees, and grasses	\$250,000	\$250,000
Provide HOME Grant Match	Funds the 25 percent required match to the federal HOME Grant which supports the creation of affordable housing	\$810,302	\$810,302
Support Innovative Housing	Funds housing programs including down payment assistance, urgent repair, and home ownership counseling	\$3,400,000	\$3,200,000
Offer In Rem Remedy - Residential	Funds the demolition of residential properties due to safety concerns identified through the Code Enforcement process	\$500,000	\$500,000

Pay-As-You-Go (PAYGO) Project Summary			
Project/Program Name	Description	Adopted in FY 2021	Planned in FY 2022
Promote Jumpstart Microgrants	Funds community safety grants to organizations that focus on conflict resolution, crime fighting, and youth opportunities	\$250,000	\$100,000
Support Neighborhood Grants	Funds grants to neighborhood-based organizations to leverage resident involvement and build partnerships with the city	\$400,000	\$400,000
Improve Cultural Facilities <sup>1</sup>	Funds maintenance and repair of city-owned arts and entertainment facilities such as Discovery Place	\$7,450,368	\$7,822,866
Revitalize Business Corridors	Funds matching grants to businesses in areas with patterns of disinvestment, high vacancies, or declining values	\$750,000	-
Enhance Economic Development Programs	Funds new initiatives and programs for the Economic Development department as it takes on a more regional role	\$750,000	\$1,000,000
Build Minority, Women, and Small Business Enterprise (MWSBE) Capacity	Funds the AmpUp program, training around the procurement process, and targeted outreach to MWSBEs	\$450,000	-
Complete MWSBE Study	Funds a legally-required study to ensure legal justification for the continuation of MSWBE utilization goals on city contracts	\$250,000	\$250,000
Advance Historic West End Initiative	Funds a multi-year commitment to creating economic investment in historic west end	\$150,000	-
Fund Synthetic Tax Increment Grants (STIGs)	Funds debt service payments on city-owned arts and entertainment facilities in the Levine Center for the Arts	\$34,644	\$34,644
Support STIG Business Investment Grants (BIGs) Payments	Funds payments to various private developers with whom the city has entered into STIG and BIG agreements	\$90,526	\$93,242
Maintain City-Owned Facilities	Funds maintenance and upgrades to city-owned facilities including security improvements, replacing carpet, or painting	\$4,000,000	\$3,763,641
Repair City-Owned Parking Lots/Decks	Funds maintenance to city-owned parking facilities including paint restriping or structural repairs	\$250,000	\$250,000
Maintain Government Center Parking Deck	Funds maintenance to Government Center parking deck including paint restriping or structural repairs	\$200,000	\$200,000
Invest in Technology and Disaster Recovery	Funds technology system improvements to ensure uninterrupted service provision	\$500,000	-
Enhance Innovation and Technology Assets	Funds advancements in network security, asset management, technology, and identified technology gaps	\$1,500,000	-
Upgrade Business System Software	Funds replacement of hardware and systems across Enterprise Funds to align business processes	\$2,466,405	\$1,978,286



Pay-As-You-Go (PAYGO) Project Summary			
Project/Program Name	Description	Adopted in FY 2021	Planned in FY 2022
Purchase Police Technology and Equipment	Funds replacement of technology and communications equipment including radios, laptops, and cameras	\$2,000,000	-
Support Firefighter Lifecycle Management	Funds replacement of technology and communications equipment including radios and laptops	\$750,000	-
Purchase Municipal Equipment	Funds the pay back of the Municipal Debt Service Fund for voting equipment purchased in Fiscal Year 2020	\$1,200,000	\$1,200,000
<b>TOTAL</b>		<b>\$39,988,245</b>	<b>\$27,238,981</b>

<sup>1</sup>Contribution to Cultural Facilities supported by Sales Tax equivalent of approximately 80 percent of the U-Drive-It Vehicle Rental tax net the contribution to county and towns.