



Charlotte Equitable Development Commission

Thursday, March 3, 2022

3:00 – 4:30 p.m.

Charlotte Mecklenburg Government Center

**Staff Resources: Liz Babson, Transportation
Ryan Bergman, Strategy and Budget**

AGENDA

- I. Introductions**
- II. Affirm charge to the CEDC**
- III. Swearing In**
- IV. Review Rules and Procedures**
- V. Public Records**
- VI. Budget Overview**

Charlotte Equitable Development Commission

RULES OF PROCEDURE

ARTICLE I – NAME

This Commission shall be known as the Charlotte Equitable Development Commission (CEDC).

ARTICLE II – PURPOSE

The City Council of the City of Charlotte originally approved the CEDC by resolution on June 21, 2021, through the adoption of the Charlotte Future 2040 Comprehensive Plan – Plan Policy. City Council adopted an ordinance to formally establish the CEDC on August 9, 2021, to advise in the assessment of infrastructure throughout the City and to recommend strategies that balance equitable investments in areas most in need, including areas with absent and insufficient facilities, areas experiencing the fastest growth, and areas targeted for growth. The CEDC will provide input on the development of the City's Capital Investment Plan.

The CEDC is initially established for a three-year term expiring on September 30, 2024.

ARTICLE III – MEMBERSHIP, TERMS, AND VACANCIES

The CEDC shall be composed of nine (9) members. Six (6) of the members shall be appointed by City Council. Three (3) of the members shall be appointed by the Mayor of the City of Charlotte.

All terms of appointment for all members shall be three (3) years expiring on September 30, 2024.

No member shall be eligible to serve more than one (1) consecutive full term.

Appointees must take an Oath of Office; are subject to City Council's Attendance and Anti-Harassment Policies; and are subject to the Code of Ethics, Gift Policy, and Disclosure Requirements for members of committees.

In the event of a membership vacancy on the CEDC, the appointing body shall fill such vacancy for the unexpired term created thereby.

The Mayor shall appoint the CEDC Chairperson.

All CEDC members shall have significant backgrounds in community development and infrastructure assessments. Examples of preferred experience shall include consulting engineers in the project development business; attorneys specializing in development; developers; independent business

representatives; construction contractors; bankers or insurance agents engaged in the financial aspect of development; representatives from homebuilder's association; homeowners or neighborhood association representatives.

ARTICLE IV – DUTIES OF THE CHAIRPERSON

The Chairperson shall preside at all meetings of the CEDC and shall have the right to vote on all matters of business transacted by the CEDC.

The Chairperson shall appoint both special and standing sub-committees as may be deemed necessary and/or appropriate by the CEDC.

ARTICLE V – MEETINGS

The CEDC shall hold regularly scheduled meetings on a day and time agreed upon by a majority of the members. In the event of inclement weather, as determined by the Charlotte-Mecklenburg Board of Education, CEDC meetings shall be postponed until the next regularly scheduled meeting unless otherwise determined by the Chairperson.

Special meetings may be held whenever called by the Chairperson or when requested by a majority of the CEDC members. The call for such special meetings shall state the specific purpose of the meeting, and no other business shall be transacted at such special meetings. At least three (3) days' notice shall be given.

Attendance requirements are specified by the Boards and Commissions Attendance Policy that require members to attend 65 percent of all regular, special, and assigned subcommittee meetings from the time a term begins until the end of this calendar year and each subsequent calendar year thereafter; and members may not miss three consecutive regular meetings of this board. If members fail to meet either of these two requirements members will automatically be removed from the board per City Council's policy. Members must attend 50 percent of each meeting in order to be counted present.

Minutes of all meetings shall be recorded, distributed for review, and kept on file.

ARTICLE VI – STAFF SUPPORT

Staff from the Charlotte Department of Transportation and the Budget and Strategy Department shall provide technical and administrative support to the CEDC. Staff shall attend regularly scheduled meetings of the CEDC, share information and materials that are germane to the function of the CEDC, and provide administrative assistance to the CEDC.

Serving on a Citizen Advisory Board

STEPHANIE KELLY, CITY CLERK

MARCH 3, 2022

1

Council Policies

Appointees are subject to these City Council Policies :

- Attendance
- Anti-Harassment
- Code of Ethics, Gift Policy and Disclosure Requirements
- Conflict of Interest
- Please see handbook for a thorough review of policies:
 - https://charlottenc.gov/CityClerk/Documents/Spring_2021_Handbook.pdf

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Attendance Policy

All members are required to attend at least 65% of the regular and special meetings of the body and assigned committees and subcommittees held in one calendar year with no excused absences. Members who miss three consecutive meetings will be removed.

On January 1 of each year, a member of any board appointed by the Mayor, Council or City Manager shall be automatically removed from said body for failure to attend at least 65% of all meetings held during the immediately preceding calendar year.

In order to be eligible for reappointment to a board, committee, or commission, a member must have attended at least 75% of the regular and special meetings of the body and assigned committees and subcommittees during the concluding term, or portion of the term during which the member served.

3

Roles & Responsibilities

Members advise City Council on a wide variety of subjects by making recommendations on important policy matters

The greater your participation in the work of the board, the greater will be the effectiveness of the board in carrying out its charge and ultimately improving the community

Please see the Handbook for more details about the duties of boards and their members:

- https://charlottenc.gov/CityClerk/Documents/Spring_2021_Handbook.pdf

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Open Meetings Law

All Boards and Commissions shall comply with the North Carolina Open Meetings Law, which requires that all meetings of “public bodies” be open to the public after proper notice is given.

Under the North Carolina public records statute, records made or received in the transaction of public business are subject to public access.

Therefore, all members of Boards and Commission should be aware of their public roles and conduct any board-related business in an open and transparent manner

City Clerk's Office

Contact Information:

Stephanie Kelly, City Clerk

Stephanie.Kelly@charlottenc.gov

or

Kirk McSwain, Assistant City Clerk, Boards and Commissions

Kirk.McSwain@charlottenc.gov

boards@charlottenc.gov

Questions?

Budget Overview

MARCH 3, 2022

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1

Why it Matters... AAA

Rating Agency Comments from the latest GO Refunding, Oct 2021

Moody's

The stable outlook reflects the city's position as a regional economic center, which will continue to support tax base growth and a strong employment base. **The outlook also reflects the city's stable financial position that benefits from formal policies, long-term planning and conservative budgeting.**

S&P

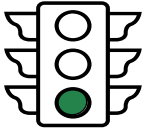
Very strong management. We view the city's management as very strong, **with strong financial policies and practices...** In addition, the city engages in annually updated five-year operational forecasting to target balanced budgets, and **annually updated capital planning that identifies funding for projects five years in advance.**

Fitch

The city has demonstrated a **solid ability to manage spending pressures associated with growth...** Fitch expects the city to maintain a high level of fundamental financial flexibility throughout economic cycles based on its expenditure flexibility and conservative fund balance policy, supported by its strong economic revenue prospects.

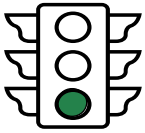
2

Financial Resiliency Drives Budget Development Planning



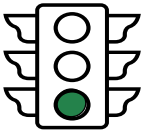
Structurally-Balanced Budget

- Ongoing expenses do not exceed ongoing revenues



Fully-Funded Reserves

- Approximately two months (16%) in reserve in the General Fund



Maintaining Capital Affordability

- Steady State debt affordability reserved for future City capacity

How the City's Budget is Organized

City vs. County Services and How Property Taxes Pay For Them



Charlotte Resident's Property Tax Bill

County Portion

64%
Education
Social Services
Public Health
County
Detention

City Portion

36%
Police
Fire
Transportation
Housing
Solid Waste

Five Key Costs Primarily Supported by Property Taxes

Description	Agency	Amount
CMS Local Support	County	\$543.0 M
CMPD	City	\$300.9 M
Health and Human Services	County	\$236.4 M
County Detention and Court Support	County	\$126.3 M
Charlotte Fire	City	\$144.6 M

County information from the Mecklenburg County FY 2022 Adopted Budget (pages 90 & 126)

Note: 20 percent of Mecklenburg County residents live outside of Charlotte

5

City Sets Aside Property Tax Dollars to Support Programs and Debt Service

City of Charlotte (36%)

34.81¢ per \$100 assessed value

General Fund

27.31¢ or 78.5%

Capital Program

7.50¢ or 21.5%

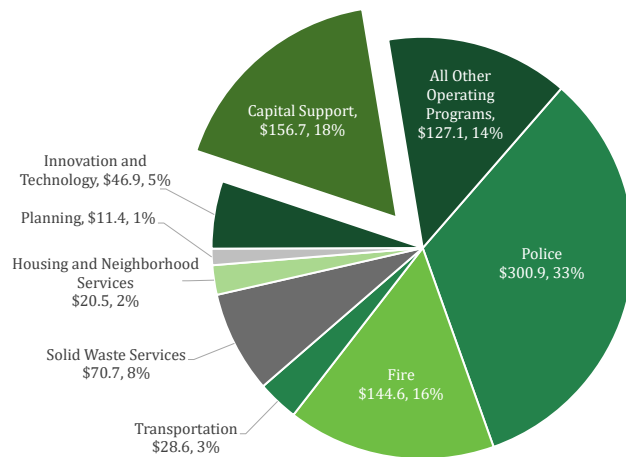


Chart includes operating costs plus Property and Sales Tax support for the Capital Investment Plan

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How the City's Budget is Organized

Governmental Funds

General Fund

Debt Service

Pay-As-You-Go

Supported primarily by Property Tax and Sales Tax

Department	Budget (millions)
Police	\$300.9
Fire	\$144.6
Solid Waste	\$70.7
Technology	\$46.9
Transportation	\$28.6
Housing	\$20.5
Planning	\$11.4
All Other	\$127.1
TOTAL	\$750.7

Enterprise Funds

Supported primarily by User Fees

Aviation
CATS ¹
Water
Storm Water

¹CATS receives a restricted ½ cent sales tax

Special Revenue Funds

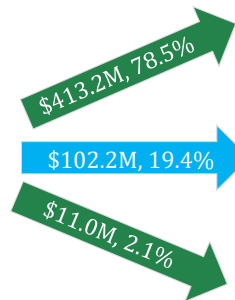
Dedicated revenues required to be used for specific purposes

7

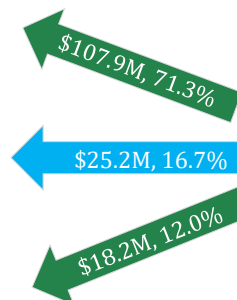
How Property and Sales Taxes are Distributed



PROPERTY TAX
\$526,463,462



SALES TAX¹
\$151,317,397



¹Does not include ½ cent sales tax restricted to CATS

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General Capital Investment Plan

9

A Debt Model Determines Available Capacity

Data elements of the Debt Model

- Currently Known
 - *FY 2021 Audited Amounts, FY 2022 Approved Budget, Existing Debt Service*
- Assumptions – Key Drivers to the Model
 - *Revenues*
 - *Spend Rate*
 - *Interest Rates*



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Capital Budget 101

City of Charlotte fiscal year runs July 1 – June 30

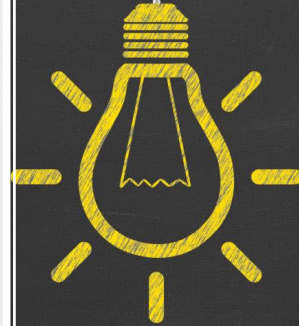
City Council adopts capital budget annually

Capital Investment Plan (CIP)

- Five-year plan; only year one is approved
- Composed of various funding sources including General Obligation (GO) Bonds

GO Bonds

- Require voter approval
- Presented to the voters every two years in even-numbered calendar years



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What makes up the Capital Budget?

Other Debt
(Certificates of Participation)

Example:
New Facilities

Affordable
Housing
Bonds

Example:
Housing Trust
Fund

Neighborhood
Bonds

Example:
Corridors of
Opportunity

Transportation
Bonds

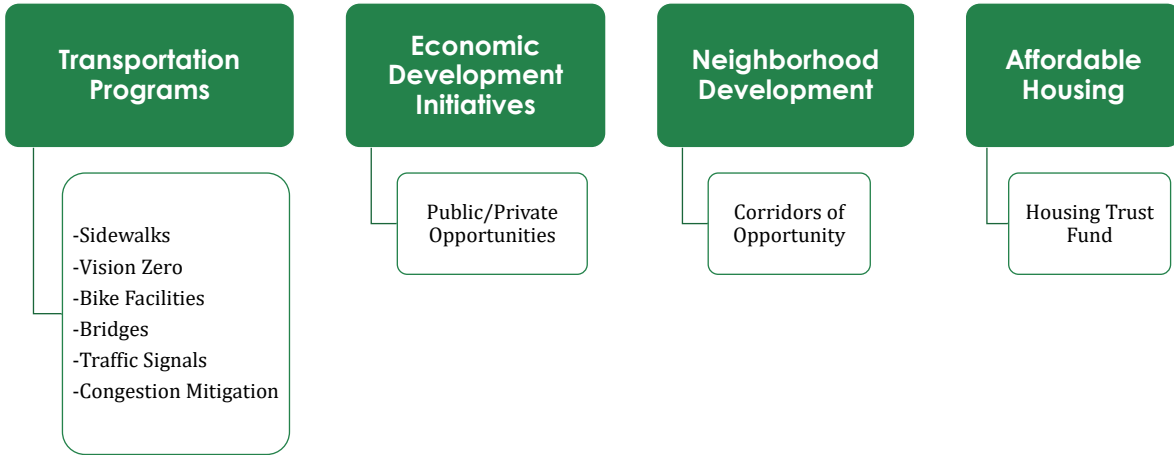
Examples:
-Sidewalks
-Bike Facilities
-Traffic Signals

Advanced
Planning
Program

Bond Referendum

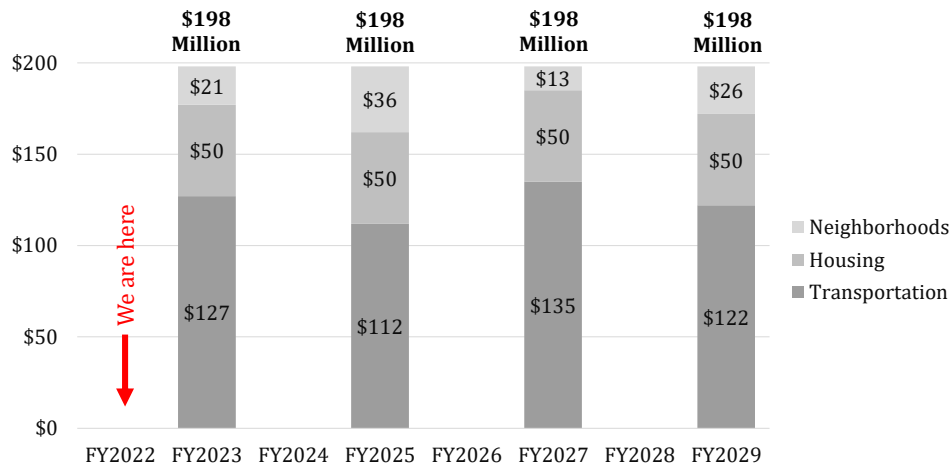
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Building a Bond Referendum



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Draft Capital Investment Plan Includes the Next Four Bonds



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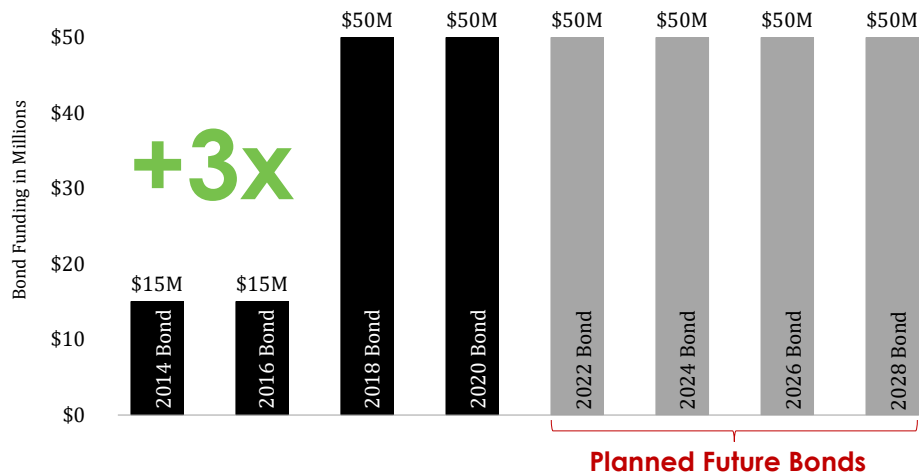
Draft Capital Plan for the Future

	2022 Bond FY 2023	2024 Bond FY 2025	2026 Bond FY 2027	2028 Bond FY 2029	Total
PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Require Voter Approval)					
Economic Development (Economy, Jobs, and Upward Mobility)					
Promote Public/Private Partnerships	\$11,000,000	\$26,000,000	\$13,000,000	\$26,000,000	\$76,000,000
Support Ballantyne Reimagined Infrastructure	\$8,800,000	\$8,700,000	-	-	\$17,500,000
Great Neighborhoods (Affordable and Sustainable Neighborhoods)					
Create and Preserve Affordable Housing	\$50,000,000	\$50,000,000	\$50,000,000	\$50,000,000	\$200,000,000
Invest in Corridors of Opportunity	\$10,000,000	\$10,000,000	-	-	\$20,000,000
Safe Communities (Safe, Healthy, and Inclusive Communities)					
Enhance Transportation Safety (Vision Zero)	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$16,000,000
Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)					
Improve Sidewalks and Pedestrian Safety	\$50,000,000	\$20,000,000	\$17,000,000	\$20,000,000	\$107,000,000
Improve Eastway Drive/Shamrock Drive Intersection	\$12,700,000	\$18,300,000	-	-	\$31,000,000
Mitigate Congestion	\$10,000,000	\$10,000,000	\$5,000,000	\$5,000,000	\$30,000,000
Connect Bicycle Facilities	\$8,000,000	\$8,000,000	\$8,000,000	\$8,000,000	\$32,000,000
Resurface Streets	\$8,000,000	\$8,000,000	\$8,000,000	\$8,000,000	\$32,000,000
Connect Northeast Corridor Infrastructure	\$6,000,000	-	-	-	\$6,000,000
Construct Improvements with Bonus Allocation Funding	\$6,000,000	-	-	-	\$6,000,000
Repair and Replace Bridges	\$5,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$23,000,000
Upgrade Traffic Control Devices	\$4,500,000	\$5,000,000	\$5,000,000	\$5,000,000	\$19,500,000
Maintain Intelligent Transportation Systems	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$16,000,000
Construct Road #1 from Advanced Planning Program	-	\$20,000,000	\$50,000,000	-	\$70,000,000
Construct Road #2 from Advanced Planning Program	-	-	\$20,000,000	\$50,000,000	\$70,000,000
Construct Intersection #2 from Advanced Planning Program	-	-	\$8,000,000	\$12,000,000	\$20,000,000
Total General Obligation Bonds	\$198,000,000	\$198,000,000	\$198,000,000	\$198,000,000	\$792,000,000

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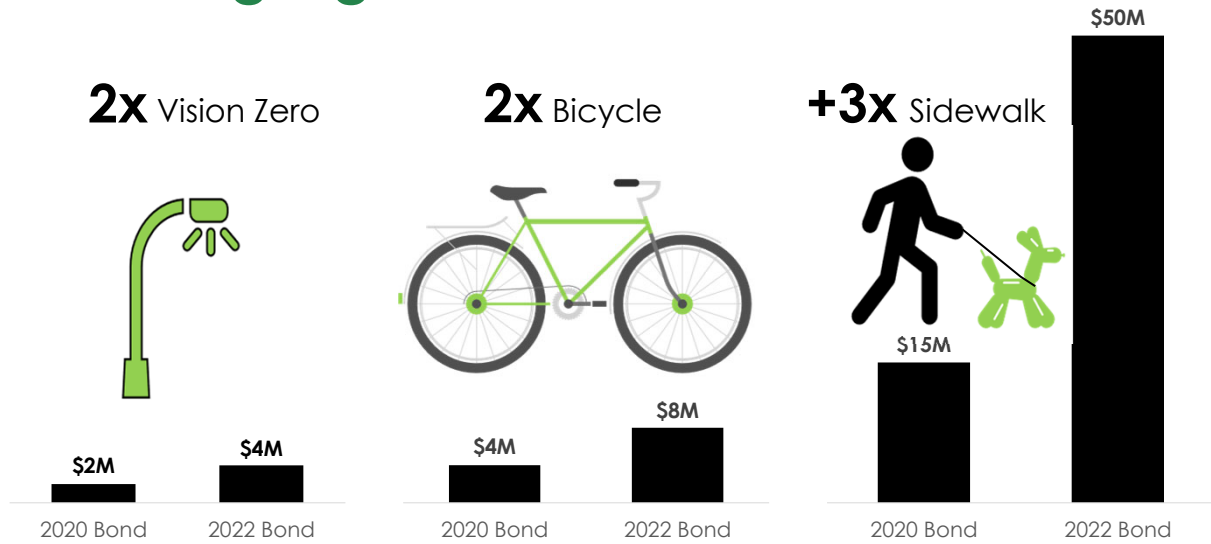


Increased Affordable Housing Funding



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Highlights from 2022 Bond Plan



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Taking a Deeper Dive in Four CIP Programs

Draft 5-Year Bond Plan from FY 2022 Budget

	2022 Bond FY 2023	2024 Bond FY 2025	2026 Bond FY 2027	2028 Bond FY 2029	Total
PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Require Voter Approval)					
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Great Neighborhoods (Affordable and Sustainable Neighborhoods)					
Create and Preserve Affordable Housing	\$50,000,000	\$50,000,000	\$50,000,000	\$50,000,000	\$200,000,000
Invest in Corridors of Opportunity	\$10,000,000	\$10,000,000	-	-	\$20,000,000
Safe Communities (Safe, Healthy, and Inclusive Communities)					
Enhance Transportation Safety (Vision Zero)	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$16,000,000
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Improve Eastway Drive/Shamrock Drive Intersection	\$12,700,000	\$18,300,000	-	-	\$31,000,000
Mitigate Congestion	\$10,000,000	\$10,000,000	\$5,000,000	\$5,000,000	\$30,000,000
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Total General Obligation Bonds	\$198,000,000	\$198,000,000	\$198,000,000	\$198,000,000	\$792,000,000

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Project Identification

Policies and master plans are foundation of prioritization



Prioritization criteria

- *Safety*: Crashes per mile (High Injury Network)
- *Congestion*: Traffic delay during peak times
- *Connectivity*: Access to employment, transit, sidewalk and bike facilities
- *Leverage*: Public/private partnership opportunities

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Sidewalks and Pedestrian Safety

Recent and Planned CIP History for Program

2014 Bond	2016 Bond	2018 Bond	2020 Bond	2022 Bond PLAN	2024 Bond PLAN
\$15.0 M	\$15.0 M	\$30.0 M	\$15.0 M	\$50.0 M	\$20.0 M

Aims to improve walkability and provide an experience that is safe, useful, and inviting

Funding is used to:

- Construct new sidewalks
- Fill gaps in existing sidewalks
- Provide safe crossings

Goal: 10 miles of sidewalk

Prioritized by Charlotte WALKS Plan



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Bicycle Facilities

Recent and Planned CIP History for Program

2014 Bond	2016 Bond	2018 Bond	2020 Bond	2022 Bond PLAN	2024 Bond PLAN
-	-	\$4.0 M	\$4.0 M	\$8.0 M	\$8.0 M

Funding supports the build-out of a bicycle network by connecting gaps between existing facilities

Helps connect bikeways through:

- Pavement markings
- Wayfinding signage
- Redesign of existing infrastructure

Prioritized by Charlotte BIKES Plan

Supported by the Bicycle Advisory Committee



Congestion Mitigation

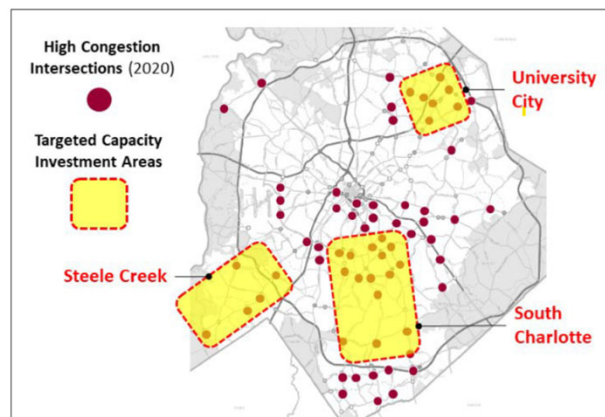
Recent and Planned CIP History for Program

2014 Bond	2016 Bond	2018 Bond	2020 Bond	2022 Bond PLAN	2024 Bond PLAN
-	-	-	\$7.6 M*	\$10.0 M	\$10.0 M

Helps mitigate congestion and improve traffic flow in targeted areas through small-scale infrastructure projects:

- Adding turn lanes at intersections
- Extending existing lanes
- Making new road connections

Initial funding dedicated to the Steele Creek, South Charlotte and University City areas



*An additional \$6.7M in previously-approved Short-Term Road Congestion PAYGO supplemented the 2020 Bond funding

Vision Zero

Recent and Planned CIP History for Program					
2014 Bond	2016 Bond	2018 Bond	2020 Bond	2022 Bond PLAN	2024 Bond PLAN
-	-	\$2.0 M	\$2.0 M	\$4.0 M	\$4.0 M

Supports the Vision Zero philosophy by making the transportation system safer for all modes



Program focuses on:

- Street Lighting
- Neighborhood Traffic Calming
- Spot Safety Projects
- Technology Improvements

Prioritized using data from the High Injury Network & Vision Zero Action Plan

Going Even Further in One Program

Draft 5-Year Bond Plan from FY 2022 Budget

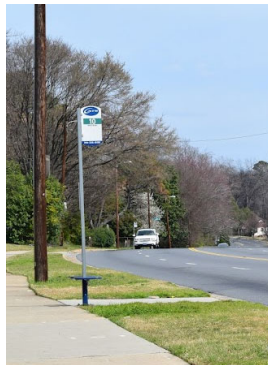
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Sidewalk & Pedestrian Safety

Aims to improve walkability and provide an experience that is safe, useful, and inviting

Funding is used to:

- Construct new sidewalks
- Fill gaps in existing sidewalks
- Provide safe pedestrian crossings







Prioritized by Charlotte WALKS Plan

Program Criteria

- Safety
- Congestion
- Connectivity

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Thoroughfares Without Sidewalk

-  Funded
11 miles
-  Prioritized (future bond)
5 miles
-  Evaluation Underway
7 miles
-  Other Thoroughfares Without Sidewalks
245 miles



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Named Projects Are the Final Part of a Bond

Transportation Programs

- Sidewalks
- Vision Zero
- Bike Facilities
- Bridges
- Traffic Signals
- Congestion

Economic Development Initiatives

- Public/Private Opportunities

Neighborhood Development

- Corridors of Opportunity

Affordable Housing

- Housing Trust Fund

Advanced Planning and Design

- 2 Roads
- 2 Intersections
- 2 Trail Segments
- 1 Bonus Allocation

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Advanced Planning Transportation Projects

Roads

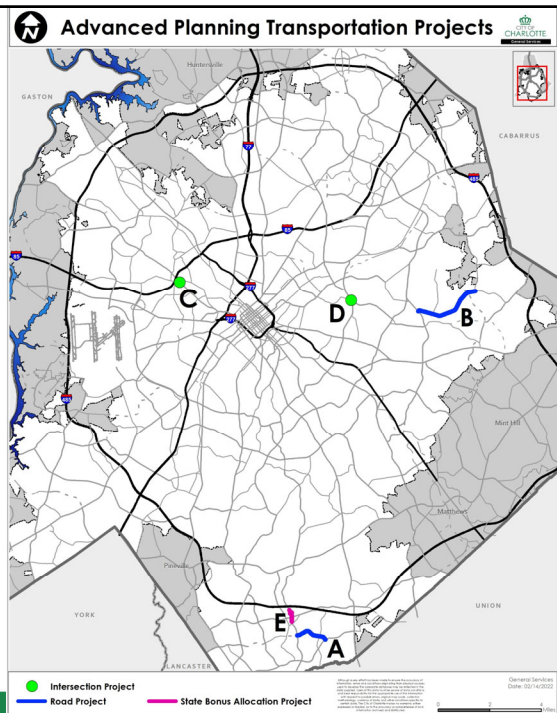
- A. Bryant Farms Road Extension (Rea Road to Ardrey Kell Road)
- B. Robinson Church Road (Harris Boulevard to Hood Road)

Intersections

- C. Ashley Road/Tuckaseegee Road/Freedom Drive
- D. Eastway Drive/Shamrock Drive

State Bonus Allocation Partially Funded

- E. Rea Road Widening



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Budget Process and Engagement

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The Budget is Built Around City Council Priorities and Initiatives to Advance Them

City Council Priorities

- Workforce and Business Development
- Great Neighborhoods
- Safe Communities
- Transportation, Planning and Environment
- Well-Managed Government

Examples of Current Initiatives

- Affordable Housing
- Corridors of Opportunity
 - SAFE Charlotte
- Charlotte 2040 and UDO
 - Strategic Energy Action Plan (SEAP)
- Transformational Mobility Network
- Arts and Culture
- Hire Charlotte

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Public Engagement Opportunities

<https://charlottenc.gov/budget/Pages/budget-development.aspx>

**Virtual Budget Listening Sessions
Completed in February and
March 2022**

Budget Community Input Survey

Available January 19 – March 28

Balancing Act Budget Simulator

Budget your priorities

Budget Public Hearing on May 9

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Budget Development Process

October 2021

- Mayor and Council Annual Strategy Meeting to set priorities for the upcoming fiscal year

February – April 2022

- Community Engagement initiatives
 - *Budget Input Survey, Listening Sessions, Balancing Act Budget Simulation Tool*
- Budget & Effectiveness Committee Meetings
- Mayor & City Council Budget Workshops

May – June 2022

- Proposed Budget Presented by City Manager
- Public Hearing on Proposed Budget
- Council Budget Adjustments and Straw Votes Meetings
- Budget Adoption

July 1, 2022 – FY 2023 Fiscal Year Begins



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Questions?



Charlotte Equitable Development Commission Update

March 3, 2022

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

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

Committee Chair Update: The committee met on March 3, and discussed the following:

- **Review of Policies and Procedures**

After the swearing in of the Commission, City Clerk, Stephanie Kelly discussed the policies and procedures of serving on a Citizen Advisory Board. Those policies discussed included:

- Attendance
- Anti-Harassment
- Code of Ethics, Gift Policy and Disclosure Requirements
- Conflict of interest

The attendance policy is as follows:

- All members are required to attend at least 65% of the regular and special meetings of the body and assigned committees and subcommittees held in one calendar year with no excused absences. Members who miss three consecutive meetings will be removed.
- On January 1 of each year, a member of any board appointed by the Mayor, Council or City Manager shall be automatically removed from said body for failure to attend at least 65% of all meetings held during the immediately preceding calendar year.
- In order to be eligible for reappointment to a board, committee, or commission, a member must have attended at least 75% of the regular and special meetings of the body and assigned committees and subcommittees during the concluding term, or portion of the term during which the member served.

Kelly reviewed the roles and responsibilities of the Commission members, such as advising City Council on a wide variety of subjects by making recommendations on important policy matters. Kelly then informed the Commission of the Open Meetings Law which states that:

- All Boards and Commissions shall comply with the North Carolina Open Meetings Law, which requires that all meetings of “public bodies” be open to the public after proper notice is given.
- Under the North Carolina public records statute, records made or received in the transaction of public business are subject to public access.
- Therefore, all members of Boards and Commission should be aware of their public roles and conduct any board-related business in an open and transparent manner.



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Commission members were previously given the Handbook for Advisory Board, Commission and Committee members to refer to for more details about their duties.

Commission members also gave consensus to adopt the proposed Rules of Procedure for the Commission.

- **Budget Overview**

Budget Director, Ryan Bergman presented the Budget Overview. Bergman reviewed how the City's budget is organized; between Governmental funds, Enterprise funds and Special revenue funds and City versus County services and how property taxes pay for them. He also covered how property and sales taxes are distributed. Bergman explained that the Capital budget is made up of Affordable Housing Bonds, Neighborhood bonds, Transportation bonds and other debt, such as Certificate of Participation (COPs). The draft Capital plan for the future was discussed as well as project prioritization criteria. Bergman dug deeper into the draft 5-year bond plan from the FY 2022 budget, highlighting some programs that the Commission may want to focus on. Bergman informed the Commission that the budget is built around City Council priorities and initiatives to advance them. Those priorities include:

- Workforce and Business Development
- Great Neighborhoods
- Safe Communities
- Transportation, Planning and Environment
- Well-Managed Government

Some examples of current initiatives are:

- Affordable Housing
- Corridors of Opportunity
- SAFE Charlotte
- Charlotte 2040 and UDO
- Strategic Energy Action Plan (SEAP)
- Transformational Mobility Network
- Arts and Culture
- Hire Charlotte

Finally, Bergman highlighted some key dates in the budget development process:

October 2021

- Mayor and Council Annual Strategy Meeting to set priorities for the upcoming fiscal year

February – April 2022

- Community Engagement initiatives
 - *Budget Input Survey, Listening Sessions, Balancing Act Budget Simulation Tool*



Charlotte Equitable Development Commission Update

- Budget & Governance Committee Meetings
- Mayor & City Council Budget Workshops

May – June 2022

- Proposed Budget Presented by City Manager
- Public Hearing on Proposed Budget
- Council Budget Adjustments and Straw Votes Meetings
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Some questions asked by Commission members included requesting more information on Opportunity Zones and more information on revenue streams that the Commission may have an impact on, such as COVID related funding. Bergman said the American Rescue Plan Act provided the City \$71M last year. The next \$71M has not been earmarked. The Commission sought greater insight on the formula or matrix for project prioritization.

Potential topics for the next Commission meeting included an update on the Corridors of Opportunity and an update on the Strategic Mobility Plan.

Next Meeting: The next meeting will be May 5, 2022.